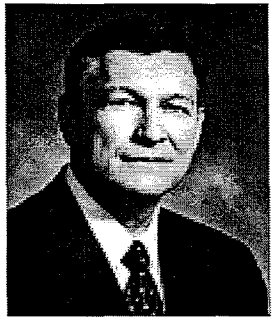
WAKE
COUNTY
NORTH CAROLINA

Adopted Operating
and
Capital Improvement Budgets

For the Fiscal Year July 1, 2004 through June 30, 2005

Wake County, North Carolina
Annual Adopted Budget
for Fiscal Year 2005

Board of County Commissioners



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Kenn Gardner
Chairman

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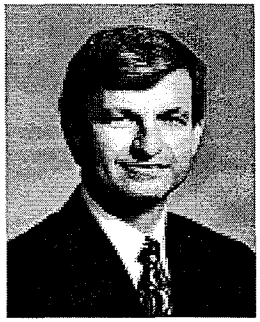

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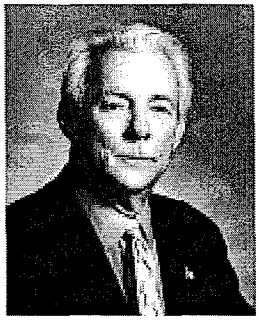

Phil Jeffreys

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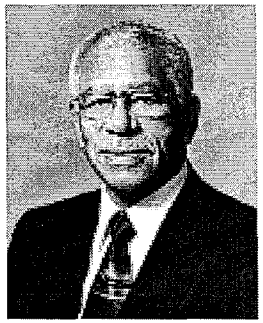

Harold Webb

County Administration:

County Manager: David C. Cooke

County Attorney: Michael Ferrell

Clerk to the Board: Gwen Reynolds

Deputy County Manager: Joseph K. Durham

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WAKE COUNTY
NORTH CAROLINA

Budget Message

from the office of the County Manager

Charting the Future

May 17, 2004

Wake County Board of Commissioners:

I am pleased to present the recommended fiscal year 2005 Budget for Wake County. Preparing a budget is never easy, as the requests and need for funds are always greater than the available resources. This budget is no exception. However, with business-like approaches to planning, hard work and careful stewardship, I am proud to represent our organization in recommending this budget for your consideration This budget presents a deliberate balance of revenues and expenses; of short-term service needs and long-term plans; of maintaining what we have already built and building new assets; of meeting the heightened security needs of all citizens while educating children and adults; of market-based compensation for employees and escalating health care expenses; and of meeting the service pressures of development while protecting our natural resources and environment.

The Board of Commissioners deserves special recognition for maintaining a long-term perspective and for instituting a thorough process to review and reassess County plans, policies, priorities, services and programs. This effort began last summer with a multi-year view of future revenue and expenses. With clear direction to "live within our means" — without tax increases — we pursued a process to reassess and review capital plans and operating programs and services. Although not complete, we have come a long way toward charting the future of Wake County. You will see clear evidence of this work in the recommended budget.

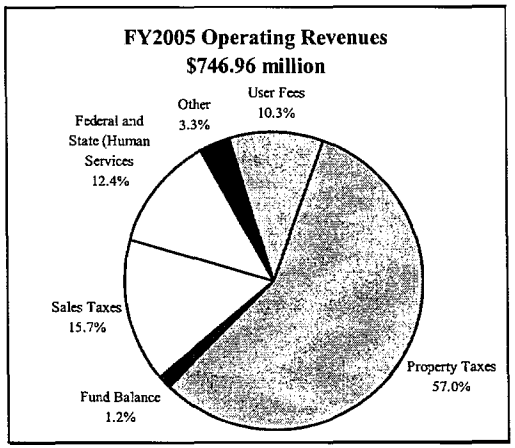
The recommended fiscal year 2005 budget:

- Maintains the existing property tax rate at the current level of 60.4 cents per $100 of valuation.
- Provides additional funds to the Wake County Public Schools, Wake Technical Community College, Human Services, Public Safety and the Sheriff's Office.
- Constrains spending in almost all other areas of the County government.
- Recommends bond referenda in the fall for Wake Technical Community College ($40 million) and Open Space ($26 million), and continues the County's $1.55 billion long-range capital program.

Adds 37 new positions, with the majority of the positions in Human Services (10), Public Safety (8), Environmental Services (7) and Community Services (7).

BUDGET OVERVIEW

The recommended General Fund budget totals $746,960,000, a 4.1% increase over the current FY 2004 budget of $717,425,714. The recommended budget charts a future of steady growth and balanced budgets.



REVENUES

Steady growth is evidenced by a $29.5-million increase in general fund revenues. This increase is due in large part to the property and sales taxes that account for 73% of the General Fund revenues.

Revenue Growth	
Property Taxes	$14.5 million
Sales Taxes	8.5 million
Human Services	6.3 million
All Other Areas	.2 million
Total	**$29.5 million**

While property tax revenue growth is projected to remain steady at 3.5%, sales tax revenue is expected to increase 7.8% over the current year projections, most likely the result of a turnaround in the national economy with a stable stock market and interest rates at historic lows. Growth in these two areas added $23 million of new revenues to the recommended budget. A brief discussion of the major revenue sources follows.

Property Taxes

The $14.5 million increase in property tax revenue is due to higher property base valuation, given no rate increase. The growth has remained steady in real property with a $2 billion increase in valuation over 2004 and accounts for $11.5 million of the increase. The remaining $3 million being generated is from personal property and vehicle valuation increases.

Sales Taxes

The increase in sales tax revenue is related to improvements in the economy. Lower unemployment, increased consumer confidence and record low interest rates all contribute to the $8.5 million increase.

Human Services

Revenue growth due to Human Services activities will add an additional $6.3 million to the County. Medicaid reimbursements continue to grow as they have in past three years. The increase is due to higher levels of contracted activity, specifically in the area of child mental health.

Other Revenue

Increases in all other areas are due mainly to grants for Watershed Management, State mental health grants associated with the closing of Dorothea Dix Hospital and Federal grant-funded programs.

EXPENDITURES

Increases in expenditures budgeted for fiscal year 2005 are due in large part to a higher level of funding for Wake County Public Schools and Wake Technical Community College (Wake Tech). Increases in transfers to debt and the capital program are in large part related to new construction of schools.

Expenditure Growth	
Wake County Schools	$10.7 million
Human Services	5.0 million
Transfers to Debt & CIP	4.9 million
Salaries and Benefit Increases	4.2 million
Wake Tech Community College	2.9 million
Public Safety and Sheriff's Office	2.9 million
All Other County Expenditures	-1.1 million
Total	**$29.5 million**

WAKE COUNTY PUBLIC SCHOOLS

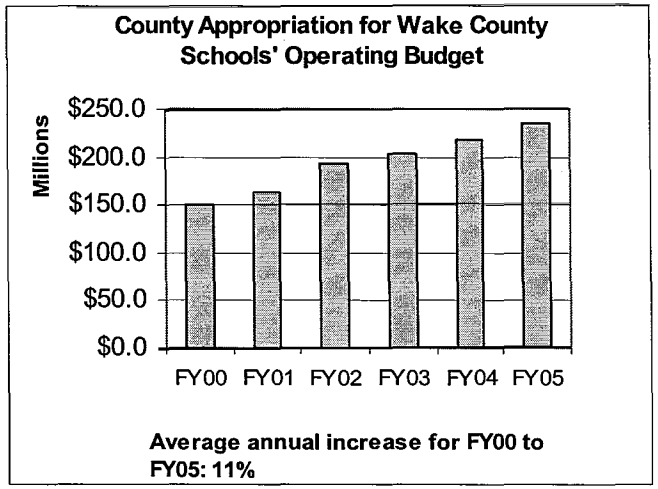
Wake County's population growth has brought about membership growth in the public schools. Since 2000, annual student membership growth has averaged 3.6% per year. This year, the student membership is expected to grow 3.7% to 112,970. The total appropriation to the Schools' operating budget will be $234.8 million in FY 2005 with additional funding of $104.7 million paid by County for debt service attributable to the schools capital program.

During FY 2004, the Board of Education approved a reassignment plan to relieve school overcrowding and shift some students to fill seven new schools. For FY 2005, four elementary schools, one middle school and one high school are planned to open. The County continues to work closely with the Wake County Public School System to understand the schedule for school projects and the operating needs associated with new schools. In keeping with our demonstrated commitment to funding new facilities as well as the student membership growth at current per pupil costs, the County's five-year financial model has been updated to anticipate these needs and plan accordingly.

Public Schools Funding	
FY 2004	FY 2005
$224.1m	$234.8m
4.8 % Increase	

The Superintendent's recommended budget proposes using approximately $15.3 million of fund balance that has accumulated over time from unspent County local appropriations. In addition, the schools have asked the County to fund nearly $1.8 million in new funds as a result of the loss or absence of grants.

The fund balance and grant activity may represent an expectation of County dollars when these sources are no longer available; therefore, the appropriation to WCPSS includes two additional recommendations for FY 2005: 1) that any appropriation of fund balance beyond what is appropriated in the adopted budget will require prior approval of the Board of Commissioners and 2) that federal and state grants requiring local dollars either currently or in the future to support maintenance of effort requirements at the conclusion of the grant also be approved by the Board of Commissioners prior to grant application.



WAKE TECHNICAL COMMUNITY COLLEGE

The appropriation to Wake Tech has remained at $8.6 million since fiscal year 2001-02, even though the College's facilities have increased by approximately 169,400 square feet. New facilities during this time have included an engineering technology building and a building to house the growing health sciences program.

Community College Funding	
FY 2004	FY 2005
$8.6 m	$11.5 m
33.7 % Increase	

During FY 2005, Wake Tech will be adding more than 98,700 square feet of facilities space to better serve the demand for academic services. This budget recommends funding the increasing facilities costs of $731,000. In addition, this budget recommends funding the administrative and instructional costs at $4,858,300. The total recommended funding for Wake Technical Community College for FY 2005 is $11.5 million, an increase of 33.7%.

In prior years, the level of County funding exceeded the requirements of Wake Tech, allowing it to build a fund balance reserve. The reserve has funded increases in operating costs during fiscal years 2003 and 2004. These reserves are projected to be depleted by the end of fiscal year 2004.

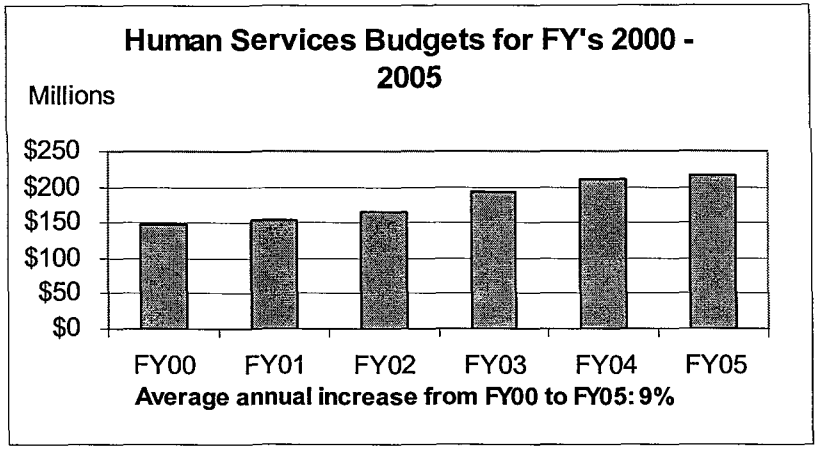
HUMAN SERVICES

Human Services Funding	
FY 2004	FY 2005
$210.8 m	$215.8 m
2.4 % Increase	

This budget provides $215.8 million for Human Services, an increase of $5 million over the FY 2004 adopted budget. However, with the increase offset by the $6.3 million in increased revenues, the County is able to provide increased services without increasing the local net cost.

- As in prior years, the increase in Medicaid reimbursed contract activity for child mental health services continues to exceed expectations, adding $5 million to both revenues and expenditures.
- The budget includes $1.2 million in expanded services. Half of this increase is associated with State-funded subsidies for housing assistance and community-based mental health programs. The remainder funds ten new positions for foster care and adoption, psychiatric treatment in child protective services, and for the Women, Infants and Children (WIC) nutritional program. These expansions have associated revenues of $1 million, such that the net cost of these items is $120,000.

During FY05, mental health reform will lead to changes in Human Services' business practices. The department will move from providing services internally to contracting for services. It will authorize and manage utilization, provide technical assistance for contract providers, and develop a provider network and coordinate services to meet the demands of Wake County citizens.



PUBLIC SAFETY

Public Safety Funding	
FY 2004	FY 2005
$22.9 m	$23.8 m
3.9 % Increase	

A mixture of new technology and additional staffing leads to a $900,000 increase in the Public Safety Department's operating budget. Maintaining the new computer-assisted dispatch system (CAD) and implementing a new 800 MHz communications system add over $600,000 to the department's costs. The budget includes funding for 6 additional paramedics to address Wake Emergency Medical Services' (EMS) need for relief staff. Two City County Bureau of Identification (CCBI) field agents are added to assist the Bureau in meeting the response-time goal of one hour (for 75% of requested responses).

Additionally, EMS response times across the County will benefit from a new technology funded in the capital improvement program — Automatic Vehicle Location (AVL). Using global positioning system (GPS) units on ambulances, AVL will enable the Communications Center to dispatch ambulances from their current positions, rather than from stations or predetermined locations.

SHERIFF'S OFFICE

Sheriff's Office Funding	
FY 2004	FY 2005
$42.0 m	$44.0 m
4.8 % Increase	

This budget includes $44 million for the Sheriff's Office, an increase of $2 million. This increase is necessary because the number of inmates at the Wake County detention facilities continues to rise—despite the fact that the facilities are already overcrowded. For the first three months of 2004, the average daily population (ADP) exceeded the number of available beds by 27%. Part of the overcrowding is due to the number of inmates awaiting transfer to State prisons because of delays in prison openings. Relief for the overcrowding will begin with the completion of Phase 1B of the Hammond Road Detention Complex, scheduled for spring of FY 2006.

Due to the increased numbers of detainees, the Sheriff's budget funds increases in medical services for inmates (such as physician and hospital care) that total approximately $1 million, an 87% increase over current budget. In part, larger jail populations and the complexity of the health problems of the inmates contribute to this increase. Food costs are also on the rise, again due to the increasing number of inmates in Wake County detention facilities.

Included in the budget are 10 additional vehicles to provide the Sheriff with increased scheduling flexibility for courthouse-based deputies, enabling more efficient rotation between judicial services, paper processing and patrol, depending on the need.

BUDGET HIGHLIGHTS FOR OTHER DEPARTMENTS

The departments and services not included in the above sections are reducing their operating budgets by a combined $1.1 million.
Several new positions are recommended in these departments for fiscal year 2005. They include:

- Environmental Services: one position to support flood plain management to meet federal requirements; three positions to support solid waste activities and three on-site wastewater inspectors to improve response times for permit processing.
- Community Services: two positions to support the opening of Yates Mill Park and five positions to support the opening of the new West Regional library and the expansion of Cameron Village Regional library.
- General Services Administration: two positions for landscape maintenance and one position for flood control and special projects.
- Finance Department: one position dedicated to managing EMS billing functions and one to supporting risk management activities.

PUBLIC AGENCIES AND MEMBERSHIPS

The recommended budget for public agencies and memberships is summarized in the following table:

Agency or Organization	FY 2004 Funding	FY 2005 Requested	FY 2005 Adopted
Public Agencies:			
The Healing Place of Wake County	$242,750	$300,000	$242,750
Wake County United Arts Council	$301,000	$374,995	$301,000
North Carolina Symphony	$34,000	$69,000	$34,000
Exploris Operation Contribution	$1,455,000	$1,455,000	$485,000
Reserve for Exploris	$0	$0	$870,000
CIAA Tournament	$65,000	$65,000	$65,000
Aggie/Eagle Classic	$25,000	$25,000	$25,000
National Scholastic Sports Foundation	$25,000	$25,000	$25,000
Women's Commission	$12,500	$18,500	$12,500
Downtown Raleigh Alliance	$0	$95,000	$0
Wake County Council on Fitness	$0	$10,000	$0
Total Public Agencies	**$2,160,250**	**$2,437,495**	**$2,060,250**
Memberships:			
N.C. Association of County Commissioners	$51,450	$54,484	$54,484
National Association of Counties	$8,600	$8,804	$8,804
Institute of Government	$52,700	$52,679	$52,679
Triangle J Council of Governments	$173,140	$160,596	$160,596
Capital Area Metro	$0	$38,590	$38,590
RDU Airport Authority	$12,500	$12,500	$12,500
Total Memberships	**$298,390**	**$327,653**	**$327,653**

Exploris
Funding of $1,355,000 is included for Explor*is* and IMAX®. This is a reduction of $100,000 from the current fiscal year and is part of a three-year plan to reduce the museum's reliance on County funding. The Explor*is* Board also has as one of its goals to diversify the sources of public funding and reduce the County's contribution. The allocation to Explor*is* is divided into two components. One-third of the allocation will be provided in July. The remaining funds will be provided following the completion of the China exhibit. It is anticipated that the Explor*is* Board of Directors will present the results of the China Exhibit and a three-year plan to meet three priorities and objectives: 1) Enhance exhibits and programming in order to increase visitation; 2) Diversify the sources of public funding; and 3) Undertake a private fund-raising campaign to fund the objectives of this plan.

Capital Area Metropolitan Planning Organization
The FY 2005 budget includes the addition of one membership, the Capital Area Metropolitan Planning Organization (CAMPO), at a cost of $38,590. This organization provides services for transportation and environmental quality issues affecting the municipalities and the unincorporated areas of Wake County. Contributions by the participating jurisdictions are based on population. Wake County's contribution is based on the number of residents in the unincorporated area and is expected to increase to $70,000 in FY 2006.

EMPLOYEE PAY AND BENEFITS
The County is able to provide excellent, customer-valued services because of the hard work and dedication of more than 3,400 employees. Our pay system awards salary increases based strictly on performance within market-competitive pay ranges. The pay for performance pay increase for FY 2005 is recommended at 3%.

In order to ensure that our pay structure is aligned with this philosophy, the County during FY 2004 began a study to update the pay and classification plan. Such a review was last undertaken in 1995 and 1996. In July, the Board will be presented with the study's results and recommendations for implementation.

The costs of employee health benefits increased dramatically for the 2004 plan year, leading to a change in the plan the County offered em-

ployees. For 2004, the Premium Plan continued the point-of-service insurance but required for the first time a $25 monthly payment for employee-only coverage, while the newly created Base Plan required deductibles for employees but maintained no-cost employee-only coverage. Due to the focus and education placed on health insurance and costs, the County has experienced smaller increases than expected in health care utilization. As a result, County premiums are increasing by only 2% in FY 2005.

The County also reviewed other employee benefits to determine competitiveness with other public and private sector employers. As a result of this review, an increase in the life insurance benefit to one times annual salary is recommended.

FIRE TAX DISTRICTS

The fire services of Wake County face many challenges in the near future, including rising personnel costs, apparatus replacement and station location decisions. Each of these challenges will place a financial strain on fire tax resources. In the absence of a long-range business plan for the County's fire services, the Manager proposes a FY 2005 budget that meets short-term needs. The budget includes no tax rate increase but, rather, uses a combination of fund balance and capital monies to fund increased operating expenses. Roughly 5.6% of the proposed operating budget of $12,355,611 is funded by fund balance and capital monies.

The use of fund balance in FY 2005 is a short-term solution to a long-term problem. This approach means that fund balance will not be available for operating expenses in FY 2006, and the fire tax fund will have less capacity for emergency requests. This budget is recommended with the understanding that the Fire Commission will commit formally to adopting a long-range business plan by January 2005 that addresses staffing, station location and apparatus replacement. The business plan must also recognize the fiscal realities presented by the fire tax district, which include:

- Wake County has a self-imposed fire tax limit of 10 cents,
- Revenue will grow at a slow pace in future years,
- The service area (the County's unincorporated area) is shrinking,
- The population in the service area is growing, but at a rate lower than the County as a whole.

CAPITAL IMPROVEMENT PLAN

The FY 2005-2011 Capital Improvement Plan (CIP) totals $1.55 billion, with FY 2005 accounting for $221 million of those expenditures. The total FY 2005-2011 CIP represents an increase of $257 million and differs from the 2004-2010 CIP as the result of policies initiated at a Board of Commissioners retreat in February 2004 and the administration's review of cost projections and needs. A summary of the changes from the Board retreat that are reflected in the 2005-2011 plan are:

- Support for new capital funding in the amount of $40 million for **Wake Technical Community College** to develop the North Wake campus. The new campus will be approximately 117,000 square feet in size and will accommodate the equivalent of approximately 2,000-3,000 students.
- Funding of **Open Space** activities with bonds rather than cash. The County is currently focused on acquiring properties within four critical watersheds, identified stream corridors and other areas of rural scenic and historical value. These areas include properties within the Falls Lake, Lake Jordan, Swift Creek and Little River watersheds, 40 miles of stream corridors within these watersheds, and the Mark's Creek area of Wake County.
- Funding for a Downtown Regional **Library**, to be developed in partnership with Progress Energy. The library will consist of approximately 30,000 square feet. The FY 2005 CIP includes $3.5 million for the books, furnishings and equipment necessary to open a new regional library.
- Reduced planned funding for **Affordable Housing** to $1 million in each year of the plan.

- Delayed future **park** development.

Additional changes in the CIP are as follows:

- **Public Safety** -- Appropriations for Public Safety capital improvements total approximately $5.6 million over the next seven years. An important public investment for Wake EMS and the rescue squads is related to the replacement of 62 defibrillators over a two-year period beginning in FY 2005 and again in FY 2010. The recently activated Computer-Assisted Dispatch (CAD) system will be enhanced by incorporating Automated Vehicle Location (AVL) technology for both the Sheriff's Office and Wake EMS and rescue squads. A study of training facility needs for the Sheriff's Office will be conducted, and the findings of the study will be presented to the Board of Commissioners in FY 2005.
- **Criminal Justice**– The FY 2005-2011 CIP includes an $18.1 million cost increase for the Courthouse. This increase addresses renovations planned on multiple floors to make best use of this 35-year-old facility. Many of the renovations are part of a 10-year plan, approved by the City of Raleigh Building Inspections Department, to bring the Courthouse into compliance with current building codes. The renovations will include installing a fire sprinkler system, abating asbestos, and bringing the Fayetteville Street entrance of the Courthouse into compliance with the Americans with Disabilities Act. Other renovations are consistent with the 1999 Judicial Facilities Master Plan. Finally, the Criminal Justice element also includes an additional $40.7 million in FY 2011 for Phase 2 of the Hammond Road Detention complex.
- **Water/Sewer** -- Over the past two years, staff representing the Western Wake municipalities and Wake County have been pursuing regional solutions to meet the combined long-term wastewater needs of Western Wake County. The FY 2005-2011 CIP includes $11 million to acquire land for a future Western Wake Regional Wastewater treatment facility. It is planned that the towns participating in the regional project will repay any County funding expended for land acquisition. Funds for repayment will be incorporated into the total project costs as the details of project financing are developed.
- **Automation**– The FY 2005-2011 CIP includes funds for replacement of the financial and human resources systems totaling approximately $8.4 million. The current finance system was installed in 1989 and is in need of upgrading to improve functionality in the areas of financial management, procurement and budget management. Querying capabilities and the presentation of information also need improvement so users can retrieve and analyze real-time information. The current Human Resources (HR) system is scheduled for a vendor-recommended upgrade to improve functionality and provide some Web-based data access. Investigation will also be made into providing a higher level of "employee self-service" options through the purchase of either additional modules from the existing vendor or a new Web-based HR system that will allow employees to perform functions such as address changes and benefits enrollment online, and to view personalized data such as leave balances and 401(k) information.
- **County Buildings** -- Previously, minor repairs and alterations were funded within General Services Administration's operating budget. Beginning in FY 2005, these projects will be supported from the capital budget. A staff committee will develop criteria for prioritizing and identifying the most important projects. Projects that directly impact life safety or environmental concerns, maintain the life cycle of a building, or replace "worn-out" systems receive the highest priority. A transfer of anticipated FY04 fund balance increase will initially fund this new category.

The debt and capital model has been updated to reflect recent financings, bonds sales and new revenue projections. The FY 2005-2011 CIP reflects $10.4 million in new revenues from 2004 bond sale premiums and increased revenue from sales taxes. The County will be able to accomplish the recommended capital improvement plan while still meeting its financial targets:

- The Debt Service Fund maintains a year-end fund balance that

represents, at a minimum, 19% of the subsequent year's debt service payments so that payments due early in the subsequent fiscal year are not subject to cash flow problems.

- Debt funding comprises 70%-85% of the total plan funding and cash funding comprises the remaining 15% - 30%. This allows the County a flexible cash flow so that the debt can be issued at the most opportune market time.

A PLAN FOR THE FUTURE – BEYOND 2005

Over the past four years, numerous strategies have been implemented to support a long-term view of planning and resource allocation: Departmental business plans, a five-year capital and operating budget model and most recently, a review by the Board of Commissions of the policy and cost drivers of the County's more than 250 separately identified service categories. Long-range financial planning has become critical to the success of the County's annual budget decisions, as many of the choices made today will impact future County budgets. In August 2004, the County's financial planning model forecasted an approximately $3-million revenue shortfall for FY 2005 that required implementation of budget strategies to balance the budget within the available resources. Included among the strategies implemented were:

- "Managing to the model" – limited resources require departments to keep budgets at current levels.
- Using fund balance for one-time expenditures that produce long-term savings.
- Transferring all minor facility repairs and renovations to the Capital Improvement Plan (CIP). These costs had been funded in the General Services Administration operating budget.
- Investing in automation in order to limit staffing additions related to service demands.

The financial planning model has now been updated based on this budget recommendation, with the revenue shortfall forecast for FY06 through FY09 ranging from $8 million to $12 million annually. Given this challenge, several initiatives are planned for FY05 to identify strategies for closing these gaps. They include:

- Review of user fees to determine service level of cost recovery of current fee structure and identify fee adjustments;
- Development of a formal grants management process that will provide greater accountability of grant funding to ensure that these funds are being used to meet the County's highest priorities without committing County dollars long-term;
- Creation of long-range financial plans for the Solid Waste and Fire District funds to ensure that ongoing operations can be funded without General Fund investments;
- Review and analysis of the County's health insurance program to identify strategies for managing and controlling ever-rising costs while maintaining competitive benefits for employees;
- Full analysis of mental health reform's short and long-term impacts on services and funding, and finally,
- Prioritization of all County services to ensure that staffs focus available resources in a deliberate manner on the highest-priority services.

Wake County will continue to grow in population and produce more job opportunities. Wake County will continue to provide a quality of life that consistently ranks us among the top places in the nation to live, conduct business, work, be educated and enjoy recreation. The challenges and opportunities related to growth will continue. And, as we grow, Wake County is charting a bright future:

- We are planning for the future infrastructure needs (through our capital program) by building schools, libraries and courtrooms, and by purchasing land for open spaces and parks.

- We are protecting the environment through our watershed management, groundwater and open space strategies.
- We are leading regional efforts in water and sewer, solid waste, open space, stormwater and air quality initiatives.
- We are providing and funding services that put Wake County on the many lists of outstanding places to live, work and visit.

This recommended fiscal year 2005 Wake County Budget charts a future of steady growth and balanced resources.

Respectfully submitted,

David C. Cooke
County Manager

Reader's Guide to the Budget

Purpose

This budget book summarizes all public service programs provided by County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2004, to June 30, 2005 ("fiscal year 2005").

Process and Policies

This section provides information on the budget process, the budget calendar, the fund structure, the basis of accounting/budgeting, and other financial policies.

Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing. Data is provided for: FY 2003 actual results; the FY 2004 budget, both adopted and current as of March 31, 2004; and FY 2005 adopted budget. A sample of the format is provided below.

Sample Fund Summary Format:

Department Summary		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$				
Operating Expenses					
Capital Outlay					
Expenditure Totals	**$**	0	0	0	0
Intergovernmental Revenue	$				
Fees & Other Revenues					
Revenue Totals	**$**	0	0	0	0
Number of FTEs		0.00	0.00	0.00	0.00

Budget Highlights

In this section are revenue and expenditure summaries for the total County budget and an overview of revenues, expenditures, staffing and County organization.

Education

This section outlines the County's appropriations to the Wake County Public School System and Wake Technical Community College operating budgets.

Capital Improvement Plan

These sections provide detailed budget information about the County's seven-year Capital Improvement Program.

Multi-year Business Planning Process

Wake County's multi-year business planning process emphasizes strategic planning and target-oriented service delivery efforts. In 2002, all departments developed a three-year (2004 to 2006) business plan that incorporates strategic thinking and continuous improvement. The business plan identifies what the department wants to accomplish, how it intends to achieve these accomplishments, the costs and revenues associated with specific plans and the measures that determine whether outcomes are being achieved. The plan clearly defines priorities as a way to focus attention on the most important accomplishments that should be achieved over time.

Because the business plans provide a multi-year roadmap for resource needs and successful management of service delivery, they are an integral part of the budget process. The business plans were updated in January 2004 and included the department's prioritization of services.

Business plans will be updated and refined again beginning in late summer, marking the beginning of planning and evaluating service demands and performance and becoming the foundation for the FY 2006 County budget.

Formulation of the County Manager's Proposed Budget

The annual budget process commences in the fall of the preceding year, with the distribution of the budget manual and the development of the budget calendar. The calendar establishes the time lines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Department requests are based on Budget Instructional Manual guidance. Each request must relate to the organization's program objectives in preparing cost estimates. In preparing the cost estimates for existing services, departments were instructed to calculate actual costs of providing the service. This served as the basis for determining the appropriate funding level. Areas of new services or enhancements to existing services requested by departments were based on a strong definition of the issue, strategic alignment of plan and objectives, a clear statement of what is trying to be accomplished, and identification of opportunities to collaborate or partner with others. Each expansion item was analyzed based on these objectives. These requests were received and compiled by the budget staff. Due to revenue constraints, departments were encouraged to develop proposals to trade or shift expenditures rather than seeking additional funding.

The departments used a multi-step process to complete the submission of the budget to County Commissioners via the business plan documents and the budget document: (1) Described 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; and (6) Discussed requests and strategies with the County Manager, who developed a recommended budget for final board approval.

Board of Commissioners Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act*, the Board of 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, and 911 Special Revenue Fund) 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.

County Manager's Authorization

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 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 Commissioners.

Budget Implementation

Once the budget is adopted, on July 1 it becomes the legal basis for the programs of each department of the County during the fiscal year. No department or other agency of the County government may spend in excess of approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the adopted budget takes place throughout the year. Copies of the Adopted Budget can be found in the County's five regional libraries and may be obtained from the Budget and Management Department. Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance for re-appropriation. The County Manager is responsible for maintaining a balanced budget at all times. In the event it is identified there is an excess of expenditures over revenues, the County Manager will take actions necessary to rebalance the budget

Budget Calendar for Fiscal Year 2005

Date	Budget Activity
December 16, 2003	Budget Instruction Manual distributed to departments Budget Kickoff with Extended Management Team Meeting
January 9, 2004	Departmental Business Plans updated
February 2, 2004 and March 1, 2004	Departments submits FY 2005 Operating Budget Requests
February to April 2004	CIP Review—Meetings conducted by Facilities Design and Construction and Budget and Management Services
May 15, 2004 (no later than)	Board of Educations and Wake Technical Community College submit formal budget requests
May 17, 2004	Formal presentation of FY 2005 Recommended Budget to Board of Commissioners at regularly scheduled meeting
June 7, 2004	Public Hearing on Operating Budget, annual Capital Plan and any proposed fee or tax changes
June 15, 2004	Special Budget Work Session with Board of Commissioners
June 21, 2004	Adoption of FY 2005 Operating Budget and Capital Improvements Plan at regular Board of Commissioners meeting

Fund Structure

The County's accounts 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.

Wake County's 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 then fund categories within each type.

GOVERNMENTAL FUND TYPES

General Fund - The general fund is the primary 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 services, public safety, environmental, cultural, recreational and general governmental services.

The general fund is first subdivided into functional areas (e.g., general government or public safety) and then further divided into individual departments or divisions (e.g., finance department or fire/rescue division).

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: Sewer Districts Fund, Employment and Training Fund, Special Tax Districts Fund, Revaluation Reserve Fund, Community Development Fund, Major Facilities 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: County Capital Improvements Fund, Wake County Public Schools Capital Project Fund, Wake Technical Community College Capital Projects Fund, and Major Facilities Fund.

PROPRIETARY FUND TYPES

Enterprise Funds - The enterprise funds are used to account for operations 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. The County has one enterprise fund: the Solid Waste Management Fund.

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.

Basis of Budgeting and Basis of Accounting

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 County maintains encumbrance accounts under which purchase orders, contracts and other commitments are reserved against available appropriations.

The level of control, or level at which expenditures may not legally exceed the budget, is the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the fund must be approved by the Board of Commissioners. The County Manager or the Director of Budget and Management Services may approve any changes within a fund that do not require an alteration of the appropriation level. Appropriations lapse at year-end, except appropriations for the Capital Improvement Plan Fund, which are carried forward until such time as the project is completed.

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.

The governmental funds (General Fund, Special Revenue and Capital Projects Funds) are also presented on a modified accrual basis in the combined financial statements in the Comprehensive Annual Financial Report (Financial Statements). 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. The Financial Statements present the status of the County's finances on the basis of generally accepted accounting principles (GAAP). In most cases, GAAP presentation conforms to the County budget presentation. Exceptions are as follow:

- Compensated absences are accrued as earned by employees per GAAP as opposed to being expended when paid.
- Principal payments on long-term debt within the proprietary funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budget basis.
- Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis.
- Depreciation expenses are recorded on a GAAP basis only.
- The Financial Statements include fund expenditures and revenues on both a GAAP basis and a budgetary basis for comparison purposes.

Financial Policies

Wake County's financial policies establish a foundation for the fiscal strength of County government. These policies guide the Board of Commissioners and the County Manager as they make decisions concerning resource allocations.

The financial condition of the County must be maintained at the highest level to assure resources are available to meet the community's ever-changing needs. 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.

Reserves

The County shall maintain a total General Fund balance of at least fifteen percent (15%) and an unreserved fund balance of at least 8% of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income. Any unreserved 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.

Capital Improvements

The County adopts a seven-year Capital Improvement 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. Typically, capital expenditures included as a project in the Capital Improvement 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.

Debt Policies

Debt policies, along with annual debt service information, are found in the Debt Service Fund section that follows the General Fund.

User Fee Policy

Background

North Carolina General Statutes (NCGS) 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 NCGS 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 allowable 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 significantly 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 consumption 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 without 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.

Financial Models

Capital and Debt

Wake County uses a long-term financial planning model for its Capital Improvements Program (CIP) and the General Fund. The County funds its CIP through a dedicated funding approach. Dedicated revenues include portions of the County's ad valorem tax (currently 16.5 cents) and sales taxes plus the income from the County's investments, including investments held in the County's general fund, capital projects funds and debt service fund.

The CIP is financed from a combination of debt and cash financing. The CIP-dedicated revenues are deposited into the County's debt service fund and capital projects funds. Revenues deposited into the County's debt service fund are used to pay debt service on the County's general obligation bonds and revenues deposited into the County's capital projects funds are used to pay capital project expenditures directly.

The primary revenues deposited into the debt service fund include a portion of the ad valorem tax (currently about 83% of the 16.5 cents) plus the entire portion of sales taxes that is required by state law to support public school capital outlay. Investment income from the County's general fund and debt service fund is the other source of revenue. The remaining 17% of the 16.5 cents ad valorem tax plus various other revenues are deposited into the County's capital projects funds.

The County uses its long-term financial planning model to balance revenues, expenditures and fund balances over time to ensure that CIP needs are met while maintaining compliance with federal tax law related to tax-exempt bonds. Key assumptions in the model include the projected rate of growth of ad valorem and sales taxes and projected interest rates on County investments and future borrowings. The County continually reviews model assumptions and CIP needs to ensure that the CIP stays on track and, if necessary, makes adjustments to the long-term financial plan long before any shortfall arises.

Operating

Recently, the County has developed a similar long-term financial planning model for its general fund, taking into account general fund revenues, expenditures, transfers and fund balance. The County uses the model to consider both County and school operating needs over a four-year period and make decisions regarding tax rates, resource allocation and fund balance level. The County management believes that a multi-year planning model for operating purposes permits it to better anticipate and plan for long-term operating requirements, increase its lead time for key operating decisions, and improve its assessment of the long-term impact of actions taken in connection with the current year operating budget. In addition, the model assists in balancing CIP and long-term operating needs.

Key assumptions in the general fund model include the same growth rates of property and sales taxes as in the capital financial model. Other areas where assumptions are made include operating impact of capital facilities that will open during the coming years, pay increases, and contractual increases. Most revenue estimates are based upon historical growth rates while departmental expenditures are held flat except for Human Services. The Human Services Department typically receives additional revenue from the State; consequently, its budget is expected to continue to increase each year. In addition to building in the operating impact of new schools when they are opened, the general fund model provides for additional funding each year based upon student growth.

Note: Additional information on the financial planning model is found after the CIP section of this document.

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Total Revenues by Fund and Source

Total Revenues by Fund

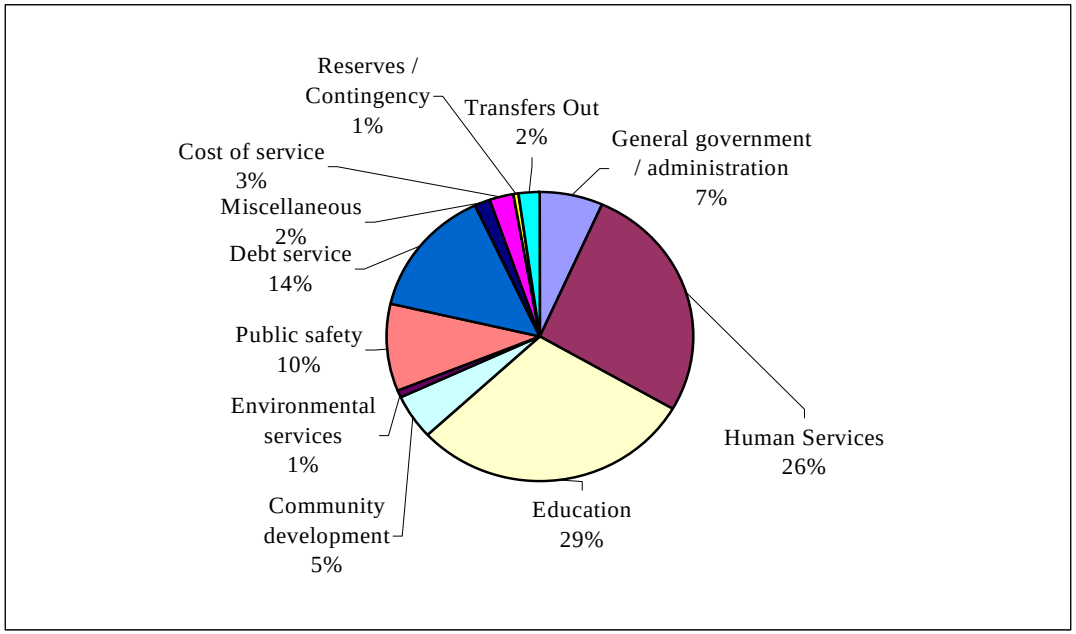
		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
General Fund	$	657,511,123	706,379,000	717,425,714	746,860,000
Debt Service Fund		105,134,012	100,348,000	102,893,000	118,385,708
Special Revenue Funds					
Affordable Housing		4,627,278	5,072,307	5,072,307	3,959,833
Fire Tax District		15,100,104	15,281,579	15,281,579	16,105,437
Revaluation Reserve		1,253,640	975,000	975,000	975,000
Major Facilities		21,202,653	26,807,100	26,807,100	22,602,000
Emergency 911		852,885	984,000	984,000	1,219,722
Risk Management Internal ServiceFund		16,434,340	19,191,220	20,233,815	21,078,140
Solid Waste Enterprise Fund		20,270,854	19,264,430	25,512,379	17,457,400
Total Appropriations by Fund	$	842,386,889	894,302,636	915,184,894	948,643,240
Less Interfund Transfers		(116,720,064)	(103,952,000)	(104,596,437)	(119,871,220)
Total Revenues all Funds, net of Interfund Transfers	$	725,666,825	790,350,636	810,588,457	828,772,020

Total Revenues By Source

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Taxes	$	514,161,092	574,994,835	574,994,835	593,467,047
Licenses and permits		2,231,874	2,440,658	2,440,658	2,676,700
Intergovernmental		95,931,804	98,336,379	105,705,875	106,316,034
Charges for services		99,708,161	103,386,107	103,291,281	109,209,126
Investment earnings		4,895,340	689,434	689,434	2,773,859
Miscellaneous		950,554	1,101,967	1,101,967	1,008,329
Bond proceeds and premiums		7,788,000	-	2,545,000	-
Appropriated Fund Balance			9,401,256	19,819,407	13,320,925
Total Revenues By Source	$	725,666,825	790,350,636	810,588,457	828,772,020

Expenditures by Use

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
General government / administration	$	47,147,518	51,975,724	59,096,513	55,491,926
Human Services		195,126,271	208,504,624	216,051,967	219,932,899
Education		212,011,646	232,710,000	232,710,000	246,315,000
Community development		29,647,656	44,694,242	45,537,521	41,259,972
Environmental services		6,608,190	6,747,207	7,086,814	7,606,477
Public safety		65,553,291	72,348,869	77,499,449	81,497,931
Debt service		87,799,262	104,082,630	106,627,630	118,301,708
Depreciation and amortization		2,265,233	-	-	-
Miscellaneous		-	-	-	14,484,080
Cost of service		27,540,938	33,050,440	36,720,341	20,819,964
Reserves / Contingency		-	6,720,000	585,759	4,738,303
Transfers Out, Net of Interfund Transfers		24,247,678	29,516,900	28,672,463	18,323,760
Total Operating Expenses	$	697,947,683	790,350,636	810,588,457	828,772,020



General Fund

General Fund

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues					
Taxes	$	477,192,872	532,250,635	532,250,635	554,446,442
Licenses and permits		2,229,574	2,440,658	2,440,658	2,676,700
Intergovernmental		91,571,963	94,140,861	101,490,357	102,711,754
Charges for services		67,680,014	69,838,168	69,743,342	76,804,770
Investment earnings		3,287,842	34,434	34,434	67,151
Miscellaneous		823,210	913,258	913,258	798,712
Total Operating Revenues	$	642,785,475	699,618,014	706,872,684	737,505,529
Operating Expenses					
General government / administration	$	44,530,650	49,530,144	52,830,290	51,201,430
Human services		190,861,395	203,432,317	210,979,660	215,973,066
Education		212,011,646	232,710,000	232,710,000	246,315,000
Community development		16,905,545	17,887,142	18,730,421	18,657,972
Environmental services		6,608,190	6,747,207	7,086,814	7,606,477
Public safety		54,093,697	59,736,190	64,886,770	67,783,752
Debt service		-	-	-	-
Depreciation and amortization		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		-	-	-	-
Reserves / Contingency		-	6,720,000	585,759	4,738,303
Total Operating Expenses	$	525,011,123	576,763,000	587,809,714	612,276,000
Revenues Over (Under) Expenditures	$	117,774,352	122,855,014	119,062,970	125,229,529
Other Financing Sources (Uses)					
Transfers in	$	12,569,822	525,000	546,200	563,220
Transfers out		(132,500,000)	(129,616,000)	(129,616,000)	(134,584,000)
Bond proceeds and premiums					
Total Other Financing Sources (Uses)	$	(119,930,178)	(129,091,000)	(129,069,800)	(134,020,780)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	(2,155,826)	(6,235,986)	(10,006,830)	(8,791,251)
Fund Balance at Beginning of Year	$	137,988,777	135,832,951	135,832,951	125,826,121
Fund Balance at End of Year	$	135,832,951	129,596,965	125,826,121	117,034,870

Debt Service

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues					
Taxes	$	-	-	-	-
Licenses and permits		-	-	-	-
Intergovernmental		-	-	-	-
Charges for services		-	-	-	-
Investment earnings		437,012	-	-	2,156,708
Miscellaneous		-	-	-	-
Total Operating Revenues	$	437,012	-	-	2,156,708
Operating Expenses					
General government / administration	$	-	-	-	-
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		87,329,497	100,348,000	102,893,000	118,301,708
Depreciation and amortization		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		-	-	-	84,000
Reserves / Contingency		-	-	-	-
Total Operating Expenses	$	87,329,497	100,348,000	102,893,000	118,385,708
Revenues Over (Under) Expenditures	$	(86,892,485)	(100,348,000)	(102,893,000)	(116,229,000)
Other Financing Sources (Uses)					
Transfers in	$	96,909,000	100,348,000	100,348,000	116,229,000
Transfers out		-	-	-	-
Bond proceeds and premiums		7,788,000	-	2,545,000	-
Total Other Financing Sources (Uses)	$	104,697,000	100,348,000	102,893,000	116,229,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	17,804,515	-	-	-
Fund Balance at Beginning of Year	$	21,797,140	39,601,655	39,601,655	39,601,655
Fund Balance at End of Year	$	39,601,655	39,601,655	39,601,655	39,601,655

Special Revenue Funds

Special Revenue Funds		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues	$				
Taxes		36,968,220	42,744,200	42,744,200	39,020,605
Licenses and permits		-	-	-	-
Intergovernmental		3,359,279	3,595,518	3,595,518	2,804,280
Charges for services		159,733	372,789	372,789	51,553
Investment earnings		228,802	-	-	-
Miscellaneous		3,266	-	-	83,117
Total Operating Revenues	$	40,719,300	46,712,507	46,712,507	41,959,555
Operating Expenses					
General government / administration	$	1,253,640	975,000	975,000	975,000
Human services		4,264,876	5,072,307	5,072,307	3,959,833
Education		-	-	-	-
Community development		12,742,111	26,807,100	26,807,100	22,602,000
Environmental services		-	-	-	-
Public safety		11,459,594	12,612,679	12,612,679	13,714,179
Depreciation and amortization			-	-	-
Debt service		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		-	-	-	-
Reserves / Contingency		-	-	-	-
Total Operating Expenses	$	29,720,221	45,467,086	45,467,086	41,251,012
Revenues Over (Under) Expenditures	$	10,999,079	1,245,421	1,245,421	708,543
Other Financing Sources (Uses)					
Transfers in	$	2,080,000	2,079,000	2,079,000	2,079,000
Transfers out		(5,610,500)	(3,652,900)	(3,652,900)	(3,610,980)
Bond proceeds and premiums		-	-	-	-
Total Other Financing Sources (Uses)	$	(3,530,500)	(1,573,900)	(1,573,900)	(1,531,980)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	7,468,579	(328,479)	(328,479)	(823,437)
Fund Balance at Beginning of Year	$	4,999,100	12,467,679	12,467,679	12,139,200
Fund Balance at End of Year	$	12,467,679	12,139,200	12,139,200	11,315,763

Enterprise Funds

Enterprise Fund

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues					
Taxes	$	-	-	-	-
Licenses and permits		2,300	-	-	-
Intergovernmental		612,299	600,000	620,000	800,000
Charges for services		18,843,529	16,560,150	16,560,150	15,731,900
Investment earnings		688,648	405,000	405,000	400,000
Miscellaneous		124,078	188,709	188,709	51,500
Total Operating Revenues	$	20,270,854	17,753,859	17,773,859	16,983,400
Operating Expenses					
General government / administration	$	1,070,414	1,225,580	4,981,203	2,973,320
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		469,765	3,734,630	3,734,630	-
Depreciation and amortization		2,265,233	-	-	-
Miscellaneous		-	-	-	-
Cost of service		11,399,412	14,104,220	16,796,546	14,484,080
Reserves / Contingency		-	-	-	-
Total Operating Expenses	$	15,204,824	19,064,430	25,512,379	17,457,400
Revenues Over (Under) Expenditures	$	5,066,030	(1,310,571)	(7,738,520)	(474,000)
Other Financing Sources (Uses)					
Transfers in	$	-	-	623,237	-
Transfers out		(196,000)	(200,000)	-	-
Bond proceeds and premiums					
Total Other Financing Sources (Uses)	$	(196,000)	(200,000)	623,237	-
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	4,870,030	(1,510,571)	(7,115,283)	(474,000)
Fund Balance at Beginning of Year	$	24,220,649	29,090,679	29,090,679	21,975,396
Fund Balance at End of Year	$	29,090,679	27,580,108	21,975,396	21,501,396

Internal Service Funds

Internal Service Fund		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues					
Taxes	$	-	-	-	-
Licenses and permits		-	-	-	-
Intergovernmental		388,263	-	-	-
Charges for services		13,024,885	16,615,000	16,615,000	16,620,903
Investment earnings		253,036	250,000	250,000	150,000
Miscellaneous		-	-	-	75,000
Total Operating Revenues	$	13,666,184	16,865,000	16,865,000	16,845,903
Operating Expenses					
General government / administration	$	292,814	245,000	310,020	342,176
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		-	-	-	-
Depreciation and amortization		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		16,141,526	18,946,220	19,923,795	20,735,964
Reserves / Contingency		-	-	-	-
Total Operating Expenses	$	16,434,340	19,191,220	20,233,815	21,078,140
Revenues Over (Under) Expenditures	$	(2,768,156)	(2,326,220)	(3,368,815)	(4,232,237)
Other Financing Sources (Uses)					
Transfers in	$	2,500,000	1,000,000	1,000,000	1,000,000
Transfers out		-	-	-	-
Bond proceeds and premiums		-	-	-	-
Total Other Financing Sources (Uses)	$	2,500,000	1,000,000	1,000,000	1,000,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	(268,156)	(1,326,220)	(2,368,815)	(3,232,237)
Fund Balance at Beginning of Year	$	13,592,107	13,323,951	13,323,951	10,955,136
Fund Balance at End of Year	$	13,323,951	11,997,731	10,955,136	7,722,899

Total—All Funds

Total - All Funds

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Operating Revenues					
Taxes	$	514,161,092	574,994,835	574,994,835	593,467,047
Licenses and permits		2,231,874	2,440,658	2,440,658	2,676,700
Intergovernmental		95,931,804	98,336,379	105,705,875	106,316,034
Charges for services		99,708,161	103,386,107	103,291,281	109,209,126
Investment earnings		4,895,340	689,434	689,434	2,773,859
Miscellaneous		950,554	1,101,967	1,101,967	1,008,329
Total Operating Revenues	$	717,878,825	780,949,380	788,224,050	815,451,095
Operating Expenses					
General government / administration	$	47,147,518	51,975,724	59,096,513	55,491,926
Human services		195,126,271	208,504,624	216,051,967	219,932,899
Education		212,011,646	232,710,000	232,710,000	246,315,000
Community development		29,647,656	44,694,242	45,537,521	41,259,972
Environmental services		6,608,190	6,747,207	7,086,814	7,606,477
Public safety		65,553,291	72,348,869	77,499,449	81,497,931
Debt service		87,799,262	104,082,630	106,627,630	118,301,708
Depreciation and amortization		2,265,233	-	-	-
Miscellaneous		-	-	-	14,484,080
Cost of service		27,540,938	33,050,440	36,720,341	20,819,964
Reserves / Contingency		-	6,720,000	585,759	4,738,303
Total Operating Expenses	$	673,700,005	760,833,736	781,915,994	810,448,260
Revenues Over (Under) Expenditures	$	44,178,820	20,115,644	6,308,056	5,002,835
Other Financing Sources (Uses)					
Transfers in	$	114,058,822	103,952,000	104,596,437	119,871,220
Transfers out		(138,306,500)	(133,468,900)	(133,268,900)	(138,194,980)
Bond proceeds and premiums		7,788,000	-	2,545,000	-
Total Other Financing Sources (Uses)	$	(16,459,678)	(29,516,900)	(26,127,463)	(18,323,760)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	$	27,719,142	(9,401,256)	(19,819,407)	(13,320,925)
Fund Balance at Beginning of Year	$	202,597,773	230,316,915	230,316,915	210,497,508
Fund Balance at End of Year	$	230,316,915	220,915,659	210,497,508	197,176,583

PROPERTY TAX

The property tax is levied against real and personal property not exempt from taxation. For FY 2005 the general property tax rate is $.604 per $100 assessed valuation. The overall increase in the valuation of property is projected to increase by 3.4 percent. Each component of the property tax base is discussed below.

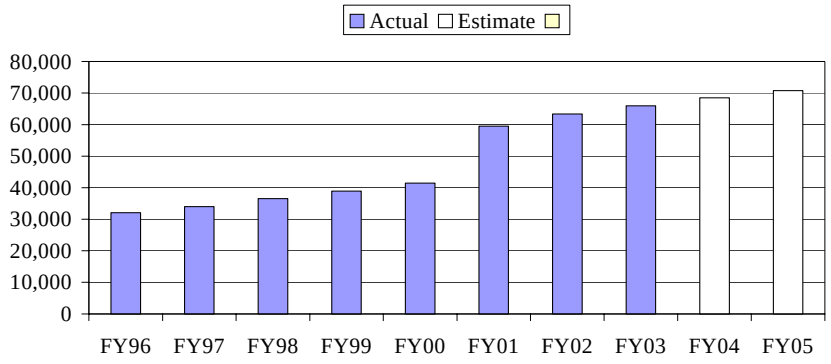
Composition of Tax Base FY 2005 Estimates

Real Property	$56.45 billion
Business Personal Property	$4.26 billion
Public Service	$3.47 billion
Motor Vehicles	$6.59 billion

The County's property tax collection rate continues to be one of the highest in the state, at 98.2 percent of the levy collected. One cent on the general fund property tax rate generates approximately $7.1 million.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Values of real property are assessed every eight years. The last revaluation of real property occurred in FY01. The real estate portion of the FY05 tax base is estimated to increase by 3.87 percent compared to the FY04 base. Residential tax base growth continues to be strong while business property growth is not as strong.

Total Assessed Property Value Expected to Grow 3.4% for FY 2005



Business equipment and machinery, boats, mobile homes, and unregistered vehicles are included in the personal property portion of the tax base. These values are adjusted annually. Wake County expects this segment of the tax base to decline slightly (.02 percent) in FY05 because growth of this component of the tax base is not keeping pace with the depreciation of assets.

All registered vehicles are included in the motor vehicles portion of the tax base. Values are adjusted annually. The growth rate of 3.1 percent in FY 2004 is expected to be slightly higher than 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 companies annually. During the fourth and seventh year of an eight-year county valuation cycle, the State adjusts utilities companies' values to bring them more in line with the other values of a county's tax base. The fourth year of this cycle will occur in FY05.

The expected decline of .06 percent in the valuation of the public service companies for FY05 is due largely to the decline in telecommunications and the airline industry.

SALES TAX

Wake County's second largest revenue source is sales tax receipts. Total sales tax revenue for FY05 is estimated to be $117.5 million. There are four statutory authorizations for sales tax, with three different distribution methods:

Article 39 of the North Carolina General Statutes enables counties to levy a one-cent sales tax. This authorization dates back to 1967 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. There are no restrictions as to how receipts from the one-cent local option sales tax can be used within the county budget.

Revenue from the one-cent sales tax for the FY04 budget year is projected to be $600,000 more than estimated. One-cent sales tax revenue in FY04 is estimated to grow by two and a half percent to $55.4 million.

Sales Tax

Sales Tax	FY 2004 Budget	FY 2004 Est	FY 2005 Budget
Article 39 (1967)	$53.4 million	$54.0 million	$55.4 million
1/2 cent Article 40 (1983)	$19.3 million	$19.0 million	$19.8 million
1/2 cent Article 42 (1986)	$19.3 million	$19.0 million	$19.8 million
1/2 cent (*excludes unprepared food)* Article 44 (2002)	$17.0 million	$22.0 million	$22.7 million

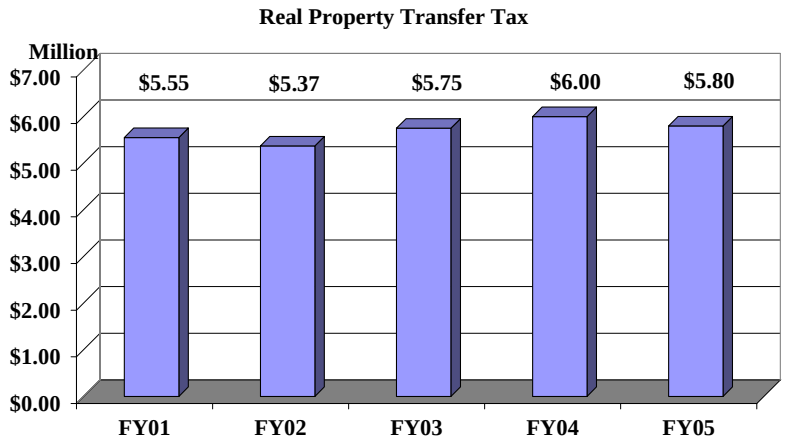
The County also receives sales tax revenue from two one-half cent sales taxes levied under authority granted by Articles 40 and 42 of the N.C. General Statutes in 1983 and 1986. The revenue collected from these two levies is placed into a statewide pool and distributed among the state's counties in proportion to how much of the total state population resides in each county. State statute requires that 30 percent of the Article 40 sales tax revenue and 60 percent of the Article 42 sales tax revenue be used to support public school capital outlay or retire any indebtedness incurred by the county in providing capital outlay for the schools. For FY04, revenue from these two taxes is estimated to be slightly less than budgeted. Revenue from these two half-cent sales taxes for FY05 is projected to grow by four percent over the current year estimate. The amount required by state statute for school capital is transferred to the capital projects fund.

Article 44 of the N.C. General Statutes authorizes counties to levy a one-half cent sales tax. This sales tax authorization replaces state reimbursements made because of the repeal of previously authorized property taxes. This tax is levied on purchases as is the other local option taxes with one exception: unprepared food is excluded from taxation. The distribution of receipts from this tax within the state is blended. One half of the net proceeds of the tax collected is distributed to all counties based on a point of origin basis (as is the Article 39 sales tax). The other half of the tax is distributed on a per capita basis (as is the Article 40 and 42 sales tax). There are no restrictions or earmarking of these funds within the overall budget. The Board of Commissioners authorized the levy of this tax effective December 1, 2002. The FY04 amount is estimated at $22 million with 3 percent growth expected in FY05.

The distribution of all sales tax receipts within the county is currently based on the population of the various governmental units in Wake County.

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 $1,000 property valuation. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY05 budget reflects a slight



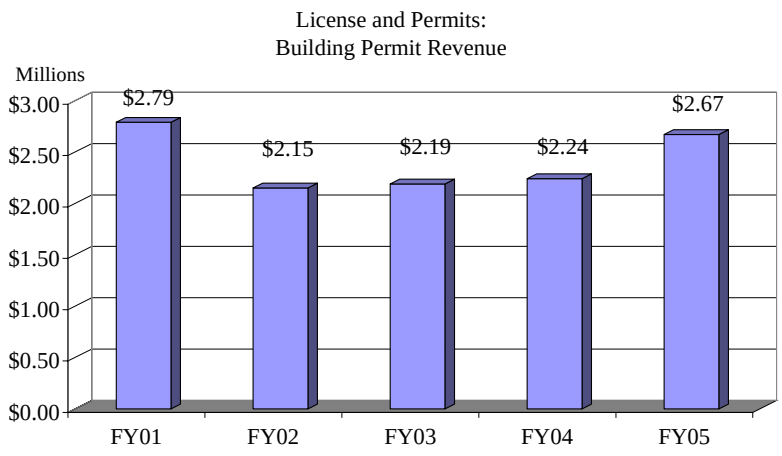
decrease from the FY04 budget.

LEASE/RENTAL VEHICLE TAX

In FY 2001, the General Assembly eliminated 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 dollars from this revenue source in FY05.

BEER AND WINE EXCISE TAX

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. 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% of the amount collected; for fortified wine, local governments receive 22% of the proceeds, and for wine, local governments receive 62% of the tax proceeds. The amount budgeted is $637,500 based on state estimates of a 2% increase.



LICENSES AND PERMITS

The largest revenue source in this category is from building permits. For FY05, revenue is projected to increase by about 19% based on the anticipation of increased building activity. 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.

FEDERAL AND STATE GRANTS

The County receives funding from the federal and state governments for Human Services, the Sheriff, Community Services, Public Safety, and Environmental Services. 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 about $3 million more than the current FY04 budget, which has been increased by $7 million since the FY04 budget adoption. The amount budgeted in FY 2004 for Human Services federal and state grants is $86.9 million.

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 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 User Fee Policy.

HUMAN SERVICES FEES AND CHARGES

The Human Services department receives 35% of its revenues from fees and charges for services, with $52.2 million projected for FY05. $42.2 million of this revenue is in the form of Medicaid reimbursements for services delivered by internal and external providers. In the case of external providers, revenues are used to make corresponding contract payments. Other fees include insurance payments and fees paid directly by those who can afford to pay a portion of the cost of service. The projection for FY05 Human Services fees and charges is $7 million higher than the FY04 amount, due primarily to Medicaid reimbursements.

SHERIFF FEES

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees,

and providing investigative reports. Other fees collected by the Sheriff include jail fees from individuals awaiting trial, state detainees, and false alarm penalties. Jail fees for state detainees are projected higher in FY05 than in previous years. The State of North Carolina continues to experience delays in opening new state prisons. Consequently, the County's detention facilities are holding more prisoners awaiting transfers to the state than prior years.

EMERGENCY MEDICAL SERVICES FEES

Charges for Emergency Medical Services are assessed when paramedics transport patients for any medical reason. The fee charged, a flat amount per trip, was revised in FY04 to meet new Medicare-allowed categories and maximize revenues. The County continues its contract with an EMS collection firm to collect all current and delinquent EMS bills. The universal subscription program, which began in 1993, will remain at its current level of $60 per household. The loaded per mile cost is proposed to increase by 15 cents per mile on July 1, 2004 with another increase on January 1, 2005, not to exceed 25 cents per mile in order to align the fee with the Medicare reimbursement rate. This increase will yield minimal new revenues.

ENVIRONMENTAL SERVICES FEES

Environmental Services assesses fees in the areas of animal control, water quality, wastewater, swimming pool inspections, and studies for soil, erosion, and flood control. This department proposes two fee changes. The first is to adjust the acreage cap on land disturbing activities from the current limit of 10 acres to 20 acres. The recommendation is being made to align the fee with the additional work associated with larger parcels. The adjustment will increase the fee for a 20 acre parcel from $5,000 to $10,000. The second change increases fees for Onsite Wastewater permit application fee and construction authorization increase from $145 to $200 each. This fee increase will support the addition of three new positions to facilitate shorter permit processing times.

PLANNING FEES

The budget includes new fees to recover the cost associated with document production of the Zoning Atlas ($100) and Unified Development Ordinance (UDO). The cost of the UDO will be $60 and $30 for paper and electronic copies, respectfully.

REGISTER OF DEEDS FEES

The Register of Deeds collects fees for most official acts performed. Fees charged are for marriage licenses, recording deeds and other instruments. While interest rates are expected to be on the rise, building permit activity and other factors cause the FY05 estimate to be 5.6 percent increase over FY04. This office has seen significant increases in activity due to an increase in recordings and refinancing of mortgages, which have resulted from favorable interest rates.

OTHER REVENUE

Other revenue includes contributions, reimbursements, sale of surplus property and materials, property rentals, parking fees, fines, and investments. Note that interest earnings are no longer budgeted in the general fund. These earnings on investments are now budgeted directly in the capital projects fund.

INTERFUND TRANSFERS

Interfund transfers represent money transferred from other County funds to the general fund for various purposes. The Solid Waste enterprise fund will transfer $200,000 to the general fund as reimbursement for indirect costs associated with supporting the activities of the Solid Waste Management division. Funds totaling $325,000 are transferred from the Major Facilities Trust fund to pay the County's administrative cost for collection of the one percent tax on prepared food and beverage.

Proposed Fee Increases

	FY 2004 Current Budget	FY 2005 Adopted Budget
Planning Services		
Zoning Atlas	-	$100.00
Unified Development Ordinance	-	$60.00
Unified Development Ordinance (CD)	-	$30.00
Public Parking Fees		
First hour	$1.00	-
First half hour	-	$1.00
Second half hour	-	$1.00
Each additional hour	$1.00	$1.00
Maximum per day	$6.00	$8.00
Emergency Medical Services		
Loaded mileage rate (per mile)	$5.50	$5.65 to $5.75 (equal to Medicare rates)
Environmental Services		
Onsite Wastewater permit application fee	$145	$200
Onsite Wastewater construction athorization	$145	$200
Sediment & Erosion Control Permit:		
Increase the maximum acreage cap from 10 acres to 20 acres at $500 per acre	$5,000 for 20 acres	$10,000 for 20 acres

BOARD OF ELECTIONS
The Board of Elections' FY 2005 budget decreased from its FY 2004 budget because the Board will hold fewer elections in FY 2005. The Board will hold a Primary Election in July and the General Election in November. The County may also conduct bond referenda during the fall election.

COMMUNITY SERVICES
The FY 2005 Community Services budget includes funding for the opening of Historic Yates Mill County Park, including two additional full-time staff positions. The budget also funds additional staff for Cameron Village Regional Library, which will move to a larger facility in 2005, and one staff member for West Regional Library, which is currently under development.

COUNTY MANAGER
During FY 2004, the Manager's Office increased the capacity of its e-Government initiative by receiving two positions transferred from the Information Service Department. This will enable the office to better evaluate and manage e-Government projects during FY 2005 and future years.

EDUCATION
School Operating Expense: The Board of Education requested an increase of $15.7 million from $223.7 million in FY 2004 to $239.4 million in FY 2005. Included in this budget is an appropriation of $234.4 million to support the Wake County Public School System's (WCPSS) operating budget, a 4.8 percent increase, totaling $10.7 million. This amount is based on revised projections of the number of new students enrolled in charter schools, available funds within the WCPSS unrestricted local accounts, and projected unrestricted revenues.

Wake Technical Community College: The Wake Technical Community College's Board of Trustees requested $14,619,381 in operating funds, of which $2,956,200 is for capital outlay. The capital outlay request includes $2,545,000 to lease space near the site of the planned North Wake campus to establish a presence. While the full request cannot be met during this fiscal year, $2.9 million of additional funds is being appropriated to Wake Tech to increase County funding to $11.5 million, an increase of 34%.

ENVIRONMENTAL SERVICES
The budget for FY 2005 includes expansion of three technical positions for on-site wastewater services to keep up with increased demand. Housing development has picked up pace in the unincorporated area of the County and in the eastern jurisdictions that contract with Environmental Services. Increase in costs for these services will be offset by a fee increase for plan reviews and septic system inspections. The County's fee structure for these services has been 25% lower than that of other large counties in North Carolina. The agency is also receiving additional resources to implement stormwater management initiatives in compliance with NPDES Phase II, a nationally mandated program for environmental protection.

GENERAL SERVICES ADMINISTRATION (GSA)
Three new full-time positions are planned for GSA in FY 2005. Two positions will allow the department to more effectively meet landscaping standards, address additional work associated with new County facility expansion, and improve quality control on turf and plant beds. The department will use existing budget funds to replace temporary staff with Equipment Operators to achieve consistent service delivery, less monthly retraining, and the ability to operate County vehicles. The third position will utilize new funds to provide additional staff for the Flood Control and Special Projects programs. The department will rely on this position to improve mowing frequency in order to meet State Department of Environment and Natural Resources dam operation maintenance standards, conduct site improvements, respond to public requests more quickly (Flood Control), and improve response time on site repairs, maintenance, and customer requests (Special Projects).

HUMAN SERVICES
Human Services' FY 2005 budget totals $215.8 million. This budget includes a $5.5 million increase in both revenues and expenditures related to Medicaid reimbursed contract activity for child mental health, which has continued to exceed expectations. Also the budget includes expansion items totaling $1.2 million. Half of the increase is associated with State-funded subsidies for housing assistance and community-based mental health programs. The other half of the expansion funds

ten new staffing positions. Three of these positions had been funded by grants that promote family-oriented decision making and solutions for foster care and adoption. The County will fund these programs now that the grant has expired. The remaining seven positions are all either funded by new grants or can draw down reimbursements for services. These services include psychiatric treatment for children and families being investigated for child abuse and neglect, and enhanced access to nutritional subsidies for Women, Infants and Children (WIC).

Lastly, the Human Services budget for FY 2005 reflects a $1.4 million decrease in the County's participation in the Medicaid program, a 5% match of the overall cost. Medicaid activity in the County increased at an annual average rate of 13% in the preceding four years. The trend reversed in FY 2004 and the County experienced a 3% drop in its Medicaid liability. As a result, the FY 2005 budget funds this item at the FY 2003 level, the highest for the past five years.

INFORMATION SERVICES

The budget funds minimal increases for computer supplies and maintenance costs. Information Services continues to focus on maintaining the County's technological infrastructure. This includes supporting Oracle, Domino, and SQL database environments, which are the platforms for such essential services as the County's finance system, revenue collection, patient care reporting, and Board of Elections.

OFFICE OF THE SHERIFF

The Wake County Sheriff's Office will receive an additional ten vehicles specifically for Courthouse deputies in FY 2005. The Sheriff's Office began a home fleet program in 1984 with its patrol division. In the late 1980's, the rest of the deputies, except for those judicial services deputies assigned to the Courthouse, received personally assigned vehicles. The Sheriff is limited in the assignment of duties to the Courthouse deputies to tasks only associated with maintaining security in the courtrooms and at the entrances to the building. Because they do not have vehicles, Courthouse deputies cannot be scheduled to fill in when needs arise in the patrol division or paper processing due to sickness or vacation. This expansion will provide the Sheriff with increased scheduling flexibility by rotating deputies from courthouse duty to paper processing or patrol, and providing these deputies with personal vehicles. Additionally, base budget funds for medical care, food services and drug costs are higher in the Detention Services division to meet increased demands on these services.

PUBLIC SAFETY

Funding is included for six additional paramedics for Wake EMS and two additional field agents for the City County Bureau of Identification (CCBI). Wake EMS has historically not staffed for relief, which has created significant challenges in maintaining service levels and allowing staff to take leave. In addition to funding six paramedics, the County will examine the need for additional staff during FY 2005. CCBI also faces staffing challenges. The budget funds two new agents, which will better enable the division to meet its response time goals consistently, complete more training, and increase assistance to the District Attorney's office.

SALARIES, WAGES, AND BENEFITS

The cost of salaries and benefits, 44 percent of the non-education operating budget, totals $173.9 million. This includes a reduction of $5.9 million to avoid budgeting for positions while vacant. Pay-for-performance increases are budgeted at $3.8 million for an average of three percent increase. Included in the reserve is a $400,000 contingency for implementing the pay and compensation study. Health insurance premiums were raised two percent at an additional cost of approximately $283,000. Dental insurance premiums are up minimally at an additional cost of $48,100.

Requests Not Funded

BOARD OF ELECTIONS $21,612
Two additional one-stop voting sites

COMMUNITY SERVICES $1,397,809
Libraries - Additional staff - 15 FTEs
Libraries - Furniture
Parks - Additional staff - 7.5 FTEs and temporary staff
Parks - Equipment and repairs/renovations
Parks - Re-establishment of the Grant-in-aid program

ENVIRONMENTAL SERVICES $408,996
Soil & Water Conservation, miscellaneous
Additional Staff - Six FTEs
Increased temp and agency costs
Plan Review & Recreational - seasonal temps

FINANCE $20,339
Additional staff - 0.5 FTE

GENERAL SERVICES ADMINISTRATION $1,409,500
Construction projects partially funded
New vehicle requests partially funded

HUMAN RESOURCES $9,000
Expansion of Wellness Program

HUMAN SERVICES $2,424,692
Additional staffing - 56.5 FTEs

INFORMATION SERVICES $52,375
Remote Desktop Services contract increase

NON-DEPARTMENTAL $752,245
Additional funds for Healing Place of Wake County, Wake County United Arts Council, North Carolina Symphony and Wake County Commission for Women Competitive Edge III Drive, Wake County Council on Fitness

PUBLIC SAFETY $2,206,401
EMS: Convert six paramedics to Field Training Officers, various equipment and vehicles, RUSH Team (EMS tactical response), benefit and pay enhancements, professional accreditation
Fire/Rescue: Air compressor and Thermal Imaging Camera for Fire Training Center
Emergency Management: Local and Citizen Emergency Response Teams
Criminal Justice Planning: Incarceration alternative programs

SHERIFF'S OFFICE $1,180,612
Partial funding - operating expenses associated with vehicle purchase
Creation of Sheriff Traffic Observation Patrol

SOLID WASTE ENTERPRISE FUND $98,827
Additional staff - Two FTEs

WAKE COUNTY PUBLIC SCHOOL SYSTEM $5,000,000

WAKE TECHNICAL COMMUNITY COLLEGE $3,119,381
Certain operating costs, North Campus "Quick Start" Initiative

Personnel Summary (by Fund)

	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
General Fund			
General Government:			
County Commissioners	3.00	3.00	3.00
County Manager	9.00	11.00	11.00
County Attorney	10.00	10.00	10.00
Board of Elections	15.00	14.20	14.20
Budget & Management Services	6.60	7.00	7.00
Facilities Design & Construction	9.00	9.00	9.00
Finance Department	28.25	28.50	29.50
General Services Administration:	7.00	7.00	7.00
Central Services	21.00	21.00	21.00
Field Services	27.00	27.00	30.00
Fleet	12.00	12.00	12.00
Physical Plant	46.00	46.00	46.00
General Services Total	113.00	113.00	116.00
Human Resources	19.00	21.00	21.00
Information Services	63.50	60.50	60.50
Planning Department	20.00	20.00	20.00
Register of Deeds	34.00	35.00	35.00
Revenue Department	62.00	62.00	62.00
General Government Total	**392.35**	**394.20**	**398.20**
Community Services:			
Administration	4.00	4.00	4.00
Geographic Information Services	20.00	20.00	20.00
Inspections, Development, Plans, Permits	33.00	33.00	33.00
Libraries	165.38	165.38	170.38
Parks	25.00	25.00	27.00
Community Services Total	**247.38**	**247.38**	**254.38**

Personnel Summary (by Fund)

	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Environmental Services	96.00	96.00	98.00
Human Services	1,644.70	1,667.70	1,674.70
Public Safety:			
EMS	116.00	116.00	122.00
Fire/Rescue	21.00	21.00	21.00
CCBI	61.00	61.00	63.00
Emergency Management	7.00	7.00	7.00
Administration	4.00	4.00	4.00
Public Safety Total	**209.00**	**209.00**	**217.00**
Office of the Sheriff			
Detention	274.00	274.00	274.00
Law Enforcement	374.00	374.00	374.00
Office of the Sheriff Total	648.00	648.00	648.00
Subtotal General Fund	**3,237.43**	**3,262.28**	**3,290.28**
Other Funds			
Affordable Housing	8.50	8.50	8.50
Risk Management	3.00	3.00	4.00
Solid Waste	10.00	10.00	15.00
Workforce Development	6.55	9.55	9.55
Subtotal Other Funds	**28.05**	**31.05**	**37.05**
Total Positions All Funds	**3,265.48**	**3,293.33**	**3,327.33**

Department Position Count (FTEs)

Position changes in the adopted FY 2005 budget include:

Community Services—Net Change +7.0 FTEs

Add 2 new positions to support the opening of Historic Yates Mill and 5 new positions to support the development of the new West Regional Library and the expansion of Cameron Village Regional Library.

Environmental Services—Net Change +2.0 FTEs

Add 4 new positions in the Water Quality division, 3 to improve permit process response times for onsite wastewater activities and 1 for floodplain management to meet federal requirements. Transfer 2 positions in the Keep America Beautiful program (KAB) from the general fund to the Solid Waste Management enterprise fund.

Finance—Net Change +1.0 FTE

Add 1 new position in the accounting and reporting section dedicated to managing Emergency Medical Services (EMS) billing functions.

General Services Administration—Net Change +3.0 FTEs

Add 2 new positions in the landscape maintenance program to better meet landscaping standards, handle new facility expansion, and improve quality control on turf and plant beds. Add 1 new position for flood control and special projects to enhance mowing frequency to meet program standards, conduct site improvements, and improve response time on site repairs, maintenance and customer requests.

Human Services—Net Change +7.0 FTEs

Add 3 new positions to provide psychiatric treatment in child protective services. Convert 3 grant-funded positions to County-funded positions in the Family-to-Family program for foster care and adoption services. Add 4 positions in the Women, Infant and Children (WIC) Supplemental Nutrition program.

Public Safety—Net Change +8.0 FTEs

Add 2 new field agent positions in the City/County Bureau of Identification (CCBI) to assist the Bureau in meeting the response time goal of one hour (for 75% of requested responses). Add 6 new paramedic positions to address Wake EMS's need for relief staffing.

Risk Management—Net Change +1.0 FTE

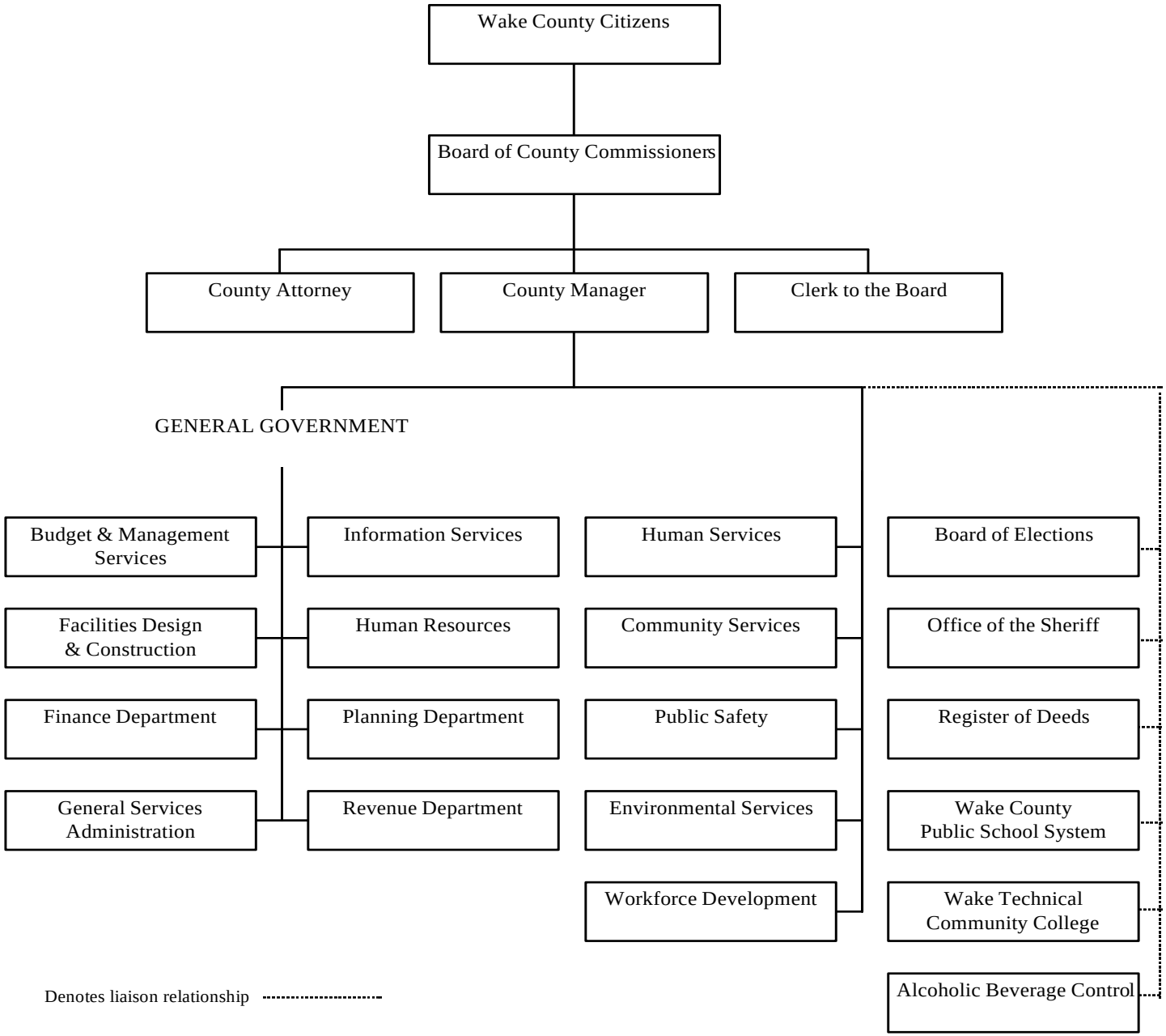
Add 1 new position in the Risk Management internal service fund to support risk management activities.

Solid Waste Management—Net Change +5.0 FTEs

Add 3 new positions in the Solid Waste Management enterprise fund to support solid waste activities. Add 2 positions in the Solid Waste Management enterprise fund from the general fund for the KAB program.

TOTAL POSITION CHANGE: +34.0 FTEs

Wake County Government Fiscal Year 2005



General Fund Revenue Summary

Description		FY 2003 Actual Revenues	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	Change from FY 2004 Current
TAXES						
Ad Valorem	$	368,005,319	411,347,335	411,347,335	425,826,442	*3.5%*
Sales Tax		97,870,395	109,065,000	109,065,000	117,530,000	*7.8%*
Penalties & Interest		1,913,414	1,900,000	1,900,000	1,375,000	*-27.6%*
Lease/Rental Vehicle Tax		2,180,703	2,100,000	2,100,000	2,000,000	*-4.8%*
Payments in Lieu of Taxes		27,308	20,000	20,000	20,000	*0.0%*
Real Property Transfer (Excise) Tax		5,833,372	6,000,000	6,000,000	5,800,000	*-3.3%*
Other Taxes		1,362,361	1,818,300	1,818,300	1,895,000	*4.2%*
Taxes Subtotal	**$**	**477,192,872**	**532,250,635**	**532,250,635**	**554,446,442**	***4.2%***
FEDERAL SHARED REVENUES						
Human Services	$	4,433,356	4,356,192	4,996,795	5,612,296	*12.3%*
Public Library		28,772	0	0	0	--
Public Safety-Other		57,870	31,820	2,746,038	2,523,676	*-8.1%*
Public Safety-Sheriff		1,040,707	718,026	899,076	595,490	*-33.8%*
Environmental Services		236,271	257,000	293,800	523,500	*78.2%*
Federal Shared Subtotal	**$**	**5,796,976**	**5,363,038**	**8,935,709**	**9,254,962**	***3.6%***
STATE SHARED REVENUES						
Public Library	$	454,399	483,000	483,000	483,000	*0.0%*
Human Services/Other than 1571		58,409,808	60,569,198	63,611,174	64,180,468	*0.9%*
HS/FED 1571		20,831,062	20,432,610	20,627,824	21,399,471	*3.7%*
HS/State 1571		819,075	1,570,853	1,570,853	1,729,093	*10.1%*
Public Safety, Other		234,533	342,914	345,455	345,455	*0.0%*
Environmental Services		13,198	114,000	124,185	0	*-100.0%*
Other		14,340	0	0	2,216	--
ABC 5 Cent Bottle		159,676	175,340	175,340	175,340	*0.0%*
Beer & Wine		741,258	625,000	625,000	637,500	*2.0%*
State Shared Revenues Subtotal	**$**	**81,677,349**	**84,312,915**	**87,562,831**	**88,952,543**	***1.6%***
LOCAL SHARED REVENUES						
Human Services	$	742,838	1,087,893	1,377,936	1,127,749	*-18.2%*
Board of Alcohol Control		3,040,000	3,100,000	3,140,000	3,140,000	*0.0%*
Local Contributions-Other		314,804	277,015	473,881	236,500	*-50.1%*
Local Shared Revenues Subtotal	**$**	**4,097,642**	**4,464,908**	**4,991,817**	**4,504,249**	***-9.8%***

General Fund Revenue Summary

Object Description		FY 2003 Actual Revenues	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	Change from FY 2004 Current
LICENSES AND PERMITS						
Beer & Wine Licenses	$	51,273	50,000	50,000	50,000	*0.0%*
Marriage Licenses		131,050	150,000	150,000	165,000	*10.0%*
Building Permits		2,047,251	2,240,658	2,240,658	2,461,700	*9.9%*
Licenses and Permits Subtotal	**$**	**2,229,574**	**2,440,658**	**2,440,658**	**2,676,700**	***9.7%***
CHARGES FOR SERVICES						
Public Health	$	10,101,713	9,546,921	10,544,310	9,367,735	*-11.2%*
General Services Admin.		1,590,613	1,550,000	1,550,000	1,550,450	*0.0%*
Mental Health		33,335,333	36,702,871	36,385,681	42,262,299	*16.2%*
Public Safety		5,541,875	5,009,977	5,289,977	6,247,360	*18.1%*
Social Services		143,612	130,787	130,787	157,618	*20.5%*
Sheriff		2,817,733	2,218,738	2,218,738	3,159,500	*42.4%*
Community Services		415,939	451,651	441,651	474,938	*7.5%*
Planning/Development Services		713,016	242,450	663,547	632,302	*-4.7%*
Libraries		615,925	534,000	534,000	539,000	*0.9%*
Parks & Recreation		94,493	98,134	98,134	101,663	*3.6%*
Human Services Fees Transportation		498,527	768,191	768,191	447,947	*-41.7%*
Other		1,490,775	1,651,055	1,644,398	979,606	*-40.4%*
Environmental Services		201,458	2,052,965	593,500	1,952,481	*229.0%*
Bureau of Identification		775,982	775,000	775,000	775,000	*0.0%*
Register of Deeds		7,676,379	6,130,000	6,130,000	6,475,000	*5.6%*
Tax Collection Fees		866,109	825,000	825,000	821,450	*-0.4%*
Rental/Lease Income		360,888	566,142	566,142	379,975	*-32.9%*
Vending Income		439,699	584,286	584,286	480,446	*-17.8%*
Charges for Services Subtotal	**$**	**67,680,069**	**69,838,168**	**69,743,342**	**76,804,770**	***10.1%***
INVESTMENT EARNINGS						
Interest on Investments	$	3,287,605	34,434	34,434	67,151	*95.0%*
Investment Earnings Subtotal	**$**	**3,287,605**	**34,434**	**34,434**	**67,151**	***95.0%***
MISCELLANEOUS						
Sale of Material & Fixed Assets	$	721,082	875,950	875,950	650,386	*-25.8%*
Other		102,361	37,308	37,308	148,326	*297.6%*
Miscellaneous Subtotal	**$**	**823,443**	**913,258**	**913,258**	**798,712**	***-12.5%***

General Fund Revenue Summary

Object Description		FY 2003 Actual Revenues	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	Change from FY 2004 Current
OTHER FINANCING SOURCES						
Capital Leases	$	83,700	0	0		
Appropriated General Fund Balance		0	6,235,986	10,006,830	8,791,251	*-12.1%*
Other Financing Sources Subtotal	**$**	**83,700**	**6,235,986**	**10,006,830**	**8,791,251**	***-12.1%***
TRANSFERS						
Interfund Transfers	$	12,569,822	525,000	546,200	563,220	*3.1%*
Transfers Subtotal	**$**	**12,569,822**	**525,000**	**546,200**	**563,220**	***3.1%***
TOTAL REVENUE	**$**	**655,439,052**	**706,379,000**	**717,425,714**	**746,860,000**	***4.1%***

General Fund Expenditure Summary

County Departments		FY 2003 Actual Expenditures	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	Change from FY 2004 Current
GENERAL GOVERNMENT						
Board of Commissioners	$	399,361	437,530	456,120	443,517	*-2.8%*
County Manager		817,649	820,281	1,027,197	1,069,438	*4.1%*
County Attorney		922,688	933,856	979,604	975,307	*-0.4%*
Board of Elections		2,015,797	2,381,694	2,406,502	2,104,236	*-12.6%*
Budget and Management Services		455,299	501,404	520,678	525,816	*1.0%*
Facilities Design & Construction		721,278	776,277	833,432	805,743	*-3.3%*
Finance		2,033,092	2,191,744	2,323,876	2,240,815	*-3.6%*
General Services		17,924,505	20,872,721	22,586,024	21,357,600	*-5.4%*
Human Resources		1,227,611	1,334,957	1,393,682	1,403,052	*0.7%*
Information Services		7,535,502	7,714,178	7,637,522	8,135,027	*6.5%*
Planning		1,152,155	1,370,780	1,417,098	1,395,172	*-1.5%*
Register of Deeds		2,501,069	2,476,854	2,674,441	2,724,021	*1.9%*
Revenue		3,849,845	4,165,428	4,328,577	4,375,235	*1.1%*
General Government Subtotal	**$**	41,555,851	45,977,704	48,584,753	47,554,979	*-2.1%*
COMMUNITY SERVICES						
Administration	$	293,819	296,055	306,797	316,245	*3.1%*
Cooperative Extension		429,162	513,766	513,766	531,029	*3.4%*
Libraries		10,687,361	11,333,402	11,943,764	11,828,947	*-1.0%*
Geographic Information Systems		1,337,927	1,449,713	1,537,522	1,531,174	*-0.4%*
Inspections/Development		2,195,973	2,236,572	2,309,256	2,276,559	*-1.4%*
Parks		1,962,909	2,057,634	2,119,316	2,174,018	*2.6%*
Community Services Subtotal	**$**	16,907,151	17,887,142	18,730,421	18,657,972	*-0.4%*
ENVIRONMENTAL SERVICES						
Administration	$	785,177	664,445	755,082	865,181	*14.6%*
Health and Safety Division		2,657,167	2,839,557	3,043,335	3,134,882	*3.0%*
Solid Waste/KAB		160,744	154,993	156,760	--	*-100.0%*
Water Quality		3,005,100	3,088,212	3,131,637	3,606,414	*15.2%*
Environmental Services Subtotal	**$**	6,608,188	6,747,207	7,086,814	7,606,477	*7.3%*
HUMAN SERVICES						
Resource Management	$	17,681,808	16,203,652	17,238,180	15,541,235	*-9.8%*
Family and Youth Success		88,236,439	91,654,728	94,927,473	99,380,000	*4.7%*
Community Health		8,995,207	10,313,382	11,161,583	11,757,880	*5.3%*
Transportation		943,568	1,824,062	1,894,553	1,196,347	*-36.9%*
Adult Services		22,742,051	23,868,294	22,740,128	25,351,585	*11.5%*
Eastern Regional Center		-	2,805,377	3,069,732	3,111,079	*1.3%*

General Fund Expenditure Summary

County Departments		FY 2003 Actual Expenditures	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	Change from FY 2004 Current
Southern Regional Center		-	2,521,899	3,195,106	3,271,067	*2.4%*
Emergency and Adult Mental Health		17,672,500	18,228,421	19,534,168	19,831,700	*1.5%*
Economic Self Sufficiency		34,531,296	35,812,502	37,018,737	36,332,173	*-1.9%*
Human Services Subtotal	**$**	190,802,869	203,232,317	210,779,660	215,773,066	*2.4%*
PUBLIC SAFETY						
Emergency Medical Services	$	9,937,620	10,386,524	10,740,309	11,686,269	*8.8%*
Fire/Rescue Services		1,643,506	1,693,314	1,729,364	1,678,762	*-2.9%*
Law Enforcement Services		3,305,571	3,544,822	3,583,515	3,817,992	*6.5%*
Emergency Management		1,933,991	2,313,263	5,388,698	5,167,887	*-4.1%*
Public Safety Administration		859,169	1,403,740	1,442,876	1,430,582	*-0.9%*
Public Safety Subtotal	**$**	17,679,857	19,341,663	22,884,762	23,781,492	*3.9%*
EDUCATION						
Wake County Public Schools	$	203,410,000	224,110,000	224,110,000	234,815,000	*4.8%*
Wake Technical Community College		8,600,000	8,600,000	8,600,000	11,500,000	*33.7%*
Education Subtotal	**$**	212,010,000	232,710,000	232,710,000	246,315,000	*5.8%*
SHERIFF						
Law Enforcement	$	21,944,108	23,660,139	24,631,889	26,132,269	*6.1%*
Detention		14,469,732	16,734,388	17,370,119	17,869,991	*2.9%*
Sheriff Subtotal	**$**	36,413,840	40,394,527	42,002,008	44,002,260	*4.8%*
Medical Examiner	$	163,525	200,000	200,000	200,000	*0.0%*
Transfers to Other Funds		132,395,000	129,616,000	129,616,000	134,584,000	*3.8%*
Non-Departmental		3,058,499	3,552,440	4,245,537	3,646,451	*-14.1%*
Reserves						
Salary Adjustment Reserve		0	4,320,000	218,759	3,848,433	*n/a*
Contingency		0	600,000	367,000	500,000	*36.2%*
Health Insurance Reserve			1,800,000	0	389,870	*n/a*
Reserves Subtotal	**$**	0	6,720,000	585,759	4,738,303	
Grand Total	**$**	**657,594,780**	**706,379,000**	**717,425,714**	**746,860,000**	***4.1%***

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General Government Budget Summary

Expenditures		FY 2003 Actual Expenditures	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
County Commissioners	$	399,361	437,530	456,120	443,517
County Manager		817,649	820,281	1,027,197	1,069,438
County Attorney		922,688	933,856	979,604	975,307
Board of Elections		2,015,797	2,381,694	2,406,502	2,104,236
Budget & Management Services		455,299	501,404	520,678	525,816
Facilities Design and Construction		721,278	776,277	833,432	805,743
Finance Department		2,033,092	2,191,744	2,323,876	2,240,815
General Services Administration		17,924,505	20,872,721	22,586,024	21,357,600
Human Resources		1,227,611	1,334,957	1,393,682	1,403,052
Information Services		7,535,502	7,714,178	7,637,522	8,135,027
Planning Department		1,152,155	1,370,780	1,417,098	1,395,172
Register of Deeds		2,501,069	2,476,854	2,674,441	2,724,021
Revenue Department		3,849,845	4,165,428	4,328,577	4,375,235
Total Expenditures	**$**	**$ 41,555,851**	**$ 45,977,704**	**$ 48,584,753**	**$ 47,554,979**
Non-Departmental Accounts	$	3,058,499	9,672,440	4,464,297	7,884,754

County Commissioners

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	312,502	305,099	321,294	316,037
Operating Expenses		86,859	132,431	134,826	127,480
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	399,361	437,530	456,120	443,517
Number of FTEs		3.00	3.00	3.00	3.00

Department Description

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

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

Priorities

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

- Jointly develop a process for fiscal planning for the next four years that will support the school system meeting its goals while being fiscally responsible in addressing operating and capital budgets
- Approve a referendum to provide $40 million for Wake Technical Community College and $26 million for execution of the Open Space Master Plan

Highlights

- Implementation plan for Wake County's growth management, watershed management, and open space acquisition/protection
- With the support of Wake County voters, issued a successful bond referendum providing $450 million for school construction and $35 million for public library facilities with no additional tax burden
- Approved the purchase of 778 acres of land for open space, bringing the total to 1,494 acres purchased by the County as part of the Open Space Master Plan
- Initiated plans to issue $66 million in bonds in November of 2004, with $40 million to be raised for the new North Wake Campus of Wake Technical Community College and the remaining $26 million to be earmarked for the purchase of land in accordance with the Open Space Master Plan.
- Entered into an interlocal agreement with the City of Raleigh to fund the construction of a new convention center and hotel. Scheduled to open in 2007 just west of the current site in downtown Raleigh, this project will be funded by the occupancy and prepared food and beverage tax.
- Enhanced interlocal cooperation with the twelve municipalities within Wake County to provide the highest level of service to all county residents
- Successfully presented financial plans to rating agencies to maintain the County's AAA bond rating.
- Activated an on-line volunteer application system to enable citizens to more easily participate in the governing process as members of advisory boards and committees.

County Manager

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	713,673	728,119	931,583	973,824
Operating Expenses		89,054	92,162	95,614	95,614
Capital Outlay		14,922	0	0	0
Expenditure Totals	**$**	817,649	820,281	1,027,197	1,069,438
Number of FTEs		9.00	9.00	11.00	11.00

Department Description

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

List of Major Services

- Support the Board of Commissioners and implement policy
- Provide effective public information and customer service
- Design and implement e-Government solutions that enhance public access to the County
- Support major initiatives of departments
- Promote legislative awareness of/advocacy for County issues
- Promote economic development initiatives
- Direct/oversee departments

Business Plan Priorities

- Implement a corporate project management methodology.
- Develop and broadcast a County government television show.
- Provide leadership in the implementation of public safety radio communications and computer-aided dispatch.
- Implement a business plan for mental health reform.
- Work with the Wake County Public School System in finalizing system goals and identifying strategies and costs of implementation.
- Provide oversight for the new phase of the school building program, Plan 2004.

- Improve the level of understanding of the school system's fiscal policies, practices and procedures.
- Implement a county-wide (all municipalities) strategy to evaluate long-term solid waste disposal options.
- Continue to support the implementation of the County Water and Sewer Plan and facilitate the merger of municipal water and sewer systems.
- Provide leadership in the planning, design, and implementation of a regional wastewater plant serving western Wake County.
- Evaluate existing economic development strategies and prepare an incentive policy for consideration by the Board of Commissioners.
- Create a Unified Development Ordinance to update the County's subdivision, zoning, and other ordinances to current policies and directions.
- Refine and implement the County's capital plan through project implementation, bond sales and budget appropriations.
- Provide leadership and support in implementing growth management and environmental stewardship initiatives and strategies.
- Improve the County's financial planning practices through emphasis on long-range financial planning, business planning, and multi-year budgeting.
- Improve business practices and promote an environment for continuous assessment and improvement.
- Focus attention at all levels of the organization on areas of importance and values.
- Continue implementation of Corporate Communications Strategic Plan.
- Achieve an e-Government environment that allows customers to conduct business from virtually anywhere.
- Provide walk-in customers at County facilities with superior service and shorter wait times.
- Implement the Transportation Plan and Collector Road Plan.
- Continue the municipal/County service review process to clarify roles and responsibilities between the County and municipalities.
- Increase citizen understanding and appreciation of County services and initiatives.
- Develop and foster relationships with community leaders from the media, private sector, other public sector agencies, not-for-profit agencies, and community volunteers.
- Engage the entire 3,400+ employee organization as "ambassadors for Wake County".

Highlights

Listed below are some of the issues that will have a significant impact on policy and the service environment:

- The Board of Commissioners received and accepted the Watershed Management Plan in 2003 and directed staff to work on implementing the recommendations. These recommendations, if implemented, will have a significant impact on the future development of the county and internal operational decisions.
- The County will continue its emphasis on making decisions based upon business cases. Departments will be expected to update and improve business plans and the link between budget requests and performance measurements will be strengthened.
- Wake County, in cooperation with various municipalities and non-profit organizations, is actively engaged in preserving open space. To this end, the County is in the process of implementing the adopted Consolidated Open Space Plan for all of Wake County by collaborating with other municipalities and interest groups.

- To help the community plan for the growth expected over the next several decades, the Wake County Board of Commissioners created a Growth Management Task Force to examine growth management strategies that will help Wake County balance growth and preserve the quality of life that our citizens have come to expect. Now that the Task Force has completed its work, the County is working with other jurisdictions to implement these recommendations.

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

- The County has acquired an 800 MHz radio system and a Computer Assisted Dispatch (CAD) system. Both of these systems are being installed and implemented. The majority of users are public safety agencies, such as law enforcement, fire departments, and EMS providers. Agreements need to be reached with each of these agencies regarding the financing, maintenance, and operation of these systems.

- A significant portion of Wake County Government's budget is allocated to the Wake County Public School System. It is essential that the County and the School System work to achieve the most efficient use of funds and community resources.

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

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

Performance Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Projection
Maintain highest possible bond rating	AAA	AAA	AAA
Conduct annual goal and priority setting process board and staff	Yes	Yes	Yes
Respond to citizen inquiries/comments within two working days	100%	100%	100%
Respond to Board Inquiries within One Working Day and Maintain Contact Until Issue is Resolved	100%	100%	100%

County Attorney

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	851,639	854,056	891,214	894,666
Operating Expenses		71,049	79,800	80,828	80,641
Capital Outlay		0	0	7,562	0
Expenditure Totals	**$**	922,688	933,856	979,604	975,307
Number of FTEs		10.00	10.00	10.00	10.00

Department Description

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

List of Major Services

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

Department Priorities

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

Board of Elections

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	1,221,737	1,248,029	1,272,837	1,419,368
Operating Expenses		706,982	1,133,665	1,128,665	682,868
Capital Outlay		87,078	0	5,000	2,000
Expenditure Totals	**$**	2,015,797	2,381,694	2,406,502	2,104,236
Intergovernmental Revenue	$	14,340	0	0	0
Fees & Other Revenues		50,544	226,288	226,288	0
Revenue Totals	**$**	64,884	226,288	226,288	0
Number of FTEs		15.00	15.00	15.00	15.00

Department 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.

List of Major Services

- Register eligible voters
- Maintain an accurate voter registration list pursuant to federal and state statutes and State Board of Elections policies
- Complete Notice of Candidacy forms for candidates for public office
- Survey population patterns and voter participation to determine suitable voting sites

- Manage voting precincts for election days
- Manage absentee by mail and one-stop voting sites
- Report and certify election results
- Administer State Board of Elections policies that interpret federal and state statutes
- Monitor legislation affecting voters, candidates and election changes

Business Plan Priorities

- Comply with statutory changes required by federal and state law and State Board of Elections policy.
- 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 legal requirements contained in the *Help America Vote Act* (HAVA) and North Carolina election laws.
- Comply with the reporting requirements set forth by the *State and National Voter Registration Act*.
- Reduce citizens' wait time at polling places by creating additional one-stop voting sites.

Highlights for FY 2004

- The Board of Elections was the first department to work with the Information Services Department to convert from SQL 6.5 to SQL 2000. The conversion went according to the project statement of work and project management plan and was completed ahead of schedule and under budget. The conversion also involved significant software changes to meet new state and federal election requirements.
- Conducted the City of Raleigh, Town of Cary and Wake County Bond Referenda
- Conducted the municipal elections for Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell, Zebulon and the run-off elections for the City of Raleigh and the Town of Cary.
- The Board of Elections staffed one-stop voting sites in Cary, Knightdale, Garner and Wendell for the November 2003 election. These sites were in addition to the one-stop required by law at the Board of Elections office.
- The County's provisional ballot procedures and documentation were recognized in the Federal Election Commission's "Innovations in Election Administration" booklet.
- Pursuant to a directive from the State Board of Elections, the Wake County Board of Elections, with the help of County and municipal building inspectors, completed an accessibility survey of each of the 181 polling places in the county.
- Implemented programming and administrative changes necessary to comply with the *Help America Vote Act* (HAVA) and changes in the North Carolina General Statutes bringing North Carolina into compliance with HAVA.

Key Issues for FY 2005

- Continue to update voter registration management system to meet the mandates and changes in the election laws, most significantly the *Help America Vote Act* (HAVA) that will place new requirements for selective voter identification at the polling places, transfer of data to the State Board of Elections, and notifications to provisional voters.
- Participate in planning sessions for migration to the Statewide Election Information Management System as the State Board of Elections determines the operational and technical requirements for that migration.
- Plan and implement administrative and procedural changes to comply with HAVA and North Carolina General Assembly legislation regarding absentee voting, provisional voting, identification requirements and signature requirement on the Authorization to Vote

form.

- Through HAVA funding, it is anticipated that each county could receive a grant in the amount of $450 per precinct to help defray the costs of making the facilities accessible to persons with disabilities. Wake County could receive a maximum grant of $81,450. However, the total needed to ensure that each precinct is in compliance with the requirements is $194,406. To comply with the law, it would be Wake County's responsibility to fund the balance of $112,956.
- Continue implementing a separate Curbside Voting Plan pursuant to the directive from the State Board of Elections. If precinct officials cannot directly see the designated curbside voting parking from the area inside the polling place, an alternative solution must be put into effect. Two separate solutions are: (1) a Ballot Call device could be purchased and used at the curbside area. This device operates similarly to a doorbell and is used to alert officials inside that a curbside voter is outside. The cost is approximately $500 per unit, however, the unit has a limited range. (2) In precincts where the curbside voter cannot be seen by the officials inside the polling place and where the range is farther than the Ballot Call signal can reach, an additional precinct official must be appointed to remain at the entrance to the polling place available to assist the curbside voter. (Each additional precinct official costs approximately $125 per election per polling place.)
- The Primary and Second Primary normally held in May (and June if necessary) were delayed as a result of the legal challenge of the legislative districts in North Carolina. The Primary is now tentatively scheduled for July 20th and the Second Primary, if necessary, is tentatively scheduled for August 17th.
- Update newly enacted North Carolina House and Senate districts once all lawsuits have been settled or when directed by the State Board of Elections.
- Mail voter cards to all voters updating North Carolina legislative districts.
- A goal of the Board of Elections has been to reduce wait time at the polls. One way to accomplish this goal is to reduce precinct size to fewer than 3,000 registered voters. However, due to a statutory freeze on creating new precincts, no additional precincts can be created until after the 2004 elections.
- Continue to review Direct Record Equipment for voting. By 2006, all counties must have one piece of voting equipment per precinct that will allow disabled voters to vote unassisted. Wake County's current optical scan does not meet this requirement.
- Conduct General Election November 2, 2004.

Board of Elections

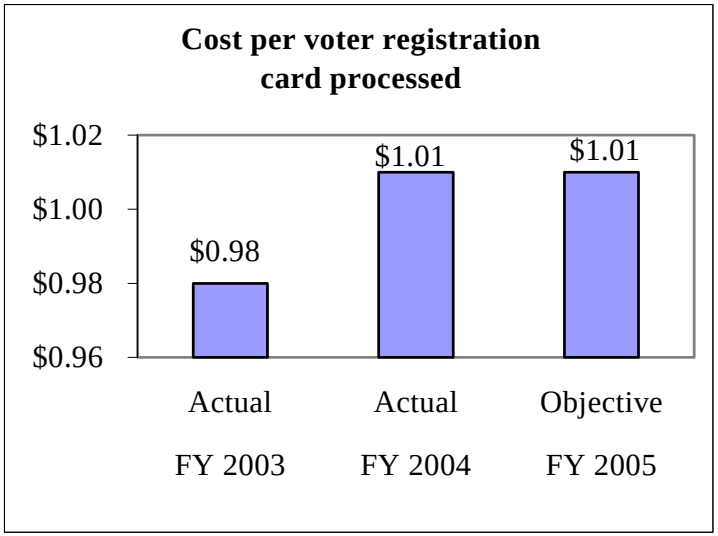
Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Complaints as a percent of votes cast	0.50%	0.50%	0.50%
Precincts with more than 3,000 votes	30	26	n/a*
Time required to electronically transmit results	1 hr.	.5 hr.	.5 hr.
Cost per voter registration card processed	$0.98	$1.01	$1.01
Precincts administered (# of precincts x number of elections)	394	293	546
Elections held	3	2	3
Presiding election officials	3,710	1,470	4,275
Voter registration cards processed	462,564	552,000**	210,000*** 640,000****

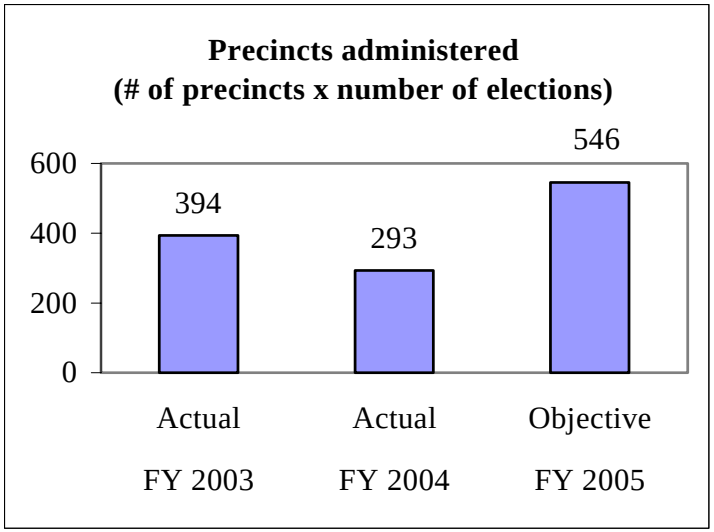
*Statutory freeze on creating new precincts in effect

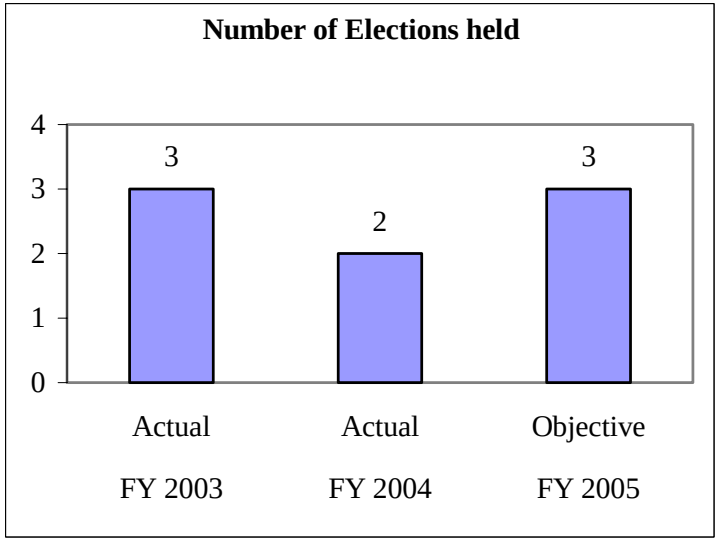
**Redistricting cards will be mailed if districts set prior to July 1, 2004

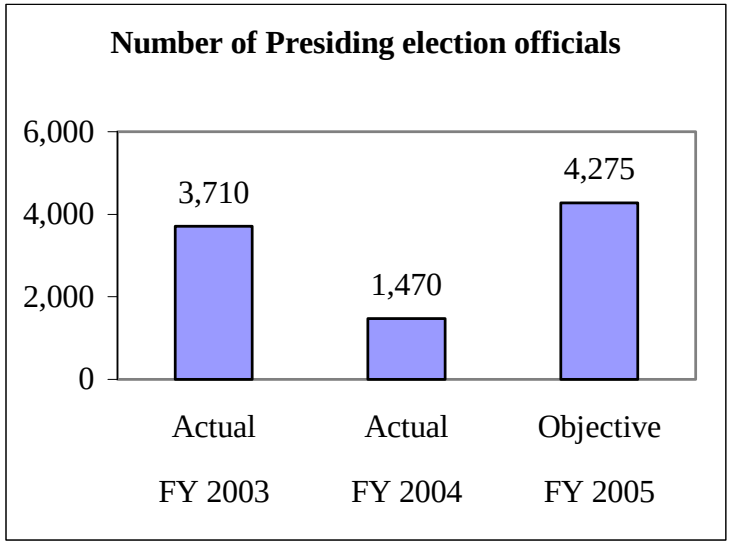
***If cards for redistricting mailed prior to 7/1/04

****If cards mailed for redistricting after 7/1/04






Number of Elections held
4
3
2
1
0
3
2
3
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005


Number of Presiding election officials
6,000
4,000
2,000
0
3,710
1,470
4,275
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005

Budget and Management Services

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	437,357	482,869	502,143	507,281
Operating Expenses		17,942	18,535	18,535	18,535
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	455,299	501,404	520,678	525,816
Number of FTEs		5.60	6.60	7.00	7.00

Department Description

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

During FY 2004, the department experienced significant turnover, hiring five new employees out of a staff of seven, including a new Budget Director. Despite this fact, the Budget staff successfully completed the analysis and assembly necessary to create the FY 2005 County budget.

Goals for FY 2005 include:

- Better integrate departmental business plans with budget decision-making.
- Conduct a comprehensive review of the County's user fees.
- Assist departments with program evaluations.

Facilities Design and Construction

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	649,523	721,777	751,047	751,243
Operating Expenses		103,545	50,500	78,385	50,500
Capital Outlay		7,500	4,000	4,000	4,000
Expenditure Totals	**$**	688,306	760,568	833,432	805,743
Number of FTEs		9.00	9.00	9.00	9.00

Department Description

The Facilities Design & Construction Department plans and implements the capital improvement program for County departments and the Board of Commissioners. The duration of projects varies from several months to several years, depending on size, complexity, and logistical requirements. Periodically, the County may partner with other local governments on a large capital project, such as the Raleigh Convention Center or Western Wake Regional Wastewater Plan. Capital costs for this type of project may exceed $100 million. Generally, capital projects include human services buildings, public safety facilities, libraries, parks, office buildings, emergency communications facilities, water and sewer projects, solid waste facilities, site development, building renovations, and major preventive maintenance projects. All design services, construction work, materials testing, and various other services are outsourced to private firms through competitive procurement methods as allowed by North Carolina General Statutes.

Experienced Facilities Design & Construction project managers administer the procurement and contracting process consistent with statutory requirements and County fiscal control policies. They also assure that consultants and contractors comply with quality control and energy efficiency standards adopted by the County. Compliance with contract terms is closely monitored and strictly enforced. User friendly, functional, well-built public facilities which have lasting value are produced on time and within budget.

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

Wake County government currently has responsibility for public land holdings exceeding 8,000 acres that comprise hundreds of parcels, ease-

ments, and leases. Being stewards of these public assets requires staff to frequently deal with a variety of land rights issues. Statutes require that the Board of Commissioners approve final decisions on land rights matters at public sessions. Conducting research and providing sufficient factual information and responsible advice, all critical elements of this business, enables them to make prudent decisions pertaining to real estate matters.

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

List of Major Services

- Capital program planning and implementation
- Real estate and land rights management

Business Plan Priorities

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

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

Highlights

- Preliminary courts and parking facility needs studies conducted in FY 2003 were used as the basis for the following activities: developed a comprehensive life safety and building systems renovation plan, secured Raleigh building inspections approval of the Courthouse renovation plan, evaluated options for meeting long-term parking needs in downtown Raleigh near County government complex, prepared construction documents and began renovations identified for year one of the Courthouse Ten-Year Renovation Plan.
- Continued to closely monitor average daily inmate population in County detention facilities; overcrowding in these facilities, along with projections of continued increases in the inmate population, required the County to proceed with the next phase of jail construction; contractors were pre qualified, bids received, construction

contracts awarded and construction begun for a 416 bed detention facility (Phase IB) on Hammond Road in Raleigh.

- Working with the Public Safety Department and TriData Consultants, completed fifteen-year Facility Master Plan for fire and emergency medical services (EMS); completed construction of the following Fire/EMS facilities: Stony Hill Combination Fire Headquarters and EMS; Rolesville EMS Headquarters Station; Expansion of Fuquay-Varina Fire Station #2 to add EMS Station; and Renovation of Fuquay-Varina Fire Station #1 to add to EMS Station.
- Began site planning and design work on the following library projects: Cameron Village renovation and expansion; New West Regional (Cary) library; New Holly Springs Branch (also includes cultural arts center funded by Holly Springs).
- Began a number of major capital improvement projects at the County's solid waste disposal facilities, including: closure of North Wake municipal solid waste landfill - Phase 1 area (construction underway); Expansion of landfill gas collection and re-use system at North Wake Landfill (project substantially completed); closure of Feltonsville construction and demolition debris landfill (design complete; construction to begin late Spring 2004). Regarding the new South Wake landfill, County staff is working with municipal partners and consultants to evaluate other alternative disposal solutions and will present recommendations to Commissioners by December 2004.
- Began working with City of Raleigh staff in the selection of hotel developer, design consultants, site assessment, programming, planning and conceptual studies for a new 500,000 sq. ft. convention center in downtown Raleigh; also worked extensively on the selection of a Construction Manager @ Risk Team to build the facility.

Key Issues for FY 2005

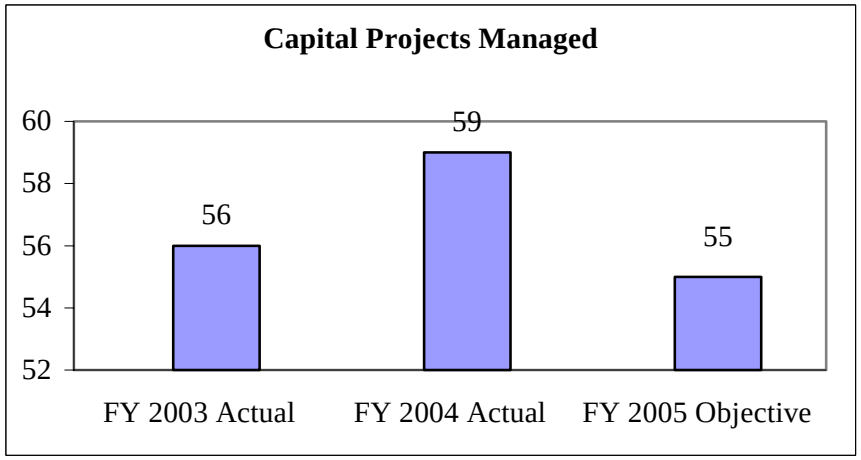
- Continue working together with the State Highway Patrol to complete infrastructure for the new 800 MHz radio communication system which will facilitate effective use by all public emergency service providers in Wake County; coordinate with other elements of emergency response capital improvement program, including paging system replacement, computer-aided dispatch, primary and back-up emergency communications centers (jointly with Raleigh); complete these improvements by first quarter of FY 2005.
- Continue to acquire land rights and pursue partnering opportunities for properties, which are designated as critical or high priority, under the County's Open Space Preservation Program; focus efforts on eight corridors approved by the Commissioners in the fall of 2003.
- Complete acquisition (through negotiation or condemnation) of remaining property for future Little River Reservoir in eastern Wake County; pursue interlocal agreement with Raleigh which results in their assuming the lead role in permitting, designing and constructing the planned reservoir.
- Working with Environmental Services, continue a process to complete a comprehensive analysis of potential options for long term disposal of solid waste; in FY 2005 assure recommendations are presented to the Commissioners on the best long-term solution; proceed based on Commissioners' action; complete closure activities for Feltonsville construction and demolition debris landfill (FY 2005); complete remainder to closure activities for North Wake municipal solid waste landfill (FY 2007).
- Working with specialized consultants, prepare a 30-year Master Facility Plan for judicial and detention facilities; plan will address parking needs associated with these facilities; develop conceptual solutions to meet these long-term facility needs; present study findings and conceptual sketches to Commissioners for consideration.
- Continue working with City of Raleigh staff to finalize conceptual solutions and schematic design for a new convention center in downtown Raleigh; assist with finalizing agreement with developer for an adjacent hotel.

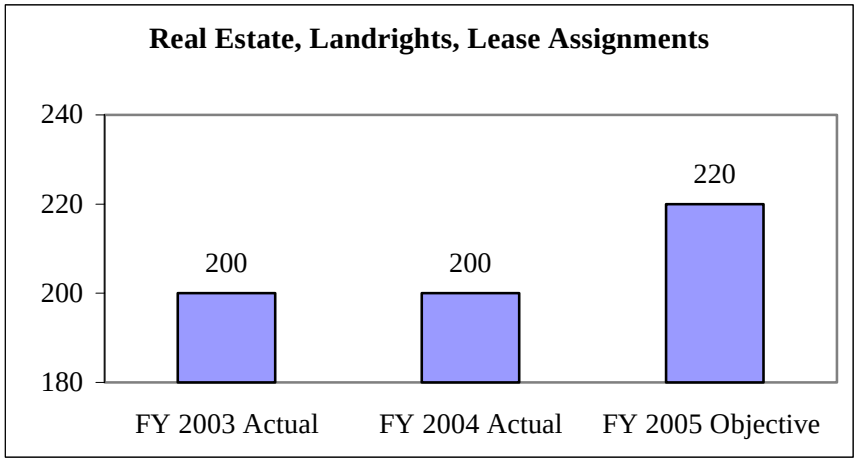
Horizon Issues in FY 2006 and FY 2007

- Interlocal agreement with City of Raleigh for development of water supply reservoir on 2,000 acres purchased by Wake County along the Little River (FY 2006).
- Bond Referendum for Open Space Preservation Program (FY 2005).
- Agreement with towns in western Wake County for establishment of institutional entity to design, permit, build and operate regional wastewater facilities (FY 2005).
- Board consideration of 30-year Judicial Facility Master Plan (FY 2005).
- Board decision on long-term (25 years) solution for disposal of solid waste (FY 2005).
- Board decision on schematic design and development schedule for new Raleigh Convention Center (FY 2005).
- Approval of schematic design for new Courts Annex and Parking Deck in downtown Raleigh (FY 2006).

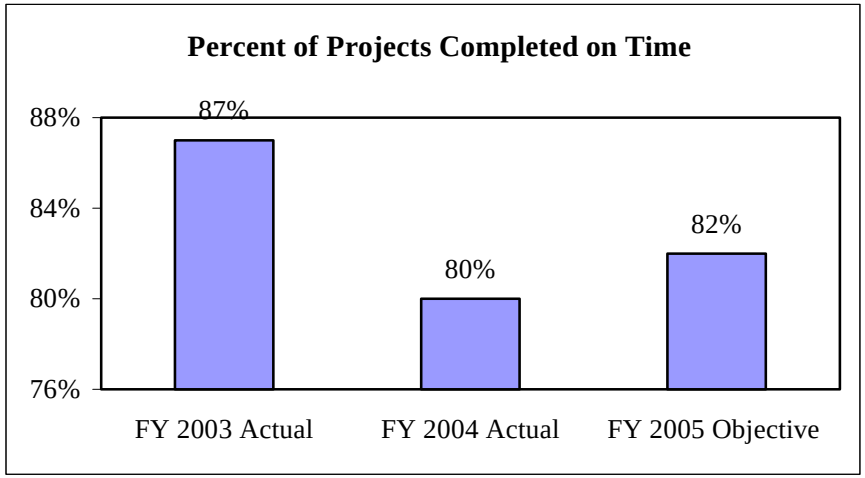
Facilities Design and Construction

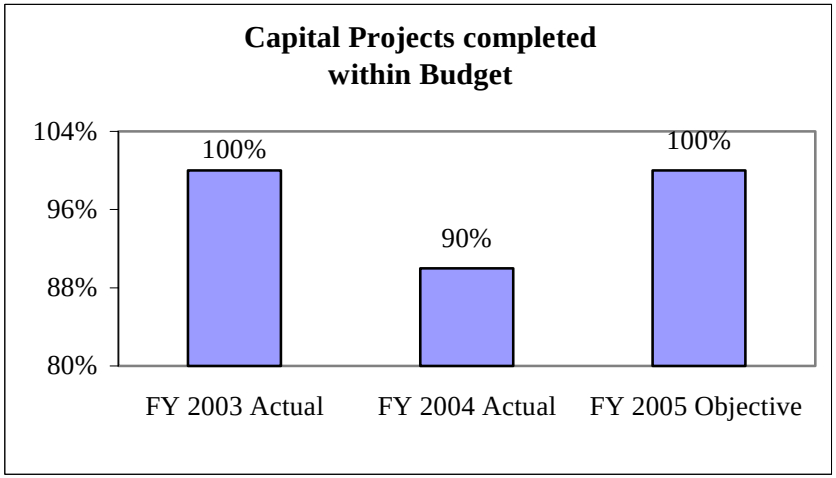
Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Capital Projects Managed	56	59	55
Real Estate, Landrights, Lease Assignments	200	200	220
Percent of Projects Completed on Time	87%	80%	82%
Percent of Real Estate, Landrights assignments completed in accordance with workplan	89%	90%	91%
Capital Projects completed within Budget	100%	90%	100%
Percent of Projects meeting or exceeding County energy efficiency standards	90%	90%	92%
Percent of Projects Consistent with County Guidelines for Basic Building Materials	95%	90%	92%





Facilities Design and Construction





Finance Department

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	1,578,698	1,720,945	1,781,312	1,863,916
Operating Expenses		454,394	470,799	542,564	376,899
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	2,033,092	2,191,744	2,323,876	2,240,815
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		36,903	35,000	35,000	0
Revenue Totals	**$**	36,903	35,000	35,000	0
Number of FTEs		31.25	31.25	31.25	32.50

Department Description

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

List of Major Services

- Financial reporting and accounting
- Customer service
- Quality assurance
- Project management
- Risk management

The Finance Department is organized according to five main service delivery areas: (1) Accounting and Reporting, (2) Customer Support, (3) Quality Assurance, (4) Project Management, and (5) Risk Management. The purpose of this organizational structure is to emphasize the Finance Department's commitment to customer service through better definition of service delivery areas. This structure enables customers to

access Finance staff more efficiently, thereby increasing the overall effectiveness in the services provided to Wake County citizens. Through the effective use of Finance Department staff knowledge, assistance and resources, Wake County as a whole will provide a higher level of support toward the use of good business practices, increasing resources directed toward automation and e-Government solutions.

Financial Reporting and Accounting: The Finance Department maintains the County's official accounting records and provides financial information on a monthly basis to all departments of County government as well as the Board of Commissioners. This division also prepares the Comprehensive Annual Financial Report, specialized financial reports, other mandated federal and state reports, and is responsible for coordinating the annual audit (performed by an external, independent auditor).

Customer Service: The Customer Service division of the Finance Department includes the functional areas of Procurement, Disbursement Services, Payroll, Report Writing and Grants Administration. These functional areas serve as primary liaisons between the Finance Department and all of County government. The main goal of all functions is to provide swift and accurate processing of financial transactions in accordance with state statutes and generally accepted accounting principles (GAAP).

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

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

Risk Management: The Risk Management division controls the County's liability exposure so that operations and services are uninterrupted. Responsible for protecting physical, financial and human resources of the County, Risk Management strives to reduce accidents, lawsuits or other liability occurrences that could jeopardize the County's financial integrity. A more detailed discussion of the Risk Management division may be found in the "Internal Service Funds" section of this document.

Business Plan Priorities

The Finance Department's business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures and key initiatives for the 2004-07 planning period.

The highest priorities for fiscal years 2005 and 2006 include the following:

- Respond to customers in a courteous and timely manner with accurate information.
- Reduce the costs associated with all financial processes within the County.
- Process and record all transactions in a timely manner and in accordance with generally accepted accounting principles and appropriate internal control procedures.
- Prepare the Comprehensive Annual Financial Report in accordance with generally accepted accounting principles, continuing to comply with requirements for the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
- Ensure there are no material weaknesses to be disclosed in the County's management letter from the independent auditor.
- Provide effective oversight for grant revenues and expenditures and ensure compliance with grant policies and procedures.

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

Highlights

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

Automation of Transaction Processing
Wake County routinely reenters information generated from various subsidiary computer systems into the FAMIS accounting systems. Realizing the inefficiency of this process, the Finance Department has assisted the Human Services Department to develop a system that will automate the link between a sub-system and the accounting system. The Finance Department anticipates that the automated link will benefit all departments in the areas of recording cash collections, routine journal entries, and expenditure transactions where a high volume of similar payments is processed (e.g., Medicaid reimbursements to local service providers, child day care payments, trust payments).

Call Reporting for EMS
A core team comprised of staff from Emergency Medical Services, Information Services, and Finance is implementing solutions allowing ambulance calls to be billed in a timely manner and collections to be maximized. It is anticipated that this project will further impact the 2005 fiscal year workplan.

Consolidation of Accounts Receivable Systems
Wake County has several accounts receivable systems that are designed for specific revenue streams such as tax collection, public health user fees, mental health user fees, landfill tipping fees, affordable housing and Emergency Medical Services. However, Wake County does not have a system to account for miscellaneous accounts receivable that provides for routine management of the process. Over the next year, in conjunction with the review of a new financial system, the Finance Department will be establishing a comprehensive accounts receivable policy for Wake County, developing business processes, and identifying software to meet accounting and reporting needs.

Debt Management
The department has produced significant savings through effective debt management. Moving the County's debt portfolio to a 20% variable rate versus fixed rate will produce millions of dollars of savings. Even though interest rates are low, the Finance Department continues to produce strategies for the investment portfolio that have allowed the County to earn interest rate returns above what past strategies would have produced. The County recently refinanced a past debt issue to take advantage of low interest rates, saving approximately $1.2 million dollars. (The County is also positioned to refinance another past debt issue when the interest rate is conducive to savings.) The department also issued $225 million of new bonds for schools from the 2003 referendum, $17 million of new bonds for libraries from the 2003 referendum and $20 million of new bonds from the 2000 referendum.

Financial System: Business Process Review
The Finance Department is currently reviewing vendor responses to a request for information about a replacement financial system. Before the end of the 2004 fiscal year, Finance will determine if such is a viable alternative to the current system, in both cost and functionality. The outcome of this review could heavily impact the workplan of the Finance Department as well as other County departments. Selecting the future direction of the financial system, revising the business processes and implementing the system will take approximately two years. The ultimate goals or outcomes to be gained from a replacement system would include reducing the cost of administering the financial functions for Wake County, reducing the cost in the other departments for various financial processing, and improving the speed at which financial information is processed and becomes available for management use. Further, the replacement system would enable the County to move toward

a web-based platform that would allow more efficient cost of system operation, would support imaging and would allow for customer interaction through features such as on-line procurement.

Support of the Employee Portal

The County is beginning work to design an employee portal, a web site where employees can go to exchange information. The overall project will be managed outside of the Finance Department, but the department will play an important roll in its development. This project is in the initial phase and the impact on the Finance Department is still unknown. It is anticipated, however, that this project will have a significant impact on the payroll and financial systems as employees will want to access information such as leave balances and process information such as travel reimbursement and timesheet information for payroll.

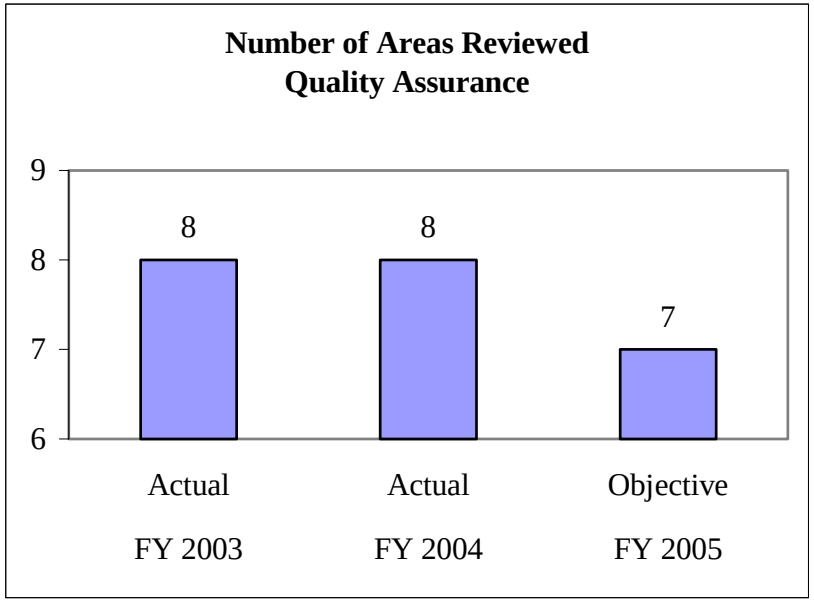
Timekeeping

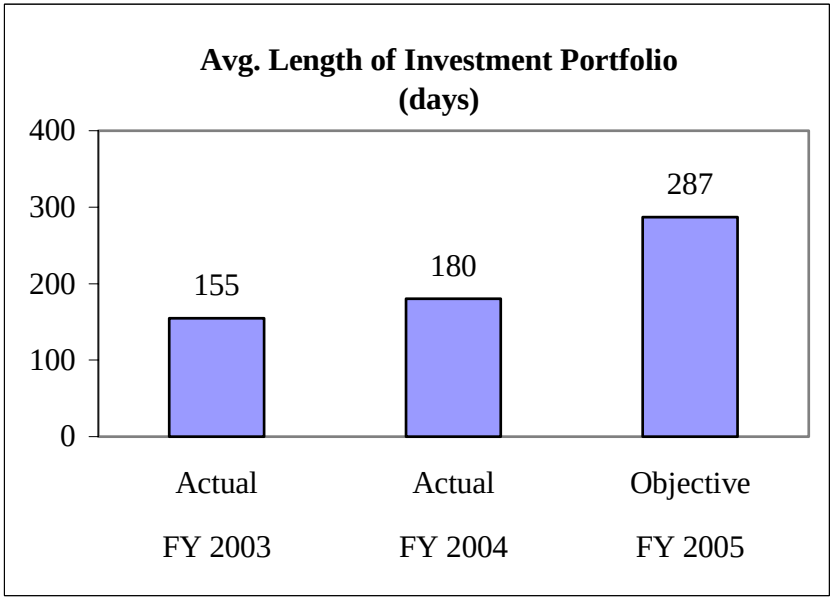
The need for a new timekeeping system is still high on the priority list for the Finance Department. The desired outcome of such a system is to reduce the cost of timekeeping and processing records and to improve the reporting of time by making the process more efficient and user-friendly for employees. The original plan for fiscal year 2004 was to automate timesheet reporting. This project will be updated as soon as a decision is made about the financial system.

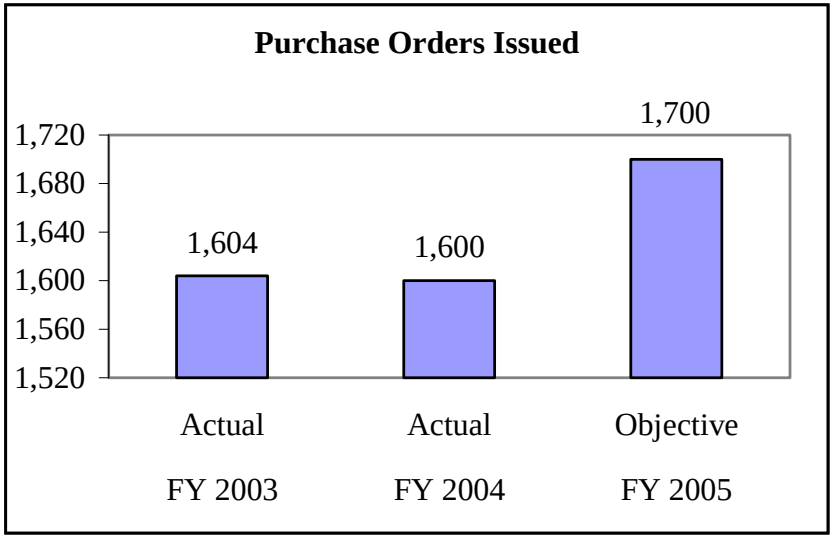
Finance staff are currently reviewing finance system proposals to determine if timekeeping automation is within the scope of a replacement system.

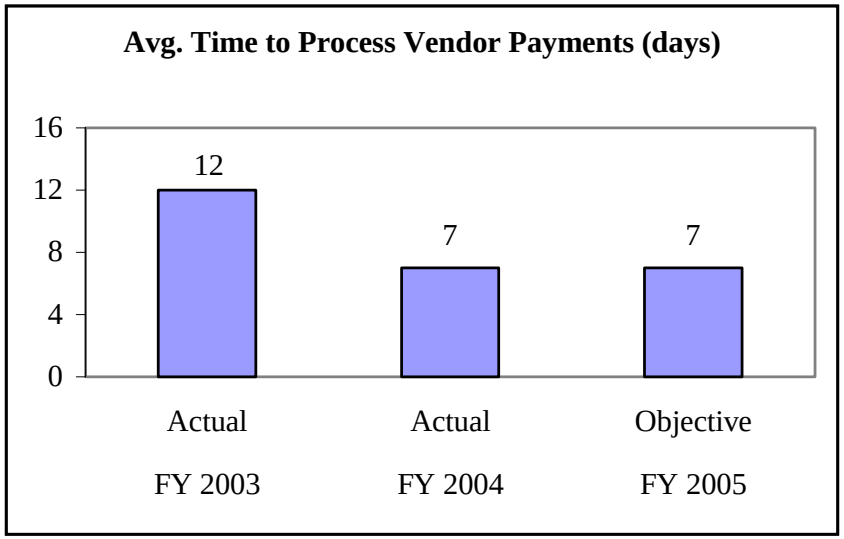
Finance Department

Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Accounting & Reporting			
GFOA Certificate of Achievement	Yes	Yes	Yes
Revenues Posted Weekley	Yes	Yes	Yes
Ave. Length of Investment Portfolio (days)	155	180	287
Maintain Zero Findings by Independent Auditors	Yes	Yes	Yes
Portfolio Yield Greater that NC Capital Mgmt. Trust (basis points)	49	75	86
Customer Support			
Ave. Time to Process Vendor Payments (days)	12	7	7
Percent of Transactions that are Automated	64%	67%	67%
Purchase Orders Issued	1,604	1,600	1,700
Quality Assurance			
Number of Areas Reviewed	8	8	7
Bank Reconcillations Complete by End of Next Month	Yes	Yes	Yes






Purchase Orders Issued
1,720
1,680
1,640
1,600
1,560
1,520
1,604
1,600
1,700
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005


Avg. Time to Process Vendor Payments (days)
16
12
8
4
0
12
7
7
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005

General Services Administration

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	5,369,829	5,238,235	5,947,199	5,503,825
Operating Expenses		10,166,868	12,061,045	12,736,244	11,403,742
Capital Outlay		2,387,808	3,573,441	3,902,581	4,450,033
Expenditure Totals	**$**	17,924,505	20,872,721	22,586,024	21,357,600
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		3,344,454	3,639,600	3,639,600	3,500,154
Revenue Totals	**$**	3,344,454	3,639,600	3,639,600	3,500,154
Number of FTEs		106.00	113.00	113.00	116.00

Department Description

The General Services Administration (GSA) Department manages Wake County facilities, fleet assets, and general government business units (such as Reprographics and housekeeping), and provides criminal justice support. GSA is dedicated to ensuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to the assigned business units. GSA uses its core businesses to achieve two goals: to provide services using best practices, measuring itself against benchmarks of effectiveness in similar organizations, and to provide services with the lowest cost per unit possible without sacrificing quality.

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

List of Major Services

- Facility and grounds management
- Fleet management
- General government support
- Criminal justice support

The department is organized into five divisions: Administration, Central Services, Fleet Services, Field Services and Physical Plant. The divisions support the four core businesses/major services listed above. Additionally, these core businesses comprise 25 discrete strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market and customer base and that requires dedicated resources. Business units also have unique business plans with strategies for accomplishing established goals.

Facility and Grounds Management - Facility and Grounds Management is an asset management function and includes the full range of work activities required to operate and maintain a facility in a usable condition that adequately protects the County's capital investment. This responsibility involves planning, providing, and managing safe and productive work environments. More specifically, these responsibilities are grouped under the following functional areas: (1) portfolio management: includes business/technology development and implementation, space planning and allocation of existing facilities, CAD (computer aided design) library, 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 (including building recycling), (4) life safety and environmental management, (5) housekeeping management, and (6) corporate security.

Fleet Management - Fleet Management is an asset management function responsible for all elements of the County's fleet of over 700 vehicles. Fleet Management is responsible for all vehicles that provide direct and general government support and services. Key objectives and outcomes desired of the corporate fleet management plan include: maximizing vehicle availability, promoting fuel conservation and the use of alternative fuels, matching vehicles with usage, managing the overall number of vehicles, streamlining vehicle cost accounting, and decreasing overall cost while improving overall customer service.

General Government Support - The General Government Support core business represents disparate functions for which Wake County is responsible due to statutory local obligation, or characteristics unique to Wake County. Businesses serve County departments, related customers, and the general public and include the road name sign program (fabrication, installation and maintenance of road name signs at over 6,000 intersections in the county); flood control (management of the ten impoundment structures that protect the Crabtree Creek district); surplus property management; move management; courier services; parking management; vending operations management; corporate conference management; and reprographics (a cost recovery full service printing center for County departments, the City of Raleigh and non-profit organizations). GSA also provides general oversight of a small, local sewer operation owned by the County at the Ponderosa Subdivision, and one at the Sheriff's Mt. Auburn Training Facility. Lastly, the core business provides support to the Wake County Board of Commissioners, Citizens Energy Advisory Commission, and Emergency Operations Center.

Criminal Justice Support -The Criminal Justice core business provides support to the 10th Judicial District Court Operations, including Courthouse security. GSA plans expansions to and maintenance of the County's electronic detention systems, integrating three jail systems, and providing efficiency support through criminal justice video solutions. GSA administrator chairs the Courtroom Space Committee through which the various space and security needs of the 10th Judicial District of the General Court of Justice are decided.

Business Plan Priorities

GSA will achieve its business goals by continuing to extend business driven technology, benchmarking cost of operations, and training its workforce for the future. GSA continues to work its competition plan, developed in 1998, demonstrating the department's continued commit-

ment to smart-sourcing solutions. GSA continues to provide a second shift electrical/mechanical maintenance team to respond to after-hour emergencies and to complete mission-critical preventative maintenance services that cannot be accomplished during the normal workday. The timing of this coincides with the growing inventory of extended hour and 24/7 facilities. GSA will continue to participate in and track the County's long range plans, such as the Capital Improvement Program, Criminal Justice Master Plan, Growth Management Plan, Open Space Plan, and Environmental Agenda. GSA will pursue the County's goals by providing infrastructure integrity. GSA will maintain the new fleet information system that provides the customer and management with faster, more accurate information about the County fleet.

GSA will continue to refine its customer service program by providing its employees with tools that improve customer communication and provide customer control. Technology will be used to connect the employee in the field to the service request system, shortening the duration of service delivery. Last, GSA will map its processes and sub businesses, in a web-enabled format, for the purposes of customer interaction and employee training and communication.

Highlights

- Implemented the second shift maintenance staff to manage after hour calls and perform critical preventive maintenance tasks. Shift responds to a 35% building inventory that runs 24/7 or extended hours.
- Converted all GSA 800 MHz radios to County's new 800 MHz system for improved communication.
- Performed bilingual sign study to address the Title VI of the *Civil Rights Act*.
- Upgraded the wireless irrigation control to provide environmentally- responsible water controls to the County.
- Expanded utility bill payment system to include solid waste and some fire stations. Each system is charged, but the information is available to all.
- Recycled 213.96 tons of office paper this year with an annual cost of $36,850.
- Added emergency generators with wireless monitoring at the 800 MHz tower sites, South Wilmington Street Center, Rolesville EMS, General Services Center and Stony Hill Fire Station.
- Continued to implement electronic security (over 75% of building inventory) in both new and existing facilities in an attempt to reduce risk and increase customer service. All of these security devices are being monitored within the Wake County Security Center, which is staffed by contract security officers and operated 24 hours per day, seven days per week.
- Fleet Operations successfully maintained the Wake Coordinated Transportation fleet as a subcontractor of the operator, saving the County over $60,000 in fit up cost in FY 2004.
- Fleet Operations replaced 135 vehicles.
- Converted the parking management and revenue system to a server-based system that is available to GSA staff, not only the parking management company.
- Concluded a joint study with the City of Raleigh to provide site analysis and parking alternative for additional parking capacity in the downtown central business district surrounding the County's facilities. The study included the feasibility of placing all City and County parking under a centralized agency in order to make more efficient use of the total parking resource. This was not recommended.
- Instituted free juror parking.
- Significantly improved color print production in Reprographics with lease of a commercial color copier.
- Supported Human Services Sunnybrook renovation by providing leased space, within a tight deadline, to relocate employees while main facility was renovated. Relocated 200 employees, including two clinics, on time and successfully.

Key Issues for FY 2005

- GSA will continue to track and support the County's major initiative, including the Criminal Justice Master Plan, the County Building Master Plans, and the Environmental Agenda.
- GSA will inventory and map the department's many business processes and sub-programs in a way that improves new employee training and is available on the County's intranet.
- GSA will study the cost benefit of alternative fuel vehicles to provide citizens and managers with information that reflects community air quality effect versus community budget effect. GSA will implement a County-wide fuel card system allowing department to choose between fueling at County sites or at commercial facilities that may be more expensive.
- Security efforts will increase, and cost containment initiatives for contract security services will continue to be researched and implemented. The County's corporate security program's personnel services are 100% outsourced.
- GSA will pursue hand-held devices for field technicians directly connecting the field to the service request system and ergo the customer.
- The total cost of facility ownership is increasing based on the complexity and operating requirements of facilities currently being placed in the County building portfolio. GSA will prepare to receive the next large 24/7 facility, Hammond Road Detention facility, Phase 1B, through commissioning and other facility inspections.
- GSA, in orchestration with Budget and Management Services, will conduct a mid-year review of utility and fleet fuel costs to establish better year-end forecasting. During FY 2004, electric costs rose 8% and natural gas rose 38%.
- 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 General Government's and Wake County Public School Systems' light fleet operations into one facility as well as the Utility Bill Payment System.
- Develop the existing computer aided facility management system into a web-enabled intranet tool for County employees, aiding service request, and increasing partnership opportunities with other County agencies.
- Continue to track the print merger with the City of Raleigh.

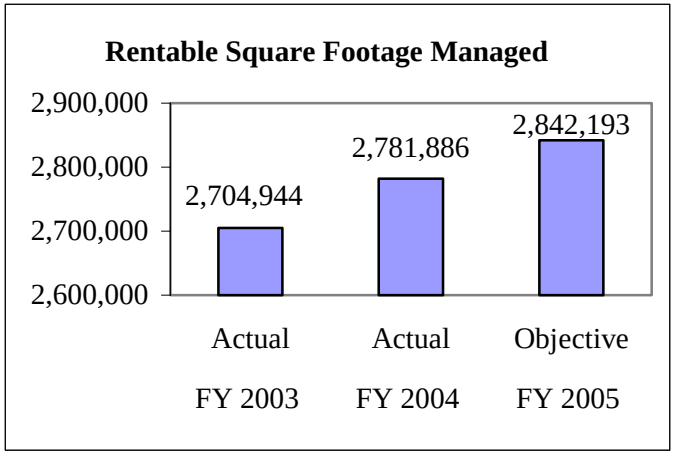
Horizon Issues in FY 2006 and FY 2007

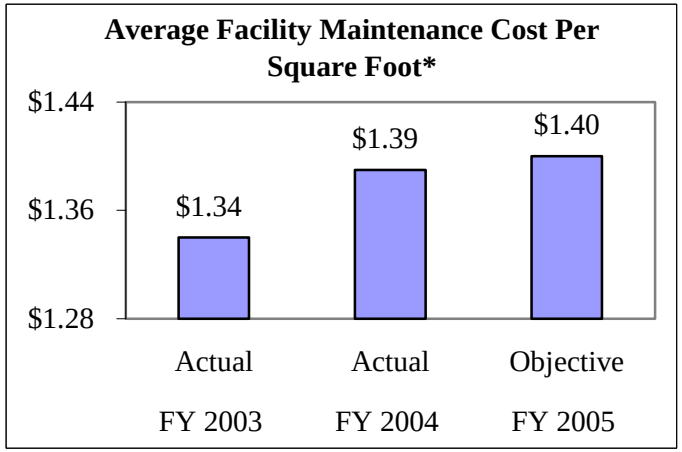
- GSA will continue to explore opportunities to partner with other organizations, with the goal of reducing total cost through consolidations.
- In order for GSA to continue to remain competitive, employee training must stay current with new and emerging technologies, facility and vehicle components and systems, and industry standards.
- New building and land inventory, and its complexity, is a cost driver for GSA and will continue to effect GSA's service delivery and customer service.
- Rising material costs will affect future facility operating budgets negatively.

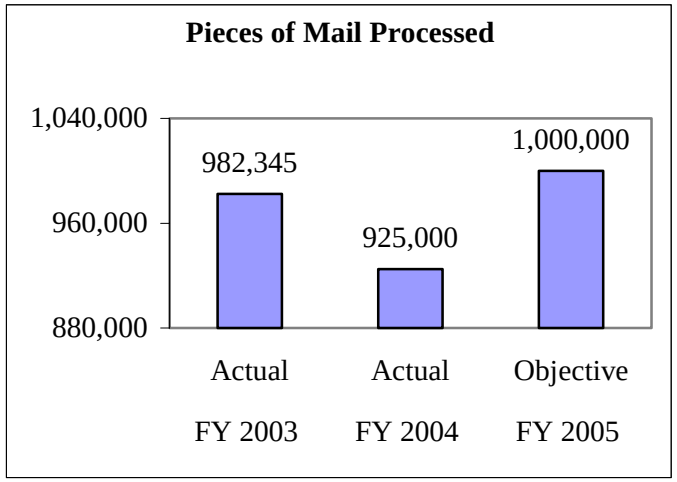
Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Facility Management Measures			
Rentable Square Footage Managed	2,704,944	2,781,886	2,842,193
Facilities Brought On-line Through Commissioning	1	1	2
Percent of Facilities Free of Regulatory Violations	99%	100%	99%
Average Facility Maintenance Cost Per Square Foot*	$1.34	$1.39	$1.40
Facility Space Receiving Cleaning Services (sq. ft.)	2,195,106	2,258,788	2,273,788
Acres of Land being Landscaped	551	580	592.78
Number of Facilities with SCADA controls (MOSCAD)	12	25	28
Number of Facilities with Building Controls Systems	31	33	34
Percent of Extended Hour Facilities (24/7)	36%	38%	40%
Environmental Stewardship			
Buildings with Corporate Recycling	44	47	47
Irrigation	16	24	41
General Government Measures			
Moves-Number of Moves/Employee Population	286/487	unavailable	
Pieces of Mail Processed	982,345	925,000	1,000,000
Access Card Holders in Security System	19,700	20,685	21,719.25
Number of Security Incident Reports Investigated	812	1,056	1005
Number of Hours/Week for Contract Security	2,127	2,240.50	2,174.25
Road Name Signs Repair/Replace	1,370	1,400	2763
Direct Charges			
Average Cost Per Impression	0.046	4.8	4.8
Number of Impressions	13,363,309	12,500,000	14,000,000
Number of Corporate Document Centers Installed	2	11	4

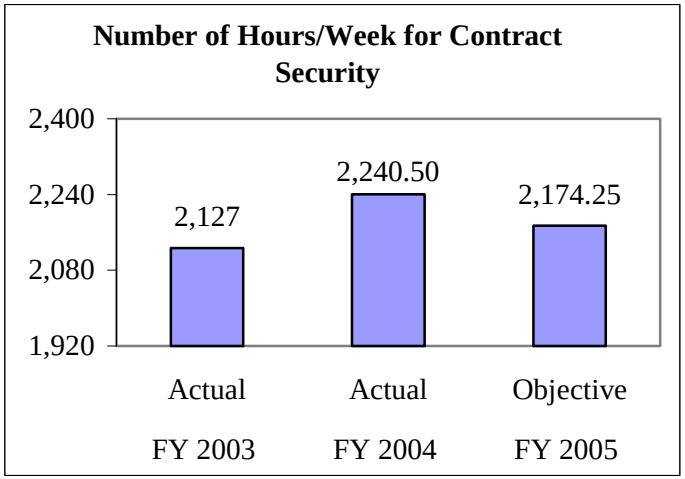
Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Fleet Management			
Number of Vehicles Managed in Lease Program	640	737	760
Number Contracted, Non-leased, or Grant Units & Equipment	129	333	333
Number of Gallons of Fuel Consumed	804,339	883,364	921,364
Ratio of Staff to Units	128	133	136

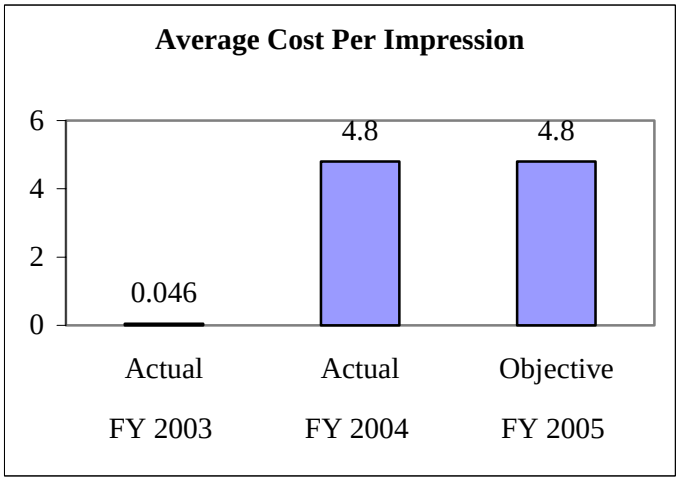
*Facility Maintenance definition is same as School System and is the combination of Facility Maintenance, Capital Replacement, and Life Safety

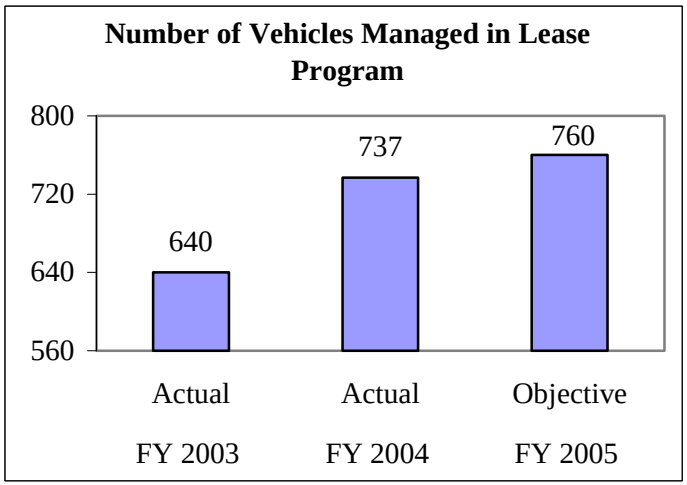





Pieces of Mail Processed
1,040,000
960,000
880,000
982,345
925,000
1,000,000
Actual FY 2003
Actual FY 2004
Objective FY 2005


Number of Hours/Week for Contract Security
2,400
2,240
2,080
1,920
2,127
2,240.50
2,174.25
Actual FY 2003
Actual FY 2004
Objective FY 2005


Average Cost Per Impression
6
4
2
0
0.046
4.8
4.8
Actual FY 2003
Actual FY 2004
Objective FY 2005


Number of Vehicles Managed in Lease Program
800
720
640
560
640
737
760
Actual FY 2003
Actual FY 2004
Objective FY 2005

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	954,046	1,009,597	1,047,904	1,096,949
Operating Expenses		273,566	325,360	345,778	306,103
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	1,227,612	1,334,957	1,393,682	1,403,052
Number of FTEs		19.00	19.00	21.00	21.00

Department Description

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

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

Human Resources strives to:

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

List of Major Services

- Benefits and wellness
- Employee relations
- Recruitment and compensation
- Training & organizational development; employee recognition and appreciation programs

Business Plan Priorities

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

- Enhance the County's ability to attract and retain a highly skilled,

diverse, and marketable workforce.

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

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

Highlights

The HR Recruitment staff attended more career fairs than ever before, including those with a focus on diversity. HR has participated as a member of the Hispanic Equity Advisory Team (HEAT) in partnership with Human Services and other community partners. In September of 2003, staff participated in La Fiesta del Pueblo, a Latino festival sponsored by El Pueblo.

HR retained the services of the Waters Consulting Group, Inc., of Dallas, Texas, to assist in a comprehensive compensation study. The Department will use this study to help ensure that an accurate, fair, and equitable classification and compensation structure exists within Wake County and that the County is competitive in the marketplace.

The HR Employee Relations staff has made a focused effort to meet with managers and supervisors in the organization to learn their desired business outcomes. As a result, relationships have been built and those manager and supervisors are comfortable asking the department to partner with them prior to addressing an issue in order to explore solutions and discuss approach. This proactive method prevents potential problems and enhances the County's position as a workplace of choice.

HR implemented premium cost sharing for group health coverage in order to maintain a highly competitive benefits package while practicing sound fiscal stewardship.

HR enhanced service delivery to the citizens by offering skill-building opportunities to employees. It conducted 55 workshops with a total of over 1,000 attendees. Also, 26 retreats and special events were supported with 304 attendees. 99.9% of the 1,348 total attendees rated these sessions as beneficial in their efforts to provide better services to citizens.

HR delivered capacity building coaching and counseling sessions to County leaders in support of the County's mission and vision. Monthly "Meet the Managers" sessions are conducted to ensure good communications occur among the County Manager, Deputy County Manager and employees.

HR continued to promote the "Caring, Serving, and Respecting Customers" program in recognition of employee role models who provide award-winning service to our customers, whether they are citizens or co-workers.

Key Issues

In each of the department's four main service areas, HR staff have analyzed the current service status and the demand for services. Staff have also identified specific objectives and strategies to meet demand as well as objectives to be accomplished in FY05 and beyond. Each section will identify specific objectives.

Recruitment & Compensation

- Use the results of the compensation study by Waters Consulting Group, Inc., to help ensure accurate, fair, equitable and competitive classification and compensation.
- Continue to deliver quality services as the County continues to grow and service demands increase
- Meet the need for bilingual staff
- Partner with Information Services to obtain/implement an upgrade or replacement for the HR system
- Obtain space for records retention needs and begin to look at more progressive, technologically-advanced means of records retention

Employee Relations

- Work towards a more comprehensive employment feedback system to allow every regular employee who terminates employment with Wake County to meet with an employee relations staff member.

Benefits & Wellness

- Continue to manage increasing health care costs while ensuring that quality coverage and services are provided to employees and retirees in a cost sharing mode.
- Ensure proactive wellness and educational programs are leveraged to encourage a healthy workforce with well-informed consumers of benefits services.
  Pursue technology where appropriate to promote personal accountability and self-sufficiency by program participants (for example, through the development and maintenance of a County Employee Portal).

Training & Organizational Development; Employee Appreciation & Recognition Programs

- Continue to deliver quality leadership development training opportunities for County employees.
- With the successful development of Wake County's Leadership Development Curriculum, move forward with implementation using a Wake County Training Consortium approach, which will leverage talent within the organization. The Consortium will be created through partnering with Wake County departments, which will designate staff to become Consortium members. These employees will be expected to deliver workshops for the County's Leadership Development Program. All sessions will be open to employees from all departments in order to reinforce an organizational perspective.
- Sustain appropriate training resources within the County to ensure ongoing employee development in all skill areas (e.g., Leadership and Management/Supervision).

Horizon Issues in FY 2006 and FY 2007

Recruitment & Compensation

- Continue to deliver quality services as the county continues to grow and services demands increase
- Meet the need for bilingual staff
- Partner with Information Services on Genesys Upgrade and up-load capabilities of on-line employment application data into Genesys
- Obtain space for records retention needs and begin to look at more progressive, technologically advanced means of records retention (e.g. electronic storage via CD’s)

Employee Relations

- Human Resources would like to improve its exit interview process by introducing a more comprehensive employment feedback mechanism. This would include an opportunity for every regular employee who terminates employment with Wake County, whether

voluntary or otherwise, to meet with an employee relations staff member. Advantages would include opportunities to:

- Gain feedback and perspective regarding any improvements the County could make toward becoming a workplace of choice;
- Listen to employee concerns regarding employment with and/or termination from Wake County and give feedback to the supervisor;
- Preempt potential grievances and/or litigation and reinforce our positive image and reputation as an employer by providing these employees with two chances to be heard.

Benefits and Wellness

- Continue to manage increasing health care costs while ensuring that quality coverage and services are provided to employees and retirees in a cost sharing mode.
- Ensure proactive wellness and educational programs are leveraged to encourage a healthy workforce with well-informed consumers of benefits services.
- Pursue technology where appropriate to promote personal accountability and self-sufficiency by program participants, for example through a County employee portal.

Training & Organizational Development: Employee Appreciation & Recognition Programs

- Continue to deliver quality leadership development training opportunities for County employees.
- With the successful development of Wake County's Leadership Development Curriculum, we will move forward with implementation using a Wake County Training Consortium approach, which will leverage talent within the organization. The Consortium will be created through partnering with fellow Wake County departments who will designate staff to become members of the consortium. These employees will be expected to deliver workshops for the County's Leadership Development Program. All sessions will be open to employees from all departments in order to reinforce the organizational perspective that we are hoping to achieve as an outcome of the Program.
- It is imperative that the department continue to sustain appropriate training resources throughout the county to ensure ongoing development of our employees in all skill areas (i.e. General, Leadership, Management/Supervisory).

Information Services

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	3,840,236	4,131,096	4,022,683	4,230,593
Operating Expenses		3,678,468	3,583,082	3,614,839	3,904,434
Capital Outlay		16,798	0	0	0
Expenditure Totals	**$**	7,535,502	7,714,178	7,637,522	8,135,027
Number of FTEs		61.50	63.50	60.50	60.50

Department Description

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

The IS department operates the County's computer center and enterprise network and maintains and repairs computer devices ranging from personal computers to laptops to network printers and scanners. The County's enterprise network integrates over 4,200 PCs and computer devices in thirty major County facilities into one virtual local network at high speeds. The network is connected to the World Wide Web through a primary connection supplied by the North Carolina Research and Education Network (NCREN) and a secondary connection through the State of North Carolina. The department also supports mainframe, server and web-based applications provided by vendors and written in-house. Department personnel provide business application consulting services, planning support, and operational assistance through the e-Government Office and staff assigned to various strategic initiatives.

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

List of Major Services

- Operations service
- Computer Assisted Dispatch maintenance
- Server services
- Network services
- Development services
- Desktop services

- Telecommunications services
- Help desk services
- Database services
- Administrative services

Business Plan Priorities

- Provide electronic options for delivering and receiving information and services which result in better customer service, increased efficiency in related operations, and increased data accuracy and accessibility. Areas of strategic focus include e-Government; Integrated Land Related Data Systems; Electronic Workplace initiatives; and the upgrade of the County's finance and human resource data systems.

- Maintain a stable, secure, scalable, and recoverable technical environment that can be relied upon to deliver information and services to the community and to County workers. Areas of strategic focus include: Disaster Recovery and Business Continuity; Privacy and Security Measures; Enterprise Network Improvements; and Database Rearchitecture.

- Provide adequate computer services, equipment and associated standards to support the business needs of the organization. Areas of strategic focus include: Core Computer, Network and Telephone Support Services; Performance Measure Tracking and Service Level Agreement Management; Enterprise Hardware and Software Standards; Application Language and Database Standards; and Network Connections.

The department's business plan provides additional detail on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2004-07 planning period that frames the department's priorities.

Highlights

- Completed the second of a four-phase property tax project which involved the rewrite of the tax collection and vehicle billing system, and made significant progress on phase three, which involves the rewrite of the Computer Aided Mass Appraisal (CAMA) system, the creation of a more robust land records repository, and tight integration with the County's Geographic Information System (GIS).
- Completed the Project Management Tools application which provides current data on all technology projects being worked on in the organization (project portfolio), a time tracking tool to capture staff time spent on project and on-going support work, and an improved version of the Wake County Project Management Methodology to assist project managers in managing technology projects.
- Completed the platform recovery phase of the IS Department's Disaster Recovery Plan with successful off-site recovery tests for the mainframe computer system and key server based systems.
- Completed the rearchitecture of the Oracle, SQL, and Domino database environments to improve performance and increase capacity to handle more business unit applications.
- Completed upgrades to wide area network services for the Wake County Office Building, General Services Administration campus, and Human Services campus.

Key Issues for FY 2005

- Complete phase three, the CAMA system rewrite, of the property tax rewrite project and make significant progress on phase four, which is the revaluation system rewrite.
- Start work on the creation of a new Planning and Permitting Data System to include work performed by the Building Inspections, Environmental Services and Fire Inspections units as well as the Planning Department. It is envisioned that other jurisdictions in the County will be invited to participate in the development and use of

the new system.

- Upgrade the content management server software used for the County's internet and intranet websites.
- Expand the County's employee portal intranet site to include information and services related to employee benefits, environmental stewardship, and electronic work practices.
- Complete infrastructure security measures related to combating unsolicited commercial e-mail and protecting the wide area network, enterprise servers, and desktops from viruses and attacks.
- Implement a desktop management system to allow technical support to be provided to remote sites from a central location thereby reducing downtime and technical support costs.
- Investigate next generation wireless data networks (wireless broadband service) and recommend a replacement for the existing CDPD platform used by mobile employees of the Sheriff's Office, Environmental Services, Inspections, and Public Safety.

Information Services

Performance Measures	FY 2003 Actual	FY 2004 Projection	FY 2005 Objective
Voice Communication Services			
Moves, Adds & Changes—met service level targets within 10 business days for non-vendor related moves and 14 business days for vendor related moves	Met targets 100% of time	Met targets 100% of time	
Number of moves, adds, and changes	1,840	2,292	2,865
Problem determination and resolution—Met service level targets of 1 hour, 4 hours, and 1 business day response time based on priority level and contact made within 1 hour of page sent for emergency service and customer satisfaction rating	Met targets 100% of time	Met targets 100% of time	
Number of requests for problem determination and resolution	282	478	550
Network Services			
Network Availability—met service level target of 99% 24x7 except for published maintenance period	Met targets 100% of time	Met targets 100% of time Actual circuits availability: 99.58%	
Support—met service of 1 hour, 4 hours, or 1 business day response time based on priority level and contact made within 1 hour of page sent for emergency service and customer satisfaction rating	Met targets 100% of time	Met targets 100% of time 167 Urgent Tickets 111 Important Tickets	
Number of requests for network services support	599	676	775
Computer Systems Operations			
System Availability—met service level target of 99%, 24x7 except for published maintenance period	Met targets 100% of time	Met targets 100% of time Actual System availability: 99.83%	
CICS Availability—met service level target based on scheduled hours	Met targets 100% of time	Met targets 100% of time Actual availability: CICS1: 99.78% CICS2: 99.87% CICS3: 99.94% CICS7: 99.85%	
System Response Time—met service level targets of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better	Met targets 100% of time	Met targets 100% of time Actual response time: <5 seconds: 99.01% <2 seconds: 98.46%	

Planning Department

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	924,598	1,120,008	1,158,983	1,177,654
Operating Expenses		199,442	250,772	253,115	217,518
Capital Outlay		28,115	0	5,000	0
Expenditure Totals	**$**	1,152,155	1,370,780	1,417,098	1,395,172
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		211,738	242,650	242,650	301,474
Revenue Totals	**$**	211,738	242,650	242,650	301,474
Number of FTEs		19.00	19.00	20.00	20.00

Department Description

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

Major Services

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

Comprehensive Planning and Coordination
Staff work with diverse community interests and other governments to develop plans for the built and natural environment. Staff play a prominent role in supporting the County Commissioners' overall emphasis in refining the Land Use Plan, Growth Management Plan, and updating and implementing growth management strategies.

Transportation Planning
The department coordinates and participates in comprehensive long-range transportation planning for the County. Staff plan for all modes of private and public transportation and support regional and county land use goals. This involves working with staff on transportation issues related to land use planning and providing customer service and information. In addition, the department acts as a liaison with community groups and local, regional, state and federal governmental entities.

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

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

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

Historic Preservation
The Department acts as a liaison for and assists in coordination of historic preservation activities with Capital Area Preservation (CAP) and City of Raleigh.

Support Services/Administration
Staff provide administrative and clerical support to the Planning department, Planning Board, Board of Adjustment and other task forces as created. Staff assist the public and other departments with information and referrals and handle contract disbursement, budgeting and other administrative functions.

Business Plan Priorities

The department's business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2004-07 planning period that frames the department's priorities.

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

- Continue to research and monitor demographic and land use data important to the quantity and type of growth and demand for services throughout the county. In particular, the Planning department will monitor the number of households and school age children in Wake County to determine the level of increases projected over the next 20 years. In addition, the department will track changes in the population age and ethnicity, helping anticipate the need for adjustments to service delivery.

- Fulfilling collaboration and facilitation expectations, the Planning department will assist with a number of initiatives that will move from the development to the implementation phase. This will require extensive citizen forums and groups to get public input. In-

volving citizens in the decision-making process is fundamental for good planning.

- Managing the demand for services will continue to be a priority challenge; the refinement of the subdivision process will increase staff workload. In addition to the changing subdivision requirements, the department posts a significant amount of information on the website (and the ongoing maintenance of the website is a challenge for current staff). Additionally, the Planning Department is responsible for implementing a significant number of County initiatives, as well as a high level of collaboration, coordination and input that is expected by other County departments and external agencies, such as Environmental Services, Community Services, Human Services (planning projects), and Triangle J Council of Governments.

Highlights

In the next two fiscal years, the Planning Department will focus on completing several key initiatives related to the development of planning mechanisms (transportation) or the implementation of already developed plans (growth management). The following is a brief summary of the major highlights in FY 2004 and the coming fiscal years:

- Completion of the Special Highway Overlay District for US 64 Bypass
- Completion of the Transportation Plan, Phase 2 (Collector Street Plan)
- Completion of the Area Plan for Fuquay-Varina/Garner
- Implementation of the Growth Management Task Force recommendations
- Completion of the Land Use Plan Annual Update
- Increase of subdivision submittals by 25%
- Completion of the Trends Analysis Report
- Completion of the Cost of Development Report
- On-going development of the Unified Development Ordinance
- On-going tracking of subdivision

Key Issues for FY 2005

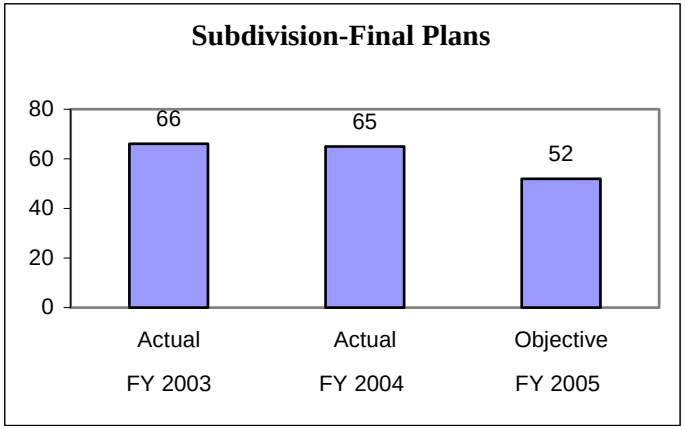
- Implementation of the Transportation Plan
- Completion of the Unified Development Ordinance
- Continued implementation of the Growth Management Task Force recommendations
- On-going implementation of Watershed Management
- On-going implementation of the Open Space Plan
- Begin interchange studies (starting with Knightdale/Wendell)
- Increasing subdivision submittals as Wake County's population grows
- Growth Management

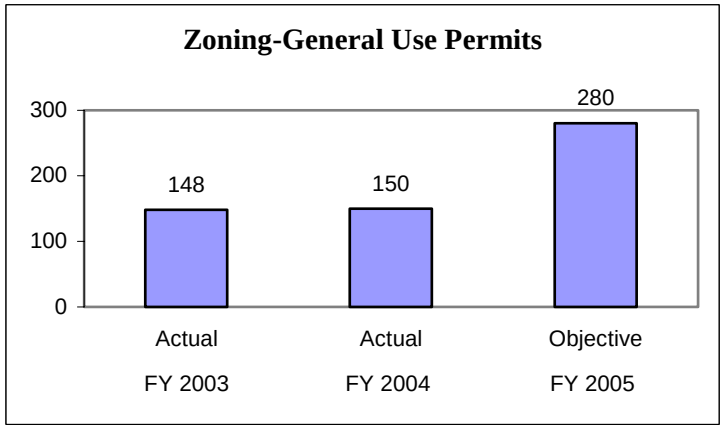
Horizon Issues in FY 2006 and FY 2007

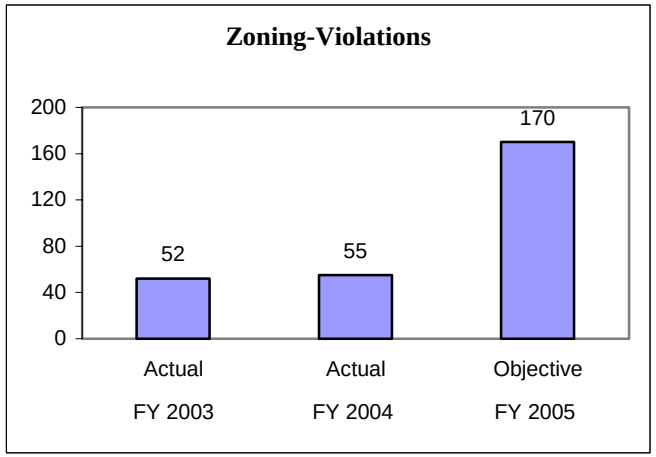
- Revisit Comprehensive Plan (service areas and other items)
- Utilities (growth corridors)
- Revisit Area Plans (density allowed)

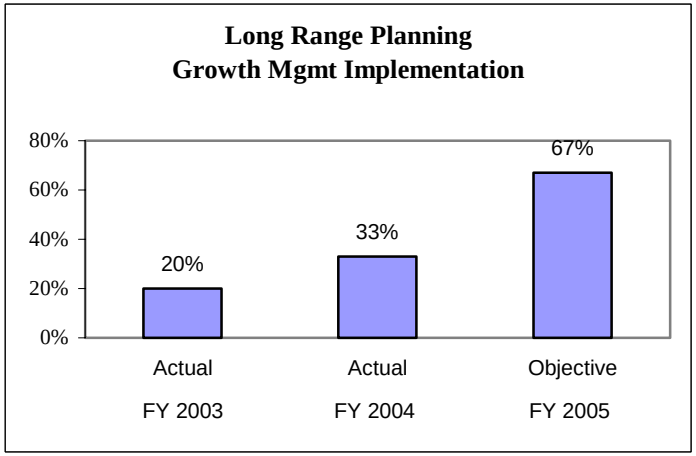
Planning Department

Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Subdivision			
Preliminary Plans	54	50	55
Exempt Plans	240	230	200
Construction Plans	51	50	50
Final Plans	66	65	52
Zoning			
General Use Permits	148	150	280
Property Descriptions	128	130	200
Violations	52	55	170
Special Use Permits	17	20	22
Long Range Planning			
Uniform Development Ordinance (complete)	n/a	50%	75%
Growth Mgmt Implementation	20%	33%	67%
Watershed Mgmt Implementation	20%	33%	67%
Transportation Plan Phase 1	90%	100%	100%
Transportation Plan Phase 2-Collector Street Plan	30%	50%	100%






Zoning-Violations
200
160
120
80
40
0
52
55
170
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005


Long Range Planning
Growth Mgmt Implementation
80%
60%
40%
20%
0%
20%
33%
67%
Actual
FY 2003
Actual
FY 2004
Objective
FY 2005

Register of Deeds

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	1,733,960	1,636,491	1,857,192	1,820,759
Operating Expenses		621,152	769,763	800,119	861,962
Capital Outlay		145,957	70,600	17,130	41,300
Expenditure Totals	**$**	2,501,069	2,476,854	2,674,441	2,724,021
Intergovernmental Revenue		5,833,372	6,000,000	0	0
Fees & Other Revenues	$	7,925,024	6,395,000	12,395,000	12,440,000
Revenue Totals	**$**	13,758,396	12,395,000	12,395,000	12,440,000
Number of FTEs		34.00	34.00	35.00	35.00

Department Description

The Wake County Register of Deeds office is a customer-driven recording agency that ensures that all documents and maps presented for recordation are cashiered, imaged, indexed, and returned to the customer in the most efficient, accurate, economical, and timely manner.

List of Major Services

- Recording
- Scanning
- Indexing
- Cancellations
- Information services
- System administration

Business Plan Priorities

First and foremost, the Wake County Register of Deeds strives to provide efficient customer service by applying the latest technology to handle increasing volume and changing business requirements. The office strives to make online data available 99.9% of the time including nights and weekends. Although the Wake County Register of Deeds office is bound by statute to make recorded documents available via a temporary or permanent index within 24 hours, it strives to make documents available via a temporary index within one minute of recording. Statute also requires that documents be fully indexed on the permanent index within 30 days of the initial recordation. The office strives to fully index documents on the permanent index within one business day. Normally a document is fully indexed within two hours of the initial recordation.

After documents are fully indexed, they are mailed out to the customer within two days.

Highlights

Ongoing projects include: 1) Preparation of office space and plans to transfer Vital Records from their current location in Human Services to the Wake County Register of Deeds office in December 2004. 2) Upgrade the Register of Deeds' website to make use of portal technology. The office strives to make the site very user friendly by making information easily accessible. It hopes to aid the first time visitor as well as users that use the site for legal searches as part of their everyday work. The document search system BOOKS! is used for approximately 191,000 searches each month. External searches via the Internet account for 84% of the totals. 3) Research requirements, demand and benefits of e-Recording. Identify the level of use and availability of these tools. The continuation of the backfile project which entails scanning and indexing all records between the years of 1950 and 1973 with the end goal of providing 50+ years of online data. Since the backfield project is worked into the regular workload, progress on the project will be dependent upon the daily volume of new recordings.

The volume of activity of the Wake County Register of Deeds is entirely customer-driven. Since the Register of Deeds is primarily a recorder of real estate transactions, the explosive growth of population in Wake County has translated into more recordable documents. Wake County is among the fastest growing counties in the nation and has seen a steady increase in population since the 1990s. According to the Wake County Planning Department., the population of Wake County is expected to grow by 71,338 by 2005. The Register of Deeds fully expects the upward trend in population growth to correlate with an increase in recorded documents.

When the online imaging system was implemented in 1999, the office was the first Register of Deeds office in North Carolina to offer online retrieval of recorded documents. Since that time, other enhancements to service delivery have been implemented through online services such as a marriage license application via the web. Furthermore, in the summer of 2002, a new web application featuring a more intuitive layout and enhance search capabilities was placed into operation.

Performance Measures	FY 2003 Actual	FY 2004 Projection	FY 2005 Objective
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 total documents recorded	218,366	197,060	200,000
Direct cost per recorded document	$11.45		
Revenues collected	$13,660,685	$13,501,394	$13,500,000
UCCs recorded	1,412	1,546	1,600
Cancellations	88,896	84,168	85,000

Revenue Department

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	2,764,029	2,915,989	3,028,158	3,012,616
Operating Expenses		1,085,817	1,228,689	1,279,669	1,349,869
Capital Outlay		0	20,750	20,750	12,750
Expenditure Totals	**$**	3,849,846	4,165,428	4,328,577	4,375,235
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		1,201,431	1,150,000	1,171,200	1,184,670
Revenue Totals	**$**	1,201,431	1,150,000	1,171,200	1,184,670
Number of FTEs		62.00	62.00	62.00	62.00

Department Description

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

In FY 2004 the department issued approximately 933,471 tax bills for a total tax levy of $412.7 million. The tax base is comprised of 269,600 real estate parcels, 618,000 registered motor vehicles and various business and personal property. The department uses the latest technology, automation and training to successfully carry out its duties.

List of Major Services

- Valuation of Real Property
- Valuation of Personal Property
- Collection Services
- Auditing of Personal Property
- Collection and Auditing of Prepared Food & Beverage Taxes
- Tax Billing
- Regional Collection Centers

Business Plan Priorities

The department's top priority is to deliver to citizens the highest level of customer service possible. At the same time, the department strives to deliver the highest quality product, including accurate valuations and a complete listing of all property - taxable and exempt - within the jurisdiction of the County's Revenue Director. In delivering these services to the customer, the department controls costs and works as efficiently as possible. The department's goal is to increase productivity and decrease overall cost.

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

Highlights

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

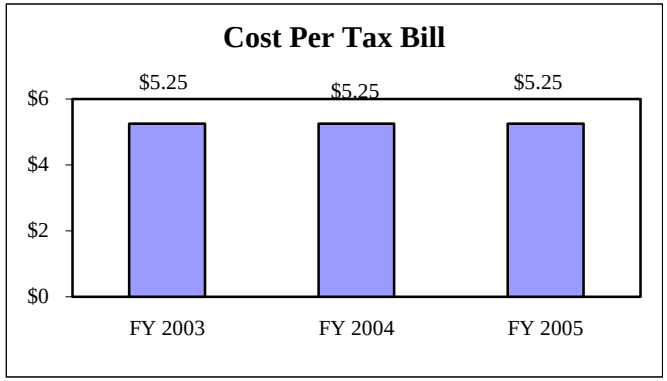
The most significant improvement is well underway within the Revenue Department - redesigning software and integrating activities into a seamless delivery of services. The billing system activities were completed in 2000 and resulted in significant improvement in productivity and customer service. The collection system has been completed and was put into production in March 2003. This allows the department significant improvement in managing the County's delinquent taxes by ensuring that agents are delivering quality service to customers and that customers are following through with obligations to make payments. It also provides tools for improving projections of the amount and the timing of revenue collections.

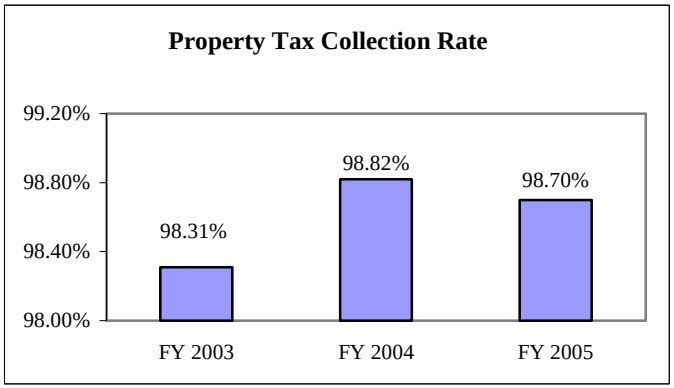
The real estate component of the system rewrite is approximately 90% complete. Construction of the system is scheduled for completion in December 2004. In FY 2005, the real estate system will automate the field data collection activities, which will again increase productivity and deliver better service and more accurate data to customers. The County currently has nine satellite locations for revenue collection. During FY 2004 the Revenue Department added satellite locations in Rolesville and Wake Forest but lost one location when the City of Raleigh closed its police substation at Townridge Shopping Center. During FY 2005, a new location will become available in Holly Springs.

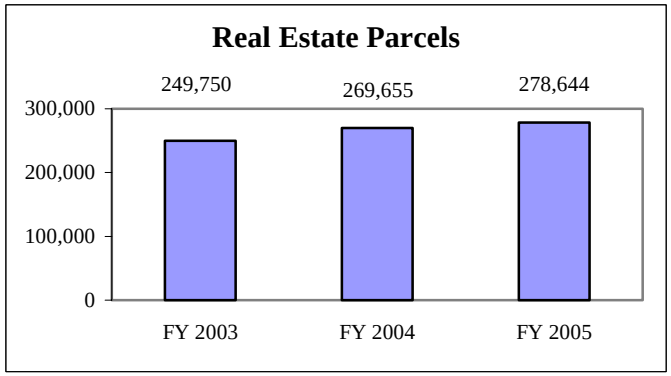
The Revenue Department partnered successfully with the North Carolina Association of County Commissioners to create a unified property tax software system in North Carolina. The department developed a comprehensive property tax administration, collection, billing and appraisal system for all types of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

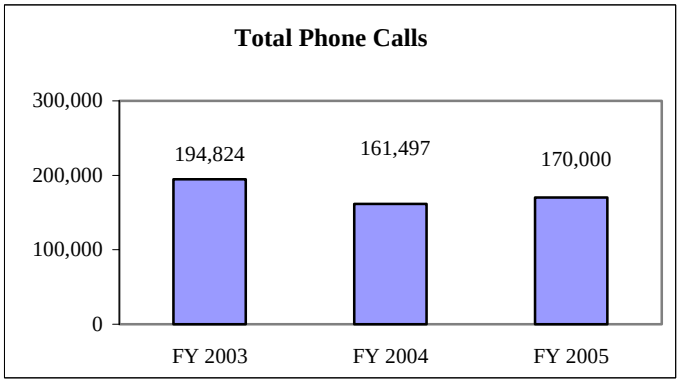
Revenue Department

Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Assessment Ratio	91.80%	90.93%	88.20%
Property Tax Collection Rate	98.31%	98.82%	98.70%
Cost Per Tax Bill	$5.25	$5.25	$5.25
Phone Calls Answered Per Phone Agent	9,410	9,500	9,300
Total Tax Bills	902,977	933,900	967,900
Total Phone Calls	194,824	161,497	170,000
Real Estate Parcels	249,750	269,655	278,644









Non-Departmental Accounts

Non-Departmental Accounts		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Requested	FY 2005 Adopted Budget
MEMBERSHIP AGENCIES					
N.C. Assoc. of County Commissioners	$	49,013	51,450	54,484	54,484
National Association of Counties		8,330	8,600	8,804	8,804
Institute of Government		50,663	52,700	52,679	52,679
Triangle J Council of Governments		162,503	173,140	160,596	160,596
Capital Area Metro Planning Org.		0	0	38,590	38,590
RDU Airport Authority		12,500	12,500	12,500	12,500
Total Membership Agencies	$	**283,009**	**298,390**	**327,653**	**327,653**
NON-DEPARTMENTAL					
Auditing Fees	$	41,012	50,000	100,000	100,000
Consulting and Legal Services		539,768	410,000	400,000	400,000
Ferguson Group		96,000	90,000	90,000	90,000
Wake County Economic Development		286,445	286,500	786,500	286,500
Historic Preservation Contracts		0	132,000	132,000	132,000
Operating Support for Soccer Center		0	0	150,000	150,000
Miscellaneous Expense		31,326	100,000	100,000	100,000
Total Non-Departmental Services	$	**994,551**	**1,068,500**	**1,758,500**	**1,258,500**
PUBLIC AGENCIES					
The Healing Place of Wake County	$	242,500	242,750	300,000	242,750
Wake County United Arts Council		301,000	301,000	374,995	301,000
North Carolina Symphony		34,000	34,000	69,000	34,000
Exploris Operation Contribution		1,455,000	1,455,000	485,000	485,000
Reserve for Exploris		0	0	870,000	870,000
CIAA Tournament		39,050	65,000	65,000	65,000
Aggie/Eagle Classic		0	25,000	25,000	25,000
National Scholastic Sports Foundation		25,000	25,000	25,000	25,000

Non-Departmental Accounts		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Requested	FY 2005 Adopted Budget
Women's Commission		13,680	12,500	18,500	12,500
Total Public Agencies	$	**2,110,230**	**2,160,250**	**2,232,495**	**2,060,250**
RESERVE FOR SALARY & BENEFITS INCREASES	$	**0**	**6,120,000**	**4,238,351**	**4,238,351**
TRANSFERS TO OTHER FUNDS					
Capital Projects Fund	$	31,011,000	26,293,000	26,293,000	17,371,000
Debt Service Fund		96,909,000	100,348,000	100,348,000	115,238,000
Revaluation Reserve Fund		975,000	975,000	975,000	975,000
Risk Management Fund		2,500,000	1,000,000	1,000,000	1,000,000
Total Transfers to other funds	$	**131,395,000**	**128,616,000**	**128,616,000**	**134,584,000**
BOARD OF COMMISSIONERS CONTINGENCY	$	**0**	**600,000**	**600,000**	**500,000**

Department Description

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

Key Issues for FY 2005

Membership Agencies

Starting in fiscal year 2005, Wake County will contribute to the Capital Area Metropolitan Planning Organization. This organization provides consultative services for transportation and environmental quality issues affecting the municipalities and the unincorporated areas of the county.

Non-Departmental Services

As a result of the departure of the Capital Area Soccer League from the SAS Soccer Complex, the Town of Cary will assume operating responsibilities for the center. Wake County will participate in the operation with an annual contribution of up to $150,000 over a three-year period.

Reserve for Salary Increase and Benefits

Pay-for-performance increases are budgeted at $3.8 million for an average of three percent increase in employee compensation. Included in the reserve is a $400,000 contingency for pay band adjustments based on market data. Health insurance premiums were raised two percent at an additional cost of approximately $283,000. The County also expanded its life insurance benefit for employees at an additional cost of $59,000.

Public Agencies

Funding of $1,355,000 is included for Explor*is* and IMAX®. This is a reduction of $100,000 from the current fiscal year and is part of a three-year plan to reduce County funding to Explor*is*. The Explor*is* Board also has as one of its goals to diversify the sources of public funding and reduce the County's contribution. The allocation to Explor*is* is divided into two components. One-third of the allocation will be provided in July. The remaining allocation will be provided following the completion of the Museum's China exhibit. It is anticipated that the Explor*is* Board of Directors will present the results of the China exhibit and a three-year plan to meet three priorities/objectives: 1) Enhance exhibitions and programming in order to increase visitation; 2) Diversify the sources of public funding; and 3) Undertake a private fundraising campaign to fund the objectives of this plan.

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Community Services

Budget Summary

	FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Recommended
Personal Services	$12,659,941	$12,772,906	$13,234,682	$13,418,059
Operating Expenses	$4,156,023	$5,070,286	$5,452,789	$5,226,513
Capital Outlay	$91,187	$43,950	$42,950	$13,400
Expenditure Totals	$16,907,151	$17,887,142	$18,730,421	$18,657,972
Intergovernmental Revenue	$528,130	$521,300	$523,366	$525,716
Fees & Other Revenues	$3,344,824	$3,496,948	$3,496,948	$3,764,551
Revenue Totals	$3,872,954	$4,018,248	$4,020,314	$4,290,267
Number of FTEs	246.37	247.37	247.37	254.37

Department Description

Wake County Community Services administers five divisions: Cooperative Extension, Geographic Information Services, Inspections/Development Plans/Permits, Libraries, and Parks/Recreation/Open Space. The department is dedicated to enhancing the quality of life by promoting health, safety, environmental protection and leisure activities and providing the information and educational opportunities needed by citizens to make sound decisions.

List of Major Services

- Cooperative Extension
- Geographic Information Services
- Inspections/Development Plans/Permits
- Libraries
- Parks/Recreation/Open Space

Cooperative Extension is an educational partnership helping people put research-based knowledge to work to develop healthy youth, families, and communities; promote and improve self-sufficiency; and protect the environment for an improved quality of life. Cooperative Extension achieves its mission through a variety of programs that develop healthy youth, families and communities, promote healthy lifestyle choices, and provide up-to-date information, which encourages participants to set realistic goals and develop healthy habits.

Geographic Information Services strives to be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions that enable customers to accomplish their business objectives. Wake County GIS provides services to two groups. The primary focus is to serve as an internal service agency to Wake County departments. A second focus is to provide extensive mapping-

related services directly to other governmental jurisdictions and the public. As a result, internal and external customers drive the division's workload and priorities. Geographic Information Services serves as a clearinghouse/central distributor of geographic information for Wake County. To support this distribution effort GIS has a primary responsibility for developing and maintaining core geographic databases needed by our customers. In order to accomplish these two business services, GIS staff provides technical support ranging from needs analysis, programming/application development, software support, database development and project management. The technical support provided by staff is tightly integrated with the two business services in that staff must have the technical infrastructure, expertise, and support to provide and maintain the information, services, databases, and capabilities that are needed by our customers.

Inspection/Development Plans/Permits provides for the administration and enforcement of the North Carolina State Building Codes as adopted by the Building Code Council and enforced by State and Local Code Enforcement Officials. It provides staff, training, technology and physical facilities to bring the services closer to the customer. It develops partnerships for the sharing of resources, services and knowledge. It develops education and training programs for staff, internal and external county partners.

This program is mandated by the State of North Carolina. The purpose is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The North Carolina Building Code and North Carolina General Statues regulate most functions of the inspections section. Records are kept in a manner prescribed by the North Carolina Department of Cultural Resources and are maintained on a software program developed in-house. The County also provides inspections services through interlocal agreements to several municipalities, including Rolesville and Zebulon.

All construction plans are reviewed for life safety and structural integrity prior to the issuance of a permit. Commercial and residential plan reviewers are responsible for final approval of drawings, verification of contractor licenses, writing a detailed description of the work being permitted, and calculating permit fees. Both residential and commercial plans are being reviewed in each of the four contract municipalities and other satellite locations.

Wake County Public Libraries (WCPL) promote the love of reading and foster the pursuit of knowledge among County residents. Libraries provide services in places and at times that are convenient to citizens. Libraries partner with other agencies in ways that enrich the quality of life in the community. WCPL anticipates and responds to the needs of its customers while creating new generations of readers.

Wake County Parks, Recreation, and Open Space (PROS) acquires and maintains parks and natural areas that promote environmental and cultural resource stewardship and provide safe recreational and educational opportunities for all county citizens. Through cooperative partnerships, staff works to improve access to all existing and new school campuses for recreational activities and to ensure that public expenditures are reaching their fullest potential in meeting community needs. PROS continues to serve in a leadership role in advancing the consolidated open space initiative that all twelve municipalities have agreed to cooperate in achieving. The core business of PROS falls into five major service delivery areas: Regional Parks; Open Space Preservation; School/Parks; Grant-In-Aid / Technical Services, and Historic Preservation.

Community Services

Business Plan Priorities

Cooperative Extension
As Extension Educators, the main priority is to extend the educational service of North Carolina State University and North Carolina A&T State University to Wake County citizens. Cooperative Extension delivers the latest research-based information that actively involves urban and rural citizens in solving complex and challenging problems within their communities. As the needs of our communities change, so does the work of Extension.

Geographic Information Services
The overarching concern of the division is to ensure that geographic information is available to customers and system users.

Inspections/Development Plans/Permits (IDPP)
IDPP strives to maintain and enhance the quality and efficiency of current inspections and permit programs, provide accurate and timely information of all public records as required by N.C.General Statues and maintain those records in such a manner as to provide access to business partners and the public. The division provides educational opportunities for the design and development community and maintains a highly trained inspections/permitting staff. Also, it seeks to develop administrative and leadership skills in existing and new employees in order to facilitate program continuity and growth. Finally, the division provides for development of internal and external partnerships and information sharing systems.

Libraries
The priorities of the libraries are: (1) Services to children; (2) Recreational reading; (3) Being a center of life-long learning; (4) Facilities serve as community centers; and (5) Help bridge the technology gap.

WCPL also participates in long-term planning and makes capital recommendations to maintain the integrity of existing facilities and build out proposed capital building program. These recommendations are presented to the Board of County Commissioners as part of the Libraries' Master Plan.

Parks, Recreation and Open Space (PROS)
Regional Parks: PROS is committed to maintaining and promoting existing Regional Park facilities by offering quality programs and services in well-maintained facilities. It will continue to work cooperatively with the Facilities Design and Construction department for the completion of Historic Yates Mill County Park and the American Tobacco Trail.

Open Space Preservation: PROS continues to work with the Partners for Open Space and the Environment (POSE) and is striving for this group to become a collaborative force in the preservation of open space in the county. PROS will use the proceeds from the 2000 Open Space bond referendum to leverage state, federal and other local money as it works towards its goal of protecting 30,000 acres across the county through targeted acquisitions. PROS also educates the public on the many benefits of open space.

School Parks: The division will continue to work cooperatively and collaboratively with the Wake County Public School System and municipal partners in the planning, design and construction of new schools that provide for quality educational and community programs. Also, it will continue to work cooperatively with

the school system, General Services Administration, municipalities and nonprofit groups to assure that all the County's school parks are being programmed, used, and maintained to the highest level possible.

Historic Preservation: Staff will work with both internal and external agencies towards the preservation of historic Yates Mill. Also, the division will serve as a leader and advisor in the fields of historic preservation and interpretation and will work collaboratively with other historic providers to produce a brochure highlighting historical resources in the county.

Highlights

Cooperative Extension

- Collaborations with over 100 partners to bring positive changes within the community (partners include federal, state, local entities and private and non-profit sector organizations)
- Implemented the following programs with cooperation from partners: ServSafe, an 18-hour Food Safety Certification Course; SyberShop, a CD-ROM for children ages 13-19 focusing on physical activity and healthy eating; after-school programming for middle-school-aged youth (including the East Wake Youth Initiative (EWYI) and Fuquay Youth Initiative); community 4-H clubs; a community-based tobacco prevention initiative; the Teen Advisory Council (designed to provide meaningful and integrated leadership development programs for middle- and high-school aged youth); mentoring and peer education; adolescent pregnancy prevention; parenting education and support; and Community Voices for Children/ Voces de la Comunidad para los Ninos (a leadership development initiative supporting Hispanic families through training parents with small children).

Geographic Information Services (GIS)

- GIS continues to ensure that the geographic information system is highly reliable and designed to leverage new technology. Staff is committed to ensuring that the geographic information available through Wake County’s system is efficiently updated, current and accurate. The division works to provide appropriate GIS information and functionality via the Internet.
- The division is challenged by continued increase in demand from other agencies and the public for information, products, data, and expertise to meet daily information needs. Staff continues to be involved in enterprise-wide system integration projects.
- The division is involved in developing and/or implementing the following to integrate new technology: Land Records/Computer Assisted Mass Appraisal project, land use classification standards and GIS/Land Records integration.
- The division is working to redesign and/or upgrade servers, applications and databases and to achieve tighter integration with Information Services' servers and disk storage devices; also, it is upgrading to a new version of Oracle's Relational Database Management System software.
- Finally, the division continues integration of GIS data and technology to support emergency dispatch system and is investigating new global positioning technology (GPS).

Inspections/Development Plans/Permits (IDPP)

- Education and training provide the tools necessary to enforce building codes; also, education and training help IDPP reduce its costs for enforcement and reduce the costs to the development community and the public for construction projects.

- The division will review its business structure and staffing needs. Attrition will soon thin the ranks of a high percentage of experienced and knowledgeable staff requiring for the replacement of line staff and leadership roles.
- The division will continue to apply necessary enforcing practices mandated by the NC General Statutes that provide guidelines for structural design, life safety and energy efficiencies of all construction.

Libraries

- Data demonstrates there are unserved and under-served areas of the County. The system lacks space to house a collection sized to serve the growing population of the county as well as the space that would allow all residents of all ages to pursue lifelong learning activities. The current capital program tackles this issue, planning approximately $42 million in investments over the next seven years to fund library construction and renovation and library materials (including audio books).
- Wake County continues to be able to compete in the world economy because of the literate citizens who make up the community and provide the educated workforce necessary to be competitive in that world economy. Already ranked number one in education by Places Rated Almanac (public library service is an important factor in that rating), the library system helps to maintain that rating and make the county number one in the global market.

Parks, Recreation and Open Space

- The American Tobacco Trail opened as a new park. This trail, when completed, will be a 21-mile linear park accessible to hikers, bicycles, and horseback riding, going through three counties.
- In FY 2004, the Parks' system entertained an all-time high of almost one million visitors, programmed for more school children and adults than ever before, held more special events, and made plans to open two major new parks.
- Since 1990 Wake County has experienced a population increase of 48.3 percent while during that same ten-year period Wake County Parks, Recreation, and Open Space has experienced a visitation increase of 375% to its County parks as new parks are added.
- The division hosts a number of programs at each of the parks throughout the year. These programs are listed in the Parks' quarterly newsletter as well as on the County's web page. General public program participation for fiscal year 2002 was 67,881. In addition to the general public programs, the staff conducts a considerable number of programs for organized groups such as the Wake County Public School System. Total attendance at these programs in fiscal year 2002 was 23,560.

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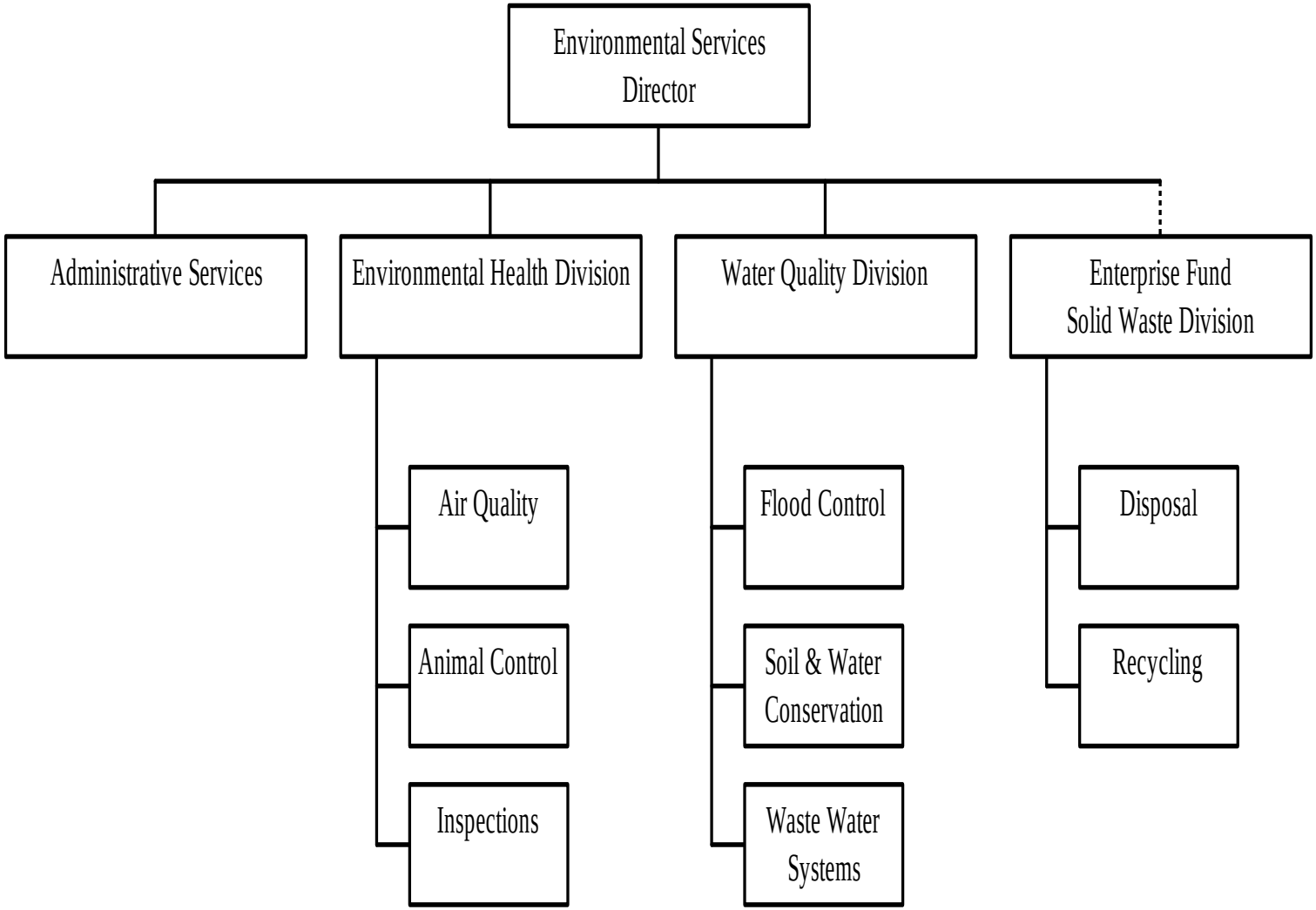
Environmental Services



Environmental Services

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	5,072,618	4,949,361	5,150,448	5,529,884
Operating Expenses		1,505,301	1,778,346	1,901,868	2,069,093
Capital Outlay		30,269	19,500	34,498	7,500
Expenditure Totals	**$**	6,608,188	6,747,207	7,086,814	7,606,477
Intergovernmental Revenue	$	332,663	392,000	475,421	583,300
Fees & Other Revenues		1,814,578	2,055,465	2,019,029	2,284,502
Revenue Totals	**$**	2,147,241	2,447,465	2,494,450	2,867,802
Number of FTEs		95.00	96.00	96.00	98.00

Department Description

As Wake County continues to grow, issues regarding the quantity and quality of water in the County, the quality of the air and the management of solid waste are of vital concern to citizens across the 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, the Environmental Services department is dedicated to implementing the adopted environmental stewardship agenda through a combination of proactive efforts such as research, education and regulatory programs.

Since 1998, the Environmental Services department has continuously reviewed its operations so as to better address environmental health and safety, solid waste and water quality issues.

The department's current functional areas are:

- **Water quality,** combining the on-site water and wastewater, Soil and Water Conservation District and erosion, flood and stormwater programs.
- **Environmental Health and Safety,** combining food, institution and sanitation inspections, animal control, mobile home inspections and the swimming pool program. A new air quality program has been added to this division, including support for an Air Quality Task Force.
- **Solid Waste Management,** including Keep America Beautiful. (The solid waste services are supported by an enterprise fund and are summarized in a subsequent section of the budget document).

The divisions are focused on improving the coordination and collabora-

tion between services with common issues. This collaborative approach is needed to make the best use of staff talents. It provides flexibility to the department to respond to changes in service demands and is aimed at achieving operational efficiencies. During fiscal year 2004 part of the staff was moved to the centralized permitting area for County development.

Environmental education is a common element within all Environmental Services and shares program objectives with Community Services, primarily in its Parks, Recreation and Open Space and Cooperative Extension divisions. A comprehensive approach to environmental education is currently being developed.

List of Major Services

- Inspections of food service
- Institutional sanitation
- Public swimming pools and recreational waters
- Animal control services
- Pest management
- Lead investigation
- Solid waste management
- Keep America Beautiful
- Groundwater, wastewater and erosion control
- Stormwater and flood certifications

Division Summary -Administration

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	375,009	490,995	532,366	562,927
Operating Expenses		410,148	173,450	210,954	302,254
Capital Outlay		0	0	11,762	0
Expenditure Totals	**$**	785,157	664,445	755,082	865,181
Intergovernmental Revenue	$	237,272	105,000	105,000	223,500
Fees & Other Revenues		-1,596	0	0	0
Revenue Totals	**$**	235,676	105,000	105,000	223,500
Number of FTEs		5.00	6.00	6.00	6.00

Business Plan Priorities

The department's business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures, and key initiatives for the 2004-06 planning period that frames the department's priorities. Highlights from the department's business plan include its goals to:

- Implement adopted growth and environmental initiatives in a timely manner in order to protect and enhance the environment and public health.
- Enact a comprehensive approach to researching and securing alternative funding sources in order to implement a greater number of initiatives and efficiently manage monetary resources.
- Effectively integrate department information systems with state and local applications so data will be easily available to citizens and customers at their own time and place.

Division Summary -Environmental Health and Safety

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	1,923,262	1,955,498	2,114,886	219,033
Operating Expenses		703,659	872,059	913,213	944,579
Capital Outlay		30,269	12,000	15,236	0
Expenditure Totals	**$**	2,657,190	2,839,557	3,043,335	1,163,612
Intergovernmental Revenue	$	61,893	21,000	67,621	59,800
Fees & Other Revenues		185,281	611,986	575,550	580,998
Revenue Totals	**$**	247,174	632,986	643,171	640,798
Number of FTEs		43.00	43.00	43.00	43.00

Business Plan Priorities

- Improve the countywide pet overpopulation and shelter adoption services and continue to decrease the euthanasia of abandoned or stray animals.
- Minimize the incidence of food-borne illness, communicable diseases and injury with a particular emphasis on inspections of restaurants, ensuring that facilities are designed with "built-in sanitation" considerations, and providing the educational resources to facility managers.

Environmental Health and Safety (continued)

- Ensure that the public is protected from incidences of disease and accidents at public swimming pools with existing pool inspections and pool construction plan reviews.
- Minimize the likelihood of outbreaks of infectious diseases, such as West Nile Virus, and ensure the safety and environmental health of migrant labor camps and mobile home parks.
- Reduce the incidence of child lead poisoning.

Highlights of FY 2004

Environmental Health Investigations

- Worked with the development of the Digital Health Department (DHD) software to improve the reporting and record retention systems required by the State. DHD will increase the ability to provide updated inspection information to the public and media and will enhance the food borne/communicable disease tracking efforts.
- Began work to have additional employees authorized to conduct lead investigations.

Animal Control Field Services & Shelter Operations

- Increased response time and level of services to meet public demand.
- Increased adoption fees to increase cost recovery.
- Partnered with NC State University's College of Veterinary Medicine to expand the spay/neuter program and address shelter medicine within clinical rotation.
- Partnered with the SPCA.
- Extended animal shelter hours to include Sunday and two evenings a week.
- Developed an animal record system to allow for easier access to information and identification of shelter animals.

Plan Review and Recreational Sanitation

- Partnered with the City of Raleigh to conduct Night Club Safety inspections.
- Implemented new fees for plan reviews; partnered with Raleigh and Cary to have fees collected at those municipalities.
- Implemented the Wake County Ordinance requiring dechlorination of pool water; Ordinance is being addressed with pool plan review.

Pest Management, Migrant Labor and Mobile Home Parks

- Adopted the West Nile Virus Action Plan for Wake County.
- Saw the first human case of West Nile Virus reported in the County.
- Experienced increased demand on staff to respond to indoor air complaints related to mold. Currently these are handled in this program as well as in the lead program.

Air Quality

- Saw the implementation plan for the Air Quality Task Force report approved by the Board of Commissioners.
- Began disseminating information on vehicles with low emissions for Wake County departments to use as they decide on vehicle purchases.

Key Issues for FY 2005

Animal Control Field Services & Shelter Operations

- Decrease backlog of work in animal control field operations with process improvements and staff assignments.
- Implement an operating agreement with the SPCA.
- Increase spay/neuter services through humane alliances.
- Expand micro-chipping program to identify all animals being reclaimed.
- Increase adoption through education awareness and mobile adoption unit.

Environmental Health and Safety (continued)

Plan Review and Recreational Sanitation

- The number of inspections has increased in the last year by 16% due to more efficient scheduling of the pool technicians. The total number of pool inspections in 2002 was 3,290; total number of inspections in 2003 was 3919. Demand for services in this area is expected to continue increasing.

Pest Management, Migrant Labor and Mobile Home Parks

- Adopt a standing water ordinance for pest management.
- Start a mosquito fish program in Wake County.

Air Quality

- Become designated as a Best Workplaces for Commuters.
- Increase the number of alternative fuel vehicles, hybrid and low emission vehicles in the Wake County fleet.
- Continue to retrofit Wake County Public School System buses to reduce emissions.
- Implement a commuter trip reduction program for the Wake County portion of the Research Triangle Park, and expand that program throughout Wake County through interlocal agreements with municipalities.

Horizon Issues in FY 2006 and FY 2007

Animal Control Field Services and Shelter Operations

- Reduce the number of stray and owner-surrendered animals.
- Implement a differential licensure program.
- Expand animal housing contingent on municipalities.
- Address feral cat management challenges.

Food Institution Sanitation

- Work with the State to implement a schedule for inspections that is based on risk.

Pest Management, Migrant Labor and Mobile Home Parks

- Expand the Pest Management Program by starting a Larviciding Program.

Air Quality

- Comply with National Ambient Air Quality Standards for ozone by 2007.
- Continue to comply with National Ambient Air Quality Standards for Fine Particulate Matter.
- Reduce the number of “code red” days and have no “code purple” ozone action days.

Division Summary - Keep America Beautiful

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	119,614	115,894	117,661	0
Operating Expenses		41,130	39,099	39,099	0
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	160,744	154,993	156,760	0
Intergovernmental Revenue	$	3,984	10,000	10,000	0
Fees & Other Revenues		14,833	10,400	10,400	0
Revenue Totals	**$**	18,817	20,400	20,400	0
Number of FTEs		2.00	2.00	2.00	0.00

The Keep America Beautiful (KAB) program has been placed under the budgetary and organizational control of the Solid Waste Enterprise Fund, a division of Environmental Services. Please see page 163 for a description of KAB operations and its' goals for Fiscal Year 2005.

Division Summary - Water Quality

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	2,654,733	2,386,974	2,385,535	2,776,654
Operating Expenses		350,366	693,738	738,602	822,260
Capital Outlay		0	7,500	7,500	7,500
Expenditure Totals	**$**	3,005,099	3,088,212	3,131,637	3,606,414
Intergovernmental Revenue	$	29,515	256,000	292,800	300,000
Fees & Other Revenues		1,616,060	1,433,079	1,433,079	1,703,504
Revenue Totals	**$**	1,645,575	1,689,079	1,725,879	2,003,504
Number of FTEs		45.00	45.00	45.00	49.00

Business Plan Priorities

- Reduce the incidence of soil erosion, sedimentation and flooding to protect or improve the water quality of Wake County. The recently-completed Watershed Management Plan identified sediment as the County's most serious water pollutant and noted that sedimentation related to urban development activity is the County's main source of this pollution.
- Minimize the potential for adverse environmental impacts from the operation of on-site wastewater and groundwater systems and treatment of associated residuals.
- Ensure the quality of groundwater resources in non-municipal areas where wastewater treatment facilities exist.

Highlights of FY 2004

Water Quality Administration

- Implemented staffing and organizational changes as a follow-up to hiring a new Director for the division in May 2003.

Comprehensive Groundwater Investigation

- Received a $37,000 grant from the Division of Radiation Protection for Radon Study.
- Created a Groundwater database to help Human Services Lab reporting.
- Implemented groundwater ordinance changes concerning sampling and contamination.
- USGS stream quality and gauging stations

Water Quality (continued)

Watershed Management Plan

- Implemented floodplain and buffer regulation changes.
- Aligned Open Space assessments with grant applications and acquisitions.
- Began work with the Home Builders Association concerning conservation recommendations.
- Participated in the Upper Neuse River Basin Association Watershed Commission, the Jordan Lake TMDL Committee and the Western Wake Inter-basin Transfer Project.

- facilities under a Memorandum of Agreement with the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Quality. It is expected that some of these services may expand into areas not currently managed by the County.

Develop and implement natural resource management programs to protect water quality through the implementation of the Watershed Management Plan. Work with Parks and Recreation in support of Open Space initiatives. Participate with the Planning Department in developing cost-effective measures to address changes in State and Federal regulations

New State and Federal Programs

- Presented the County's plan to address NPDES Phase II – Clean Water Act. (Waiting for notification.)
- Formulated the FEMA – Hazard Mitigation Plans.
- Implemented the Neuse Rules – Buffer Ordinance and Nutrient Buy Downs.
-

Builders & Development Community

- Saw a 3% increase in housing starts from last year, which impacted the department's on-site waste water system permitting and inspections, soil erosion plans, flood plain studies, storm-water assessments and well permitting.

Key Issues for FY 2005

The adoption of the County's Watershed Management Plan and the Comprehensive Groundwater Investigation have had a major impact on the Division's goals and objectives. Other new programs, notably the Hazard Mitigation Plan, changes in Floodplain Programs and the implementation of the NPDES Phase II Stormwater Program will present significant challenges for staff, in that they will undoubtedly require an assessment of staffing and priorities, and require new funding sources. To be successful, all of these programs will require substantial education and information commitments. The main focus of the Water Quality Division for the coming year will be as follows:

- Execute mandated local and state requirements that are intended to reduce the impact of urbanization upon groundwater, soil and waterways.
- Monitor and report on compliance status and/or violations of the facilities under a Memorandum of Agreement with the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Quality. It is expected that some of these services may expand into areas not currently managed by the County.
- Develop and implement natural resource management programs to protect water quality through the implementation of the Watershed Management Plan. Work with Parks and Recreation in support of Open Space initiatives. Participate with the Planning Department in developing cost-effective measures to address changes in State and Federal regulations.
- Collaborate with municipalities on a countywide marketing and communications plan to educate and provide outreach for all residents, businesses and schools.

Water Quality (continued)

- Explore development of recurring funding source for watershed, open space and stormwater programs. Seek appropriations to fund campaign.
- Complete negotiations of scope on interlocal agreements with municipalities and memoranda of agreement with NCDENR.

Horizon Issues in FY 2006 and FY 2007

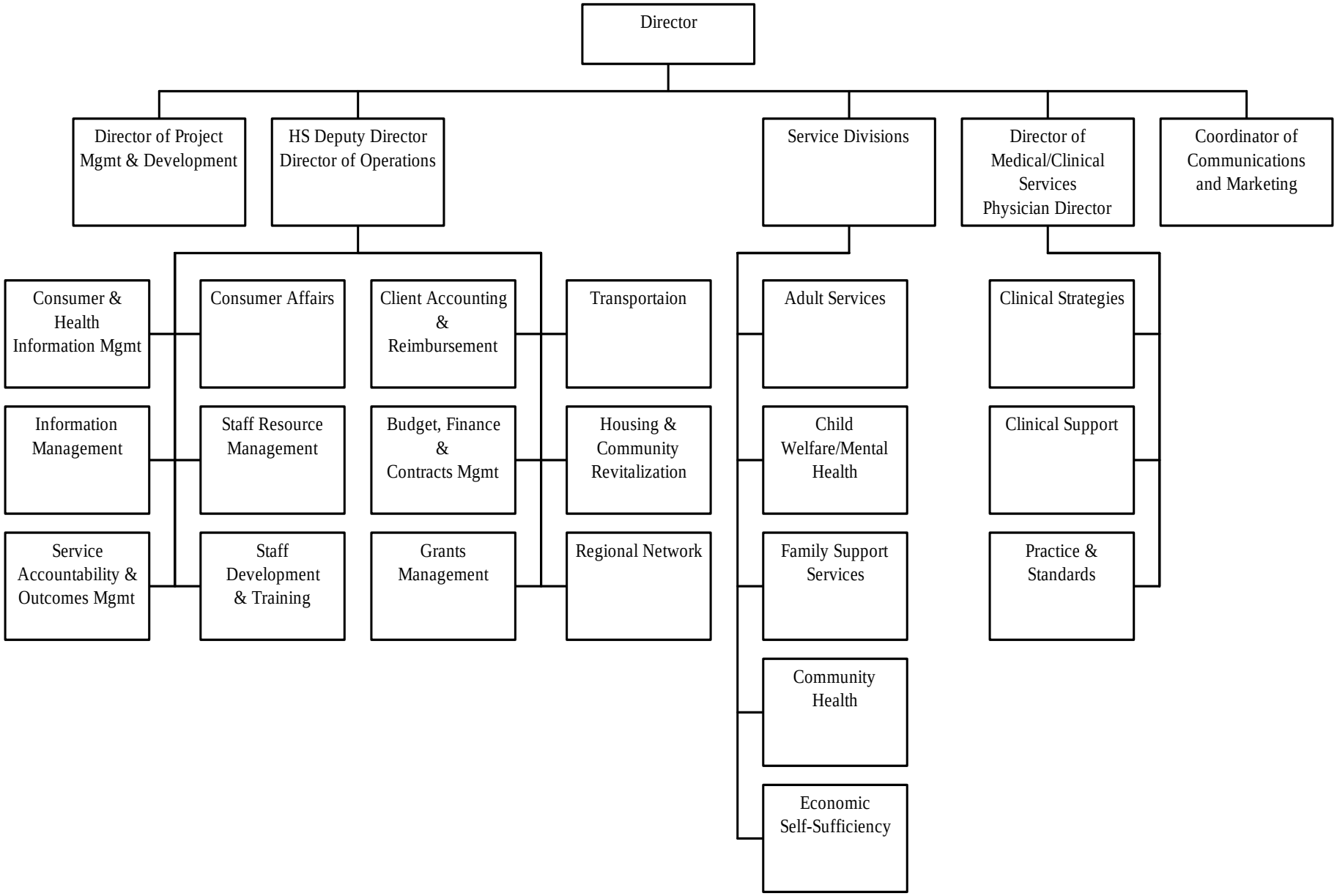
Water Quality

- Finalize negotiations of scope on interlocal agreements with municipalities and memoranda of agreement with NCDENR relative to cooperating water quality programs.
- Reduce backlog for all permit applications and decrease the turn around time for inspections.
- Implement the Environmental Education and Instruction business plan. Work with service providers to establish training needs and methods. Develop survey for external clients and citizens on current level of understanding of environmental issues.
- Implement strategic initiatives that are vital to enhancing quality, efficiency, and effectiveness of the division.
- Secure recurring funding for watershed, open space and stormwater programs.
- Implement fully NPDES Phase II programs.

Environmental Health and Safety Division Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Animal Control			
Service calls	7,081	6,493	6,500
Service calls per officer per year	1,180	1,082	1,083
Animals impounded	8,714	8,896	9,500
Animal adoption rate	24.7%	29.5%	31.0%
Animals moved to other facilities	n/a	60	350
Animal euthanasia rate	63.2%	63.4%	60.0%
Owner reclaim rate	5.6%	6.1%	7.5%
Public Swimming Pools			
Swimming pools permitted	864	893	918
Existing pools inspected	2,979	2,882	3,000
Percentage of pools requiring reinspection	7.1%	9.2%	6.4%
Inspections per technician per year	497	480	500
Complaints	n/a	n/a	20
Plans submitted	452	311	382
Facilities permitted	228	230	229
New facilities inspected	500	500	500
Food, Institution & Sanitation			
Inspection per institution per year	3.22	3.21	3.19
Inspections performed	7,466	8,772	8,800
Number of institutions per technician	745	805	869
Inspections with a grade below 90%	.051	.062	.055
Food service complaints received	461	441	450
Temporary foodservice permits issued	390	394	400
Pest Management/Migrant Labor/Mobile Home Parks (MHP)			
MHP requiring inspection	104	106	106
MHP inspections including H2O samples	268	271	275
Migrant Labor facilities requiring inspection	60	64	60
Migrant Labor inspections including H2O samples	106	105	120
Vector complaints	146	158	185
Indoor air complaints	20	85	125
Ambient air complaints	5	7	25
Solid waste complaints	6	13	50

Water Quality Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Erosion & Sedimentation Control			
Plans Submitted (PS)	198	390	320
Plans Approved (PR)	133	361	290
Site Inspections (SV)	2,589	1,946	2,700
Projects Closed Out (G6)	221	203	250
Floodplain Management			
Flood Certifications: Issued	145	146	150
Flood Certifications: Exempted	167	151	155
Flood Certifications: Received (new)	30	14	15
Stormwater Management			
Stormwater Certifications Issued	12	14	16
Stormwater Certifications Exempted	15	15	15
Stormwater Certifications Received (new)	12	12	13
Soil & Water Conservation			
New Acres Under Land Management (Planning)	1,320	1,200	1,500
Application Acres	1,330	1,100	1,500
Streams Assessed (feet)	30,800	52,854	50,000
Wastewater Management Programs			
Average Turnaround Time for Permits (days)	21	15	10
On-site Permit Applications	1,777	2,156	2,200
Final Operation Permits	1,671	1,885	1,956
On-site Complaints	752	790	800
Revisions	568	700	700
Wells and Groundwater Protection			
Permit Applications	737	783	843
Well Construction Inspections	1,612	1,671	1,790
Private Well Samples	598	708	1,218
Investigations/Consultations	64	120	150

Human Services



Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	76,545,401	79,999,413	83,667,559	84,768,732
Operating Expenses		113,868,145	122,566,200	126,377,647	130,497,696
Capital Outlay		389,323	666,704	734,453	506,638
Expenditure Totals	**$**	190,802,869	203,232,317	210,779,659	215,773,066
Intergovernmental Revenue	$	86,251,659	89,114,277	93,185,731	94,413,997
Fees & Other Revenues		42,906,201	47,300,068	47,800,412	52,394,580
Revenue Totals	**$**	129,157,860	136,414,345	140,986,143	146,808,577
Number of FTEs		1,615.70	1,644.70	1,667.70	1674.70

Department Description

The work of Wake County Human Services (WCHS) is about improving the quality of life for the people of Wake County. Since its inception as an integrated Human Services organization, the agency has articulated a clear commitment to the value of cultural competence, which at its core equates to unconditional respect for all people, a practice also known as “customer service”. Translating those values into practice is challenging, but given the increasingly-diverse populations WCHS serves, it has never been more critical that the agency meets the challenge successfully.

Wake County Human Services will promote a healthy and safe place to live, grow and work. In partnership with communities and other organizations, it will enhance the ability of families and individuals to become self-sufficient to their greatest ability while ensuring quality care for those individuals unable to achieve self-sufficiency.

During 1999, Human Services set about its mission by adopting twelve outcomes to guide its work. The selected outcomes were intentionally broad and long-range to provide consistency for WCHS over a period of years. Progress on each of these outcomes can be measured with a number of shorter-range indicators.

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. Children and vulnerable adults will not experience abuse or neglect.

6. Youth will make healthy decisions.
7. Children removed from their parents will have a permanent home.
8. The elderly and individuals with severe, chronic disabilities will live as independently as possible.
9. Parents will financially and medically support their minor children.
10. People will find and maintain employment.
11. People will have safe, affordable housing.
12. Individuals, families, and communities will have improved physical and behavioral health.

Human Services achieves outcomes through programs and services managed in eight operational units. These operational units were reorganized in the late 90's from the previous departmental agencies of Public Health, Mental Health, Social Services, Affordable Housing and Child Support Enforcement. The consolidated Human Services agency now acts as a single department under the county manager, receiving counsel and policy direction from a 24-member Human Services Board of Directors.

List of Major Services

Table 1: Adult Services

Adult Care Homes	Adult SA Outpatient Services
Adult Detox Services	Adult Substance Abuse Partial Hospital
Adult Economic Services	Adult Substance Abuse Residential Services
Adult In-Home	Crisis Services
Adult Inpatient Services	Developmental Disability Periodic
Adult Mental Health Outpatient	Developmental Disability Residential
Adult Mental Health Partial Hospital	Developmental Disability Vocational
Adult Mental Health Residential Services	Psychosocial Rehabilitation
Adult Protective Services	Representative Payee Services

Table 2: Child Welfare and Child Mental Health

Adoption Assistance	Clinical Sex Abuse
Child Mental Health/SA Assessment	CMH/Substance Abuse Res. Serv.
Child Mental Health/SA Case Mgtmt.	Family to Family
CMH/SA Outpatient & Community Services	Foster Care
Child Protective Services Intake/ Investigation	Therapeutic Homes
Child Protective Services Treatment	

Table 3: Clinic Services

Child Health	Maternal Health
Dental	Pharmacy
Lab	Women's Health Clinic

Table 4: Community Health

Communicable Disease	HIV/STD Community Clinic
Community Initiatives	HP/Disease Prevention
Community Resource Management	Migrant Health
Disaster Response	Pediatric Developmental Surveillance 0-5
Employee Health/Occupational	Vital Records
Epidemiology	Volunteer Services

Table 5: Economic Self Sufficiency

Child & Family Medicaid	Job Link & Work First Investment Act (WIA)
Child Support Enforcement	Pro-Familia (PF)

Cornerstone/Supported Housing	South Wilmington Street Center (SWSC)
Emergency Programs	Supported Employment (SE)
Energy Programs	Veterans Services
Food Assistance	WCHS Call Center
Housing & Community Revitalization (HCR)	Work First
Housing Resource Center	Working for Kids (WfK)

Table 6: Family Support

Child Care Subsidy	Ready to Learn
Child Services Coordination	School Based Mental Health
Early Intervention	School Nursing/Dental
Education, Community, Health Outreach (ECHO)	Wake House
Family Support	WIC
Maternal and Child Health	Youth Services-Healthy Behavior/ Comm. Dev.
Partnership for Educational Success (PES)	Youth Services-School Age Care
Child Care Subsidy	Ready to Learn
Perinatal Substance Abuse Services	

Table 7: Operational Support

Adult Guardianship	Transportation
Operations	

Table 6: Regional Networks

Southern Regional Center	Eastern Regional Center
Northern Wake Health & Mental Health Clinic	Western Wake Mental Health Clinic

Priorities

Multiple strategies, interventions and services are aimed at achieving the outcomes stated in the department description above. Setting priorities based on criteria provides focus for specific initiatives. Six key questions must be answered:

1. What is the documented need?
2. Are results attainable and do they have significant impact?
3. What are the consequences of not addressing the issues?
4. Is there alignment with the department's mission, service characteristics and outcomes?
5. Will the strategy grow capacity in partnership with individuals, families, community and agency?
6. Is there an ongoing plan for measuring progress, results, and/or accountability

Additional strategic factors that are considered in setting priorities include urgency, alignment with County priorities, community support, political interest, available funding, and, increasing demand. The programs, projects and services that meet the stated priorities are as follows:

General Health of Community

Implement Local Mental Health, Developmental Disabilities and Substance Abuse Services Redesign
Create Bio-terrorism Response/Disaster Preparedness
Reduce the Prevalence of Obesity
Reduce the Prevalence of Alcohol, Tobacco and Other Drug Use

Disparities
Improve Services to Persons with Limited English Proficiency
Continue to Advance Regional Networks
Increase Affordable Supported Housing

Success of Vulnerable Populations
Expand and Institutionalize Partnership for Educational Success
Improve Child Welfare Practices (includes protective services, foster care and adoptions).
Connect Persons with Developmental Disabilities to Needed Services

Business Practices
Design and Implement Technology Solutions
Support Assurance Role for Contracts and Fiscal Management
Provide Highest Level of Customer Service
Integrate High Performance Leadership
Enhance Capacity in Community Organizations

Division Summary - Adult Community Support Services & Emergency & Adult Health Services

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	18,316,460	18,723,949	19,225,848	19,367,270
Operating Expenses		2,943,475	23,367,766	23,370,037	25,816,015
Capital Outlay		154,616	5,000	5,000	0
Expenditure Totals	**$**	21,414,551	42,096,715	42,600,885	45,183,285
Intergovernmental Revenue	$	17,509,407	18,205,328	18,357,525	18,745,870
Fees & Other Revenues		10,852,713	11,414,052	10,846,792	13,352,088
Revenue Totals	**$**	28,362,120	29,619,380	29,204,317	32,097,958
Number of FTEs		358.50	354.50	354.50	354.50

Highlights of FY 2004

Adult Services

Adult Substance Abuse

- The North Carolina Council of Community Programs recognized the Wake County Adult Substance Abuse (SA) Services with the Runner-up Award for the annual Programs of Excellence Award.
- The Division of Facility Services reviewed adult SA Services and no deficiencies were cited.
- As part of MH Reform, the Adult SA Services has successfully outsourced Court Services to a private agency, transferred service responsibility of the Federal Probation/Parole grant to private provider, established an Alumni Group for former patients, established a Substance Abuse Advocacy Group, developed a Provider Network Committee and Steering Committee including representation from the ABC Board, and hired a staff person to develop the provider network and to monitor contracts.

Adult Mental Health

- Implemented a provider network for pharmacies serving IPRS-funed clients. This service enables uninsured and under-insured clients to obtain affordable medication for their psychiatric illnesses.
- Identified programs for a renovated Hargett Street center, renamed AA Thompson Center.
- Integrated adult-child MH-SA services at the Eastern Regional Center. Services began in April 2003.
- Expanded gero-psychiatric services in Western region of Wake County.
- Exceeded targets for bed day reduction from long-term and geriatric beds at Dix Hospital. Developed new residential treatment facility with 10-bed capacity, through contract with RHD, for clients with long-term mental illness.

Developmental Disability Services

- 124 people were removed from the developmental disability services waiting list.
- 81 people were removed from the waiting list for case management.
- Implemented a formalized quarterly monitoring of critical incidents, deaths and use of restraint/seclusion.
- Developed internal capacity to provide consultation and supports to agencies for Autistic Spectrum Disorders.

Senior Services

- Served a total of 5,847 clients (7% more than projected).
- Reduced the number of adults waiting for services by 50%.
- Determined inadequacies in available services; grouped these gaps/inadequacies into six focus areas: transportation, housing, economic self-sufficiency, safety, personal care and health.
- Developed “Issue Teams” in collaboration with community partners to define strategic steps to be taken in each of the six focus areas.

Key Issues for FY 2005

- Mental Health Reform will lead to changes in business practices. The department will move from providing services internally to contracting for services. It will authorize and manage utilization of services, provide technical assistance for contract providers, develop a provider network and coordinate services to meet the demand of Wake County citizens.
- Wake County’s Aging Plan will be addressing service capacity, fragmentation in the method of service delivery, lack of collaboration between service providers, community apathy about long-term care issues, lack of a single portal process to enter the long-term care system and under-informed consumers. The Senior Aging Plan will be addressing these challenges within the context of six broad issue areas: housing, transportation, health, safety, economic self-sufficiency and personal care.

ACSS & E&AHS (continued)

Horizon Issues in FY 2006 & FY 2007

- Pursue Mental Health Reform, making the agency an assuror of care rather than a provider of care.
- Keep pace with population growth and the number of cases that need coordination of care.
- Maintain and enhance a provider network that monitors the quality of care given by the County's contracted partners.
- Improve business practices to continue meeting state requirements for prompt payment and reporting.
- Assess programs and services that have a potential for being provided by the private sector.

Division Summary -Economic Self-Sufficiency

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	13,695,993	12,583,963	13,798,650	13,948,557
Operating Expenses		20,807,372	23,205,901	23,461,034	22,369,478
Capital Outlay		27,930	22,638	84,138	14,138
Expenditure Totals	**$**	34,531,295	35,812,502	37,343,822	36,332,173
Intergovernmental Revenue	$	10,935,159	10,385,858	10,644,230	11,288,006
Fees & Other Revenues		704,139	654,334	689,614	771,657
Revenue Totals	**$**	11,639,298	11,040,192	11,333,844	12,059,663
Number of FTEs		321.80	321.80	329.80	329.80

Highlights of FY 2004

- The purpose of the Child Support Enforcement (CSE) program is to ensure that non-custodial parents support their children. As of June 30, 2003, the Wake County Child Support Enforcement Office collected over $26 million in financial support for 18,228 children in Wake County. At mid-point of FY 2004, $13.6 million has been collected in financial support for 17,742 children. In addition, $68,300 has been collected in Medicaid cost avoidance as a result of child support enforcement involvement.

Economic Self Sufficiency (continued)

- Food Assistance, also known as Food Stamps, enables low-income families to purchase food with an Electronic Benefit Transfer (EBT) card. For the second year in a row, the number of Food Assistance recipients in Wake County increased by an of averaged a 17%. Wake County has issued $18,340,378 in Food Assistance. As of December 2003, Food Assistance was issued to 36,229 Wake County recipients.
- The Children's Access Team collaborated with WakeMed to serve any uninsured child that came through the hospital's emergency room. This collaboration enrolled 1,744 children into health insurance coverage. In addition, the Children's Access Team worked closely with WakeMed to identify insurance options for cost coverage of newborn deliveries.
- The Wake JobLink Career Center has served 1,568 job-seeking customers, who made approximately 10,559 visits. The decreased numbers of job seekers and visits to the JobLink Center may be an indicator that the local economy has started to improve.
- Wake County's Work First Program is exceeding State established goals for benefit diversions, employment, and percentage of participants maintaining employment and remaining off Work First.
- Wake County budgeted $1,000,000 in Capital Improvement Program (CIP) funds to help develop new affordable housing opportunities. In FY 02-03, Wake County's partnership with the Downtown Housing Improvement Corporation (DHIC) resulted in the development of Lennox Chase, a supportive housing community of 36 studio apartments, designed for single adults earning less than 30%, 35% and 50% of the area median income. Lennox Chase opened in November 2003 and introduced relaxed application criteria for individuals of low-income, who may have poor credit or criminal histories but have demonstrated positive efforts to address and correct these problem areas. Working in partnership with DHIC, Wake County Human Services provides supported housing services on-site to residents of Lennox Chase. Currently, all 36 studio apartments are occupied.
- Effective June 1, 2003, the White Flag initiative was expanded to include the summer months of June, July, August, and mid-September. Summer White Flag targets homeless persons who are medically at-risk due to significant respiratory or cardiac disease and who need shelter from extreme heat. Persons who are medically at-risk are evaluated at Horizon Health Center, an office of Wake Health Services, Inc., and then given a card indicating their participation in the MARS (Medically At-Risk in the Summer) Program.
- Introduced the "auto-attendant" voice reception for the WCHS Call Center in June 2003. During the month of January 2004, the Call Center answered 55,893 calls. The auto-attendant handled 33% of these calls through self-service menu options. The call answer rate of the WCHS Call Center has improved to 94% and the auto-attendant is credited with an efficiency rate equivalent to 3.8 staff.

Key Issues for FY 2005

- Continued caseload growth in economic public assistance programs.
- Bi-lingual staff in program areas to improve services to persons with limited English proficiency.
- Development of a 10-year action plan to end homelessness.
- Implement a web-based Homeless Management Information System (HMIS) to provide a tracking mechanism for the County's network of emergency shelters and community service providers.
- Mental Health Reform and the establishment of a management structure for Wake County.

Economic Self Sufficiency (continued)

Horizon Issues in FY 2006 & FY 2007

- The downsizing and relocation of State-operated psychiatric hospitals will require a local mental health inpatient unit for Wake County. Medicaid qualified facilities are essential for the economics of providing inpatient mental health services to Wake County citizens.
- Anticipate the need for increased supported housing services, as housing developers require service linkage for set-aside access to affordable housing units.
- Anticipate continued increase in service demand for economic programs in response to continued population growth and increased cost of living in Wake County. Of specific concern will be the projected increase in numbers of uninsured families.

Division Summary - Community Health

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	5,980,993	7,200,490	7,526,679	7,710,825
Operating Expenses		2,981,570	3,112,892	3,732,046	4,047,055
Capital Outlay		32,644	0	0	0
Expenditure Totals	**$**	8,995,207	10,313,382	11,258,725	11,757,880
Intergovernmental Revenue	$	3,549,000	3,268,795	3,947,286	3,999,415
Fees & Other Revenues		1,883,966	2,315,376	2,315,376	2,264,396
Revenue Totals	**$**	5,432,966	5,584,171	6,262,662	6,263,811
Number of FTEs		139.90	143.90	146.90	146.40

Highlights of FY 2004

- Experienced a continued decline in Wake County's syphilis rate (there have been no congenital syphilis cases in three years).
- Provided management and staffing for shelters during the 2003 ice storm and during Hurricane Isabel.
- Implemented school-based and community-based physical activity and nutrition programs.
- Expanded cholesterol, blood pressure, and body fat screening programs.

Community Health (continued)

- Provided consultation and assistance to the Juvenile Crime Prevention Council in the development of a Latino Forum for 125 individuals (youth and adult).
- Facilitated the community strategy to include faith groups as partners in Foster Care and Adoption.
- Developed process for enhancing the capacity of community organizations.
- Completed a Body Mass Index study in 6 East Wake Elementary schools that involved 544 third grade students. It was found that 49% of children were at risk of overweight or were overweight, twice the State average.
- Implemented a Breast and Cervical screening program for women ages 40-65. Over 212 women were served, and two cases of breast cancer were diagnosed early.
- Served as a regional training site for the PACE program (People with Arthritis Can Exercise). Over 30 Wake County agency and community staff representing hospitals, parks and recreation, and YWCA/ YMCA were trained. It is expected that over 1800 seniors in Wake will benefit from this program.
- 95% of TB cases completed an American Thoracic Society (ATS)/ Centers for Disease Control and Prevention (CDC) recommended treatment regimen.
- Implemente programs to assure 100% appropriate vaccination coverage levels for kindergartners and 90% vaccination for 2 years olds.
- Placed 302 volunteers placed through Volunteer Services with 12,290 volunteer hours worth $197,255.
- Provided influenza vaccinations to over 900 staff, including retirees.
- Provided employee health services in the immunization clinic to 653 Wake County employees.
- 100% of the 150 childcare centers receiving child health consultations became immunization compliant. Over 18,000 children were served.
- 65% of HIV clients in stable housing; 97% were eligible for Medicaid.

Key Issues for FY 2005

-
- Continue to re-work plans, train staff and exercise plans for disaster response.
- Transfer Vital Records to Register of Deeds.
- Seek resources to address issue of obesity and health promotion.
- Develop an eye care and education initiative for the uninsured/ under-insured.
- Increasing case load of HIV clients; increasing clinic visits in the STD Clinic.
- Increasing cost of medical supplies.
- Continuing need to provide culturally-competent and linguistically-appropriate services.

Horizon Issues in FY 2006 & FY 2007

- Anticipate 20% yearly reduction in grant revenues for Project DIRECT, a diabetes prevention program currently funded by the Department of Health and Human Services,.
- The termination of the Syphilis Elimination Grant will require County funds to continue the program.
- Increasing demand of mental health/substance abuse screening, counseling, and treatment with STD and HIV clients, especially Spanish speaking clients.
- Increasing number and complexity of communicable diseases.
- Need for partnerships to address disparities and increasing chronic diseases in specific populations.

Division Summary - Family & Youth Success

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	28,489,504	28,027,071	28,145,145	29,347,993
Operating Expenses		59,694,482	63,618,157	66,920,986	70,022,507
Capital Outlay		52,453	9,500	9,500	9,500
Expenditure Totals	**$**	88,236,439	91,654,728	95,075,631	99,380,000
Intergovernmental Revenue	$	48,375,809	49,243,979	52,551,490	52,935,784
Fees & Other Revenues		25,723,978	29,727,503	30,094,039	33,053,432
Revenue Totals	**$**	74,099,787	78,971,482	82,645,529	85,989,216
Number of FTEs		518.54	546.20	558.70	565.70

Highlights of FY 2004

Child Welfare & Child Mental Health

- By December 2003, had successfully increased foster homes to 178. Since July 2002, over 93% of children entering foster care have been placed in Wake County.
- Formed a partnership with St. Augustine's College and, even more importantly, with 30 local churches to recruit foster parents and to support families at risk.
- Child Mental Health and Substance Abuse program managers restructured their duties to focus on the development and assurance of effective community based services from external providers.
- Child Mental Health joined the Raleigh Police Department's (RPD) successful application for a grant for joint training and joint response to children witnessing domestic violence.

Clinical Strategies

- Experienced record low infant mortality and closed the disparity gap between white and non-white rates; increased percentage of children receiving scheduled periodic health assessments, and decreased prevalence of dental disease.
- Improved recruitment and retention of bilingual and bicultural front line providers.
- Implemented clinical "best practices," including screening for developmental and behavioral concerns in childhood, Pap-smear cancer screening, restorative dental care, and laboratory testing.

Family and Youth Success (continued)

Enhanced collaboration with child welfare and child mental health services to assure availability and integration of physical health screening, assessment and treatment

Family Support

Success of Vulnerable Populations

- Expanded PES successfully to 23 schools in the southern/eastern regions, including 138 families/267 children. Children showed improved educational outcomes and families showed greater involvement.
- Served 190 PES children and youth with summer programs at eight sites, including Garner and Fuquay-Varina High Schools, through the Making Magic program.
- Opened Tender Health Care, which provides the necessary nursing, therapy and education for nine children who are medically fragile, in the spring of 2003. Tender Health Care is a collaborative project with WCHS, NC Division of Public Health, Easter Seals of NC, NC Division of Child Development, Methodist Home for Children and others to create a child care for children birth to five who have special health care needs or who are technology dependent.

General Health of the Community

- Strengthened youth substance abuse prevention efforts by implementing evidence based group services (services that the specific literature has established as effective) for youth identified as high risk for abusing substances. The programming, provided in collaboration with Cooperative Extension and South Light, will serve over 200 high-risk youth annually when fully implemented.
- Implemented the Casaworks, a program designed to help women abstain from drug use and become gainfully employed, in the southern region. WCHS partners with Robeson Health Care to operate the facility. The program, which is one of eight in the state, represents collaboration and integration to accomplish multiple outcomes. Program outcomes indicate that residents complied with treatment and over 70% of all women entering the program became gainfully employed.

Disparities

- Served 228 families, 50% of them Hispanic, with significant outcomes related to improved access to physical and mental health care and to services to support healthy development and educational success through the Education, Health, and Community Outreach Team (ECHO).

Business Practices

- Completed the Fully Automated Child Care Subsidy system (FACCS) design and software development. This is a significant prototype for HS and for other counties and will be implemented in FY 03/ 04. This Internet-enabled system permits electronic attendance sheets from child care providers, building community capacity for small business owners.
- Completed software development and implemented electronic nutrition care plans for the WIC Program. This software reduces errors, facilitates access to information, and saves staff time.
- Brought eight youth providers in the southern region together and significantly expanded the regional capacity to serve a vulnerable population of school age children through the Making Magic program.

Family and Youth Success (continued)

Key Issues for FY 2005

- Implement process improvements in services for overlapping client populations. Encourage use of automation tools to improve collection and reporting of performance data.
- Continue working to meet increases in service demands from Hispanic families.
- Continued growth in student population will challenge the school nurse program. Access to County computer information through the Internet will improve the nurses' efficiency.

Child Welfare & Child Mental Health

- Continuation of the Family-to-Family grant funded program that involves the community and family members in solving child protection issues.
- Child Welfare will collaborate closely with community stakeholders to plan implementation of the multiple response system.
- Child Mental Health, together with Adult Services and Operations, will continue to work on implementing Wake County's local business plan for mental health services.
- Staffing needs to operate a Local Managing Entity and implement Mental Health Reform will be met through reassignment of current positions.

Clinical Strategies

- Continued and steady growth of 4-6% annually in under-insured and uninsured persons seeking care for well and sick children, prenatal and postpartum care, pre-pregnancy counseling, contraception, and cancer screening services.
- Continued growth and increased diversity in immigrant residents seeking clinical services and further stretching our ability to provide individuals the culturally appropriate care in native language compliant with Title VI of the Civil Rights Act.
- Increased expectations, under the Carolina Access II Medicaid managed care program, for improved case management of children to better provide a medical home, improve care management of chronic diseases (e.g., asthma, diabetes, seizure disorders, etc.) and decrease excess emergency room utilization and costs.
- Continued need to increase identification, referral, and enrollment of children in Early Intervention programs and services.
- Growing need to extend current services to traditionally served populations who currently "age-out" of eligibility, especially troubling for women who, without our clinical services, are unable to access cancer screening and health promotion services.
- Increased difficulty in providing dental prevention and education programs previously targeted to elementary school campuses with higher percentage participation in the free and reduced lunch program, as the Wake County Public Schools use economic indicators to achieve school diversity,
- Increasing complexity of drug treatment regimens for tuberculosis, HIV/AIDS, and persons with severe and persistent mental illness, requiring facilitated enrollment in patient assistance programs and increased pharmacy oversight of dispensed medications.
- Increased availability of new but more expensive technology and techniques in laboratory testing that improve accuracy and decrease turn-around time for results.
- Anticipated impact of Sunnybrook facility renovations on clinical services, both those now located off-site in rented space and those co-existing with construction.
- Possible erosion in Medicaid receipts for clinical services as ineligible immigrant and resident populations seek care.

Family and Youth Success (continued)

Horizon Issues in FY 2006 & FY 2007

Child Welfare & Child Mental Health

- Growth in the number of reports of child abuse and neglect. continue efforts to meet state standards for investigation and reporting. Pursue strategies that protect children and maintain the intgrity of the family whenever possible.
- Mental Health reform will cause the reassignment of current positions. Additional local funds are required to purchase needed services.

Clinical Strategies

- Impact of poverty and economic forces that increase the cost of private health insurance, increasing the reliance on public health care providers.
- Continued growth and diversity in immigrant and resident populations, not limited to Latinos and including populations from Asia, Eastern Europe, and West Africa.
- Possible Statewide implementation of enhanced Medicaid coverage for women of child-bearing age, to encourage pre-pregnancy counseling, contraception, and timely cancer screening.
- Initiation of targeted screening and treatment of common mild-to-moderate mental illness to blunt anticipated impact of funding restrictions and less inclusive eligibility for public services.
- Continued impact of Sunnybrook facility renovations.

Family Support

- The state of North Carolina, Division of Women's and Children's Health, is in the process of reforming the state's early intervention delivery system. This will require a shift from County mental health oriented services to the Children Developmental Services Agency (CDSA). The stakeholders in Wake County with input from the Local Interagency Coordinating Council have submitted a plan to the Division. The local plan calls for incremental implementation to be completed by July 1, 2005 (pending state approval). During the transition, we anticipate that the CDSA will contract with Wake County Human Services for some case management and direct services and some administrative functions. There is a potential reduction in County staff as a result of early intervention reform

Division Summary - Regional Centers

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	0	4,813,553	5,673,600	5,776,141
Operating Expenses		0	513,723	594,157	601,005
Capital Outlay		0	0	6,249	5,000
Expenditure Totals	**$**	0	5,327,276	6,274,006	6,382,146
Intergovernmental Revenue	$	0	609,783	609,783	610,283
Fees & Other Revenues		0	404,239	404,239	420,039
Revenue Totals	**$**	0	1,014,022	1,014,022	1,030,322
Number of FTEs		0.00	118.20	118.20	118.20

Highlights of FY 2004

Southern Regional Center

Many new initiatives have been added this year, including:.

- A blended Child Welfare team, which includes Child Placement Services, Child Protective Services - Treatment and Investigations, was assigned to SRC.
- The Wake County Sheriff's Office has located six deputies in the Center. The Sheriff's presence will present a much-needed service for the community members in the Region.
- Implemented Adult Protective Services to protect disabled adults who are abused, neglected or exploited.
- Began development of a Speakers Bureau to better inform and connect resources to the community.
- Developed a family support group to increase assistance for families that have members with mental illness.
- Began full-time lab services.
- An 18% increase in Food Assistance
- An 18% increase in Family Medicaid/NC Health Choice.
- A 21% increase in Adult Medicaid recipients.

Regional Centers (continued)

Eastern Regional Center

Services at ERC are experiencing a growing demand since opening in November 2002. Highlights include:

- A medical room was renovated to allow for a pharmacy and an injection room.
- Food Assistance cases increase by 33%.
- Work First cases increased by 39%
- Adult Medicaid enrollment has grown by 27%
- Family Medicaid enrollment has increased by 64%
- These new services began this year at ERC: Housing Weatherization Services, Joblink Support Services, and Adult Protective Services.

Key Issues for FY 2005

Regional Centers

- Support Educational Success initiatives focusing on successful employment results.
- Expand rural development strategies to include support of community coalitions and partnerships.
- Help clients with mental health crises maintain support through the provider network as an alternative to hospitalization.
- Enhance Child Support Enforcement services, providing full time coverage.

Horizon Issues in FY 2006 & FY 2007

Regional Centers

- Shifting of mental health care from an institutional setting to community-based care. The shift will require identification of new strategies and resources to meet the needs of clients who previously received inpatient treatment.
- The Centers will contunue to face growing demand for services.

Division Summary - Resource Management

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	10,062,451	8,650,387	9,300,137	8,617,946
Operating Expenses		8,441,246	8,747,761	8,296,888	7,641,636
Capital Outlay		121,680	629,566	629,566	478,000
Expenditure Totals	**$**	18,625,377	18,027,714	18,226,591	16,737,582
Intergovernmental Revenue	$	5,882,284	7,400,534	7,075,417	6,834,639
Fees & Other Revenues		3,741,404	2,784,564	3,450,352	2,532,968
Revenue Totals	**$**	9,623,688	10,185,098	10,525,769	9,367,607
Number of FTEs		158.10	160.10	160.10	160.10

Highlights of FY 2004

Operations

Information Management Unit

- Implemented a Service index, a single source of service related information available to clients via the Internet.
- Implemented a Child Care Subsidy Automation System.
- Implemented nutrition planning software for WIC services.
- Performed a total of 8 system upgrades for the Patient Care Management System (PCMS) in the Community Health arena and a total of 12 system upgrades for the Uni/Care System in the Mental Health arena.

Staff Development

- 540 employees trained in 23 different events.
- 364 employees participated in 12 team-building retreats.
- 130 community partners participated in 6 events.

Administration

- Continued improvements in automated financial reporting models and the maintenance of the department's on-line Fiscal User Guide has streamlined many daily tasks and enabled services staff to become more self-sufficient, resulting in increased efficiencies.
- The consumer enrollment process was drastically streamlined (both for internally and externally provided services) which resulted in cost savings (number of forms reduced, staff time reduced, etc.) as well as reduced the time to enroll the consumer.

Resource Management (continued)

- Wake County Human Services has over 1400 expenditure contracts, grants, and memorandum of agreement with partners, agencies, and vendors. The contracts represent over $87,733,909 in purchased services, accounting for approximately 42% of the total operating budget. The number of expenditure contracts decreased, because of redesign of the contract template requiring fewer contract addenda and better budget planning.
- Five (5) FTE Guardianship Practitioners with caseloads of 34 to 38 wards each serve 180 wards internally. Aging Family Services, a contractor, serves an additional 76 wards, while a second contractor, Area Services and Programs, serves an additional 22 wards.

Transportation Services

- Provided an estimated 101,000 trips, 64,000 service hours, and 1.5 million miles of service.
- Medicaid eligible trips accounted for approximately 60% of all services provided. Many of these trips are going to Wilson, Duke and Chapel Hill medical centers and clinics.
- Senior programs accounted for approximately 25% of all services provided. These trips are mostly for mid-day nutrition and recreation.
- The other sponsoring agencies make up the remaining 15% of the services provided. Trip purposes are for employment, vocational services, training, support groups, pre-school, dialysis, foster care visits, and other agency related activities.

Communications

- Helped develop the County-wide TV show requested by Commissioners and County Manager.
- Managed media demand for information and updates on public health crises involving the flu vaccine, Hurricane Isabel, mental health reform and childcare subsidies.
- Organized editorial board on mental health reform, resulting in positive editorial on HS approach and positions.
- Developing County-oriented programming for a Latino radio station.

Project Management Team Activities

- Executive Support – Designed agency-wide process for budget, work plan, quality assurance, business plans, and end-of-year report on accomplishments and agency prioritizations as well as provided education regarding the new process.

Key Issues for FY 2005

Operations-Administration

- The initiation of the Mental Health Reform stands as one of the driving issues for Operations.
- The requirements are largely in the realm of business practices, contracts, oversight, information systems, community capacity building and continuous quality improvement.
- The County's management of mental health services will be compatible with and extended to the other services within the agency.

Human Services

Performance Measures	FY 2003	FY 2004	FY 2005
	Actual	Actual	Objective
ESS			
Food Stamp recipients	32,343	40,456	n/a
Ghild support collections in Wake County	$26,051,965	$28,292,326	n/a
Medicaid recipients enrolled at end of FY	55,635	72,105	n/a
Community Health			
Percentage of TB cases completing treatment	96%	93%	95%
Incidence rate of syphilis per 100,000	2.7	2.2	2.0
Mammograms that provide early detection of Cancer	3	2	
Capacity building health programs, in hours	1,182	7,343	7,343
Clinics			
Infant Mortality Rate (per 1,000 live births)	6.2	5.5	n/a
White	3.7	4.3	n/a
Non-white	13	8.8	n/a
First visit wait list (in days)			
Prenatal Clinic	56	42	56
Women's Health Clinic	56	84	70
Child Health Clinic	83	79	70
Child Welfare and Mental Health			
Child Protective Services Investigations	3,051	3,382	3,600
Foster children placed initially in Wake vs Out of County	8%	6%	6%
Adoptions of special needs foster children	59	82	80
New Child Protective Service Treatment Cases	288	360	360
Adult Services			
Customers receiving services in a timely manner	96%	98%	97%
Customers receiving follow-up services as needed.	94%	93%	94%
Sustained reports of abuse & neglect	34%	37%	34%

Human Services

Performance Measures	FY 2003	FY 2004	FY 2005
	Actual	Actual	Objective
Operations			
% of actual expenditures compared to budget estimates	95.6%	98.8%	95.0%
Average turnaround time for payment of claims, in days	41	30.8	45
Cost Per Trip for Consumer Transportation Service	$27.88	$22.15	$20
Houses Rehabed through Housing and Community Revitilization	17	28	30
Family Support			
average monthly children in subsidized child care	6,346	6,012	5,800
average monthly waiting list for child care		1,934	2,200
Women and Infant Feeding (WIC) average monthly participation	12,400	13,581	14,500
% of school nurse referrals that lead to treatment	99%	97%	95%
Suspensions prevented by nursing intervention immunization	618	668	550
Kindergarten Health Assessments	375	393	300
Southern Regional Center			
Client Satisfaction	85%	88%	90%
Number of Visits	68,176	100,510	70,000
Eastern Regional Center			
Client Satisfaction	97%	96%	90%
Number of Visits	29,143	49,577	45,000

Medical Examiner

Department Summary

	FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$0	$0	$0	
Operating Expenses	$163,525	$200,000	$200,000	$200,000
Capital Outlay	$0	$0	$0	
Expenditure Totals	$163,525	$200,000	$200,000	$200,000
Number of FTEs	0	0	0	0

Department Description

The Medical Examiner is responsible for investigating deaths in the county that are unattended or occur under questionable circumstances. The Medical Examiner determines the cause and manner of death and orders an autopsy if necessary. If the death resulted from a criminal act or default on the part of another person, 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 that is supervised and financed primarily at the State level.

The fee for a Medical Examiner investigation is $75. Effective January 1, 1999, the fee per autopsy was increased from $400 to $1,000 per case. The respective county pays the fee for medical examinations 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 would no longer vide 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.

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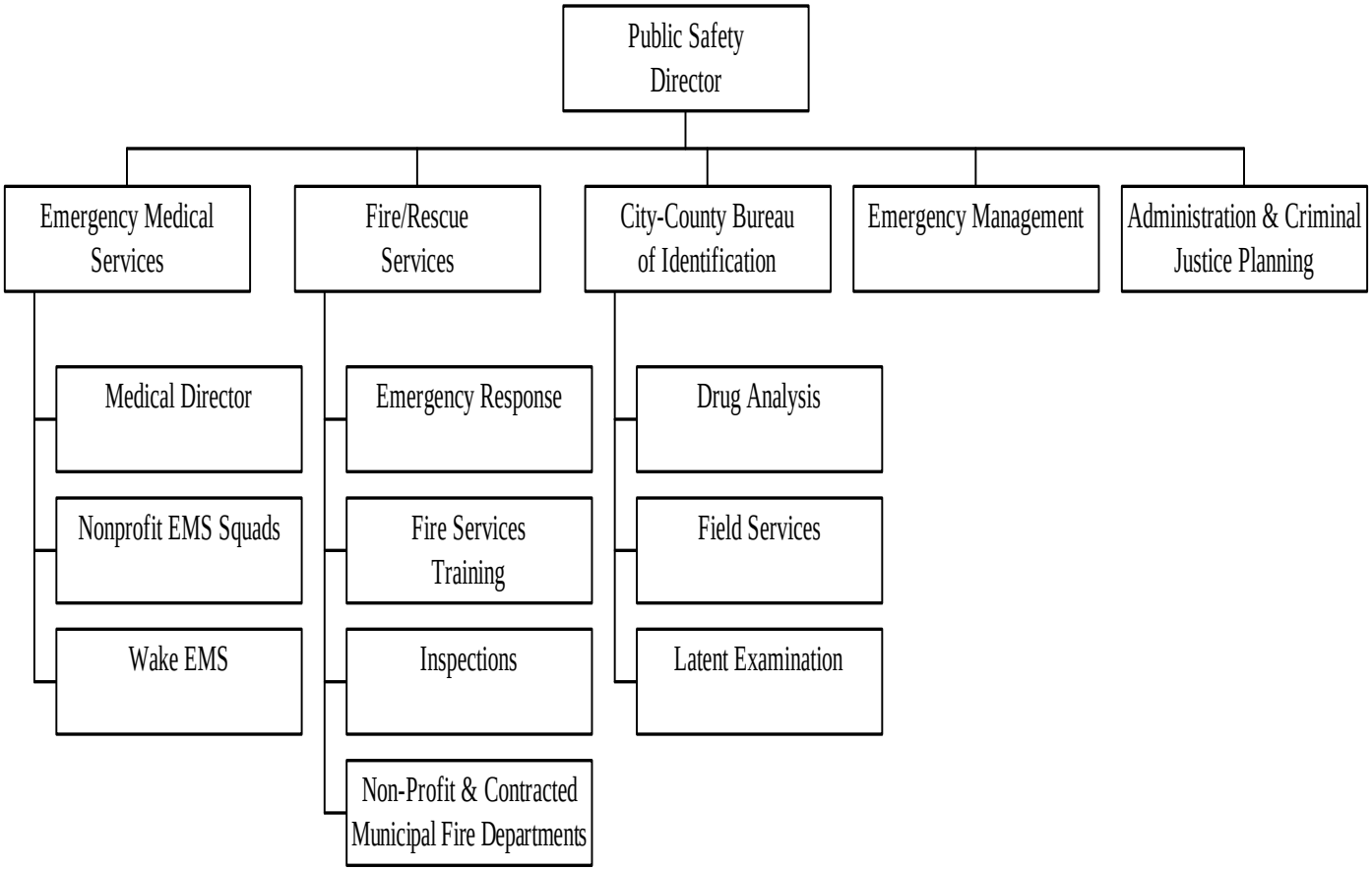

Public Safety Director
Emergency Medical Services
Fire/Rescue Services
City-County Bureau of Identification
Emergency Management
Administration & Criminal Justice Planning
Medical Director
Nonprofit EMS Squads
Wake EMS
Emergency Response
Fire Services Training
Inspections
Non-Profit & Contracted Municipal Fire Departments
Drug Analysis
Field Services
Latent Examination

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	11,616,317	11,863,294	12,283,657	12,770,855
Operating Expenses		5,519,695	7,270,939	9,350,687	9,860,500
Capital Outlay		543,845	207,430	1,250,418	1,150,137
Expenditure Totals	**$**	17,679,857	19,341,663	22,884,762	23,781,492
Intergovernmental Revenue	$	648,677	583,118	3,392,877	2,995,131
Fees & Other Revenues		6,581,914	6,052,741	6,332,741	7,205,376
Revenue Totals	**$**	7,230,591	6,635,859	9,725,618	10,200,507
Number of FTEs		209.00	209.00	209.00	217.00

Department Description

The Public Safety department has four primary service delivery divisions: Emergency Medical Services, Fire/Rescue Services, City-County Bureau of Identification (CCBI), and Emergency Management. In addition, the Public Safety department is responsible for general coordination of public safety issues among the county, municipalities, criminal justice system and appropriate outside agencies.

List of Major Services

- Emergency Medical Services (EMS) Division
- Fire/Rescue Division
- City County Bureau of Identification (CCBI)
- Emergency Management Division
- Administration Division

Division Summary - Emergency Medical Services

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	6,947,640	7,124,042	7,337,781	7,647,995
Operating Expenses		2,802,402	3,195,482	3,402,528	4,036,860
Capital Outlay		187,578	67,000	0	0
Expenditure Totals	**$**	9,937,620	10,386,524	10,740,309	11,684,855
Intergovernmental Revenue	$	1,096	0	105,633	105,633
Fees & Other Revenues		4,761,896	4,612,095	4,612,095	5,181,093
Revenue Totals	**$**	4,762,992	4,612,095	4,717,728	5,286,726
Number of FTEs		116.00	116.00	116.00	122.00

The Emergency Medical Services (EMS) division is responsible for the administration, training and support of EMS 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 in Wake County. In addition to responding to calls for emergency dispatches, the EMS division maintains continuing medical education activities and currently oversees 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 EMS, there are eight non-profit EMS squads with whom the County contracts to provide services across Wake County.

Business Plan Priorities

Emergency Medical Services

- Staff recruitment and retention
- Continuing medical education
- Resource deployment options
- Achievement and maintenance of "model system" status
- Integration of CAD, 800 MHz and Automatic Vehicle Location (AVL) systems into EMS operations

Emergency Medical Services (continued)

Highlights

Emergency Medical Services

- The Wake County EMS System continues to provide high-quality pre-hospital care under the direction of a NCOEMS approved Model EMS System plan
- Implemented a new fee schedule for services that mirrors categories of care by Medicare definition.
- Implemented a new CAD (Computer Assisted Dispatch) system on October 21, 2003.
- Assisted contracted Rescue/EMS agencies as needed.
- Expanded utilization of an automated scheduling program for personnel.
- Relocated two Wake EMS ambulances and three EMS supervisors to effectively address underserved areas
- Monitored system resource utilization and public safety using a system of emergency/non-emergency dispatching.
- Implemented the 800MHz Smartzone system for EMS in April 2004
- Reassigned EMS unit to the new Stony Hill Fire Station in March 2004

Division Summary -Fire/Rescue

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	1,104,996	1,127,994	1,164,044	1,079,759
Operating Expenses		532,946	563,720	563,720	595,703
Capital Outlay		5,564	1,600	1,600	3,300
Expenditure Totals	**$**	1,643,506	1,693,314	1,729,364	1,678,762
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		391,233	394,206	394,206	341,225
Revenue Totals	**$**	391,233	394,206	394,206	341,225
Number of FTEs		22.00	22.00	22.00	21.00

The Fire/Rescue division has four key program areas: emergency response, fire/rescue training, fire code enforcement/fire prevention and fire suppression. The division provides 24-hour/365-day-a-year emergency response staff to assist volunteer fire departments, EMS squads and local law enforcement agencies. Staff responds to emergency scenes to provide scene management, technical expertise, and fire investigations services. Fire/Rescue staff operate the Fire/Rescue Training Center to provide training in emergency operations and management to career and volunteer firefighters. The division inspects new and existing commercial facilities within the County's jurisdiction and the contracting municipalities and in all public school buildings countywide. The division also administers, monitors and supports all fire protection and emergency service contracts with 19 fire protection providers throughout the county, and serves as a liaison between Wake County government and the rural departments to provide system-wide planning and coordination. The Fire/Rescue division also provides personnel for fire suppression services for several rural fire districts and coordinates countywide HAZMAT services. Through a collaborative arrangement with contracting agencies, the division provides weekday staffing for fire and emergency response in the Rolesville, Western Wake and Stony Hill fire districts.

Business Plan Priorities

Fire/Rescue

- Fire code enforcement
- Emergency response to major incidents and fire origin and cause investigations
- Management services in support of contractual fire services
- Staff support of Wake County Fire Commission
- Fire and rescue training
- Fire suppression personnel agreement management

Highlights

Fire/Rescue

- Developed Open Burning Permit requirements.
- Implemented the recommendations of the USFA Fire Investigation Study.
- Continued to manage regulatory compliance in fire services.
- Provided continuing support to the Wake County Fire Commission.
- Provided end-user support to maintenance of the new Computer Assisted Dispatch (CAD) System
- Maintained expanded fire insurance district boundaries.
- Provided inspections for increased construction by the Public School System.
- Identified need for fire service capital improvement planning.
- Continued to implement the 800 MHz radio system.
- Revised Wake County's Fire Protection Ordinance. The State Building Code Council has adopted the International Fire Code as its model fire prevention code. Because of this transition to the International Fire Code and given the need to address local fire protection needs, staff will continue work to revise the County's fire protection ordinance.
- Increased use of portable live fire training props throughout Wake County.
- Developed standardized salary structure for fire service.

Division Summary - City-County Bureau of Identification

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	2,912,774	2,938,564	3,051,023	3,276,132
Operating Expenses		385,103	495,417	502,197	527,560
Capital Outlay		7,694	11,841	30,295	14,300
Expenditure Totals	**$**	3,305,571	3,445,822	3,583,515	3,817,992
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		1,018,930	1,022,000	1,022,000	1,069,943
Revenue Totals	**$**	1,018,930	1,022,000	1,022,000	1,069,943
Number of FTEs		61.00	61.00	61.00	63.00

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 and photographing evidence, to laboratory analysis of suspected illegal drugs, administration of "breathalizer" chemical tests for alcohol, maintenance of criminal fingerprint cards, and giving of 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. 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.

Business Plan Priorities

CCBI

- Forensic crime scene investigation
- Latent fingerprint examination
- Arrestee processing and chemical breath tests for alcohol

CCBI (continued)

- Laboratory services (includes forensic drug testing)
  Identification services for civilians (fingerprinting, backgrounds checks)
- Investigation support for local law enforcement agencies (line-ups, mug shots, computerized criminal histories)

Highlights

CCBI

- Improved average response time over the first seven months of FY04 to within-one-hour response 70.5% of the time.
- Maintained a one-week turnaround by CCBI's Forensic Drug Chemist on controlled substance analysis, compared to the State Bureau of Investigation's 90-day turnaround for the same service.
- Maintained a standard of two-week turnaround for all manual fingerprint comparison requests
- Added powerful case-management software by CCBI's Technical Unit that automatically tracks and explains any enhancements made to digitized images of fingerprints.
- Continued to make a high rate of fingerprint identifications using AFIS system.

Division Summary - Emergency Management

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	399,355	442,764	493,098	488,393
Operating Expenses		1,191,627	1,842,510	3,677,077	3,546,957
Capital Outlay		343,009	27,989	1,218,523	1,132,537
Expenditure Totals	**$**	1,933,991	2,313,263	5,388,698	5,167,887
Intergovernmental Revenue	$	413,048	240,204	2,941,789	2,544,043
Fees & Other Revenues		371,209	0	280,000	582,553
Revenue Totals	**$**	784,257	240,204	3,221,789	3,126,596
Number of FTEs		7.00	7.00	7.00	7.00

Emergency Management (continued)

The Emergency Management division coordinates and plans for emergencies that occur in Wake County, including each of its municipalities. 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, the County's homeland security programs and public safety communications projects.

Business Plan Priorities

Emergency Management

- Domestic Preparedness Program
- Metropolitan Medical Response System
- Volunteer “Citizens Corp” program for Wake County
- Municipal Partner Planning and Exercise Program
- Facilitator/technical-manager role in 800 MHz radio system development
- AVL system design

Highlights

Emergency Management

- Continued response planning for Harris Nuclear Power Plant
- Performed a 100% quality assurance check on all Tier II facilities for Hazardous Materials Response Planning
- Continued to work with the Wake County Domestic Preparedness Task Force to plan and coordinate preparedness enhancements using federal homeland security grant funds
- Implemented the 800 MHz communications system, including equipment installation and radio programming
- Planned, trained, and responded to significant incidents, including Hurricane Isabel

Division Summary - Administration

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	251,552	229,948	237,711	278,576
Operating Expenses		607,617	1,173,792	1,208,365	1,152,006
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	859,169	1,403,740	1,446,076	1,430,582
Intergovernmental Revenue	$	234,533	342,914	348,655	345,455
Fees & Other Revenues		38,646	24,440	24,440	30,562
Revenue Totals	**$**	273,179	367,354	373,095	376,017
Number of FTEs		3.00	3.00	3.00	4.00

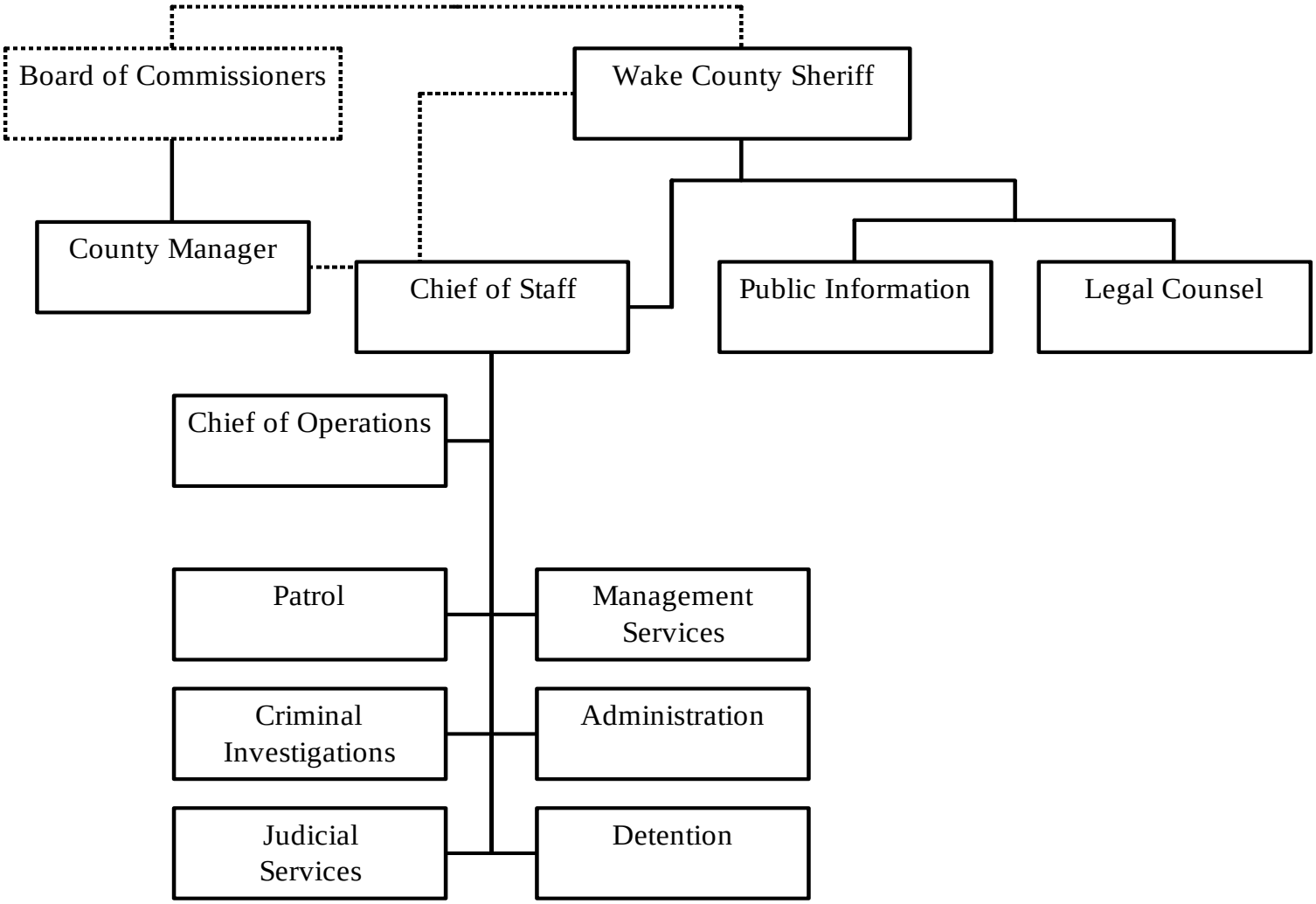
The Administration division manages and directs the implementation of policies and activities necessary to achieve broad public safety goals for Wake County. The division also controls detention costs through criminal justice planning efforts with various community partners.

Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
EMERGENCY MEDICAL SERVICES*			
90% Response time for an ambulance (Wake EMS only, emergency responses)	13:53 min	13:42 min	11:59 min
90% Response time for an ambulance (all Wake Co. service providers, emergency responses)	14:37 min	14:20 min	11:59 min
Number of treatments and/or transports (Wake EMS only)	11,411	12,500	13,750
Number of treatments and/or transports (all Wake Co. service providers)	27,682	30,500	33,550
Rate of Cardiac Survival (Utstein model)**	22%	21%	20%
FIRE/RESCUE SERVICES			
Percent of fire incidents in inspectable occupancies not caused by a condition in violation of State Code	7%	0%	5%
Percent of Fire Training Center Students that scored below 70% on pre-test and above 70% on post test	100%	97%	95%
Number of fire and medical incidents responded to by contracting fire departments	20,162	19,824	21,806
CCBI			
Response time from Officer request to CCBI agent arrival	Within 1 hour 67.7% of time	Within 1 hour 72.7% of time	Within 1 hour 75% of time
Percent of time staff evidence is admitted at trial	98%	100%	95%
Number of crime scene calls answered	8,935	9,197	10,000
EMERGENCY MANAGEMENT			
Rating percentage of emergency management programs, plans, and/or procedures above average	91%	90%	90%
Emergency Operations Center exercises and drills	5	5	3

* A new computer-aided dispatch system became operational in October 2003. Differences exist between the data collection structures in the old and new programs that preclude direct comparison of 2003 and 2004 response time data.

** The Utstein model measures success of cardiac arrest survival to discharge home for patients in ventricular fibrillation. This is the accepted standard in pre-hospital medicine.

Office of the Sheriff



Office of the Sheriff

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	28,414,004	32,056,502	32,949,245	33,776,827
Operating Expenses		7,713,760	8,254,044	8,895,782	9,947,433
Capital Outlay		476,240	83,981	156,981	278,000
Expenditure Totals	**$**	36,604,004	40,394,527	42,002,008	44,002,260
Intergovernmental Revenue	$	861,745	905,166	1,136,216	751,110
Fees & Other Revenues		2,901,500	2,830,338	2,956,338	3,524,500
Revenue Totals	**$**	3,763,245	3,735,504	4,092,554	4,275,610
Number of FTEs		578.00	648.00	648.00	648.00

Department Description

Philosophy of the Sheriff: "Serving the citizens is a privilege and not a right. It is our duty to serve all of the citizens of this county to the best of our ability, and serving these citizens is and will always be the purpose of our organization."

The Office of Sheriff is a constitutional office in North Carolina. The Sheriff is an official elected by the people of Wake County and is the chief law enforcement officer for the County. The Sheriff has jurisdiction throughout the county including both the incorporated and unincorporated areas and provides primary law enforcement for the unincorporated areas of the county. As the chief law enforcement officer for the County, the Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

List of Major Services

- Law enforcement
- Safety and security in the Wake County schools
- Detention and incarceration of inmates sentenced or awaiting trial
- Service of judicial process
- Courthouse security
- Other miscellaneous duties

Division Summary -Law Enforcement

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	18,026,855	19,086,283	19,883,102	20,545,761
Operating Expenses		3,712,898	4,501,856	4,685,787	5,408,508
Capital Outlay		204,355	72,000	63,000	178,000
Expenditure Totals	**$**	21,944,108	23,660,139	24,631,889	26,132,269
Intergovernmental Revenue	$	1,009,386	905,166	1,086,216	756,110
Fees & Other Revenues		788,627	713,338	713,338	746,500
Revenue Totals	**$**	1,798,013	1,618,504	1,799,554	1,502,610
Number of FTEs		372.00	374.00	374.00	374.00

Law enforcement. The Sheriff direct law enforcement duties include patrolling, responding to civil disaster events, preventing crime, serving domestic violence protection orders, investigating violations of the law, and apprehending law violators. The Sheriff also provides radio communications, evidence, and property control services related to the administration of law enforcement activities and transports all involuntarily committed persons to a mental health institution located outside of Wake County. The warrant squad of the patrol division serves civil and criminal warrants for arrest.

Safety and security in the Wake County schools. The Sheriff has the responsibility of providing school resource officers for high schools and middle schools in the unincorporated areas of the county. Additional school resource officers are also provided for middle schools in Raleigh and Wake Forest. These school resource officers are a vital element in the safety and security of students, faculty and staff of the Wake County Public School System.

Service of judicial process. 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 includes arresting persons and bringing them before the courts, seizing and selling personal and real property to satisfy court judgments and evicting tenants to return possession of premises to landlords.

Courthouse security. 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, the

Law Enforcement (continued)

personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances. In addition to courtroom security, the Sheriff is responsible, in coordination with General Services Administration, for the physical security of the entire courthouse.

Other Miscellaneous Duties. A number of other duties have been imposed as statutory duties of the Sheriff. These duties include: issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators residing in Wake County, registering video poker games located within the county, and issuing parade and picketing permits for the unincorporated areas of the county.

Office Priorities

- Expand K-9 Team.
- Add a second Special Response Team to respond to school emergencies and high-risk crisis events and to provide additional emphasis in high-crime areas.
- Expand home fleet to judicial services deputies to improve productivity.
- Fine-tune transition from VHF to 800 MHz radio communications system.
- Continue and expand Citizens' Well Check program for senior and disabled citizens.
- Reduce received-to-arrived response time.
- Increase patrol coverage and decrease officer/citizen ratio in unincorporated areas.
- Increase traffic safety.
- Expand and enhance inter-agency cooperation with and between Wake County law enforcement and Public Safety agencies and with state and federal law enforcement agencies.
- Expand and enhance community outreach efforts and community involvement.
- Implement new technology to provide for state-of-the-art system to meet growing needs of office.
- Identify and choose best alternative for law enforcement and detention training facilities.
- Implement strategy to maintain full employment through hiring process and hold training academy.
- Develop enhanced three year business plan.

Highlights

- Reduced turnaround time (received to returned) for civil process.
- Increased patrol coverage in unincorporated areas.
- Increased traffic safety through development and implementation of Impact Team.
- Expanded and enhanced inter-agency cooperation with and between Wake County law enforcement and public safety agencies and with state and federal law enforcement agencies.
- Improved terrorism, gang, and street-level drug activity planning and preparation.
- Expanded and enhanced crime prevention to include community outreach and involvement.
- Implemented Citizens' Well Check program for senior and disabled citizens.
- Implemented K-9 Team.
- Implemented Special Response Team to respond to school emergencies and high-risk crisis events and to provide additional emphasis in high-crime areas.
- Began transition from VHF to 800MHz radio communications system.
- Staffed the Southern Regional Center with investigators.

Division Summary - Detention

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	$	10,268,143	12,970,219	13,066,143	13,231,066
Operating Expenses		4,201,353	3,752,188	4,209,995	4,538,925
Capital Outlay		236	11,981	93,981	100,000
Expenditure Totals	**$**	14,469,732	16,734,388	17,370,119	17,869,991
Intergovernmental Revenue	$	45,850	0	50,000	0
Fees & Other Revenues		2,705,588	2,117,000	2,243,000	2,773,000
Revenue Totals	**$**	2,751,438	2,117,000	2,293,000	2,773,000
Number of FTEs		206.00	274.00	274.00	274.00

Detention The Sheriff is responsible for keeping and maintaining two separate detention facilities: the Public Safety Center Detention Facility and the Hammond Road Detention Annex. The Sheriff also transports prisoners to and from court appearances, to the various units of the North Carolina Department of Correction across the state, and to and from other sheriffs' offices in the state. Medical care for the inmates is provided by a full-time physician employed by the Sheriff, by a full-time nursing staff on duty twenty-four hours a day, and through contracts with external medical providers.

Office Priorities

- Control the cost of inmate medical care.
- Develop strategies to reduce average number of days in custody despite a continued decline in the cases eligible for pretrial release and a continued increase in the county's unemployment rate.

Highlights

- Developed and implemented Detention Transport Team.
- Fully utilized and staffed the 240 bed Hammond Road Detention Annex, resulting in a 22% reduction in over-capacity at the Public Safety Center facility.
- Outsourced detention commissary operations.
- Improved revenue collections from Department of Corrections for State detainees.

Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Law Enforcement			
Service calls	50,868	50,734	51,000
Response time (received to dispatch)	n/a	6.5	6
Response time (dispatch to arrival)	9.1	10.4	8
Arrests made	5,251	5,556	6,100
Warrants, Summons, Orders for Arrest	9,219	9,750	9,800
Civil process received	79,408	83,765	88,000
Execution and judgments collected	$2,502,437	$4,222,374	$4,500,000
Regulatory Duty			
Concealed handgun permits processed	1042	514	600
Pistol permits processed	12,430	11,386	12,000
Sex offenders registered	79	98	100
Detention			
Average daily population	890	1,059	1,200
Admissions from Intake	n/a	17,385	19,000
Law Enforcement - Investigations	**Cases Worked**	**Cases Cleared**	**FY 2005 Objective**
Regular Investigations	3,763	1,046	30%
Drugs and Vice	364	191	55%
Totals	4,127	1,237	35%

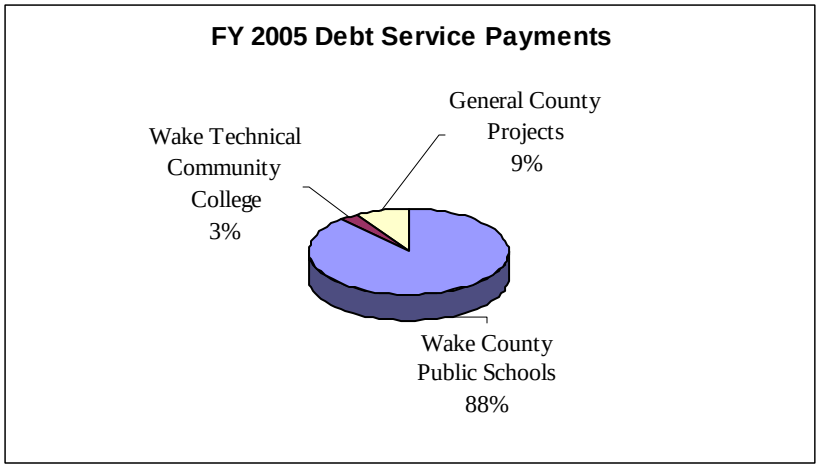
Debt Service

Wake County issues long-term debt under Constitutional and Legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assess the future impact of plan variables, is a strong management tool that is key to Wake County's continued success as a "AAA" government, as determined by the three rating agencies.

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, 2004 the outstanding general obligation principal indebtedness of the County totals $1.1 billion. During fiscal year 2004 the County issued $138 million of fixed rate bonds for schools ($101 million), criminal justice ($20 million), libraries ($17 million) and $124 million of variable rate debt for schools. In addition to this total of $262 million new debt principal over $83 million of old debt was refunded and replaced with new debt at lower interest costs. The County also issued $9 million to refinance Five County Stadium from taxable to tax-exempt bonds.

Agency	Amount
Wake County Public Schools	$104,677,115
Wake Technical Community College	$3,559,265
General County Projects	$10,149,328
Total FY 2005 Debt Service	$118,385,708

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 2004 totaled $117,853,709.



Debt Policies

The ability of Wake County to issue debt in the market place with a AAA bond rating saves the citizens millions of dollars by allowing the County to issue debt with a lower interest rate than non-AAA units.

Debt Planning Guidelines

Provide capital facilities as needed.

Preserve the County's AAA bond rating.

Ensure sufficient flexibility to meet future obligations and take advantage of opportunities.

The County will maintain a debt affordability model that assesses the future impact of the current bond programs as well as the dedicated funding stream used to finance the capital program. This model provides the County with a forecast of future debt capacity and associated debt service payments.

The County will maintain a CIP budget planning cycle of at least seven years. This will provide management the ability to plan and fund needed capital facilities.

The following revenues are dedicated to the CIP model:

16.5 cents of the ad valorem property tax;

The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital;

Any federal, state or local grants that are used for capital improvement;

Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income to the Debt Service Fund, which it uses to account for all its debt service payments. This dedication matches interest earnings on investments with interest expense on variable rate debt as economic conditions vary.

Debt Service Guidelines

Many ratios and rankings are reviewed by the rating agencies. The County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates; however, several are controlled by management and are addressed below. The County will compute the following debt calculations each year and benchmark against other AAA-rated units. When available, statistics are included with ratios from the 37 AAA-rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Capital Improvement Program.

Guideline 1: The Debt Service Fund will maintain a fund balance that is no less than the subsequent fiscal year's debt service payments through November. This limitation currently represents 19% of debt service payments. **The debt model currently meets this guideline.**

Guideline 2: The County's seven-year capital plan should be funded with debt funding comprising 70% - 85% of the total funding; cash ("pay-as-you-go") funding should make up the remaining 15% - 30%. Pay-as-you-go funding provides the County with a flexible cash flow so that the debt can be issued at the most opportune market time rather than when construction payments are due. A pay-as-you-go component to the capital program is a significant element that contributes to the financial integrity of the County and its ability to maintain a AAA bond rating. **The debt model currently meets this guideline.**

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the variable rate debt component should not exceed 20% of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the debt service fund. These revenue and expenditure (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many "AAA" units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. **Wake County currently has 19.7% in variable rate debt.**

Guideline 4: The average AAA- rated entity repays 70% of bond principal within 10 years, one of the factors considered by the rating agen-

cies. **Wake County will have 63% of bond principal paid within 10 years.**

Guideline 5: The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other AAA units. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population. Net per capita debt at June 30, 2003 was $1,267 and will be monitored annually.

Guideline 7: Wake County government's net outstanding debt should not exceed 2.5% of the countywide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. Consistent with the County's desire to maintain a AAA bond rating, Wake County has adopted 2.5% as a guideline. **The County's debt per assessed valuation is currently at 1.71%.**

		AAA Rated Counties			
	Wake	**Average**	**Median**	**High**	**Low**
Net Debt per capita	$1,267	$1,959	$2,074	$4,509	$215

Guideline 6: The combined County and municipal debt should not exceed four percent of the countywide tax base. Based on historical funding levels as well as 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 the 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 such as exist in Wake County. As of June 30, 2003, the combined debt was approximately $1,128 million or 1.7% (percent) of the countywide tax base.

Guideline 8: Wake County's annual debt service payments should not exceed 20% of the general fund and debt service budget.

The County's annual debt service payment will not exceed 20% of the General Fund and Debt Service Fund budgets. (Note: Divide total annual debt service payments by the totals of the General Fund expenditure budget plus the Debt Service Fund expenditure budget, less the transfer between the two funds.) This computation is a ratio that rating agencies use to judge the government's ability to make debt payments and to continue to respond to operating priorities. As of June 30, 2003 Wake County's debt service payments were 13.2% of the general and debt service fund budgets.

		AAA Rated Counties			
	Wake	**Average**	**Median**	**High**	**Low**
County and municipal debt as a percentage of tax base	1.7%	2.3%	2.0%	6.1%	0.1%

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Affordable Housing

Fund Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	$	3,359,279	3,699,518	3,595,518	2,675,027
Fees & Other Revenues		1,268,000	1,372,789	1,476,789	1,155,553
Revenue Totals	**$**	4,627,279	5,072,307	5,072,307	3,830,580
Personal Services	$	439,338	507,503	453,742	477,593
Operating Expenses		3,809,091	4,564,804	4,618,565	3,352,987
Capital Outlay		16,447	0	0	0
Expenditure Totals	**$**	4,264,876	5,072,307	5,072,307	3,830,580
Number of FTEs		7.50	8.50	8.50	8.50

Fund Description

Wake County's Housing and Community Revitalization (HCR) Program serves low income families by providing housing opportunities and neighborhood improvements. HCR will operate a budget in fiscal year 2005, with funds being generated from the following sources: Federal Community Development Block Grant (CDBG), $1,626,000; Federal HOME grant, $669,442; and Wake County allocation, $1,000,000. The program also uses revenues from loan repayments to fund additional projects. The amount in loan repayments projected for fiscal year 2005 is $129,000.

Priorities

Target populations with housing needs were prioritized by community representatives and Wake County staff to form a five-year strategic plan that began in 2000. Identified priority populations are as follows:

- Extremely low income individuals and families.
- Individuals and families with special needs.
- Low-income individuals and families.
- Homeless individuals and families.

HCR will address housing and community development needs over the next three years through the following three strategies:

- Rental housing production.
- Housing rehabilitation
- Public facilities improvements in low-income neighborhoods.

Highlights

Some of the selected rental housing projects currently proposed or under construction include:

Highland Village, a 17.7-acre mixed income residential development located at the corner of High House Road and Old Apex Road in Cary. It will contain 110 owner occupied units (80 townhomes and 30 condominiums), 50 family rental units and 100 apartments for senior citizens. The development also contains community facilities and a fitness center.

Families at Home, construction of a 10-unit apartment complex in Raleigh. All units are for formerly homeless families whose income does not exceed 30% of the median family income.

Hollenden Place. Purchase of a new 24-unit apartment building. 10 units will house graduates of the Healing Place of Wake County, Inc., the remaining 13 units will house graduates of Passage Home, Inc.'s transitional housing programs. All tenants will have income at or below 30% of median family income. The building will be a substance free zone at the request of the prospective tenants.

Housing Stock: HCR plans to continue the practice of partnering with developers to increase the stock of affordable housing. For the five-year period that began in 2000, Housing and Community Revitalization hopes to increase the number of units available to very low-income families by at least 250 units. Through this program, low-income families have an affordable way to repair their homes and maintain a safe, healthy and decent lifestyle. This program is funded through the US Department Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program. HCR also plans to repair the homes of 90 families between 2003 and 2006.

Statistics: Last year (July 1, 2002-June 20, 2003) HCR spent $3.7 million to assist 884 families-184 families received housing assistance through the production of new units or the rehabilitation of existing units. The average subsidy per family was $4,185-for families served with housing the average subsidy was $16,297 per family.

Currently, 25,562 apartments are needed in Wake County for families earning less than 40% of the median family income. By 2007, 29,556 units for this population group will be needed.

Capital Area Workforce Development

Fund Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	$	3,073,715	N/A	3,568,482	N/A
Fees & Other Revenues		0	N/A	0	N/A
Revenue Totals	**$**	3,073,715	0	3,568,482	0
Personal Services	$	852,383	N/A	1,110,509	N/A
Operating Expenses		2,182,931	N/A	2,457,973	N/A
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	3,035,314	0	3,568,482	0
Number of FTEs		6.55	12.55	12.55	12.55

Fund Description

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

Federal and state block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, and to dislocated workers and companies experiencing layoffs and closings. The labor force in Wake and Johnston counties numbers over 459,000 and there are 25,000+ employer locations.

Organizationally, Workforce Development is part of the County Manager's Office. Funding for these grants follow federal and state appropriations and are received throughout the year. Amendments to the project ordinance to include new funds are periodically presented to the Board of Commissioners.

List of Major Services

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

Business Plan Priorities

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

Highlights

Capital Area Workforce Development:

- Implemented the “Going Home Initiative”
- Implemented the Incumbent Workforce Development Program
- Staffed Workforce Investment Ace (WIA) Resource Coordinators at the Eastern and Southern Regional Centers
- Developed follow-up services quarterly newsletter
- Implemented internal tracking system for follow-up customers
- Developed and implemented follow-up goals and procedures
- Developed relationships with key businesses and employers for follow-up
- Re-chartered five Job-Link Centers (two at level two), two of which are upgrading to Comprehensive
- Received incentive funds for exceeding 16 of 17 performance measures in FY02
- Hired new accountability specialist to work with performance measures
- Became the first level two Job-Link in the state

Key Issues for FY 2005

- Reach agreement on cost sharing for Job-Link Center
- Federal WIA reauthorization or extension of current WIA
- New performance measures (common measures) calculations for 2004 and requisite training
- Enhance Job-Link Centers system with more integration and co-location
- Obtain funding to keep WIA Resource Coordinators
- Renew Job-Link Memoranda of Understanding with partner agencies
- Revisit operator designation
- Manage youth WIA contracts
- Manage Adult/Dislocated Workers WIA contracts
- Obtain additional incumbent worker funding continuing the process
- Provide training for common measures

Horizon Issues in FY 2005 and FY 2006

FY 2005

- Obtain continued funding for accountability specialist from NC Dept. of Commerce, Division of Employment & Training
- Enhance WDB connection to Economic Development
- Implement industry sector approach to Healthcare Workforce Development

FY 2006

- Re-charter Job-Link Career Centers at higher levels (FY07)
- Achieve total integration and co-location by all partner agencies

Major Facilities

Fund Summary

	FY 2003 Actual		FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	**Note: Fund established in FY 2004**	$	0	0	0
Fees & Other Revenues			26,807,100	26,807,100	22,602,000
Revenue Totals		$	26,807,100	26,807,100	22,602,000
Personal Services		$	0	0	0
Operating Expenses			26,807,100	26,807,100	22,602,000
Capital Outlay			0	0	0
Expenditure Totals		$	26,807,100	26,807,100	22,602,000
Number of FTEs			0.00	0.00	0.00

Fund Description

The major facilities fund receives revenues from the County's Occupancy and Prepared Food and Beverage taxes. Taxing authority was granted by the State of North Carolina for the purpose of using the proceeds to foster tourism in the county. Taxes on occupancy are collected by the City of Raleigh, a 6% tax on hotel and motel sales. Taxes on prepared food and beverages are collected by the County, a 1% tax on all prepared food and drinks sold at restaurants, grocery stores and food stands.

Proceeds from the taxes are distributed to the Town of Cary, the Greater Raleigh Convention and Visitors Bureau, the City of Raleigh and Wake County. Of the portions received by the City and the County, the interlocal agreement designates $1 million that can be allocated to each jurisdiction for use at their own discretion. The remaining funds must be allocated through interlocal agreements between the City and the County.

The most recent interlocal agreement funds the construction of a $200 million convention center and hotel. Construction of the hotel is a public/private partnership in which the private hotel developer is contributing $60 million to the project. 85% of the net proceeds available after meeting all other fund commitments will be used to service the debt incurred by the project. The remaining 15% is set aside for future projects.

Prior projects funded by the tax proceeds include the RBC Center, Explor*is* Museum, Five County Stadium, and the SAS Soccer Complex.

Revaluation Reserve

Fund Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	$	0	0	0	0
Fees & Other Revenues		1,016,380	975,000	975,000	975,000
Revenue Totals	**$**	1,016,380	975,000	975,000	975,000
Personal Services	$	0	0	0	0
Operating Expenses		1,253,640	975,000	975,000	975,000
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	1,253,640	975,000	975,000	975,000
Number of FTEs		0	0	0	0

Fund Description

Chapter 105, Section 286 of the North Carolina General Statutes requires counties to reappraise taxable real property at least every eight years. To assist counties in reserving funds to pay for such octennial revaluations, Chapter 153A, Section 150 requires the establishment of a revaluation reserve fund. This law requires an eight-year budget to be adopted immediately following the effective date of a revaluation in order to fund the next such revaluation. The budget includes the total projected amount needed for the revaluation and eight annual amounts that the County will set aside during the years of the octennium. These amounts should be as uniform in value as practicable.

State law further provides for the annual review of the budget to determine whether there is a material change in the cost projected for the next revaluation, with amendments to the plan adopted by the Board of Commissioners as deemed appropriate. Amounts deposited into the revaluation reserve fund may not be used for any purpose other than the revaluation of real property.

Wake County's last revaluation was effective January 1, 2000 and the next revaluation will be effective January 1, 2008. The County has transferred $975,000 into the fund annually since 2001, which will provide $7.8 million for the revaluation. Additionally, these funds have earned over $200,000 in interest to be applied toward the cost burden.

Priorities

- To provide adequate funding to meet the legal requirement to reappraise all taxable real property within the jurisdiction of the County
- To ensure a fair an equitable valuation of every parcel of taxable real property within the county

Revaluation Reserve

Highlights

- Fund balance at June 2003 was $2 million
- The Revenue Department partnered successfully with the North Carolina Association of County Commissioners to create a unified property tax software system in North Carolina. The department developed a comprehensive property tax administration, collection, billing and appraisal system for all types of property, including taxable and exempt, with the dual purpose of making the data more accessible.
- The department continues to work to refine the module that assists in the revaluation process, Computer-Aided Mass Appraisal (CAMA). The development of this module is being funded from the revaluation reserve fund and is scheduled for completion in time for the 2008 revaluation process.

Fire Tax District

Fund Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2005 Adopted Budget
Revenues				
Fire Tax Revenue-Operating	$	11,255,679	11,300,200	11,546,800
Fire Tax Revenue-Capital		3,751,893	3,652,900	3,735,200
Miscellaneous		92,532	-	-
Compensation Study Rollover		-	-	115,778
Fund Balance- for Equipment		-	328,479	200,000
Fund Balance- for Operating		-	-	507,659
Revenue Total	**$**	**15,100,104**	**15,281,579**	**16,105,437**
Expenditures				
Department Operating Budgets	$	10,245,343	11,056,829	11,624,851
Comp. Study Implementation		-	360,625	240,227
CAD Fire Costs		-	-	-
800 MHz Fire Costs		-	-	87,178
Toner and Voice Pager maint.		385	3,225	5,981
NC Forestry--Wildfire Prevention		-	58,000	62,000
Turnout Gear Program (New)		-	-	150,000
Defib. And TIC program		-	-	124,220
Small Capital		-	150,000	150,000
Emergency Capital Needs (New)		-	-	50,000
Other		542,744	-	-
Operating Total	**$**	**10,788,472**	**11,628,679**	**12,494,457**
Transfer to Capital		3,519,000	3,652,900	3,610,980
Fire Tax Total		**14,307,472**	**15,281,579**	**16,105,437**

Fire Tax District

Description

The County contracts with 19 departments to provide fire suppression and emergency services in the fire tax district. Fourteen departments are nonprofit corporations and five are municipal fire departments. The fire tax district includes the unincorporated area of the County and the town of Wendell. The departments use a combination of full-time staff, part-time staff, and volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, and provide fire prevention services in their districts. The 19 departments also strive to maintain high insurance ratings to save property owners on fire insurance premiums.

Highlights

- No increase in tax rate.
- Funding for the Wake County Compensation Plan, which adjusts firefighter salaries to meet system-wide minimums.
- $150,000 for "bulk purchasing" turnout gear.
- Approximately $274,000 for small capital, defibrillators, and Thermal Imaging cameras.
- Funding to reimburse Wake County for the fire services use of the 800 MHz radio system.

Overview of FY 2005 Budget

Wake County funds the departments through a special district tax, commonly known as the "fire tax." For FY 2005, the fire tax is set at 10 cents. Limited growth in revenue sets the stage for the FY2005 budget. Next year, the County's Revenue Department expects slower tax base growth and increased annexation in the fire tax district. Although the Budget Office estimates a higher collection rate than previous years, fire tax operating revenue will likely increase by just $250,000 over the FY2004 estimate. The limited revenue growth created many challenges in meeting the funding requests of the 19 departments, plus meeting prior obligations to implement a system-wide compensation plan, allocate funds for small capital purchases, and fund merit increases. To meet FY 2005 operating needs, fund balance is used to fund the purchase of small capital, as well as fund regular operating expenses.

Summary of Appropriations by Department

Non-profit Departments		FY 2003 Adopted Budget	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget	% Over/Under FY 2004 Current
Bay Leaf	$	946,866	1,002,636	1,010,902	1,110,154	9.8%
Durham Highway		702,125	712,141	718,078	734,153	2.2%
Eastern Wake		972,261	987,906	1,044,068	1,154,329	10.6%
Fairview		770,785	785,166	809,919	792,017	-2.2%
Falls		202,019	269,565	292,098	296,978	1.7%
Garner		817,631	854,636	860,328	843,668	-1.9%
Hopkins		261,202	374,091	390,429	399,225	2.3%
Rolesville		271,947	262,997	264,696	254,649	-3.8%
Stony Hill		392,877	499,261	523,694	562,773	7.5%
Swift Creek		333,491	365,561	376,622	384,009	2.0%
Wake Forest		237,427	241,740	250,350	259,007	3.5%
Wake-New Hope		737,999	837,064	842,898	829,323	-1.6%
Wendell		744,229	833,956	841,948	851,590	1.1%
Western Wake		559,276	582,851	611,036	622,728	1.9%
Total- Nonprofit	**$**	**7,950,135**	**8,609,571**	**8,837,066**	**9,094,603**	**2.9%**
Municipal Departments						
Apex	$	361,649	431,282	431,282	435,628	1.0%
Fuquay-Varina		955,788	960,010	960,010	990,154	3.1%
Holly Springs		228,342	267,415	267,415	272,586	1.9%
Morrisville		521,196	544,073	544,073	571,354	5.0%
Zebulon		234,091	244,478	244,478	260,526	6.6%
Total- Municipal	**$**	**2,301,066**	**2,447,258**	**2,447,258**	**2,530,249**	**3.4%**
TOTALS	**$**	**10,251,201**	**11,056,829**	**11,284,324**	**11,624,852**	**3.0%**

Horizon Issues

The Fire Services of Wake County face many challenges in the near future, including maintaining sufficient staff during an era of declining volunteerism, decisions on station location, and purchasing new apparatus. Each of these challenges will place a financial strain on the fire tax district. *The use of fund balance in FY 2005 is a short-term solution to a long-term problem*. This approach means that fund balance will not be available for operating expenses in FY 2006, and the fire tax fund will have less capacity for emergency requests. By using over $700,000 from fund balance and capital monies to cover FY 2005 operating expenses and equipment, we may face an even more difficult budget process for FY 2006.

This budget is approved with the understanding that the Fire Commission will commit to having a long-range business plan adopted by January 2005 that addresses staffing, station location, and apparatus replacement. The business plan must also recognize the fiscal realities presented by the fire tax district, which include:

- Wake County has a self-imposed fire tax limit of 10 cents,
- Revenue will grow at a slow pace in future years,
- The service area (the county's unincorporated area) is shrinking,
- Population growth in the service area is growing at a very slow pace.

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Emergency 911

Fund Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	$	853,138	984,000	984,000	1,219,722
Fees & Other Revenues		0	0	0	0
Revenue Totals	**$**	853,138	984,000	984,000	1,219,722
Personal Services	$	0	0	0	0
Operating Expenses		764,703	984,000	984,000	1,219,722
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	764,703	984,000	984,000	1,219,722
Number of FTEs		0.00	0.00	0.00	0.00

Fund Summary

The 911 fund collects revenue from a 25 cent surcharge on telephone bills. Funds must be used to maintain or enhance the County's 911 system. The majority of funds pay for the processing of 911 calls, while remaining funds are used for system improvements. The adopted budget includes no changes to the surcharge rate.

Solid Waste

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Intergovernmental Revenue	$	612,299	600,000	620,000	790,000
Fees & Other Revenues		18,938,127	18,664,430	24,892,379	16,667,400
Revenue Totals	**$**	19,550,426	19,264,430	25,512,379	17,457,400
Personal Services	$	554,613	667,333	669,436	978,552
Operating Expenses		17,847,472	18,597,097	24,842,943	16,478,848
Capital Outlay		0	0	0	0
Expenditure Totals	**$**	18,402,085	19,264,430	25,512,379	17,457,400
Number of FTEs		9.00	10.00	10.00	15.00

Program Description

The Solid Waste Management division implements directives from local, state and federal authorities. The Wake County Environmental Services Strategic Plan and the 10-Year Comprehensive Solid Waste Management Plan provide local operational direction for the division's activities. Federal and State statutes regulate the division's operations.

The County's solid waste management services are provided through the operations of twenty staffed long-term facilities, fifty-one drop-off sites that are open year-round, and thirty to forty seasonally-operated drop off sites each year. The activities are supported through an enterprise fund, generating revenue through tipping fees at the landfills for municipal solid waste (MSW) and construction and demolition debris (C&D) disposal, tipping fees at the MSW transfer station, the annual residential waste reduction fee, the sale of recycled material, and state, federal and private grants that are periodically obtained for various services and equipment. 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 (the SWMD) 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 only C&D waste. Post-closure care is required for construction and demolition landfills and other closed municipal solid waste facilities.

Transfer Station

The SWMD operates, through a contractor, the South Wake Transfer Station at the South Wake Solid Waste Management facility for the efficient and convenient collection and transportation of municipal solid waste for disposal. The Transfer Station accepts solid waste generated in the southern part of the county and transfers that waste to the North Wake Sanitary Landfill. Part of the waste is transported to a privately owned landfill in Sampson County as part of the operations contract renewal.

Enforcement

The SWMD is responsible for administering and enforcing the Wake County Solid Waste Ordinance and the Wake County Junked and Abandoned Vehicle Ordinance and the State litter law within Wake County. In addition, the SWMD ensures that all contractors comply with facility permit requirements and state & federal environmental regulations.

Convenience Centers

The SWMD provides disposal and recycling services to residential customers without charging a tipping fee through eleven (11) convenience centers located throughout the county. A unique aspect of these facilities is that they are open 12 hours per day, 364 days per year. A contractor provides full-time staff, equipment, collection and transportation services, and recycled material marketing for each location.

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 General Statutes.

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 Solid Waste Management facility and one is at the South Wake Solid Waste Management facility. Services include receiving and handling scrap tires; lead acid batteries, used oil, 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 municipal recycling programs.

Recycling

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

Household Hazardous Waste

The SWMD 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
As much as 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 & Marketing
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. The Solid Waste Enterprise Fund, starting in FY 2005, has appropriated $155,000 to operate the Keep America Beautiful program in Wake County. This program had previously been budgeted in the general fund. The move is in line with the organizational plans of the Solid Waste division.

List of Major Services

- Facilities and Operations
- Recycling Program Planning and Development
- Education and Outreach
- Administration
- Strategic Planning and Policy Development
- Developing collaborations with municipalities.

Business Plan Priorities

The departmental business plan is available in detail on the Wake County web site at the following address: http://www.wakegov.com/general/businessplans/. The full business plan provides additional information on the multi-year goals, strategic areas of focus, performance measures and key initiatives.

- Determine the best long-term waste disposal strategy for the County as a whole, by collaborating with all municipalities to evaluate and implement the best possible solutions.
- Develop and implement Wake County Government Model Environmental Program as the champion of sustainable business principles in the Triangle region. Areas of focus include waste reduction and recycling, product stewardship, procurement, progressive supply chain management, high performance facilities, and a comprehensive education/awareness program.
- Amend the County Solid Waste Ordinance - Private Hauler Licensing section to increase education and enforcement of the rules and regulations resulting in significantly reduced illegal dumping and roadside litter throughout Wake County.
- Facilitate countywide collaboration with schools, state agencies and municipalities regarding waste and recycling services, product stewardship, procurement and other environmental programs.
- Integrate waste and recycling collection services throughout the unincorporated areas with similar services that are provided by municipalities resulting in improved efficiencies, reduced costs, unified services and control of materials collected.
- Develop and implement comprehensive Marketing/Communications Plan to educate and inform all residents, businesses and schools in Wake County.

Highlights of FY 2003-04

Planning for Disposal Requirements:

- Long-Term Disposal. Inter-local Agreement signed by all thirteen jurisdictions to evaluate and decide on the best long-term disposal option for the County and municipal partners. Developing a Request for Expressions of Interest and selecting six qualified firms that have received the Request for Proposals to provide long-term

disposal services.

- C&D Waste Management. Developed new policy for Construction & Demolition (C&D) debris management. Brought stakeholders together to draft new ordinance requirements for C&D management. Partnered with private sector service providers, City of Raleigh, and other County agencies to provide information to builders about the waste they generate and how they should manage it. Developed informational flyer for building permit applicants that provides details on how to reduce waste and recycle usable material. Closed out both County-run C&D landfills, leaving local C&D disposal services to private companies. Successfully fostered new local businesses that recycle C&D material generated throughout the Triangle region.
- Implementing the Ten-Year Solid Waste Plan. Established six (6) committees to implement specific activities of the 10-Year Plan. Committees focus on the areas of the Plan as outlined by the North Carolina Department of Environment and Natural Resources' requirements. Three committees (Debris Management, Collections/ Transfer/ Disposal, and Communications/Education) are coordinating with existing sub-committees under the Managers' Committee through the Inter-Local Agreement for collaborating about long-term disposal.

Evaluating and Improving Ongoing Operations:

- Scrap Tires and White Goods. Analyze rules of the state programs and structure County programs to receive the maximum amount of funds possible. Assess current costs of programs and reduce costs while achieving improved services.
- Transfer Station. Re-negotiate transfer station service contract to improve service and achieve substantial savings
- School Recycling. Revamping the school igloo-recycling program. Partnered with WCPSS personnel, Certified Environmental Educators on County staff and private consultants to develop a new recycling system that will be the foundation of an environmental stewardship curriculum throughout the school system. Evaluated schools in the current recycling program, developed a pilot program to evaluate new system options for implementation in FY2004-05.
- Operating Electronics Recycling. Initiated product stewardship approach to electronics recycling by partnering with private recyclers and manufacturers of electronic equipment. Offer expanded services for recycling all electronic equipment from partnering manufacturers.
- Established a North Wake Landfill Citizens Committee. Developed the concept for, and established a citizens committee to assist in defining the best post-closure use of the landfill property and to address ongoing operational issues impacting the landfill neighbors. Promoted citizen involvement, providing technical resources from a variety of county, municipal and state agencies, supporting citizen input into helping make decisions that have long-term affect on the community surrounding the landfill.

Developing New Environmental Initiatives:

- Environmental Education. Developed and initiated implementation of Communications and Marketing Plan. Coordinating with municipalities re their education/information programs. Established event planning and tracking system to anticipate media requirements and pro-actively coordinate with other county agencies and municipalities.
- Environmental Stewardship Network (ESN) and Environmental Education/Environmental Instruction (EE/EI) Providers. Instrumental in EE/EI Business Plan development. Provide Chairpersons for two committees of the ESN and one for the EE/EI Providers. Those committees have been the most active and have met their goals.
- Electronics Recycling. Established and promoted electronic products stewardship and recycling through public-private collaboration. Operate full-time electronics recycling program.

Key Issues for FY 2004-05

Planning for Disposal Requirements:

- Long-Term Disposal. Recommendations to elected officials from the joint municipal-county long-term disposal committee regarding

the best long-term disposal option for those who want to partner. Initial implementation of the final decision by the elected officials, that may include development of a new transfer station, new collection systems in unincorporated areas, and a new landfill or disposal contract.

- C&D Waste Management. Draft and adopt with the City of Raleigh a C&D Recycling Ordinance. Establish new program that fosters private-sector development of reduction and recycling efforts. Assist new businesses that recycle C&D materials.

Evaluating and Improving Ongoing Operations:

- School Recycling. Roll out first phase of school's new recycling program. Initiate an environmental education program in schools that is tied to recycling and current Departmental issues.
- Operations at County Facilities. Obtain control over the operating issues at the North Wake MSW landfill by solving odor emissions through better landfill gas management and partial capping of side slopes. Maintain positive relationship with North Wake citizen's landfill committee. Clarify operating procedures at all County solid waste facilities.
- Convenience Centers. Evaluate Convenience Center demographics and operations data to develop long-term operations plan for a collection system in the unincorporated areas. Collaborate with municipalities regarding future collection systems in extra-territorial jurisdiction (ETJ) districts.

Developing New Environmental Initiatives.

- Municipal Partnering. Continuing with collaboration and partnerships with municipal counterparts. Continue moving toward county-wide solid waste management system that provides effective, efficient service that is sustainable through sound funding mechanisms.
- Enterprise Fund. Develop policies for establishing and maintaining health of the Fund. Develop a plan for establishing a rate structure that will allow long-term stability.
- Organization-wide Environmental Stewardship. Facilitating activities within the County government through ESN and EE/EI Providers. Developing innovative communication tools such as web-based portals, comprehensive events calendar; single-point source of information for County employees and officials.

Horizon Issues in FY 2006 and FY 2007

Bring various municipal and county waste management services together into a coordinated set of services that will be utilized in the most efficient and effective manner, and that will be sustained by a true-cost long-term funding mechanism.

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Risk Management

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Appropriated Risk Management Fund Balance	$	268,157	1,326,220	2,368,815	3,232,237
Dental: Employee & County contributions		1,069,626	1,255,000	1,255,000	1,293,119
General Fund Transfer: Other		2,500,000	1,000,000	1,000,000	1,000,000
Health: Insurance premiums		11,853,345	15,360,000	15,360,000	15,327,784
Interest Income		253,036	250,000	250,000	150,000
Other Sources		490,176	0	0	75,000
Revenue Totals	$	16,434,340	19,191,220	20,233,815	21,078,140
Personnel Services	$	182,709	189,548	189,548	241,163
Non-personnel operating costs		67,998	105,472	210,472	158,012
Claims and Natural Disasters		1,275,549	1,210,000	2,259,060	1,672,853
Dental Insurance		1,097,284	1,255,000	1,333,535	1,303,119
Health Insurance		13,186,958	15,462,500	15,462,500	16,776,864
Other Insurance Premiums (non-health)		623,842	968,700	778,700	926,129
Expenditure Totals	$	16,434,340	19,191,220	20,233,815	21,078,140
Number of FTEs		3.00	3.00	3.00	4.00

Department Description

The Finance Department is responsible for managing the Risk Management Internal Service Fund, which is used to pay for the administration and claims for Workers' Compensation, liability and property insurance and health and dental premiums for employees and retirees. The Risk Management Fund supports an ongoing effort to identify and control exposures so that operations and services are uninterrupted. Finance's Risk Management division is responsible for protecting physical, financial and human resources by reducing loses sustained through accidents, lawsuits or other occurrences that could jeopardize the County's financial integrity. When losses cannot be prevented, Risk Management's efforts ensure that the impact on County operations and finances is as minimal as possible.

List of Major Services

Safety training and inspection
Claims management and litigation support
Risk identification and control

Highlights

During the next three years, the Finance Department's Risk Management division will focus on the following:

Disaster Response and Recovery Planning
Planning for a catastrophe, whether natural or man-made, can make a tremendous difference in mitigating the loss of life and property. Risk Management will continue efforts to formalize disaster plans from each department into a coordinated Countywide Business Continuity Plan

Continued monitoring and development of the Owner Controlled Insurance Programs (OCIP)
An OCIP is a financial tool to consolidate and handle construction risks of County facilities. The successful FY04 referenda for schools and library construction increased the opportunities for the use of OCIP. Also, the Raleigh Convention Center Task Force has authorized a feasibility study of using OCIP for the Center's construction costs; if an OCIP proceeds, Risk Management will monitor the OCIP administration.

Policy Review
Risk Management will review the County's policies related to safety and liability, including those for blood-borne pathogens, fleet safety and accommodation under the *American with Disabilities Act.*

Employee Training
Wake County's favorable claims experience is due primarily to the fact that there are many experienced employees who have a good understanding of their risks and how to manage them. However, these demographics are beginning to change as long-term employees begin to retire. This transition creates an exposure that will be addressed through job-specific training, including training required by OSHA and training necessitated by any policy changes resulting from Risk Management's policy review.

Automating Exposure Identification and Statistical Information
The Safety Officer performs periodic, documented inspections of all premises and follows up on the correction of identified problems. Automating some of these processes could facilitate this work; accordingly, Risk Management is exploring the possibility of automating the tracking of employee training and immunizations, site inspections, and other related work.

Wake County Public School System

Summary

		FY 2003 Actual Expenditures	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Current Expense	$	198,600,519	218,701,514	218,701,514	231,570,793
Capital Outlay		4,399,481	4,998,486	4,998,486	2,834,207
Community Use of Schools		410,000	410,000	410,000	410,000
Debt Service		82,694,059	91,870,430	91,870,430	104,677,115
Expenditure Totals	**$**	286,104,059	315,980,430	315,980,430	339,492,115

Description

The Wake County Public School System (WCPSS), the second largest local education agency in North Carolina, provides regular and special instructional programs for children in kindergarten through high school. WCPSS provides such programs as early intervention for pre-kindergarten age children, school bus transportation, child nutrition, counseling, athletic programs, and other operations to support the instructional programs. The school system currently operates 82 elementary schools, 27 middle schools, 16 high schools, and six special/ optional schools.

The Wake County Board of Education provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State Board of Education. The Wake County Board of 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 increased instructional and non-instructional personnel, salary supplements, and other operating support. In 2004-05 the school system expects membership of 112,970, an increase of 4,000 students (or 3.7 percent) over 2003-2004.

During the 2003-2004 school year, 3,443 students were enrolled in charter schools and an additional 482 students are estimated by WCPSS to attend these schools in 2004-2005. The legislation providing for charter schools requires WCPSS to remit to each of the charter schools the local current expense per pupil funding for those students residing in Wake County.

WCPSS will open six new schools during FY 2005, including Carpenter Elementary, Forestville Road Elementary, Highcroft Drive Elementary, Turner Creek Elementary, Heritage Middle, and Knightdale High. These schools will add a combined facilities area of approximately 775,000 square feet. The total estimated operating costs for these new schools is $3.4 million.

For FY 2005, the total request by the Board of Education to the County Commissioners was approximately $239.4 million, an increase of $15.7 million (or seven percent) from the 2003-04 funding level. The financial model employed by the County to fund the school system takes into account the operational costs associated with opening new schools and the prior year's per-pupil costs applied to the projected membership for the coming year. Based on the model, the Wake County Public School System will receive just over $234.4 million, which represents an increase of $10.7 million (or 4.8 percent).

Goals

Goal 2003 was an achievement goal set by the Wake County Board of Education. The goal stated that by 2003, 95 percent of all students tested would be at or above grade level in reading and math as measured by North Carolina End-of-Grade testing at grades three and eight. While the schools fell just short of this target, the academic achievement gained during the Goal 2003 years led them to reach even higher for the next achievement goal.

On November 5, 2003, the Board of Education adopted an ambitious new goal for the Wake County Public Schools. Goal 2008 states, "WCPSS is committed to academic excellence. By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade (NC EOG) or Course tests, and all student groups will demonstrate high growth."

Priorities

- Increase the availability of challenging educational opportunities for all students
- Increase student participation and success in advanced classes at the high school level
- Increase the percentage of ninth grade students graduating from high school within four years
- Recruit, develop, support, and retain a highly qualified workforce to ensure student success
- Identify and seek resources necessary to support student success
- Build consensus support through community collaboration

Highlights

- The Wake County Public School System ranked third in the nation on the Top Ten List for "The Best Education in the Biggest Cities" as published in *Forbes Magazine.*
- Superintendent Bill McNeal was named the 2004 National Superintendent of the Year by the American Association of School Administrators.
- More than 85 percent of the schools in Wake County were honored as Schools of Excellence or Schools of Distinction as defined by the ABCs of Public Education, the statewide model for educational accountability adopted by the State Board of Education. To be awarded the title of School of Excellence, ninety percent or more of the students must test at or above grade level and meet expected or high growth for the year. No school in Wake County was listed as low-performing.
- The number of Wake County students attending charter schools is projected to continue expanding. Over the last three years, charter school membership increases have averaged approximately 450 students per year, with an increase of 309 students from the 2002-03 school year to 2003-04, and a projected increase of 482 students from 2003-2004 to 2004-2005.
- Projected WCPSS student membership is 112,970 students, an increase of 4,000 students (3.7 percent increase) over the 2003-04 school year.

Performance Measures

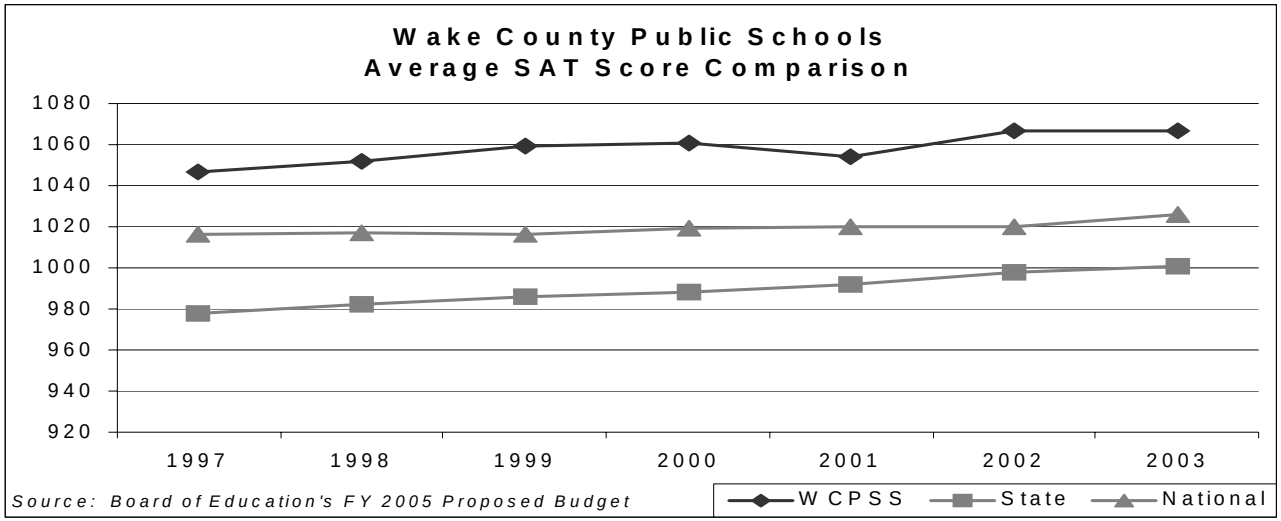
ABC PERFORMANCE RESULTS SUMMARY					
	1999	2000	2001	2002	2003
Number of Schools in ABCs Program	102	112	117	117	123
Schools of Excellence	8	9	30	52	49
Schools of Distinction	39	55	53	37	61
Schools of Progress (meets expected growth)				14	7

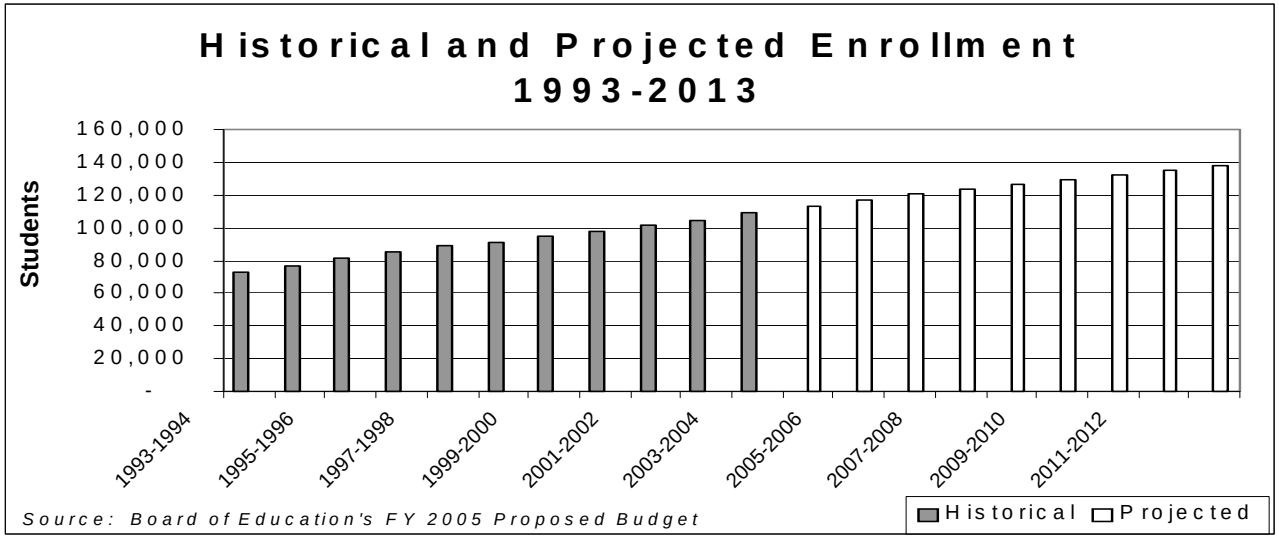
Schools of Excellence—90 percent or more of the scores achieved by the students in a school on mandated tests are in levels III or IV, and the school exceeds expected growth requirements.
Schools of Distinction—80-89 percent of the scores on mandated tests are in levels III or IV, and the school meets expected growth targets.
Schools of Progress—60-79 percent of the scores are in levels III or IV and the school meets expected growth targets.

WCPSS Achievement Levels Over Time Percentage of Students at Levels III and IV						
Reading	1999	2000	2001	2002	2003	2004
Grade						
3	80.4	83.1	85.3	87.6	89	88.1
8	87.1	88.7	90.6	91.4	92.2	91.6
Math						
Grade						
3	77.1	80	84	87.1	93.5	91.7
8	83.8	85.7	86.9	88.3	88.6	88

Level I—Insufficient mastery of knowledge and skills to be successful at next grade level.
Level II—Inconsistent mastery of knowledge and skills and minimally prepared to be successful at the next grade level.
Level III— Consistently demonstrates mastery of grade level subject matter and skills and are well prepared for next grade level.
Level IV— Performs in a superior manner clearly beyond that required to be proficient at grade level work.

Note: End of grade tests are designed to measure student achievement of the knowledge and skills of the NC standard course of study for students in grades 3 through 8.





Wake Technical Community College

Summary

		FY 2003 Actual Expenditures	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Current Expense	$	8,495,000	8,600,000	11,089,000	11,089,000
Capital Outlay		105,000	0	411,000	411,000
Debt Service		1,668,150	3,571,879	3,559,265	3,559,265
Expenditure Totals	**$**	10,268,150	12,171,879	15,059,265	15,059,265

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. With curriculum programs in more than 130 vocational, technical and college transfer specialties, Wake Tech offers two-year associate degrees, one-year diplomas and 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 sites: (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 specialized programs to assist displaced workers. Wake Tech provides leadership for a consortium of six community colleges that operate the Eastern NC Plastics Technology Center in Zebulon. Wake Tech also offers its curriculum at dozens of other sites across the County, including high schools, senior citizens centers and other community facilities.

On June 30, 2003, Wake Technical Community College's local current expense fund balance was approximately $2.28 million. The college's finance staff estimate that this fund balance will be reduced to a zero balance by June 30, 2004. The Board of Trustees requested current funding totaling $14.6 million, with an additional $39.5 million request for capital outlay. Wake Tech will receive $11.5 million from the County, which represents an increase of $2.9 million (or 33.7 percent).

Priorities

- Promote economic development and job creation in Wake County through partnerships with business and industry and through academic and technical education programs.
- Implement a ten-year Facilities Master Plan
- Maximize use of existing facilities and develop needed facilities to serve Wake County's rapidly-growing population
- Ensure that Wake County's citizens have the knowledge and skills to succeed in their careers

Highlights

- With enrollment exceeding 50,000, the college is experiencing a growth rate that is nearly one-and-a-half times the growth rate of Wake County's population. Wake Tech ranks among the highest in the North Carolina Community College System for utilization of its facilities.
- An economic impact study, requested by the Wake County Economic Development Commission and funded by the Greater Raleigh Chamber of Commerce Competitive EDGE II initiative, reported that Wake Tech's annual impact on the county's economy is nearly $300 million. For every dollar in state and county funding for the college, the return on investment is nearly eight dollars.
- The college continues to respond to increasing demands for expanded educational programs in bio-technology, public safety/homeland security, and technical curricula including alternative fuels, high-performance computing, and new medical technologies.

I. INTRODUCTION AND LONG TERM PHILOSOPHY

Wake County has a proud legacy of long-term planning and outstanding facility provision for its citizens. Continuing this tradition of excellence, it is important to approach today's capital improvements with an understanding of how they will affect the quality, quantity, and efficiency of services delivered in the future. Growth is a byproduct of a healthy and vibrant economy, and capital facilities and adequate infrastructure provide a foundation for that growth.

The County addresses current and future capital needs through both comprehensive master planning processes and critical needs assessments. The County's Capital Improvement Program (CIP) is a seven-year plan to provide and maintain facilities, land, and major equipment. Typically, capital projects are facilities or projects with a cost of $100,000 or more requiring longer than one year to complete. The CIP lays the groundwork for successful service delivery for future generations of Wake County citizens, because today's capital improvements impact the quality and quantity of public services delivered over the next ten to twenty years and beyond. The CIP is long-term oriented, anticipates future needs, and supports good stewardship of existing facilities.

When reading the seven-year Capital Improvement Program outlined in these pages, it is important to understand the relationship between the FY 2005 adopted capital budget and the CIP. The FY 2005 capital improvement budget represents a financial commitment by the Board of Commissioners for expenditures planned in FY 2005, the first year of the seven-year program. The projects and associated costs that are outlined for the remaining six years (fiscal years 2006-2011) represent a tentative plan for the future but do not represent firm funding commitments by the Board of Commissioners. In some cases, the cost figures in fiscal years 2006-2011 reflect cost estimates that will be further refined as design, engineering, and cost studies are completed during FY 2005 and beyond.

II. EXPENDITURES

Investment Priorities

The primary goal of the capital program is to ensure that quality services continue to be delivered to Wake County's citizens in a timely and efficient manner. The County ensures the delivery of effective and efficient services through its operating budget and through investments in renovations and new capital improvements that preserve the integrity of facilities, maintain the quality of current fixed assets and provide new services when needed. In determining what projects will be funded and when the projects should occur, the County evaluates all potential capital projects against the following ranked goals of capital projects:

1. Ensure life, safety, and basic environmental concerns. Investments in building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.

2. Provide operating expense savings. Investments such as energy-saving projects in buildings or building libraries instead of leasing space provide long-term benefits in terms of operating costs to the County.

3. Maintain the integrity of current capital assets. Projects such as roof replacements and space renovations that improve service delivery illustrate these types of projects

4. Improve existing facilities and infrastructure to meet emerging needs and higher service levels.

5. Without expanding the County's existing role, add new facilities based on approved plans. These types of investments include new libraries, detention facilities, regional parks, community school parks, affordable housing, regional centers, open space preservation and school construction.

6. Expand the County's service delivery role with investments in facilities or infrastructure.

7. Finally, match contributions by partners to support community infrastructure. Projects funded through the community capital projects account and the Major Facilities Fund represent this type of leveraged investment for community development and improvement.

Process

The County develops its long-term capital improvement program in four steps:

- **Comprehensive needs assessment and facility planning**
  Comprehensive needs assessment and facility planning is often undertaken through a master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants, and staff.

- **Project prioritization**
  Project prioritization occurs first and foremost in the master planning process. Adjustments are made, as necessary, on an annual basis through technical assessments of long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans' assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical teams of users such as the Court Facility Space Planning Committee and the Facility Planning Committee, or by the County's Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through its annual planning retreat and the budget process.

- **In-depth cost estimation and funding capacity analysis**
  On an annual basis, staff the from Budget and Management Services and Facilities Design and Construction departments conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Budget and Management Services department, in coordination with the Finance Department, revisits the funding capacity available in the seven-year capital horizon.

- **Diligent project management and implementation**
  Wake County has traditionally excelled in project implementation and management. Computerized project management systems and experienced project managers assure successful development of all capital projects. 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 over the useful life of the asset.

Functional Element Structure

This CIP document groups the capital projects into categories ("elements") according to complementary program goals. The seventeen elements are as follows:

- Affordable Housing
- Automation
- Community Capital Projects
- County Building Improvements
- Criminal Justice
- Fire/Rescue
- Libraries
- Little River Reservoir Land Acquisition
- Major Facilities Trust Fund
- Open Space Preservation
- Parks and Recreation
- Public Safety
- Regional Governmental Centers
- Solid Waste
- Water And Sewer
- Wake County Public School System
- Wake Technical Community College

The project funding details in each category are presented in the following manner:

- **Financial Summary:** FY 2005 appropriation; planned appropriations for fiscal years 2006 - 2011; funding sources and estimated operating impact for all years. All numbers have been rounded to the nearest thousand.
- **Seven-Year CIP Summary:** Synopsis of each category's physical and financial scope, and the timeframe for completing major projects and phases.
- **History/Background:** Master plans and/or major issues that shape the current activities and the future of service delivery in a particular field.
- **Project Accomplishments in FY 2004:** Summary of the previous year's efforts.
- **Horizon Issues:** Potential future projects not funded in the current CIP.
- **Operating Impact:** Future costs that will need to be paid from the County's operating budget to operate the facility.
- **Project Pages:** Where applicable, detailed pages about all individual projects in a category have been included to provide more detailed information regarding expenditure of capital dollars.

III. FUNDING

Wake County utilizes two fundamental strategies in funding its capital program. First, it has dedicated two funding streams specifically to the capital program; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital program is essential for the program's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside 16.5 cents of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from all funds to the capital program. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they assure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

Debt Funding

The County employees the use of long-term debt for funding the capital plan. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available), the interest rates incurred on the debt are very favorable, and voter-approved general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers assume proportionate shares of the cost and benefits of the facilities.

In FY 2005, the County plans to hold public bond referenda for financing open space ($26 million) and Wake Technical Community College ($40 million).

Financial Planning Model

The County utilizes a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact on three primary goals:

- Maintaining the debt service fund balance at a minimum level of 19% of the next year's debt service expenditures;
- Maintaining the debt-to-cash funding ratio between 70% and 85% over the life of the seven year plan; and
- Maintaining an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A copy of the financial planning model follows the Capital Improvement Program section of this budget document.

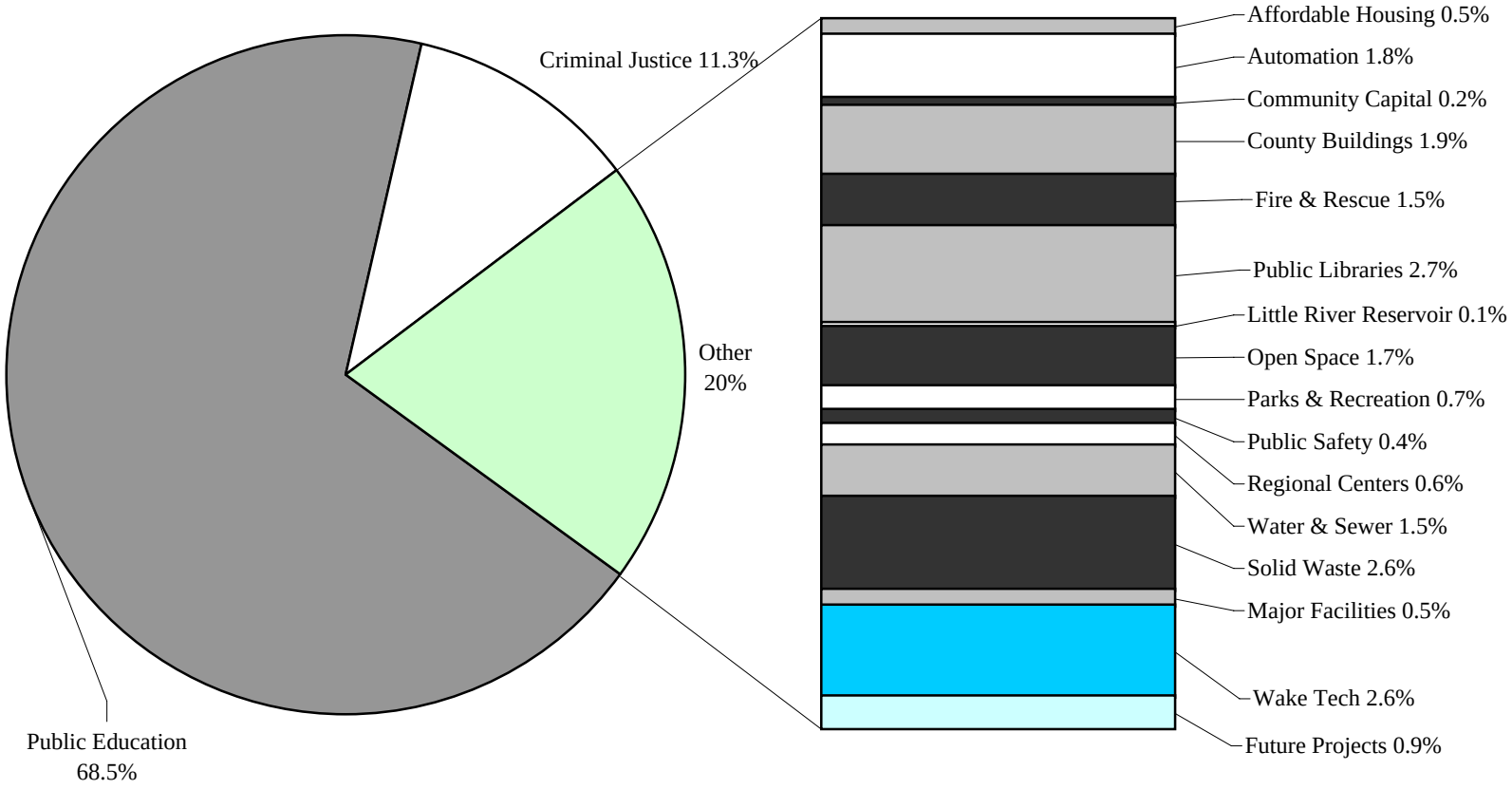
IV. HIGHLIGHTS OF FY 2005-2011 CIP

- **Wake Technical Community College -** $40 million to develop the North Wake campus, and for improvements at its existing facility.
- **County Building Renovations** – $1.2 million per year for minor repairs and renovations. Previously, these projects were funded through the operating budget.
- **Public Safety -** $5.6 million for defibrillator replacement, the beginning of a replacement cycle for 800 MHz radios for law enforcement, Automated Vehicle Location (AVL) technology for both EMS and law enforcement vehicles and a study of training facility needs for the Sheriff's Office.
- **Criminal Justice** – $16.2 million cost increase for the Courthouse, primarily for life safety improvements (bringing the building up to current codes for high-rise buildings, installing fire sprinkling systems, performing asbestos abatement activities).
- **Water/Sewer -** $11 million for land acquisition to begin development of a Western Wake Regional Wastewater System. It is planned that the towns participating in the regional project will reimburse the County for any funding expended for land acquisition.
- **Automation** – $8.4 million for new financial and human resources systems.
- **Libraries** – $42.4 million to support new regional libraries (Downtown, West Regional, and Northeast Regional), new branch libraries (Leesville and Holly Springs), improvements to existing libraries (Cameron Village Regional and North Regional) and audio books for the library system.
- **Open Space** –$26 million for open space land acquisition. The County is currently focused on acquiring properties within four critical watersheds, identified stream corridors and other areas of rural scenic and historical value.

SEVEN-YEAR SUMMARY

Financial Summary	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total
County Uses:								
Affordable Housing	1,052	1,067	1,067	1,067	1,067	1,067	1,067	**7,454**
Automation	8,271	6,331	2,500	2,500	2,500	3,208	3,232	**28,542**
Community Capital Projects	500	500	500	500	500	500	500	**3,500**
County Building Improvements	5,301	4,991	4,036	3,857	4,047	3,419	3,915	**29,566**
Criminal Justice	12,730	21,119	23,124	27,764	9,754	38,121	42,870	**175,482**
Fire	2,715	2,839	2,864	3,735	3,735	3,735	3,735	**23,358**
Libraries	14,177	10,042	5,282	4,904	4,323	3,517	200	**42,445**
Little River Land Acquisition	1,481	-	-	-	-	-	-	**1,481**
Open Space	3,000	3,000	5,000	5,000	5,000	5,000	-	**26,000**
Parks & Recreation	2,200	1,650	1,650	1,550	1,303	1,250	1,050	**10,653**
Public Safety	1,873	858	-	-	-	800	2,049	**5,580**
Regional Governmental Centers	-	1,178	3,230	-	-	1,352	3,706	**9,466**
Water / Sewer	3,311	9,526	4,170	3,813	775	775	775	**23,145**
Subtotal	56,611	63,101	53,423	54,690	33,004	62,744	63,099	**386,672**
Reserved for Future Capital Projects	-	-	-	-	5,727	1,315	6,699	**13,741**
Subtotal: County Uses	**56,611**	**63,101**	**53,423**	**54,690**	**38,731**	**64,059**	**69,798**	**400,413**
Solid Waste	250	8,350	12,000	13,000	900	650	5,500	**40,650**
Public Schools	158,142	157,505	160,100	9,425	204,200	193,400	179,650	**1,062,422**
Wake Technical Community College	5,000	35,000			-	-		**40,000**
Major Facilities	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**7,000**
TOTAL ALL USES	**221,003**	**264,956**	**226,523**	**78,115**	**244,831**	**259,109**	**255,948**	**1,550,485**
Sources:								
Bonds - Authorized	164,500	164,800	155,000	4,900	4,300	3,500	-	**497,000**
Debt - To Be Authorized	9,500	46,500	21,000	20,000	184,500	214,700	215,800	**712,000**
Hotel/Motel and Prepared Food Tax	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**7,000**
Solid Waste Bonds	-	5,600	11,000	5,600	-	-	5,000	**27,200**
Solid Waste Funds	250	2,750	1,000	7,400	900	650	500	**13,450**
Water/ Sewer Funds	695	663	631	-	-	-	-	**1,989**
Transfer In - Ad Valorem Tax	17,371	17,978	18,607	19,257	19,931	20,627	21,349	**135,120**
Other Funds	14,290	12,562	15,322	14,366	16,724	14,282	12,300	**99,846**
Capital Fund Balance Appropriation	13,397	13,102	2,963	5,592	17,476	4,349	-	**56,879**
TOTAL ALL SOURCES	**221,003**	**264,956**	**226,523**	**78,115**	**244,831**	**259,109**	**255,948**	**1,550,485**

CAPITAL IMPROVEMENT PROGRAM DISTRIBUTION
FY 2005-2011



FY 2005 APPROPRIATIONS

USES

Affordable Housing	$	1,052,000
Automation	$	8,271,000
Community Capital Projects	$	500,000
County Building Renovations	$	5,301,000
Criminal Justice		
Detention Facilities	$	5,000,000
Detention Security	$	865,000
Judicial Facilities	$	6,865,000
Fire/Rescue	$	2,715,000
Libraries		
Audio Books	$	750,000
Cameron Village	$	3,267,000
Downtown Regional	$	3,500,000
West Regional	$	3,001,000
Holly Springs	$	83,000
North Regional	$	1,530,000
Leesville Branch	$	162,000
Northeast Regional	$	1,884,000
Little River Land Acquisition	$	1,481,000
Open Space	$	3,000,000
Parks and Recreation		
Community Use of School Parks	$	750,000
Existing Facility Improvements	$	250,000
Yates Mill	$	1,200,000
Public Safety		
Law Enforcement Automatic Vehicle Location	$	994,000
EMS Automatic Vehicle Location	$	143,000
Defibrillators for Emergency Vehicles	$	674,000
Sheriff's Training Facility (Study)	$	62,000
Water and Sewer		
RTP Off-site Infrastructure	$	1,061,000
RTP On-site Infrastructure	$	250,000
Water/Sewer Plan Implementation	$	500,000
Western Wake Regional Wastewater	$	1,500,000
SUBTOTAL COUNTY CAPITAL	**$**	**56,611,000**

USES (continued)

Major Facilities Trust Fund		
Apex Performing Arts Center	$	150,000
Factory Kids Foundation	$	500,000
Fuquay-Varina Park	$	130,000
Garner Park	$	110,000
Future Projects	$	110,000
Solid Waste		
South Wake Landfill	$	200,000
Convenience Center Program	$	50,000
Wake County Public School System	$	158,142,000
Wake Technical Community College	$	5,000,000
TOTAL FY 2005 USES	**$**	**221,003,000**

SOURCES

Bonds - Authorized	$	164,500,000
Debt - To Be Authorized	$	9,500,000
Hotel/Motel and Prepared Food Tax	$	1,000,000
Solid Waste Funds	$	250,000
Water/Sewer Funds	$	695,000
Transfers In - Ad Valorem Tax	$	17,371,000
Other Funds	$	14,290,000
Capital Fund Balance Appropriation	$	13,397,000
TOTAL FY 2005 SOURCES	**$**	**221,003,000**

HORIZON ISSUES

The FY 2005-2011 CIP does not specifically fund the following projects; however, the projects are included as horizon issues for future Capital Improvement Plans. Additionally, those projects listed below in the County Building Improvements element are eligible to "compete" for any unallocated funding in the General Building Renovations - Major category.

ELEMENT	COST ESTIMATE
County Building Improvements	
8th Floor Wake County Office Building - Human Resources	$ 251,000
Regional Library/Center Renovations (Eva Perry)	$ 243,000
Bilingual - Remaining county facilities; ADA; millwork in Courthouse	$ 271,000
Criminal Justice	
Digital Video: Hammond Road 1A and Public Safety Center	$ 364,000
Public Safety	
Omnilink Software/Firmware	$ 600,000
Trunked Radio Redundant Simulcast Controller	$1,400,000
Backup Emergency Operations Center	$ 339,000
EMS In-Vehicle Navigation	$ 627,000
Primary EOC - Renovations	$2,204,000
EMS - Tri Data Study Renovations & New Facilities	$4,564,000
Mass Casualty Response Vehicle	$ 207,000
Field Communication Vehicle	$ 300,000
Automation	
Sheriff's System Upgrade/Replacement	Unknown
Mental Health System Upgrade/Replacement	Unknown
Planning/Permitting System	$3,000,000
Major Facilities Fund	
Five County Stadium Playing Field	$ 540,000
Regional Centers	
Transportation and Maintenance Center*	$1,500,000
Mental Health Reform/Crisis Assessment Center	Unknown
Wake Technical Community College	
North Campus/other future year needs	Unknown

* Represents the total project cost. Human Services is seeking a State grant to cover 90% of the cost ($1.35 million). The County's share would total $150,000. The County would only proceed if its costs were recouped from user fees.

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
WCPSS Plan 2004	$ 155,100,000	155,300,000	160,100,000	9,400,000	-	-	-	**479,900,000**
WCPSS Future Projects	3,042,000	2,205,000	-	25,000	204,200,000	193,400,000	179,650,000	**582,522,000**
TOTAL	**$ 158,142,000**	**157,505,000**	**160,100,000**	**9,425,000**	**204,200,000**	**193,400,000**	**179,650,000**	**1,062,422,000**
FUNDING SOURCES								
Bonds--Authorized	$ 150,000,000	150,000,000	150,000,000	-	-	-	-	**450,000,000**
Debt--To be Authorized	-	-	-	-	175,000,000	175,000,000	175,000,000	**525,000,000**
Cash	3,042,000	2,205,000	4,500,000	3,525,000	23,000,000	12,000,000	4,650,000	**52,922,000**
State--Public School Building Fund	5,100,000	5,300,000	5,600,000	5,900,000	6,200,000	6,400,000	-	**34,500,000**
TOTAL	**$ 158,142,000**	**157,505,000**	**160,100,000**	**9,425,000**	**204,200,000**	**193,400,000**	**179,650,000**	**1,062,422,000**
New Operating Budget Impact	**$ 3,600,000**	**3,200,000**	**1,900,000**	**1,200,000**	*****	*****	*****	**9,900,000**
Total Operating Budget Impact	**$ 3,600,000**	**6,800,000**	**8,700,000**	**9,900,000**	**9,900,000**	**9,900,000**	**9,900,000**	**58,700,000**

* The operating budget impact for all years may be revised once the school construction schedule has been finalized.

Seven-Year CIP Summary

The FY 2005-2011 CIP includes $1.06 billion to improve school facilities. Plan 2004 funds are primarily derived from bonds previously authorized by Wake County citizens and from the State Public School Building Fund. Beginning in FY 2009, future projects will largely be supported through debt that is yet to be authorized.

History / Background

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by about 3,000 students a year. By 2020, updated student population projections show an additional 55,000 students in the school system. WCPSS's Plan 2000 capital plan, one phase of an aggressive building program to provide facilities to accommodate projected growth is nearing conclusion. The next phase is Plan 2004, which addresses facilities needs through 2008 and includes funds to repair and renovate existing schools as well as for land acquisition, construction, and initial equipping of new schools. Wake County voters approved a bond referendum in November 2000 to support Plan 2000 and again in October 2003 to support Plan 2004.

Plan 2000

- A 31-member Citizens Advisory Committee for School Facilities Planning and Funding submitted its findings to the County in April 2000.
- Plan 2000 incorporated the recommendations of this committee into a new building program phase totaling $550 million ($500 million through general obligation bonds).
- Plan 2000 called for the construction of 14 new schools to accommodate the 111,000 students expected in County schools by 2004.
- Plan 2000 included extensive renovations to 32 schools and provided needed maintenance and repair to 61 other schools.
- The building plan also included funding for technology infrastructure, deferred maintenance, energy compliance, and code compliance.
- Plan 2000 included $20 million for planning and design work for Plan 2004.

Plan 2004

- Enrollment is projected at approximately 124,000 students by 2008.
- The Board of Education presented a priority list of projects totaling $867 million to the Board of Commissioners in April 2003. The Board of Education established its highest-priority projects and pared down the scope of Plan 2004 to a list of projects totaling $550 million.
- The adopted Plan 2004 includes 13 new schools, one pre-kindergarten center, 16 comprehensive renovation projects, and re-roofing and repair projects at 61 campuses.
- At its November 17, 2003 meeting, the Board of Commissioners approved a resolution appropriating the Plan of Record on the books of the County in the amount of $479.9 million. This amount represents new funds as follows:

Bond Proceeds	$450,000,000
State Funding	21,900,000
Pay-As-You-Go Funds	8,000,000
Total New Funds	$479,900,000

- The original Plan 2004 funding included $479.9 million from the capital plan and $26.9 million of savings from prior phases of the building program, for a total of $506.8 million. As savings are recognized from Plan 2002 and early projects in Plan 2004, it is anticipated that sufficient funds will be identified to meet the total funding needs of $550 million.

Project Accomplishments in FY 2004

- Heritage Elementary opened but used as swing space for Jones Dairy Elementary in Wake Forest.
- Cedar Fork Elementary opened as swing space for Northwoods Elementary. In 2003, Cedar Fork served as swing space for Kingswood Elementary.
- Turner Creek Elementary is scheduled to open as a new year-round elementary in Western Wake County.
- Heritage Middle opened as a new year-round middle school in Wake Forest.
- Salem Middle opened to its own school population.

Operating Impact

The school system provides the cost of operating and staffing the facilities and includes these costs in the annual budget that it requests from the County. The non-instructional operating costs (i.e. facility maintenance housekeeping and utilities) have recently been estimated to be $4.25 per square foot. Personnel costs associated with increased enrollment are not calculated here since many of these costs occur whether or not the new school is built.

WAKE TECHNICAL COMMUNITY COLLEGE

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Future Projects	$ 5,000,000	35,000,000	-	-	-	-	-	40,000,000
FUNDING SOURCES								
Debt--To be Authorized	$ 5,000,000	35,000,000	-	-	-	-	-	40,000,000
New Operating Budget Impact	$ 433,000	433,000	-	-	-	-	-	866,000
Total Operating Budget Impact	$ 433,000	866,000	866,000	866,000	866,000	866,000	866,000	5,629,000

Seven-Year CIP Summary

The FY 2005-2011 CIP includes $40 million for improvements and expansion for Wake Technical Community College (Wake Tech). Approximately 75% of the funding will be used for land acquisition, construction, and other costs related to the College's future North Wake Campus. Of the remaining funds, most are allocated for proposed renovation projects include renovating a portion of Holding Hall to house the Facilities Administration Staff, re-roofing multiple buildings, and undertaking needed mechanical and engineering projects.

History / Background

As part of the 1993 bond referendum, Wake County funded the construction of two new buildings (a new bookstore and a new automotive education center) for Wake Tech totaling $30 million. Since that time Wake Tech had not submitted a capital funding request. Wake Tech has been allocated approximately $33 million in State bond funds – $6 million for renovation and $27 for new construction. At its May 3, 2004 meeting, the Board of Commissioners received a presentation from the college, detailing its capital plans for its current site and the future North Wake campus. Funding to support a portion of their request will be included as part of the County's next bond referendum in the Fall of 2004.

NCGS §115D-32 requires the County to provide adequate funds to meet Wake Tech's needs for the following items:

- Plant Fund – Acquisition of land; construction of buildings; alterations and additions to buildings; purchase of automobiles, buses, trucks and other motor vehicles; purchase or rental of all equipment necessary for the maintenance of buildings and grounds and operation of plants; and purchase of all furniture and equipment not provided for administrative and instructional purposes.
- Current Expense Fund
    - Plant operation and maintenance, to include salaries of plant maintenance staff, maintenance and replacement of all furniture and vehicles funded with local dollars.
    - Support services, to include costs of insurance for the facility, motor vehicles, workers' compensation for those employees paid with local dollars, tort claims awarded against the institution due to the negligence of institutional employees, costs of bonding employees against misuse of local dollars, and all legal fees incurred in connection with local administration and operation of the institution.

Operating Impact
During FY 2005, Wake Tech will add 98,729 square feet to the current campus site. The cost to the County for these expansions is approximately $730,000, estimated using Wake Tech's plant operations and maintenance cost of $7.40 per square foot. This increase in operating costs is funded as part of the FY 2005 operating budget for Wake Tech. The facilities being funded at the North Campus with state bond funds will comprise approximately 117,000 square feet. The opening of these facilities is targeted for January 2006, which would increase the operations cost to the County at that time. Utilizing the $7.40/square foot cost estimate, the impact in FY 2006 would be $433,000 and would be $866,000 in the following years.

AFFORDABLE HOUSING

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Affordable Housing	**$ 1,052,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**7,454,000**
FUNDING SOURCES								
Cash	$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**7,000,000**
Program Income	52,000	67,000	67,000	67,000	67,000	67,000	67,000	**454,000**
TOTAL	**$ 1,052,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**1,067,000**	**7,454,000**
OPERATING IMPACT	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Seven-Year CIP Summary

The FY 2005-2011 CIP includes $7.45 million for Affordable Housing, of which $1.05 million is allocated in FY 2005. The County loans funds to for-profit and nonprofit developers to create affordable housing for working families earning 40% or less than area median family income. Developers repay the loans over a 20-30 year period. The County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, a total receivables portfolio of $14.6 million ($3.35 million of County funds and $11.25 million of federal and state loan contributions) exists; the County portion of the portfolio is projected to generate $51,553 in revenues through loan repayments in FY 2005.

Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. For FY 2005, proposed CIP activities include:

- A loan to Evergreen Construction for Autumn Trace, a proposed 34-unit apartment complex in northeast Raleigh;
- A loan to Habitat for Humanity of Wake County for Capital Pines, a proposed 18 unit low-income, single-family development off Capital Blvd.;
- A loan to DHIC for Carlton Place, a proposed 80-unit apartment complex near downtown Raleigh;
- A loan to Passage Home for Hollenden Place, a 24-unit apartment in northeast Raleigh;
- Rental Assistance for 20 Families; and
- A loan to Community Alternatives for Supportive Abodes for Waterbrook Apartments, a proposed 60-unit apartment complex in east Raleigh

History / Background

Through the CIP's Affordable Housing element, the County increases the supply of affordable housing for Wake County's low-income working families and families that are unable to work because of a disability. Wake County administers its affordable housing initiative through the Housing and Community Revitalization (HCR) Division of the Human Services Department. In addition to County Capital Improvement Funds, HCR's annual budget also consists of federal Community Development Block Grant (CDBG) funds and HOME funds.

The 1999 Housing Affordability Task Force Report is the basis for the County's affordable housing initiative. The report describes the number of

additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall.
The Housing Affordability Task Force's 1999 report recommended the following:

- Increase the supply of affordable rental units by creating an additional 80-100 units each year throughout the county for five years.
- Improve the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units.
- Provide services necessary to help families obtain and maintain affordable housing.
- Improve the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, and the building or repair of sidewalks.

Wake County's Housing and Community Revitalization (HCR) division administers the following programs throughout Wake County in the unincorporated areas and all municipalities excluding Raleigh, Holly Springs and Cary.

- Housing Rehabilitation: HCR makes loans to help homeowners and investor-owners repair their sub-standard houses. The loans are amortized at a 0-3% interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program operates on a scattered site basis and provides loans for approximately 30 families per year.
- Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services, increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 353 families in FY2004-2005 through public facility improvements.
- Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the median area income. Support services are provided, as needed. HCR estimates that it will serve approximately 107 families in FY 2004-2005 through rental unit production.

Project Accomplishments in FY 2004

HCR expects the following projects to be completed in FY04. These projects are jointly funded by HCR's funding sources (CDBG, HOME, and CIP):

- 30 homes rehabilitated and 14 emergency grants to address immediate repair needs on homes (roof, heat, well repairs).
- Repairs to Epiphany House - permanent rental housing for 13 homeless women in Raleigh.
- Acquisition and rehabilitation Matthews House - permanent rental housing for six homeless families in Raleigh
- Construction of Lennox Chase complete – permanent rental housing for 36 homeless men and women in Raleigh.
- Sidewalk construction on West Road in Rolesville, on Bridge and Lawrence streets in Fuquay-Varina, and on North Academy and Johnson streets in Cary.
- Road pavement on Bobbitt, Knott and Hall streets in Wendell.

Operating Impact

The operating impact (staff and materials) of affordable housing capital investments is covered through grant funding.

AUTOMATION

Financial Summary								
	FY 2005	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
USES								
CIP Automation	$2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**17,500,000**
Digital Aerial Photography	596,000	617,000	-	-	-	708,000	732,000	**2,653,000**
Financial and Human Resources System	5,175,000	3,214,000	-	-	-	-	-	**8,389,000**
TOTAL	**$8,271,000**	**6,331,000**	**2,500,000**	**2,500,000**	**2,500,000**	**3,208,000**	**3,232,000**	**28,542,000**
FUNDING SOURCES								
Cash	**$8,271,000**	**6,331,000**	**2,500,000**	**2,500,000**	**2,500,000**	**3,208,000**	**3,232,000**	**28,542,000**
OPERATING IMPACT	*	*	*	*	*	*	*	*

* The operating cost of Automation depends on the mix of projects selected for funding throughout the year; therefore, operating costs have not been estimated.

Seven-Year CIP Summary

The FY 2005-2011 CIP includes $28.5 million to support automation.

- Future technology investments will ensure that the County's technical infrastructure remains secure and is robust enough to handle the data transport and storage needs of the organization.
- Continued focus will be placed on changing the way information and services are delivered to take advantage of the options that technology provides. These changes will affect both internal operations and how the County relates to the community.
- Additionally, focus will be placed on servicing an ever-growing non-English-speaking population, balancing the ease of access to public information with privacy concerns, linking geographically-based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.
- Funding to update the County's digital ortho-imagery database (aerial photography) has been provided over a two-year period in FYs 2005 and 2006 and again in FYs 2010 and 2011. These updates, recommended every five years by GIS, ensure that the land-use data is current when analyzing planning, zoning, environmental management, open space, flood plain delineation and other spatially-oriented issues.
- Funding is also included for the replacement of the County's financial and human resources systems.

History / Background

The County's Automation program invests in three categories:

1) Computer equipment: Funding for replacement PC needs, associated network devices (such as network printers and plotters), and repair and refurbishment materials;
2) Enterprise infrastructure: Funding to maintain and improve the County's data network, including network equipment, servers, backup and recovery systems, licensing for enterprise services, and security hardware and software; and
3) Business applications: Funding to provide technology improvements to the daily operations in specific service delivery areas; these investments often involve efficiency gains from improved work processes, data collection, information processing, analysis and reporting.

AUTOMATION

The County's current approach to automation has been shaped by the following plans and activities:

- In 1995, the County conducted an analysis of departmental business goals to understand the organization's technology needs. From this, it created a Strategic Information Plan, which was published in 1996.
- The County first updated the Strategic Information Plan in 1999, reflecting the definition of organizational standards for computer equipment, basic desktop operations and the application development environment.
- In FY 2001, Wake County created an e-Government Steering Committee that is charged with guiding the County's efforts in providing more electronically-based opportunities for Wake County Government to communicate with its citizens, business partners, employees and other interested parties.
- In January 2002 the e-Government Steering Committee created an e-Government Vision and Strategy document that provided the vision for the County's efforts in the area of electronic government and also provided the strategic direction for the work to be undertaken. The electronic options considered as "e-Government" initiatives include communication via the County's Web site, networked computer systems and "intelligent" telephone systems.
- In 2002, the County again updated the Strategic Information Plan, creating a three-year Strategic Technology Plan (STP) that outlined goals, strategies and key initiatives for the 2002-2005 time period in the three main areas of electronic services to customers, technical infrastructure maintenance and computer equipment provision and support. Since the STP's completion, Information Services has incorporated the STP's key elements into its annually-updated business plan.

The 2002-2005 Strategic Technology Plan (STP) outlined goals, strategies and key initiatives. The goals focus on providing electronic options for service delivery, maintaining a secure and reliable technical environment, and providing adequate hardware and software to support the business needs of the organization. The STP emphasizes the value of moving toward more electronic accessibility to information via the e-Government strategic initiative. It also highlights the importance of completing the integration of land-related data systems that was begun during the prior planning period. Finally, emphasis is placed on disaster recovery and business continuity planning and on implementing privacy and security measures.

The Plan's key goals are as follows:

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

Project Accomplishments in FY 2004

Computer Equipment:

- Purchased and deployed 650 desktop PCs and 175 laptops to meet replacement and new staffing needs
- Rebuilt and redeployed 50 desktop PCs
- Upgraded or repaired 1,500 desktop PCs and laptops

Enterprise Infrastructure:

- Rebuilt the Oracle application and database environments using the Oracle 9i RAC architecture to increase capacity and improve performance
- Upgraded the Notes/Domino application and database environments by adding two application servers and an additional failover server
- Established the SQL application and database environment
- Upgraded wide area network service for the Human Services and General Services Administration campuses to increase data transport speeds
- Upgraded the Interactive Voice Response unit environment which serves the Revenue and Building Inspections business units
- Installed anti-spam and host-based intrusion detection security infrastructure
- Installed software to provide increased search capability on the County's web site
- Implemented server and router replacement schedules

Business Applications:

- Installed an automated phone attendant system to handle calls for common information during Emergency Operation Center activations
- Installed software to allow citizens with visual disabilities to be able to see the screen and use public computers in the library branches
- Installed new hardware and software which handles library book renewals by phone and calls patrons to notify them of the arrival of books placed on hold
- Installed a software tool to analyze traffic on the WakeGov.com web site which will provide information on how to improve the site
- Developed and implemented software to track technology projects from the project request stage through the completion stage which includes a central repository for project management documents and a time tracking system
- Completed an initial assessment of the automation system options to support mental health reform initiatives
- Installed a web-based interface to the County's building inspection data to allow contractors to get the results of inspections on the same day
- Initiated a project to acquire a system to track homeless individuals in Wake County to meet federal funding requirements
- Continued work on a multi-year project involving the upgrade of the County's GIS software and the integration of key GIS components with the upgraded Computer Aided Mass Appraisal (CAMA) system

Horizon Issues

The FY 2005-2011 CIP does not contain funding for the projects identified below; however, the projects are contemplated in the Information Services Department's FY 2004-2006 Business Plan and are included as potential horizon issues for future Capital Improvement Plans.

Sheriff's System Upgrade/Replacement Assessment – Estimated cost unknown

The Sheriff's Department currently utilizes several HTE application software modules including Crimes Record Management, Jail Record Management, Return of Service, Probation and Magistrate to support operational requirements. The system was installed in 1991 and runs on the AS/400 platform. Several other ancillary systems support the Sheriff's office, CCBI and PSC staff including: Automated Fingerprint Identification System (AFIS) and the Livescan Fingerprinting system from Printrak International, Photo Booking and Photo Lineup system from DDSI and a document imaging application for CCBI. Focus will be placed on assessing the current automation system supporting the Sheriff's department and determining the scope of improvements required to improve the current system as well as investigating more comprehensive criminal justice data systems available in the marketplace.

Mental Health System Upgrade/Replacement - Estimated cost unknown
Focus will be placed on upgrading or replacing the existing Unicare Mental Health System with a new system that meets the requirements of the State of North Carolina's Mental Health Reform initiative. The Human Services Information Management Unit will manage the technical side of this project. The project will require significant IS Department staff resources to establish the technical environment for the new system and to determine ongoing support needs. A significant impact on the infrastructure – hardware and software – is expected. Staff from the Information Services Department will work closely with the e-Government staff and with the HS Project Manager and project team to create the description of the project, determine its scope and approach, and, if approved, carry out the project.

Planning and Permitting Data System Project – Estimated Cost - $3 million
This is a continuation of the work initiated in the CAMA/Land Records Database Project focusing on the integration of data collected as part of the planning and permitting processes. The current building and environmental services permitting applications will be rewritten and moved from the mainframe computer platform to a server-based platform building on the relational database created in the CAMA/Land Records project and fire inspections work processes will be added to the system. Planning applications will also be created and integrated into this framework enabling the sharing of relevant data among all parties involved in these work processes. Wake County will also invite the other jurisdictions in the county to participate in the development of this integrated system by joining in the selection or creation of the new planning and permitting applications or by providing interfaces from their systems to a common data repository housed at Wake County.

Operating Impact

Any marginal increases in operating costs associated with the automation investments would be neutralized by the increased efficiencies of the new technologies.

COMMUNITY CAPITAL PROJECTS

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Food Runners	$ 250,000	250,000	-	-	-	-	-	**500,000**
Healing Place for Women	250,000	250,000	250,000	-	-	-	-	**750,000**
Future Projects	-	-	250,000	500,000	500,000	500,000	500,000	**2,250,000**
TOTAL	**$ 500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
FUNDING SOURCES								
Cash	**$ 500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
New Operating Budget Impact	$ -	-	-	**250,000**	-	-	-	**250,000**
Total Operating Budget Impact	$ -	-	-	**250,000**	**250,000**	**250,000**	**250,000**	**1,000,000**

Seven-Year CIP Summary

The CIP includes $500,000 annually for Community Capital Projects, totaling $3,500,000 over the FY 2005-2011 period. Projects are submitted on an annual basis usually starting in the late fall. Other than the broad focus on addressing critical community problems, the selection of programs occurs on a case-by-case basis as funding permits.

History / Background

In FY 2002, the Board of Commissioners established a Community Capital Projects account to support capital investments in projects that address critical countywide community issues. This account provides a structured framework to develop partnerships and leverage resources to implement projects that address countywide problems. The Community Capital Projects account is intended to accomplish the following goals:

- Develop an increased capacity in Wake County for partnerships between public, nonprofit and for-profit sectors;
- Effectively address critical countywide needs in a financially sustainable manner; and
- Encourage sustainable financial plans that address countywide problems.

To accomplish these goals, projects are reviewed and selected to receive funding through a competitive, analytical process. The selection of particular projects for funding in a given year is based primarily on an applicant's business plan that meets the following criteria:

- Provides a comprehensive analysis of an unmet need facing the countywide community.
- Provides an analysis of alternative strategies for addressing the problem and recommends a project plan.
- Researches or provides evidence that demonstrates a clear link between the project initiatives and the resolution of the countywide problem.
- Includes a mechanism to track and measure success.

- Demonstrates a need for County capital investment for project success.
- Describes an annual operating plan in detail and demonstrates a self-sufficient operating and maintenance budget.
- Meets a specific ratio of private to public investment and level of commitment for private funding (listing all sources of funding).
- Provides a clear schedule for project implementation including: site availability; funding commitments to include overall project cash-flow needs and specific cash-flow needs from Community Capital Projects account; schedule of complimentary private and community investments.
- Demonstrates a historic track record of applicant's ability to successfully execute a project.

Operating Impact

Due to the emphasis on operational self-sufficiency in the funding request process, projects typically have no impact on the County's operating budget; however, the Board of Commissioners waived the criteria regarding funding for operating expenses for the Healing Place for Women. The lease agreement (which has not yet been executed) stipulates that within one year of lease execution, the Healing Place for Women must demonstrate that it has cash on hand or pledges sufficient to construct the facility. The draft lease agreement also requires that the Healing Place for Women agree to begin construction of the facility within two years of lease execution. The Board of Commissioners has agreed to provide the Healing Place for Women with an annual operating subsidy of $250,000.

In FY 2002 the Wake County Board of Commissioners approved a total of $1.25 million over five years to support the construction of an 18,000-square-foot commercial kitchen facility. The capital initiative is supported by an aggressive fundraising campaign with over $1,500,000 raised from non-governmental sources. The new facility is located near the State Farmers' Market on Blair Drive in Raleigh. It will double the current food recovery levels and double the number of clients currently served by the operations of Meals on Wheels and the Inter-Faith Food Shuttle. The Food Runners Collaborative initiative provides an opportunity for skill building and food preparation training with the homeless population housed at the Wake County homeless shelter and other similar operations. Construction of the new building began in November 2003. Substantial progress has been made and completion is anticipated for fall 2004.

Food Runners Facility Construction

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 750,000**	**$ 250,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
Funding Sources									
Cash	**750,000**	**$ 250,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

The Healing Place of Wake County is a public/private partnership established as a result of the recommendations made by the Non-Medical Detoxification Committee of the Housing and Homeless Working Group formed in 1996. The Healing Place men's program, located off Lake Wheeler Road in Raleigh, opened in January 2001. The Healing Place women's program is being developed as the second phase of a long-term strategic plan to address the needed range of homeless residential, substance abuse recovery, and rehabilitative services in Wake County. The original proposed site was an approximately 4.5 acre tract located in the Wake County Office Park off Poole Road in Raleigh. However, based on extensive site analysis, designers concluded that site development costs would be prohibitive. Therefore, the Healing Place organization has elected to pursue other sites. All design work has been suspended until a more suitable tract of land can be acquired. Once the site location process is concluded, a new schedule for design and construction will be developed.

The Board of Commissioners has agreed to provide the Healing Place for Women with an annual operating subsidy of $250,000.

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 250,000**	**$ 250,000**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**750,000**
Funding Sources									
Cash	**250,000**	**$ 250,000**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**750,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**250,000**	**-**	**-**	**-**	**250,000**
Total Operating Budget Impact		**$ -**	**-**	**-**	**250,000**	**250,000**	**250,000**	**250,000**	**1,000,000**

COUNTY BUILDING RENOVATIONS

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
County Building Renovations								
Life Safety Improvements	$ 124,000	161,000	-	-	-	-	-	**285,000**
Roof Replacements	618,000	651,000	377,000	509,000	692,000	59,000	550,000	**3,456,000**
Energy Saving Projects	611,000	170,000	402,000	90,000	96,000	100,000	103,000	**1,572,000**
General Building Renovations - Major	2,320,000	2,309,000	2,057,000	2,058,000	2,059,000	2,060,000	2,062,000	**14,925,000**
General Building Renovations - Minor	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	**8,400,000**
Security Improvements	428,000	500,000	-	-	-	-	-	**928,000**
TOTAL	**$ 5,301,000**	**4,991,000**	**4,036,000**	**3,857,000**	**4,047,000**	**3,419,000**	**3,915,000**	**29,566,000**
FUNDING SOURCES								
Cash	$ 5,036,000	4,738,000	4,036,000	3,857,000	4,047,000	3,419,000	3,915,000	**29,048,000**
Grants	265,000	253,000	-	-	-	-	-	**518,000**
TOTAL	**$ 5,301,000**	**4,991,000**	**4,036,000**	**3,857,000**	**4,047,000**	**3,419,000**	**3,915,000**	**29,566,000**
OPERATING IMPACT	*	*	*	*	*	*	*	*

*As discussed below, operating expenses are expected to remain constant with current operating costs for existing spaces. In some cases, efficiencies made in buildings could yield operating cost savings in future years.

Seven-Year CIP Summary

A total of $29.6 million is planned for the County Building Renovations element of the CIP over the next seven years. Funding is allocated as follows:

County Building Renovations – $28.6 million

- **Life-Safety Improvements - $0.29 million.** Projects include facility modifications required to bring older buildings into compliance with newly-adopted building codes or laws enacted to further protect occupants of public facilities. Often these projects are phased in over a few years and are coordinated with other planned facility improvements.

- **Roof Replacements - $3.46 million**. Projects in this category are roof replacements in accordance with a revised assessment by the County's roof engineering consultant. Funds from the General Building Renovations – Minor category (listed below) will also be used to fund minor roof repairs or partial re-roofing projects.

- **Energy-Saving Projects - $1.57 million**. These projects include specific lighting improvements at the Public Safety Center, Human Services' Sunnybrook building, the Wake County Office Building and the Courthouse, and general lighting projects in 16 other County facilities. Funds will also be used for energy saving projects at libraries. The initial capital investment will be recovered within six years through reduced energy consumption and lower utility costs.

- **General Building Renovations - Major- $14.9 million.** This category funds major repairs and renovations in County-owned facilities. Funding is formula driven and allows for the renovation of approximately 2% of the County's square footage per year (with the exception of facilities for which separate renovation funding is provided elsewhere, such as criminal justice facilities and parks). Funding is typically $2.05 million per year, although some projects have external funding (e.g., grants) that may increase the total appropriation for this category in a given year.

  Projects in the FY 2005-2011 CIP include exterior signage updates, refurbishment of inmate housing levels in the Public Safety Center, EMS facility needs as identified in a recent facility assessment report, renovations at the Human Services' Sunnybrook building, bilingual signage to meet federal requirements, and other major improvements to county facilities. Additionally, some of the $14.9 million is reserved for future county building renovations yet to be determined and for work discovered through annual facility condition assessments.

- **General Building Renovations – Minor – $8.4 million**. Previously, minor repairs and alterations under $100,000 were funded with the General Services Administration's operating budget ("1605 Account"). Beginning in FY 2005 and in future capital plans, these projects will be supported from the capital budget. A staff committee develops criteria for prioritizing and identifying the most important projects. Projects that directly impact life safety or environmental concerns, maintain the life cycle of a building, or replace "worn out" systems receive the highest ranking. In FY 2005, funds will be allocated from this category to support renovations at the Wake County Animal Shelter to meet the needs of a partnership with North Carolina State University's College of Veterinary Medicine.

Security Improvements - $0.93 million. Funding in the 2005-2011 CIP completes the six planned phases of security improvements at County facilities.

History / Background

The primary goals of the County Building Renovations element are:

- To provide a safe and secure environment for Wake County citizens, employees and customers;
- To improve response times to suspicious activities and alarms through security improvements;
- To address building code, life safety, and facility repair issues in a timely and efficient manner;
- To configure staff space to achieve the most effective and efficient service delivery possible; and
- To reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

Two main categories of projects comprise the building improvements element of the CIP: County Building Renovations and Security Improvements. Wake County Government occupies or has facility responsibility for 170 buildings, totaling over 3.2 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.

The following activities and Master Plans have shaped the County's current approach to the County Building Renovations element:

- **County Building Renovations –** Completed a seven-year Facility Master Plan in 1999 that proposed various building renovation projects. All

County departments and a facility-planning consultant were involved in the plan's development, which included a comprehensive condition assessment of 50 County-owned buildings. The Master Plan recommended that older County buildings be brought into compliance with updated building and life-safety codes and that the County modify or replace old lighting, heating, ventilating and air-conditioning systems to increase energy efficiency and reduce energy consumption. Some preventive maintenance projects, such as roof systems replacement and exterior waterproofing on larger multi-story buildings, were also included. The Master Plan and the condition assessments completed under it are a key resource in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and specific projects that are needed and shares its recommendations with the County Manager and the relevant departments for their review.

- **Security Improvements -** Completed a comprehensive plan in 1996 (updated in 2001) for improving the security of Wake County facilities that outlined a multi-phase plan for upgrading security infrastructure. The security improvements project began in FY 1996 with a focus on installing electronic access controls and adding closed-circuit television surveillance in County-owned buildings. Following the terrorist incident on September 11, 2001, a security consultant conducted a study that recommended accelerating the remaining security improvements. The CIP reflects some acceleration with upgrades to the electronic security systems in all populated, County-owned or leased facilities over the next three fiscal years. To date, security improvements have been installed in over 75 percent of the County's building space. After conducting an update of the security plan, the County is proceeding with remaining phases of the original security improvement project. The security improvements plan is scheduled for completion in FY 2006.

Project Accomplishments in FY 2004

- Renovated portions of the 5th floor of the Wake County Office Building that house the GIS division of Community Services.
- Modified areas of the Wake County Office Building occupied by Information Services.
- Finalized installation and testing of fire sprinkler systems in the Wake County Office Building. The entire building is now protected by fire sprinkler systems.
- Installed an emergency generator to provide backup power for the South Wilmington Street Center (homeless shelter).
- Completed Phase 1 (of four phases) of renovations planned over a two-year period at the Human Services' Sunnybrook building.
- Completed asbestos abatement on the 3rd floor of the Garland Jones Building.
- Completed energy conserving lighting modifications in the inmate cells at the Public Safety Center, in Thompson Center, and in the Human Services' Sunnybrook building (in Phase 1 of renovations).
- Completed security projects identified in Phase 4 of the County's 1996 Security Improvements Plan, with improvements made to 10 buildings. Conceptual design studies were completed for the 12 buildings scheduled to receive security improvements in Phase 5 in FY 2005.

Operating Impact

County Building Renovations

Since these investments are improvements and renovations to existing facilities, it is assumed that operating expenses will remain constant with current operating costs for the existing spaces. In cases where efficiencies are made with building renovations, or systems are replaced with those that are more energy-efficient, there may be annual energy savings.

COUNTY BUILDING RENOVATIONS

Horizon Issues
In FY 2005, the County will conduct a comprehensive assessment of the condition of 1/15th of the square footage of County-owned (or leased) buildings. Any deficiencies or repairs identified through these inspections will be documented and addressed in the CIP implementation plan. Each year, another 1/15th of building space will be thoroughly inspected and findings documented. This approach will result in a comprehensive assessment and corrective action plan being conducted/implemented for each County-owned or -leased building at 15-year intervals. The frequency of these comprehensive assessments may be adjusted for certain facilities based on analysis of historical data and actual life cycle of critical building systems.

CRIMINAL JUSTICE

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Detention Facilities	$ 5,000,000	5,000,000	-	-	4,504,000	34,797,000	40,667,000	**89,968,000**
Detention Security	865,000	-	-	-	-	-	-	**865,000**
Judicial Facilities	6,865,000	16,119,000	23,124,000	27,764,000	5,250,000	3,324,000	2,203,000	**84,649,000**
TOTAL	**$ 12,730,000**	**21,119,000**	**23,124,000**	**27,764,000**	**9,754,000**	**38,121,000**	**42,870,000**	**175,482,000**
FUNDING SOURCES								
Bonds--Authorized	$7,000,000	5,000,000	-	-	-	-	-	**12,000,000**
Debt--To Be Authorized	-	-	15,000,000	15,000,000	4,500,000	34,700,000	40,600,000	**109,800,000**
Cash	5,730,000	16,119,000	8,124,000	12,764,000	5,254,000	3,421,000	2,270,000	**53,682,000**
TOTAL	**$ 12,730,000**	**21,119,000**	**23,124,000**	**27,764,000**	**9,754,000**	**38,121,000**	**42,870,000**	**175,482,000**
New Operating Budget Impact	**$ -**	**2,484,000**	**4,219,000**	**-**	**-**	**-**	**-**	**6,703,000**
Total Operating Budget Impact	**$ -**	**2,484,000**	**6,703,000**	**6,703,000**	**6,703,000**	**6,703,000**	**6,703,000**	**35,999,000**

Seven-Year CIP Summary

New appropriations for Criminal Justice capital improvements total $175.5 million over the next seven years. More than half of the Criminal Justice investments support the construction of two new jails: Hammond Road Phase 1B and Hammond Road Phase 2 Judicial facilities are projected to total $84.6 million over the next seven years and replacement/upgrading detention security equipment in existing facilities will cost $865,000.

History / Background

The primary goals of the criminal justice element of the CIP are:

- To provide adequate courtroom facilities for the judicial system to process caseloads in a timely and effective manner;
- To provide adequate facilities that meet state standards for safety and to efficiently and effectively confine individuals who are awaiting trial or sentencing or who are serving sentences of less than one year;
- To pursue facility-based initiatives that improve judicial and detention service-delivery efforts; and
- To provide reliable and easily-maintainable detention facilities.

The State of North Carolina mandates that counties provide adequate courtroom facilities for the judicial system to process its caseload in a timely and effective manner. The County pursues this mandate in conjunction with a Court Facility Space Planning Committee, comprised of selected County staff, the Chief Superior Court Judge, the Chief District Court Judge, the Trial Court Administrator, the District Attorney, and the Clerk of Court. North Carolina General Statutes dictate standards for designing and building jail facilities.

A comprehensive Justice Facilities Master Plan was completed in FY 1999. A general review and partial update was finished in FY 2003. The Justice Facilities Master Plan extends through 2015 and includes the following key elements:

- Inventory and evaluation of existing facilities
- Assessment of future demand for services and facilities
- Recommendations for system-wide service delivery efficiency improvements
- Long-term plan for providing judicial and detention facilities by fiscal year (with phases and project details)

In FY 2005, the entire Justice Facilities Master Plan will be updated and the planning horizon extended to FY 2033.

Project Accomplishments in FY 2004

- Secured regulatory permits, awarded construction contracts and began construction of new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh.
- Completed conceptual studies and began design work for video visitation/arraignment at the Public Safety Center.
- Secured City of Raleigh Building Inspections Department approval of a 10-year plan to renovate the Courthouse in phases to bring the 35-year old facility into compliance with applicable building codes.
- Completed construction drawings for the following Courthouse projects:
    - Four new courtrooms on the 5th floor (space which previously served as a 166-bed jail).
    - Traffic disposition court on the 1st floor (space to be vacated by the Clerk of Court in FY 2005).
    - Fire pumping equipment and main fire sprinkler riser pumping system.
- Completed asbestos abatement for 50% of the Courthouse's 11th floor space so that it can be renovated to house the Clerk of Court's Civil Division (to be relocated from 1st floor to make room for the new Traffic Court).

Operating Impact

Total estimated operating impact primarily reflects the cost of personnel and materials associated with the opening of additional detention facility Phase 1B, currently planned to open in late FY 2006. In addition, there will be increased facility maintenance costs incurred by General Services Administration.

Horizon Issues

Digital Video Storage: Video is used for two distinct purposes in the detention security industry: 1) in the day-to-day operations of control rooms and security staff and 2) for video playback by control room and security staff. The latter is important for investigations and prosecutorial uses. Currently, no video is recorded for playback in the Public Safety Center. The Sheriff's Office is interested in pursuing video recording and playback for this location.

The seven-year plan for detention facilities includes the completion of Phase 1B of the Hammond Road Detention Complex in Raleigh. Construction began in April 2004, and the facility will be ready for occupancy by Spring, 2006. The Phase 1B facility will house 416 inmates, occupy 117,200 square feet of space, and have a total cost of approximately $24.6 million. Once this phase of construction is complete, the County will have a total of 832 inmate beds at the Hammond Road site.

The design and construction of Phase 2 of the Hammond Road Detention Complex is anticipated to be underway during FY 2009 through FY 2011 and expected to require $79.8 million of funding during that timeframe. The Phase 2 project will add 664 beds to the County detention system. This will result in over 75% of inmates being incarcerated at the Hammond Road site. Therefore, Phase 2 will require the relocation of intake, booking and processing functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road facilities. In addition, full service kitchen and laundry facilities will be required at the Hammond Road property.

Architect's Model
Hammond Road Detention Complex Phase 1B

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Phase 1B (416-bed jail)	$ 14,560,000	$ 5,000,000	5,000,000	-	-	-	-	-	**10,000,000**
Phase 2 (664-bed jail)	-	-	-	-	-	4,504,000	34,797,000	40,667,000	**79,968,000**
TOTAL	**$ 14,560,000**	**$ 5,000,000**	**5,000,000**	**-**	**-**	**4,504,000**	**34,797,000**	**40,667,000**	**89,968,000**
Funding Sources									
Bonds - Authorized	$ 8,000,000	$ 5,000,000	5,000,000	-	-	-	-	-	**10,000,000**
Debt - To Be Authorized	-	-	-	-	-	4,504,000	34,797,000	40,667,000	**79,968,000**
Cash	6,560,000	-	-	-	-	-	-	-	**-**
TOTAL	**$ 14,560,000**	**$ 5,000,000**	**5,000,000**	**-**	**-**	**4,504,000**	**34,797,000**	**40,667,000**	**89,968,000**
New Operating Budget Impact		**$ -**	2,484,000	4,219,000	-	-	-	-	**6,703,000**
Total Operating Budget Impact		**$ -**	2,484,000	6,703,000	6,703,000	6,703,000	6,703,000	6,703,000	**35,999,000**

The replacement of the primary detention electronic security system (Programmable Logic Controller, or PLC) in the Public Safety Center is required for the safe operation of the detention facility. The PLC system is the man-machine interface for the Public Safety Center, and is currently at life cycle. The PLC controls over 620 doors in the Center and over 4,000 physical and virtual points: security doors, duress/panic alarms, fire, lighting, and camera call-up devices are all interfaced to this system via graphic display panels. This design has since been replaced with a more efficient touch screen interface that has become the standard interface for detention control rooms. The touch screen interface is currently used in the Phase 1A Hammond Road Detention Center and integrates all systems into a single interface per operator.

Video Visitation and Video First Appearance at PSC are safety and efficiency tools for the Wake County Sheriff's Detention Division. Video Visitation is an electronic system that uses two-way voice and video to allow public visitors to communicate with an inmate without the movement of the inmate from the inmate's quarters. Video First Appearance is an electronic system that uses voice and video to allow the Judge, District Attorney, and Defender to hold first appearance court with the defendant without the movement of the inmate from secure to unsecured areas. The Administrative Office of the Courts has prescribed rules of conduct regarding these systems and their use in North Carolina. This proposed system follows those rules.

Public Safety Center Security

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Programmable Logic Controller	$ 155,000	$ 465,000	-	-	-	-	-	-	**465,000**
Video Visitation & Video Arraignment at PSC	75,000	400,000		-	-	-	-	-	**400,000**
TOTAL	**$ 230,000**	**$ 865,000**	**-**	**-**	**-**	**-**	**-**	**-**	**865,000**
Funding Sources									
Cash	**230,000**	**$ 865,000**	**-**	**-**	**-**	**-**	**-**	**-**	**865,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Renovations are planned on multiple floors of the Courthouse to make best use of this 35-year-old facility. Many of the renovations are part of a 10-year plan (FY 2004-2013), approved by the City of Raleigh Building Inspections Department, to bring the Courthouse into compliance with current building codes for a high-rise building classified as "assembly occupancy". Other renovations are consistent with the 1999 Judicial Facilities Master Plan (this plan will be fully updated in FY 2005). Significant improvements to the Courthouse life-safety and fire-protection systems will be made, including the installation of a fire sprinkler system throughout all areas of the building. Fireproofing materials containing asbestos, which were installed when the facility originally was constructed, will be removed and replaced with a non-asbestos fireproofing product. Incorporation of video technology to conduct inmate first appearance and visitation activities to reduce the costs and risks associated with frequent transporting of inmates from detention facilities to courtrooms is also included.

The seven-year capital plan for judicial facility improvements currently includes the first phase of construction of a new Courthouse Annex (approximately 150,000 square feet) to accommodate long-term Juvenile and Family court space needs. Structured parking for an additional 750 vehicles is also contemplated for the downtown County government complex.

Wake County Courthouse - Fayetteville Street Mall Entrance

Financial Summary

Uses	Prior Funding	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
Existing Courthouse	**$ 2,354,000**								
Construction and Asbestos	-	$ 4,697,000	3,244,000	2,976,000	3,949,000	3,452,000	2,658,000	1,707,000	**22,683,000**
Fayetteville St. & ADA	-	414,000	857,000	-	-	-	-	-	**1,271,000**
HVAC System Replacement	-	135,000	996,000	693,000	832,000	689,000	-	-	**3,345,000**
Relocation Costs	-	34,000	3,000	98,000	33,000	64,000	8,000	12,000	**252,000**
Design Fees	-	414,000	498,000	537,000	437,000	425,000	260,000	228,000	**2,799,000**
Contingencies	-	725,000	636,000	550,000	717,000	621,000	399,000	256,000	**3,904,000**
Subtotal Existing Courthouse	***$ 2,354,000***	***$ 6,419,000***	***6,234,000***	***4,854,000***	***5,968,000***	***5,251,000***	***3,325,000***	***2,203,000***	***34,254,000***

Financial Summary (continued)									
	Prior Funding	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
New Offsite Construction	**$ 131,000**								
Demolition/Site Remediation	-	**$ -**	868,000	-	-	-	-	-	**868,000**
Construction	-	-	-	9,741,000	10,081,000	-	-	-	**19,822,000**
Shelled Space	-	-	-	1,999,000	2,069,000	-	-	-	**4,068,000**
Parking Structure(s)	-	-	6,267,000	4,324,000	4,475,000	-	-	-	**15,066,000**
Upfit Cost	-	-	-	-	-	-	-	-	**-**
Temporary Displacement Cost	-	-	434,000	898,000	930,000	-	-	-	**2,262,000**
Furniture/Fixtures/Equipment	-	-	-	-	2,749,000	-	-	-	**2,749,000**
Archit./Engineer./Other Fees	-	440,000	2,165,000	480,000	497,000	-	-	-	**3,582,000**
Contingencies	-	6,000	152,000	827,000	994,000	-	-	-	**1,979,000**
Subtotal New Offsite	***131,000***	***$ 446,000***	***9,886,000***	***18,269,000***	***21,795,000***	**-**	**-**	**-**	***50,396,000***
TOTAL	**$ 2,485,000**	**$ 6,865,000**	**16,120,000**	**23,123,000**	**27,763,000**	**5,251,000**	**3,325,000**	**2,203,000**	**84,650,000**
Funding Sources									
Cash	**$ 2,485,000**	**$ 4,865,000**	**16,120,000**	**8,123,000**	**12,763,000**	**5,251,000**	**3,325,000**	**2,203,000**	**52,650,000**
Bonds--Authorized	**-**	**$ 2,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**2,000,000**
Debt - To be Authorized	**-**	**-**	**-**	**15,000,000**	**15,000,000**	**-**	**-**	**-**	**30,000,000**
TOTAL	**$ 2,485,000**	**$ 6,865,000**	**16,120,000**	**23,123,000**	**27,763,000**	**5,251,000**	**3,325,000**	**2,203,000**	**84,650,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

FIRE/RESCUE

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Fire Station Facility Assessment Recommendations	$ 2,002,000	2,787,000	2,864,000	3,643,000	-	-	-	**11,296,000**
Future Projects	713,000	52,000	-	92,000	3,735,000	3,735,000	3,735,000	**12,062,000**
TOTAL	**$ 2,715,000**	**2,839,000**	**2,864,000**	**3,735,000**	**3,735,000**	**3,735,000**	**3,735,000**	**23,358,000**
FUNDING SOURCES								
Fire Tax District Revenues*	**$ 3,611,000**	**3,735,000**	**3,735,000**	**3,735,000**	**3,735,000**	**3,735,000**	**3,735,000**	**26,021,000**
OPERATING IMPACT	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

**Fire District funds will be used to reimburse the initial purchase of radios and pagers originally from Wake County funds through FY 2007. In addition, the Fire Commission recommends using a portion of funds previously allocated to capital for operating expenses in FY 2005. This decreases the amount available for capital by approximately $124,000.*

Seven-Year CIP Summary

Funds totaling $26 million are projected to be available for fire capital expenditures over the next seven years. All fire projects will be funded with a combination of fire district tax revenues and fire tax fund balance. Projects contained in this element address facility issues identified in a comprehensive assessment of fire and emergency medical service (EMS) facilities conducted by Heery Architects in 2002.

The primary goals of the fire element are to:

- Provide fire facilities that will support the effectiveness and efficiency of Wake County's fire departments;
- Meet Wake County and insurance industry standards for fire station location; and
- Achieve "seamless" emergency service delivery through "nearest-unit" response.

History / Background

Wake County contracts with 19 fire departments to provide fire protection and emergency services in the unincorporated areas of the county. Fourteen fire departments are incorporated nonprofit organizations, while five are municipal fire departments (Apex, Fuquay Varina, Holly Springs, Morrisville and Zebulon). These fire departments also provide fire suppression, medical first responder, rescue and some fire prevention services. Departments respond to incidents involving the release of hazardous materials, motor vehicle accidents with persons injured, and searches for missing or lost persons. The 14 incorporated nonprofit organizations use a mixture of full-time, part-time, and volunteer firefighters for fire protection and emergency/first responder services. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property through a single fire tax district. A history of the single fire tax rate is as follows:

	FY 1999-2000	FY 2000-2001	FY 2001-2002	FY 2002-2003	FY 2003-2004
Fire Tax Rate	$0.085	$0.07	$0.09	$0.10	$0.10

In the mid- and late 1990s, the County commissioned two independent detailed studies of fire and emergency medical service (EMS) needs in Wake County. Among other recommendations, both studies recommended that the County develop a long-term Fire/EMS facility plan taking into account the benefit of co-locating these related emergency services in the same facility. The studies also indicated the need for additional emergency response stations due to continued population growth and the urbanization of Wake County.

Existing Facility Assessment

In FY 2002, the County began to develop a comprehensive strategic long-term Facilities Master Plan for future fire/EMS facility needs, starting with an assessment of the condition of existing Fire and EMS stations (55 total). The County Manager appointed a committee consisting of County staff (from the Public Safety, General Services Administration, Facilities Design & Construction and Budget departments), three Fire Commission facilities sub-committee representatives and two EMS Rescue Squad Association representatives. The assessment team retained Heery Architects and their engineering sub-consultants to conduct a more comprehensive assessment of 34 fire and 15 EMS facilities.

The committee worked with consulting architects/engineers and fire and EMS chiefs to conduct facility assessments, document findings, prepare cost estimates and prioritize recommended facility improvements. This effort also established a base of information for subsequent use in developing a long-term capital plan for fire and EMS station renovation and replacement. The categories developed by the team (and reviewed and approved by representatives of the Fire Commission and the EMS/Rescue Chiefs Association) were for repairs in the following priority order:

1. Life Safety	7. Dormitory Requirements
2. Building Envelope	8. Vehicle Exhaust
3. System Reliability	9. Functional Prototype*
4. Emergency Preparedness	10. ADA Compliance
5. Facility Life Cycle	11. Aesthetic Prototype*
6. Code Compliance	

**Categories excluded from the FY 2005-2011 CIP pending further analysis.*

Long-Term Capital Needs Planning

In FY 2003, the Board of Commissioners authorized a study to begin developing a long-term strategy and master plan for fire and EMS. The primary purpose of this study was to forecast demand for EMS and fire services throughout the county and plan for the future capital investments needed to meet that demand. In December 2003, the TriData Corporation presented the results of a station location and apparatus study to a study team comprised of fire, EMS and County representatives. That study team reviewed the TriData report and made recommendations to the Fire Commission and rescue chiefs. Following the submission of the final report and the study team recommendations, the study was formally presented to the Fire Commission in January 2004.

The TriData study proposed a capital improvement plan for Fire/EMS stations and apparatus based on several recommended scenarios for changing station locations:

- Relocating four stations and constructs eight new stations over the next decade to improve the ability to meet Wake County service standards.
- Identifying seven fire service areas that could be served as well or better by resources from nearby fire stations if their small service areas could be protected by neighboring departments with stations as well located (or better located) as those seven stations identified in the study.
- Providing an outline of a closure process for these seven stations.
- Predicating closures on negotiations with those neighbors that result in equal (or better) service at a lower cost.

No funding is included in the FY 2005-2011 CIP to implement the TriData study's recommendations.

Project Accomplishments in FY 2004

- Completed construction of a new Stony Hill Fire Headquarters/EMS Station.
- Made renovations to Fuquay-Varina Fire Stations #1 and #2 to incorporate EMS vehicle bays and sleeping quarters.
- Completed construction documents and awarded construction contracts to address priority categories 1-3 identified in the Heery facility study (life safety, building envelope, and system reliability improvements) at 29 fire facilities.
- Completed the Fire/EMS Capital Facility and Equipment Study.
- Extended rural fire insurance districts from five road miles to six road miles where possible countywide. All fire departments successfully completed the rating process.
- Transitioned to a new computer aided dispatch (CAD) system. The new CAD system provides for the dispatch of the nearest appropriate resource to an emergency.
- Began transition to new 800 MHz radio communications system, which will significantly improve radio interoperability between and among various emergency service agencies.

Horizon Issues

- Replacement of aging apparatus
- Station locations/closure issues
- Long term capital plan for fire facilities

Operating Impact

The investments in fire capital will not have an operating impact on the County's budget; however, any new operational costs (such as increased personnel or higher utilities) will have to compete for other operational costs funded by the fire tax associated with the single fire tax district.

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LIBRARIES

Financial Summary

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Audio Books	$ 750,000	-	-	-	-	-	-	**750,000**
Cameron Village	3,267,000	-	-	-	-	-	-	**3,267,000**
Downtown Regional	3,500,000	-	-	-	-	-	-	**3,500,000**
West Regional	3,001,000	6,369,000	-	-	-	-	-	**9,370,000**
Holly Springs	83,000	2,697,000	-	-	-	-	-	**2,780,000**
North Regional	1,530,000	300,000	5,171,000	1,809,000	-	-	-	**8,810,000**
Leesville Branch	162,000	676,000	111,000	2,865,000	-	-	-	**3,814,000**
Northeast Regional	1,884,000	-	-	230,000	4,323,000	3,517,000	-	**9,954,000**
Cedar Fork Branch	-	-	-	-	-	-	200,000	**200,000**
TOTAL	**$ 14,177,000**	**10,042,000**	**5,282,000**	**4,904,000**	**4,323,000**	**3,517,000**	**200,000**	**42,445,000**
FUNDING SOURCES								
Bonds--Authorized	$ 7,500,000	9,800,000	5,000,000	4,900,000	4,300,000	3,500,000	-	**35,000,000**
Debt--To be Authorized	-	-	-	-	-	-	200,000	**200,000**
Cash	6,527,000	242,000	282,000	4,000	23,000	17,000	-	**7,095,000**
Grants	100,000	-	-	-	-	-	-	**100,000**
Municipal Reimbursements	50,000	-	-	-	-	-	-	**50,000**
TOTAL	**$ 14,177,000**	**10,042,000**	**5,282,000**	**4,904,000**	**4,323,000**	**3,517,000**	**200,000**	**42,445,000**
New Operating Budget Impact	**$ 106,000**	**902,000**	**1,067,000**	**397,000**	**464,000**	**1,128,000**	**525,000**	**4,589,000**
Total Operating Budget Impact	**$ 106,000**	**1,008,000**	**2,075,000**	**2,472,000**	**2,936,000**	**4,064,000**	**4,589,000**	**17,250,000**

Seven-Year CIP Summary

- The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's Master Plan, approved by the Board of Commissioners in November 2002, divides the county into seven regions, each of which is planned to have one regional library with an in-depth book collection and two or more community branches with smaller book collections.

- A long-range capital project implementation and funding plan was developed in FY 2003 based on the Board-approved Master Plan. Phase I of the plan includes the following libraries: Cameron Village Regional, West Regional, Holly Springs Branch, North Regional, Leesville Branch, and Northeast Regional. In fall 2003, the Board of Commissioners approved Phase I of capital projects for the library system; in October 2003, voters approved $35 million in general obligation bonds to partially fund Phase I library projects.

- Cedar Fork Library, scheduled for initial funding in FY 2011, represents the first library in Phase II of the plan.

The FY 2005-2011 CIP includes $750,000 in start-up costs for the purchase of audio books for the library system. The Library has received a grant of $100,000 from the Wake County Library Trust Fund at the Triangle Community Foundation. The remaining $650,000 is funded with bonds. The Library will use these funds to purchase approximately 18,000 audio books to start the audio book program. In future years, additional and/or replacement audio books will be funded through current operating dollars. Audio books will be selected and purchased centrally and will represent a "floating" collection; this means that instead of being assigned to a specific branch, each audio book will remain at the branch to which it is returned by patrons.

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Audio Books	$ -	$ 750,000	-	-	-	-	-	-	**750,000**
TOTAL	**-**	**$ 750,000**	**-**	**-**	**-**	**-**	**-**	**-**	**750,000**
Funding Sources									
Bonds--Authorized	$ -	$ 650,000	-	-	-	-	-	-	**650,000**
Grant--WCPL Trust Fund	-	100,000	-	-	-	-	-	-	**100,000**
TOTAL	**$ -**	**$ 750,000**	**-**	**-**	**-**	**-**	**-**	**-**	**750,000**
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

The Cameron Village Regional Library has operated in its current leased facility at the Cameron Village shopping center since July 1989. It is the system's third busiest outlet in terms of book circulation and public traffic and the busiest for reference questions and computer use. However, due to space constraints, the number of volumes (170,000) is well below the 200,000 volumes common at other regional libraries. Also, the facility needs accessibility improvements and upgrades in life safety, lighting and HVAC systems.

In November, 2002, the Board of Commissioners approved a new Library Master Plan. Based on this Master Plan, the leased facility will be renovated and expanded from 29,000 to 36,000 square feet. In order to accomplish the renovation work, the County temporarily relocated the library to another leased facility on Oberlin Road in June 2004. The renovation and expansion project is expected to be completed in summer 2005, with the new facility opening in early FY 2006.

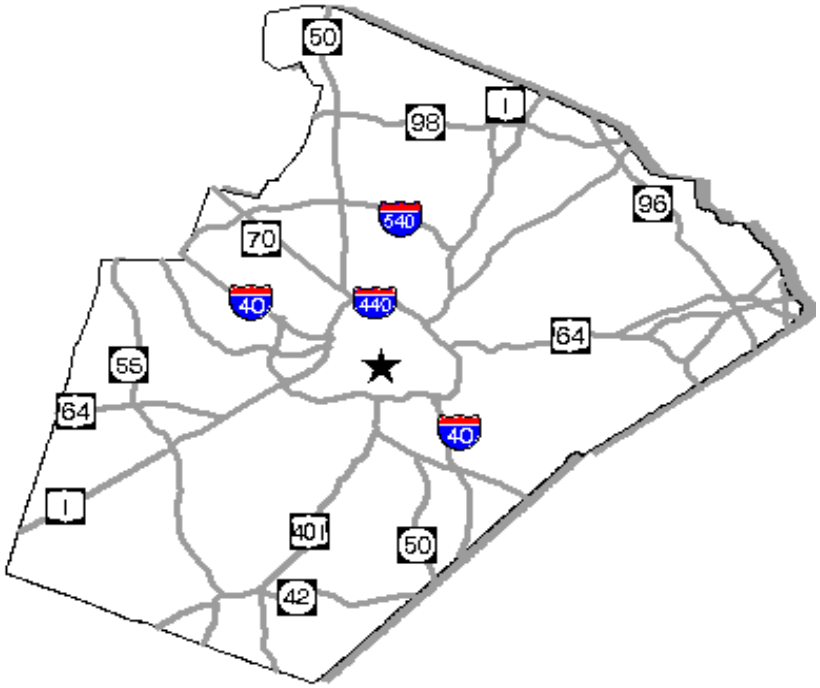
Cameron Village Regional Library

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Book Purchases	$ -	$ 606,000	-	-	-	-	-	-	**606,000**
Construction	2,900,000	1,182,000	-	-	-	-	-	-	**1,182,000**
Displacement Costs	-	350,000	-	-	-	-	-	-	**350,000**
FFE/Technology	-	979,000	-	-	-	-	-	-	**979,000**
Professional Services	300,000	150,000	-	-	-	-	-	-	**150,000**
TOTAL	**$ 3,200,000**	**$ 3,267,000**	**-**	**-**	**-**	**-**	**-**	**-**	**3,267,000**
Funding Sources									
Bonds--Authorized	$ -	$ 2,269,000	-	-	-	-	-	-	**2,269,000**
Cash	3,200,000	998,000	-	-	-	-	-	-	**998,000**
TOTAL	**$ 3,200,000**	**$ 3,267,000**	**-**	**-**	**-**	**-**	**-**	**-**	**3,267,000**
New Operating Budget Impact		**$ 70,000**	**192,000**	**-**	**-**	**-**	**-**	**-**	**262,000**
Total Operating Budget Impact		**$ 70,000**	**262,000**	**262,000**	**262,000**	**262,000**	**262,000**	**262,000**	**1,642,000**

In December 2003, the Wake County Board of Commissioners authorized County staff to explore the possibility of a Memorandum of Understanding with Progress Energy outlining a potential partnership for joint development of a regional library in downtown Raleigh.

Progress Energy has proposed a major fundraising campaign to secure private funding to design and build space for the downtown library, which may be up to 30,000 square feet in size. Construction is anticipated to begin within the next one to two years.

The FY 2005 CIP includes $3.5 million for the books, furnishings and equipment necessary to open a new regional library.

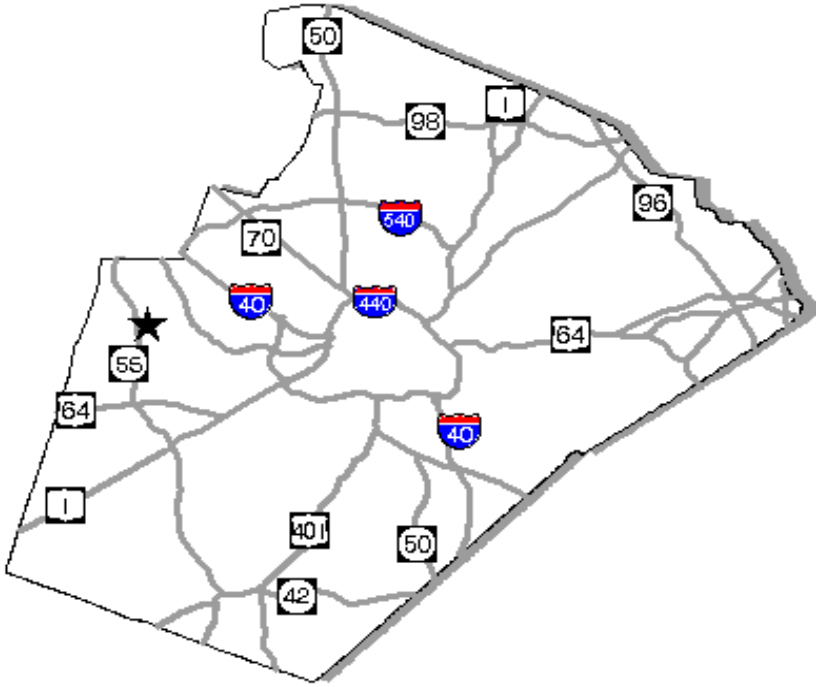


★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
FFE/Technology	$ -	$ 1,750,000	-	-	-	-	-	-	**1,750,000**
Book Purchases	-	1,750,000	-	-	-	-	-	-	**1,750,000**
TOTAL	**$ -**	**$ 3,500,000**	**-**	**-**	**-**	**-**	**-**	**-**	**3,500,000**
Funding Sources									
Cash	**$ -**	**$ 3,500,000**	**-**	**-**	**-**	**-**	**-**	**-**	**3,500,000**
New Operating Budget Impact		**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Total Operating Budget Impact		**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**

The new West Regional Library will be located in west Cary at the intersection of Morrisville Parkway and Louis Stephens Drive. The library is expected to be a single-story building approximately 30,000 square feet in size.

Land for the site was acquired by the Town of Cary and conveyed to the County in 2003. Design work on this library began in early calendar year 2004. Construction is scheduled to begin with an early site grading package in August 2004, followed by construction of the main facility beginning in November 2004. Construction is anticipated to be completed by fall 2005, with opening to follow in late calendar year 2005.



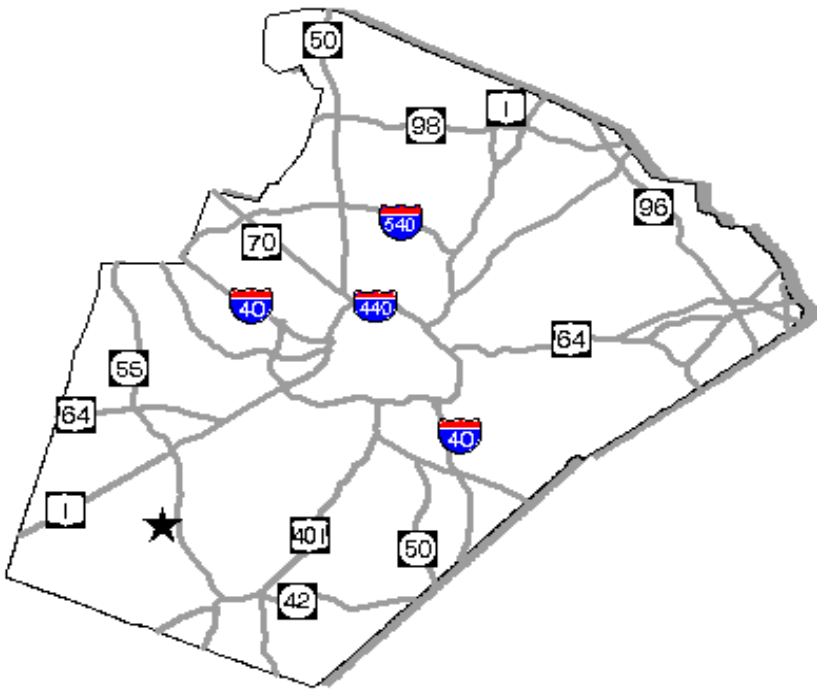
★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Professional Services	$ 250,000	$ 268,000	-	-	-	-	-	-	**268,000**
Construction	-	2,733,000	2,441,000	-	-	-	-	-	**5,174,000**
FFE/Technology	-	-	790,000	-	-	-	-	-	**790,000**
Book Purchases	-	-	3,138,000	-	-	-	-	-	**3,138,000**
TOTAL	**$ 250,000**	**$ 3,001,000**	**6,369,000**	**-**	**-**	**-**	**-**	**-**	**9,370,000**
Funding Sources									
Bonds--Authorized	$ 250,000	2,083,000	6,215,000	-	-	-	-	-	**8,298,000**
Cash	-	918,000	154,000	-	-	-	-	-	**1,072,000**
TOTAL	**$ 250,000**	**$ 3,001,000**	**6,369,000**	**-**	**-**	**-**	**-**	**-**	**9,370,000**
New Operating Budget Impact		**$ 36,000**	**614,000**	**651,000**	**-**	**-**	**-**	**-**	**1,301,000**
Total Operating Budget Impact		**$ 36,000**	**650,000**	**1,301,000**	**1,301,000**	**1,301,000**	**1,301,000**	**1,301,000**	**7,191,000**

HOLLY SPRINGS COMMUNITY LIBRARY

The County and the Town of Holly Springs are working jointly to develop a 7.45 acre site as a public library and cultural arts center. The new Holly Springs branch library will be located on Ballentine Street. The seven-acre site was formerly owned by the Town and was conveyed to the County in spring 2004. In conjunction with the library, the Town will develop, fund, and operate a cultural arts center; the Town will also provide infrastructure improvements to the property.

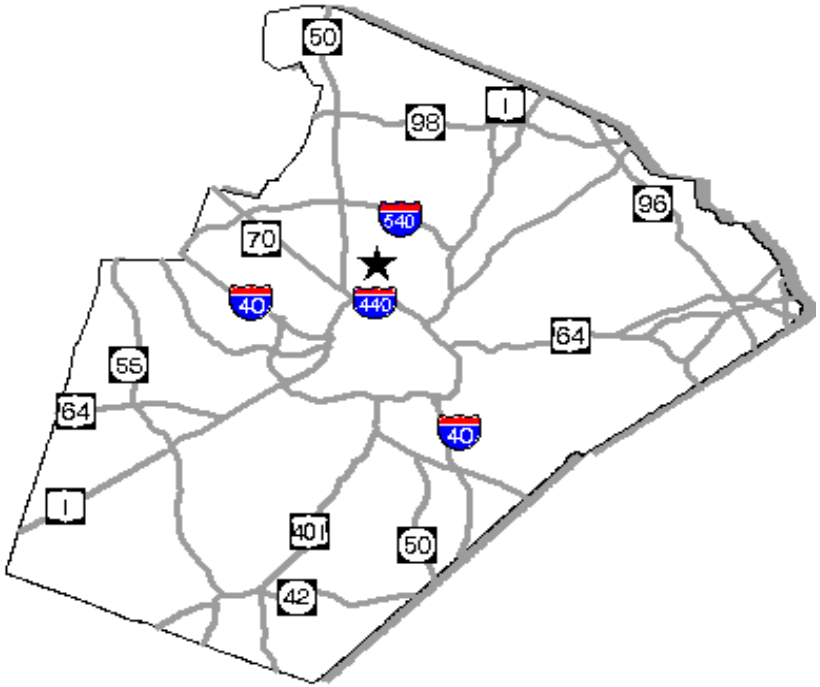
Construction of the library and cultural arts center will begin by fall 2005; it is expected that construction will be completed summer 2006. The jointly-developed project will open to the public in fall 2006.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Professional Services	$ 20,000	$ 83,000	42,000	-	-	-	-	-	**125,000**
Construction	-	-	1,521,000	-	-	-	-	-	**1,521,000**
FFE/Technology	-	-	289,000	-	-	-	-	-	**289,000**
Book Purchases	-	-	845,000	-	-	-	-	-	**845,000**
TOTAL	**$ 20,000**	**$ 83,000**	**2,697,000**	**-**	**-**	**-**	**-**	**-**	**2,780,000**
Funding Sources									
Bonds--Authorized	$ -	$ 16,000	2,632,000	-	-	-	-	-	**2,648,000**
Cash	20,000	17,000	65,000	-	-	-	-	-	**82,000**
Municipal Reimbursement	-	50,000	-	-	-	-	-	-	**50,000**
TOTAL	**$ 20,000**	**$ 83,000**	**2,697,000**	**-**	**-**	**-**	**-**	**-**	**2,780,000**
New Operating Budget Impact		**$ -**	**96,000**	**416,000**	**81,000**	**-**	**-**	**-**	**593,000**
Total Operating Budget Impact		**$ -**	**96,000**	**512,000**	**593,000**	**593,000**	**593,000**	**593,000**	**2,980,000**

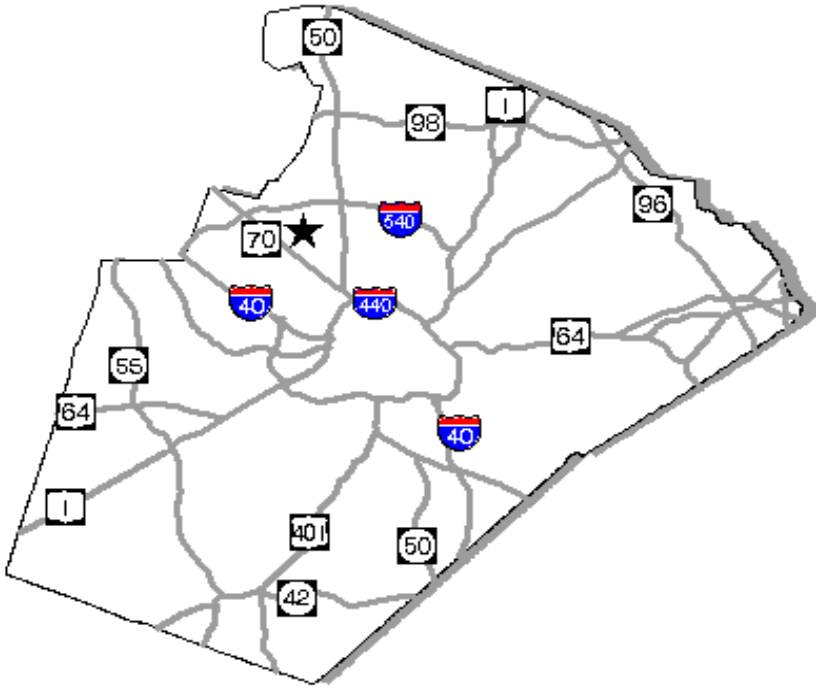
The current North Regional library operates out of a 20,000-square-foot leased facility in north Raleigh. As the second busiest library in the state, North Regional has outgrown its current facility. The County will build an approximately 30,000-square-foot building in the vicinity of the current facility. A property search for a site will concentrate on an area between the existing facility and North Hills Mall. Construction is scheduled to begin fall 2006 and be completed fall 2007. The new facility is expected to open in late fall 2007.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Costs	$ -	$ 1,500,000	-	-	-	-	-	-	**1,500,000**
Professional Services	-	30,000	300,000	100,000	-	-	-	-	**430,000**
Construction	-	-	-	4,195,000	1,085,000	-	-	-	**5,280,000**
FFE / Technology	-	-	-	876,000	-	-	-	-	**876,000**
Book Purchases	-	-	-	-	724,000	-	-	-	**724,000**
TOTAL	$ -	**$ 1,530,000**	**300,000**	**5,171,000**	**1,809,000**	**-**	**-**	**-**	**8,810,000**
Funding Sources									
Bonds--Authorized	$ -	$ 1,062,000	293,000	4,895,000	1,808,000	-	-	-	**8,058,000**
Cash	-	468,000	7,000	276,000	1,000	-	-	-	**752,000**
TOTAL	$ -	**$ 1,530,000**	**300,000**	**5,171,000**	**1,809,000**	**-**	**-**	**-**	**8,810,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**254,000**	**-**	**-**	**-**	**254,000**
Total Operating Budget Impact		**$ -**	**-**	**-**	**254,000**	**254,000**	**254,000**	**254,000**	**1,016,000**

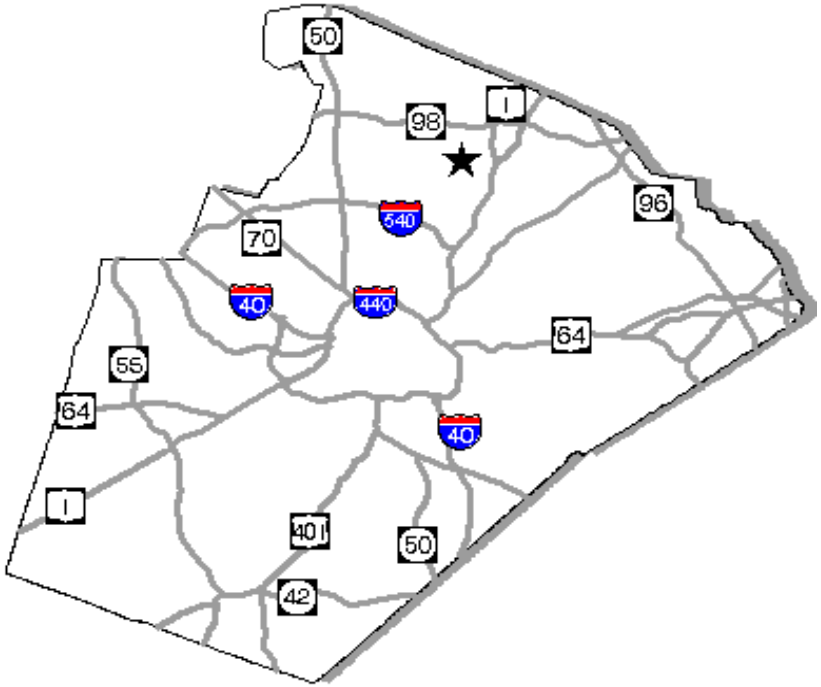
A new 8,000-square-foot branch library is proposed to be located in northwest Raleigh, in the vicinity of Leesville High School. The land acquisition process will begin in FY 2005. Construction is scheduled to begin in mid FY 2008 and to be completed in summer of 2008. The facility is expected to open by fall 2008.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Costs	$ -	$ 141,000	676,000	-	-	-	-	-	**817,000**
Professional Services	-	21,000	-	111,000	22,000	-	-	-	**154,000**
Construction	-	-	-	-	1,629,000	-	-	-	**1,629,000**
FFE / Technology	-	-	-	-	309,000	-	-	-	
Book Purchases	-	-	-	-	905,000	-	-	-	**905,000**
TOTAL	$ -	**$ 162,000**	**676,000**	**111,000**	**2,865,000**	**-**	**-**	**-**	**3,814,000**
Funding Sources									
Bonds--Authorized	$ -	$ 112,000	660,000	105,000	2,862,000	-	-	-	**3,739,000**
Cash	-	50,000	16,000	6,000	3,000	-	-	-	**75,000**
TOTAL	$ -	**$ 162,000**	**676,000**	**111,000**	**2,865,000**	**-**	**-**	**-**	**3,814,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**62,000**	**430,000**	**135,000**	**-**	**627,000**
Total Operating Budget Impact		**$ -**	**-**	**-**	**62,000**	**492,000**	**627,000**	**627,000**	**1,808,000**

A new 22,000-square-foot regional library is proposed to serve residents of northeastern Wake County. Presently, only the Wake Forest Branch library serves this area of the county, and it is exceeding its circulation capacity. The new library is proposed to be located in the vicinity of the Wakefield area near Wake Forest. Construction is scheduled to begin in mid FY 2009, with completion and opening in mid FY 2010.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Costs	$ -	$ 1,863,000	-	-	-	-	-	-	**1,863,000**
Professional Services	-	21,000	-	-	230,000	72,000	-	-	**323,000**
Construction	-	-	-	-	-	3,563,000	610,000	-	**4,173,000**
FFE / Technology	-	-	-	-	-	688,000	-	-	**688,000**
Book Purchases	-	-	-	-	-	-	2,907,000		**2,907,000**
TOTAL	$ -	**$ 1,884,000**	-	-	**230,000**	**4,323,000**	**3,517,000**	-	**9,954,000**
Funding Sources									
Bonds--Authorized	$ -	$ 1,308,000	-	-	230,000	4,300,000	3,500,000	-	**9,338,000**
Cash	-	576,000	-	-	-	23,000	17,000	-	**616,000**
TOTAL	$ -	**$ 1,884,000**	-	-	**230,000**	**4,323,000**	**3,517,000**	-	**9,954,000**
New Operating Budget Impact		**$ -**	-	-	-	**34,000**	**993,000**	**525,000**	**1,552,000**
Total Operating Budget Impact		**$ -**	-	-	-	**34,000**	**1,027,000**	**1,552,000**	**2,613,000**

CEDAR FORK BRANCH LIBRARY

The County, the Wake County Public School System, and the Town of Morrisville jointly acquired property in 2001 for a new elementary school, community center, school park and branch library. Cedar Fork Elementary School, the community center, and the school park were completed in 2003. The branch library will be located on a portion of the property acquired for Cedar Fork Elementary School.

Funding for this 8,000 square foot library is not included in the present library bond package. It is proposed to be the first project funded in Phase 2 of the library capital plan.

Cedar Fork Branch Library site

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Professional Services	$ -	**$ -**	**-**	**-**	**-**	**-**	**-**	**200,000**	**200,000**
Funding Sources									
Bonds--To be Authorized	$ -	**$ -**	**-**	**-**	**-**	**-**	**-**	**200,000**	**200,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

LITTLE RIVER LAND ACQUISITION

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Little River Land Acquisition	**$ 1,481,000**	**-**	**-**	**-**	**-**	**-**	**-**	**1,481,000**
FUNDING SOURCES								
Cash	**$ 1,481,000**	**-**	**-**	**-**	**-**	**-**	**-**	**1,481,000**
OPERATING IMPACT	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Seven-Year CIP Summary

To complete the land-acquisition phase of the reservoir project, the County is focused on acquiring approximately 170 parcels consisting of more than 2,000 acres to accommodate the reservoir construction and provide a 200-foot buffer area. Acquisition of property for the reservoir is planned for completion in FY 2005, with the exception of a limited number of parcels that may involve condemnation. Funding to complete land acquisition is provided through general fund appropriations.

History / Background

The primary goals of the Little River Reservoir project are to:

- Assist municipalities of Knightdale, Raleigh, Wake Forest, Wendell and Zebulon in providing additional water-supply resources required to meet drinking-water needs of current and future Wake County residents.
- Acquire approximately 2,000 acres of land for the water-supply reservoir and 200-foot buffer area.
- Foster the partnerships necessary for the long-term consolidation of operations and management of water and sewer systems in Wake County.

Based on prior assessments of the total water supply, continued population growth and increased demand for water, the demand for available potable water is expected to surpass supply in approximately 20 years. As demand continues to rise, the need for the Little River reservoir project will become increasingly critical.

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 consist of the construction of a water-supply reservoir within the Little River Watershed with a potential yield of 17 million gallons of water per day.

The development of the Little River reservoir to meet the long-term water demand projections for Wake County is based on the recommendations of four technical studies and reports:

- 1986 Assessment of Water Supply (by Peirson & Whitman)
- 1988 Water & Wastewater Facilities Plan
- 1993 Draft Environmental Assessment of Little River reservoir (by Hazen & Sawyer)

- 1998 Wake County Water/Sewer Plan (by CH2M Hill)

According to the 1998 Water/Sewer Plan, the reservoir should be funded and planned for completion no later than 2025. After completion of the land-acquisition phase, several independent intermediate steps are needed to complete the reservoir:

- Identify an operation and management entity for the reservoir and water treatment and distribution facilities,
- Transfer land rights to the operating entity,
- Finalize the permitting and design of the reservoir,
- Complete design of the water treatment facility, and
- Complete construction and begin operation of the designed facilities.

At present, the jurisdictional responsibilities for carrying out these steps remain to be determined; however, it is not unusual for projects of this type and scale to take at least 15 years to plan, permit, design and construct. Efforts to secure an interlocal agreement with municipal partners for development of the reservoir will be initiated in the next few years.

Project Accomplishments in FY 2004

Project Status:

- At the end of FY 2004, 1,611 acres consisting of 138 parcels will have been acquired.
- Over FY 2005, an additional 453 acres consisting of 32 parcels and seven dwellings will be acquired at an estimated total cost of $4.3 million (including environmental audits, appraisal costs, surveying costs and legal fees).

Operating Impact

No significant County general fund operating impact is expected, because a separate entity will be established to permit, build and operate the reservoir and associated water-supply infrastructure; however, passive ownership of 2,000 acres will require some limited funds to cover routine land-stewardship responsibilities.

OPEN SPACE

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Open Space Land Acquisition	$ 3,000,000	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	26,000,000
FUNDING SOURCES								
Debt--To be Authorized	$3,000,000	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	26,000,000
OPERATING IMPACT	*	*	*	*	*	*	*	*

* As discussed below, the operating cost of the current Open Space program is negligible.

Seven-Year CIP Summary

The County is currently focused on acquiring properties within four critical watersheds, identified stream corridors and other areas of rural scenic and historical value. These areas include properties within the Falls Lake, Lake Jordan, Swift Creek and Little River watersheds, 40 miles of stream corridors within these watersheds, and the Mark's Creek area of Wake County. To date, the County has acquired or partnered in the acquisition of more than 1,485 acres, at a cost to the County of approximately $10.2 million.

The County, municipalities and nonprofit land trust agencies will continue to purchase priority lands guided by the information and recommendations of the Open Space, Watershed Management and Growth Management plans. Initiation of key preservation efforts, including acquisition of identified parcels in highest priority watersheds and stream corridors, is expected to continue. Financial partnering opportunities will also be pursued with municipalities, state and federal government, and nonprofit land preservation entities to protect water quality and preserve critically important properties.

History / Background

The Open Space Preservation program is currently oriented to achieving the following goals:

- Protect Wake County's water resources and preserve the quality of its water supply;
- Preserve significant natural resources of the county, wildlife habitat, scenic areas and natural areas suitable for recreation;
- Acquire high-priority lands or land rights (through conservation easements) in a cost-effective and efficient manner; and
- Protect up to 30 percent of the county's land area (approximately 165,000 acres) through land-rights acquisition or appropriate regulatory initiatives.

The county's rapid growth has led to increased new development in outlying areas and decreased forestland and farmland. In response:

- The Board of Commissioners created an Open Space Task Force to provide recommendations to the Board and committed $1.3 million for planning, open space acquisition and to support a grant program to encourage municipalities to prepare open space plans and to leverage municipal funding for land-acquisition efforts.
- From 1998 to 2000, an assessment of four critical watersheds (Falls Lake, Jordan Lake, Little River and Swift Creek) was completed.

- In November 2000, Wake County voters passed a $15-million bond referendum to establish the Wake County Open Space Preservation Program.
- In August 2001, Phase I of the Open Space Plan was adopted, identifying the four priority watersheds and certain properties within these watersheds for acquisition.
- In March 2003, the Board of Commissioners endorsed the long-range Wake County Consolidated Open Space Plan, which integrates plans developed by the 12 municipalities into a comprehensive, county-wide open space preservation program.
- In August 2003, the Board approved acceptance of the Open Space Corridor Acquisition Plan to acquire conservation/greenway easements along eight corridors totaling 40 miles in various areas of Wake County.

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. To achieve this goal, the following actions have been taken:

- Approval by the Board of Phase I & II of the Open Space Plan, identifying properties and corridors for open space acquisition.
- Fostering partnerships with municipalities and the state and federal governments to acquire properties, thereby leveraging the County funding available for open space acquisition.

The Open Space program is also closely tied to the County's Watershed Management Plan, since the Open Space Plan maintains that protecting and conserving open space is the least costly and most effective way to protect the water supply.

Project Accomplishments in FY 2004

- Partnership agreement with the Town of Wendell to acquire 45 acres.
- Partnership agreement with the USDA – Natural Resource Conservation Service to acquire a farmland preservation easement on 100 acres on Little River.
- Partnership with the City of Raleigh and the State of North Carolina Ecosystem Enhancement Program (EEP) to acquire title to 108 acres and a conservation/greenway easement on 106 acres along Swift Creek and Steep Hill Creek between Lake Wheeler and Lake Benson.
- Partnership agreement with Triangle Land Conservancy to acquire 357 acres in the Mark's Creek basin.
- Acquisition of an additional 13 parcels in 6 stream corridors totaling 58 acres.

Operating Impact

At this early stage of preserving open space, relatively minor operating costs are anticipated with the stewardship of the land acquired through the Open Space program; however, with potentially thousands of acres of open space to be acquired and protected under the Master Plan, the County may need to re-evaluate its land management operations and programs in the future.

PARKS AND RECREATION

Financial Summary

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Community Use of School Parks	$ 750,000	1,150,000	1,400,000	1,300,000	800,000	1,000,000	800,000	**7,200,000**
Existing Facility Improvements	250,000	250,000	250,000	250,000	250,000	250,000	250,000	**1,750,000**
Harris Lake County Park	-	-	-	-	69,000	-	-	**69,000**
Little River County Park	-	-	-	-	92,000	-	-	**92,000**
Southeast Wake County Park	-	-	-	-	92,000	-	-	**92,000**
Yates Mill	1,200,000	250,000	-	-	-	-	-	**1,450,000**
TOTAL	**$ 2,200,000**	**1,650,000**	**1,650,000**	**1,550,000**	**1,303,000**	**1,250,000**	**1,050,000**	**10,653,000**
FUNDING SOURCES								
Cash	**$ 2,200,000**	**1,650,000**	**1,650,000**	**1,550,000**	**1,303,000**	**1,250,000**	**1,050,000**	**10,653,000**
New Operating Budget Impact	**$ 105,000**	**206,000**	**-**	**-**	**-**	**-**	**-**	**311,000**
Total Operating Budget Impact	**$ 105,000**	**311,000**	**311,000**	**311,000**	**311,000**	**311,000**	**311,000**	**1,971,000**

Seven-Year CIP Summary

The FY 2005-2011 CIP includes $10.7 million for Parks and Recreation. The bulk of this funding is earmarked for improvements at existing facilities and for the Community Use of Schools program.

History / Background

In Fall 2002, staff completed a two-year master-planning process to determine the park and recreation facility needs across the county and to define County government's role in meeting those needs. A long-term Master Plan for Wake County Parks and Recreation was produced and subsequently received by the Board of Commissioners in October 2002.

Population growth and the county's changing demographic makeup have increased demands on recreation facilities and services. Using per-capita, per-acre and other standards, the Master Plan concluded that across the county, there are deficits and inequities in the provision of park and recreation facilities. The County's primary approach to reduce these deficits is to develop parks and recreation opportunities through partnerships in accordance with the Master Plan, which suggested two roles for the County in the area of parks and recreation: 1) To provide large, resource-based parks for county citizens, and 2) To provide leadership in cooperating and collaborating with partners in the provision of other types of recreational opportunities.

Specifically, building and programming parks with more active athletic complexes and aquatic centers has been determined not to be a key responsibility of the County; however, partnering with other agencies in planning and encouraging the development of these facilities continues to be the County's role. Many different agencies are involved in the provision of park and recreation facilities and services across Wake County. These include the 12 municipalities, state and federal agencies and numerous private groups.

COMMUNITY USE OF SCHOOL PARKS

The Community Use of Schools program represents a partnership between the County, Wake County Public School System, municipalities and other non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters. FY04 accomplishments included completion of several ball fields, track paving at multiple sites, and land acquisition at Brier Creek Elementary School.

The FY 2005-2011 CIP includes $750,000 in FY 2005 for land acquisition at new school sites in Garner, North Raleigh, Rolesville, and Rolesville/Knightdale. The seven-year plan also includes $6.45 million in future years for land acquisition and infrastructure development.

Salem Elementary/Middle School Ballfield

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Acquisition	*	$ 750,000	-	400,000	-	-	-	-	**1,150,000**
Infrastructure	*	-	1,150,000	800,000	300,000	-	-	-	**2,250,000**
Future Projects	*	-	-	200,000	1,000,000	800,000	1,000,000	800,000	**3,800,000**
TOTAL	*****	**$ 750,000**	**1,150,000**	**1,400,000**	**1,300,000**	**800,000**	**1,000,000**	**800,000**	**7,200,000**
Funding Sources									
Cash	*****	**$ 750,000**	**1,150,000**	**1,400,000**	**1,300,000**	**800,000**	**1,000,000**	**800,000**	**7,200,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

* This project is funded on a recurring basis; therefore, projects will vary from year to year and prior funding was not estimated.

EXISTING PARK FACILITY IMPROVEMENTS

The County conducts an annual facility assessment at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements. Approximately $250,000 is expended each fiscal year on these facility needs. The FY 2005-2011 CIP includes $250,000 annually for addressing improvements identified through the annual facility assessment process.

In FY 2004, the County completed facility improvements at four County parks (Blue Jay Point, Lake Crabtree, Historic Oak View, and Harris Lake) and at five school parks (Rolesville Elementary, Wake Forest/Rolesville Middle, Apex Elementary, Vance Elementary, and East Wake Middle).

Vance Elementary School Park Shelter

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Existing County Parks	*	$ 76,000	125,000	125,000	125,000	125,000	125,000	125,000	**826,000**
Existing Community School	*	174,000	125,000	125,000	125,000	125,000	125,000	125,000	**924,000**
TOTAL	*	**$ 250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,750,000**
Funding Sources									
Cash	*	**$ 250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,750,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

* This project is funded on a recurring basis; therefore, projects will vary from year to year and prior funding was not estimated.

Phase 1 of Harris Lake County Park opened to the public in spring 1999. Comprised of 680 acres in southwest Wake County, the park is the largest in the Wake County Parks System. The County leases the property from Progress Energy.

Current amenities at the park may include picnic shelters, playground, hiking/biking trails, fishing areas, and operation/maintenance building. Future development phases include a park center for environmental education, overnight lodge, overnight camping, day camp, historical interpretation areas, and staff residences.

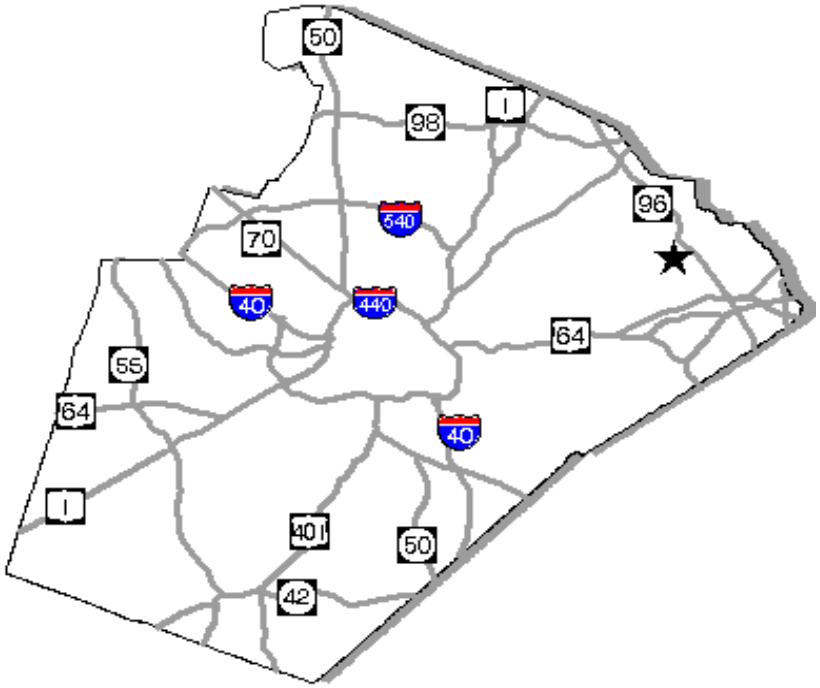
The FY 2005-2011 CIP includes $69,000 in FY 2009 for master planning services. These services will evaluate the development of the future phase improvements.

Harris Lake Playground Equipment

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Master Plan Development	**$ -**	**$ -**	**-**	**-**	**-**	**69,000**	**-**	**-**	**69,000**
Funding Sources									
Cash	**$ -**	**$ -**	**-**	**-**	**-**	**69,000**	**-**	**-**	**69,000**
New Operating Budget Impact		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

In 1993, in conjunction with acquisition of land for the future Little River Reservoir, land was acquired for a future Little River County Park. To date, over 350 acres have been purchased for the planned park. The County has also purchased over 1,600 acres for the adjacent reservoir project. (See discussion at Little River element.) The acreage includes several tracts that can serve multiple park purposes as well as acreage for a public trail system to encompass the reservoir. Acquisition of approximately 50 additional acres of property is planned for FY 2006.

The FY 2005-2011 CIP includes $92,000 in FY09 for master planning services. The master planning process for this County Park will involve the towns of Wendell and Zebulon in an extensive public input process.

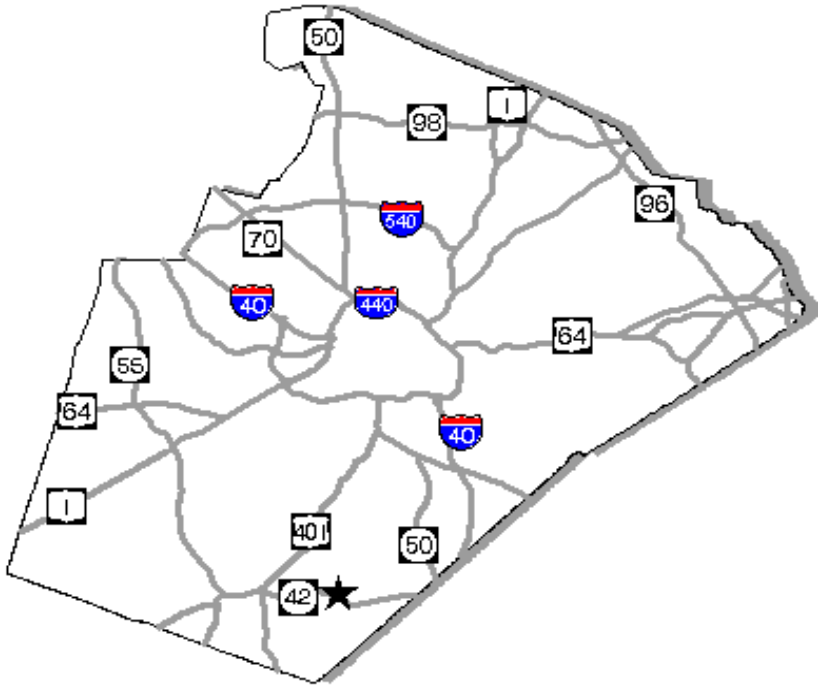


★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Master Plan Development	**$ -**	**$ -**	**-**	**-**	**-**	**92,000**	**-**	**-**	**92,000**
Funding Sources									
Cash	**$ -**	**$ -**	**-**	**-**	**-**	**92,000**	**-**	**-**	**92,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

The 2002 Wake County Parks and Recreation Master Plan indicated a need for County parkland in southeast Wake County. In FY 2004, the Board of Commissioners allocated $1.8 million to acquire property for a future park in this region. In March 2003, a single tract of 93 acres was purchased. Appraisals are pending on three other adjacent properties. The County is also applying for grants from state and federal sources to leverage its investment.

The FY 2005-2011 CIP includes $92,000 in FY 2009 for master planning services. These services will evaluate the development of planned improvements.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Acquisition	**$ 1,847,046**	**$ -**	-	-	-	-	-	-	-
Master Plan Development	**$ -**	-	-	-	-	92,000	-	-	**92,000**
TOTAL	**$ -**	**$ -**	-	-	-	**92,000**	-	-	**92,000**
Funding Sources									
Cash	**$ 1,847,046**	**$ -**	-	-	-	**92,000**	-	-	**92,000**
New Operating Budget Impact		**$ -**	-	-	-	-	-	-	-
Total Operating Budget Impact		**$ -**	-	-	-	-	-	-	-

Historic Yates Mill County Park will be a 550-acre historical and environmental park, the centerpiece of which is Yates Mill – Wake County's last remaining gristmill. The County has completed the first three phases of the Park's development, which included the Outdoor Classroom, demolition of miscellaneous structures, parking and entrance drive, pedestrian boardwalks across the millpond, and restoration of the mill including millstone set-up and other interior workings.

Construction on Phase 4, which includes the 16,000-square-foot A.E. Finley Park Center for Education and Research, began in FY 2004; the Center is expected to open to the public in spring 2005. Phase 5 (the final phase) is scheduled to be completed in FY 2006 and will include a pedestrian bridge at the mill dam and trails with trailhead access areas in the outlying areas of the park.

Yates Mill County Park - Boardwalk

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Phases 1-3	$ 5,245,000	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Phase 4	-	1,200,000	**-**	**-**	**-**	**-**	**-**	**-**	**1,200,000**
Phase 5	-	-	250,000	**-**	**-**	**-**	**-**	**-**	**250,000**
TOTAL	**$ 5,245,000**	**$ 1,200,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**1,450,000**
Funding Sources									
Cash	**$ 5,245,000**	**$ 1,200,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**1,450,000**
New Operating Budget Impact		**$ 105,000**	**206,000**	**-**	**-**	**-**	**-**	**-**	**311,000**
Total Operating Budget Impact		**$ 105,000**	**311,000**	**311,000**	**311,000**	**311,000**	**311,000**	**311,000**	**1,971,000**

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Financial Summary

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Emergency Communications & Logistics								
800 MHz Radio Replacement	$ -	-	-	-	-	-	1,221,000	**1,221,000**
Computer Assisted Dispatch								
Law Enforcement Automatic Vehicle Location	994,000	-	-	-	-	-	-	**994,000**
EMS Automatic Vehicle Location	143,000	161,000	-	-	-	-	-	**304,000**
Emergency Medical Services (EMS)								
Defibrillators for Emergency Vehicles	674,000	697,000	-	-	-	800,000	828,000	**2,999,000**
Sheriff's Office								
Sheriff's Training Facility (Study)	62,000	-	-	-	-	-	-	**62,000**
TOTAL	**$ 1,873,000**	**858,000**	**-**	**-**	**-**	**800,000**	**2,049,000**	**5,580,000**
SOURCES								
Cash	$ 879,000	858,000	-	-	-	800,000	2,049,000	**4,586,000**
Grants - AVL for Law Enforcement	994,000	-	-	-	-	-	-	**994,000**
TOTAL	**$ 1,873,000**	**858,000**	**-**	**-**	**-**	**800,000**	**2,049,000**	**5,580,000**
New Operating Budget Impact	**$ 36,000**	**63,000**	**-**	**-**	**-**	**-**	**-**	**99,000**

Seven-Year CIP Summary

The FY 2005-2011 CIP includes approximately $5.6 million over the next seven years for Public Safety capital improvements. Planned projects include:

- **Emergency Communications and Logistics**: Approximately $1.2 million to begin the replacement cycle for 800 MHz radios in FY 2011;
- **Computer-Assisted Dispatch (CAD)**: Approximately $1.3 million to enhance the recently-activated CAD system by adding Automated Vehicle Location technology for law enforcement ($994,000) and EMS ($304,000) vehicles;
- **Emergency Medical Services**: Approximately $3 million to replace defibrillators over a two-year period beginning in FY 2005 and again in FY 2010; and
- **Sheriff's Office**: Approximately $62,000 to conduct a study of training facility needs.

Project Accomplishments in FY 2004

- The $24 million emergency communication improvement project (800 MHz trunked radio system), begun in FY 2002, was completed and became fully operational.
- The primary Raleigh/Wake Emergency Communications Center was renovated and modernized in FY 2004. A fully redundant Backup Emergency Communications Center was constructed, equipped and placed into operation at a remote site.
- Tone/voice and alphanumeric paging system design work was initiated to add Locution, CAD/800 MHz Interface and Logging/Recording features to the recently-installed CAD system. These enhancements to the CAD system will become operational in the 1st quarter of FY 2005.

Horizon Issues

The FY 2005-2011 CIP does not contain funding for the projects identified below; however, the projects are contemplated in the Public Safety Department's FY 2004-2006 Business Plan and are included here are potential horizon issues for future capital improvement plans.

OMNILINK Software/Firmware – Estimated cost – $600,000
The State Highway Patrol (SHP) is exploring new "SmartZone" equipped operating points. Wake County Public Safety staff expects that, as a result, there will be a need to equip at least some mobile and portable radios with OMNILINK software/firmware capabilities. OMNILINK would assist in maintaining seamless radio coverage outside the boundaries of Wake County for users of the 800 MHz radio system. This capability would be beneficial in regional or statewide events. Costs for these system improvements may be borne by 800 MHz radio users.

Redundant Simulcast Controller for 800 MHz Trunked Radio System – Estimated cost – $1,400,000
The SHP houses the main components and software systems for the 800 MHz radio system (a joint SHP/Wake system) at a "Prime Site" located off Blue Ridge Road in Raleigh. The simulcast controller is the "brains" of the 800 MHz system. Should this site be severely damaged or destroyed, the capability of public safety agencies to simultaneously broadcast communications and system interoperability would be seriously impacted. The SHP is seeking Homeland Security grant funds to move its communications facility to its headquarters in Garner. This would present an opportunity for Wake County to acquire a second controller for installation at the new site, and the existing controller would become the backup. Costs for these system improvements may be borne by 800 MHz radio users.

Backup Emergency Operations Center (EOC) – Estimated cost – $339,000
Funds would create and equip a Backup Emergency Operations Center (EOC), to be located in the Wake County Commons Building at the Wake County Office Park (on Carya Drive). The project includes the modification of the EMS Training Center and the upstairs meeting rooms to meet the needs of EOC functions. In addition to room modifications to accommodate communications equipment and computer systems, the facility will need to have installed a backup emergency generator so that the EOC would be operational during a power outage.

EMS In-Vehicle Navigation – Estimated cost – $627,000
As a component of the Computer Aided Dispatch system, the EMS in-vehicle navigation system will utilize textual and graphical directions to direct EMS units to the location to which they have been dispatched. This in-vehicle navigation system will allow EMS units to respond to emergency calls in less time, thereby improving the outcome of time-critical emergency situations.

Primary EOC Renovation – Estimated cost – $2,204,000
The EOC is currently located in the basement of the Wake County Courthouse on South Salisbury Street in downtown Raleigh. The expansion of the facility will include additional space in the operations room and phone area, the creation of workrooms, a public information area, an elected officials area, kitchen and bathroom facilities, storage areas for EOC equipment and supplies, and Emergency Management offices adjacent to the EOC Command Room for routine operational activities.

EMS - Tri-Data – Estimated cost – $4,564,000
In FY 2003, the Board of Commissioners authorized a study to begin developing a long-term strategy and master plan for fire and EMS. The primary purpose of this study was to forecast demand for EMS and fire services throughout the county and plan for future capital investments needed to meet

that demand. The TriData Corporation developed this study, which was reviewed by the Fire Commission and Rescue Chiefs' Association in January 2004. The Rescue Chiefs' Association endorsed TriData's recommendations for future capital investments needed to meet demand for EMS. An implementation plan will be developed for addressing the capital improvements recommended in the TriData report in FY 2005.

Mass Casualty Response Vehicle – Estimated cost – $207,000
This emergency response vehicle would be used to stock and transport medical equipment and supplies to the scene of a multi-casualty event. Currently there is no vehicle available to Wake County that allows enough equipment to be brought to the emergency scene sufficient to provide medical treatment to the large numbers of patients associated with this type of event.

Field Communication Unit – Estimated cost – $300,000
This vehicle and associated communications and support equipment would be used on the scene of emergency incidents and special events to provide on-scene field communications and interoperability for coordination, automation equipment, and related support services for emergency personnel and related emergency operations in all conditions. Wake County currently does not have a vehicle in its fleet to be utilized for this purpose. A vehicle had been procured and operated by the Emergency Management Division and was later operated by the Sheriff's Office; however, this vehicle was taken out of service after more than 12 years due to its unreliability, high maintenance costs, outdated equipment and reduced functionality.

Operating Impact

Operating costs will be required for AVL technology for EMS and law enforcement, and defibrillator maintenance. Cost estimates are shown on their respective project pages, which follow this summary.

800 MHz RADIO REPLACEMENT

In FY 2001, an analysis of Wake County's radio infrastructure and future needs indicated the need for a trunked radio communications system operating in the 800 MHz portion of the radio spectrum. In FY 2004, the County activated an 800 MHz radio system for interdepartmental and interagency communication. The new system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by remedying coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

Currently, the system is used by the Wake County Sheriff's Office, various Public Safety agencies (Fire, EMS, and Emergency Management) and General Services Administration. In addition, all municipalities in the county except Raleigh and Cary operate on the new system. It is anticipated that Cary and Raleigh will join in future years, and that they will substantially fund system capacity expansions to meet their needs.

Because the life span of the 800 MHz radios is approximately 7-10 years, the CIP includes $1.2 million in FY 2011 to replace 20% of the radios/pagers, focusing on those used by law enforcement personnel. Future years will contain additional funds for radio replacement.

Radio Communications Tower - Wake Forest

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Equipment	**$ 26,431,000**	**$ -**	**-**	**-**	**-**	**-**	**-**	**1,221,000**	**1,221,000**
Funding Sources									
Cash	**$ 26,431,000**	**$ -**	**-**	**-**	**-**	**-**	**-**	**1,221,000**	**1,221,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

In FY 2004, the County activated a Computer Assisted Dispatch (CAD) system for public safety emergency response. A primary goal of the CAD system is to improve emergency service delivery response time of all local government public safety agencies (law enforcement, fire and emergency medical services) and to improve communications generally for selected non-public safety departments. The system has improved the County's and municipalities' speed in responding to emergency events by dispatching the police unit assigned to the patrol district in which an incident occurs (or a unit assigned to a neighboring patrol district), regardless of municipality borders. However, the system operates only by patrol districts - it is unable to use actual current locations to dispatch the nearest unit.

Wake County Sheriff's Office - Patrol Vehicle

The FY 2005 CIP includes approximately $994,000 for Automatic Vehicle Location (AVL) technology for law enforcement officers. AVL technology uses a combination of GIS and GPS (Global Positioning System) data to identify the law enforcement vehicle that is actually closest to an incident. This will allow for the CAD system to provide quicker response times by dispatching the truly closest available law enforcement vehicle. Primary operating costs associated with this project include charges to access the state radio data network and annual maintenance for the AVL system and for radios.

Wake County's Public Safety department has received a federal grant from the U.S. Department of Justice's Community Oriented Policing Services (COPS) program to fully fund capital costs associated with AVL technology for law enforcement.

Financial Summary

Uses	Prior Funding	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
Equipment/Furnishings	-	$ 748,000	-	-	-	-	-	-	**748,000**
Mobile Equip/Software	-	217,000	-	-	-	-	-	-	**217,000**
Consulting Services	-	29,000	-	-	-	-	-	-	**29,000**
TOTAL	**-**	**$ 994,000**	**-**	**-**	**-**	**-**	**-**	**-**	**994,000**
Funding Sources									
Grant--US DOJ	**-**	**$ 994,000**	**-**	**-**	**-**	**-**	**-**	**-**	**994,000**
New Operating Budget Impact		$ 25,000	$55,000	-	-	-	-	-	**80,000**
Total Operating Budget Impact		**$ 25,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**505,000**

In 2000, Wake County and the City of Raleigh initiated a cooperative effort with all towns that participate in the operation of the Raleigh/Wake Emergency Communications Center to plan, design and install a new Computer-Assisted Dispatch (CAD) System. A primary goal of the CAD system is to improve emergency service delivery response time of all local government public safety agencies (law enforcement, fire and emergency medical services) and to improve communications generally for selected non-public safety departments.

In FY 2004, the County implemented a CAD system for public safety emergency response. The system has improved the County's and municipalities' speed in responding to emergency events by dispatching the nearest ambulance regardless of municipality borders. However, the system operates by station location - it is unable to dispatch the nearest ambulance based on its real-time unit location.

The FY 2005-2011 CIP includes approximately $300,000 for Automatic Vehicle Location (AVL) technology for the Wake EMS System. The AVL technology will allow the CAD system to dispatch the closest ambulance based on actual vehicle location. Because ambulances are on the road and available for significant parts of a duty day, this will result in substantial response time improvement. Operating costs associated with this project address maintenance for in-vehicle radios.

The FY 2005-2011 CIP also includes funds to implement AVL for law enforcement officers through a federal grant. Because the AVL core infrastructure will be grant funded, and EMS can use this infrastructure without interfering with law enforcement use, the Wake EMS system will realize reduced costs to implement AVL technology.

Wake County EMS Unit

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Equipment/Furnishings	**$ -**	**$ 143,000**	**161,000**	**-**	**-**	**-**	**-**	**-**	**304,000**
Funding Sources									
Cash	**$ -**	**$ 143,000**	**161,000**	**-**	**-**	**-**	**-**	**-**	**304,000**
New Operating Budget Impact		$ 6,000	8,000	-	-	-	-	-	**14,000**
Total Operating Budget Impact		**$ 6,000**	**14,000**	**14,000**	**14,000**	**14,000**	**14,000**	**14,000**	**90,000**

Under state law, counties are responsible for delivering emergency medical services (EMS). The EMS Division of the Department of Public Safety (Wake EMS) is responsible for the administration, training and support of EMS operations in the county. Responsibilities include providing basic and advanced life support services and transporting persons to area medical facilities in emergency situations. EMS is provided to sick or injured individuals who live in, work in, travel through or visit Wake County. The Wake EMS emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are eight nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County. Wake EMS and the EMS/rescue squads with whom the County contracts operate as a "model system" under general state regulations.

Cardiac Monitor/Defibrillator Unit

North Carolina law {G.S. 131E-157(a)} authorizes the State to mandate equipping of all paramedic ambulances with specialized equipment, including defibrillators. One requirement is that vehicles be equipped with cardiac monitor/defibrillator units. Wake County last replaced defibrillators (39 in total) in FY 2000. Given the average life expectancy of five years for these units, the FY 2005-2011 capital improvement program includes approximately $3 million to begin a two-year replacement cycle for these units in FY 2005 and again in FY 2010. 31 units will be replaced in year one with a focus on "front-line" units; and 31 units will be replaced in reserve ambulances and "quick response" vehicles in year two, so that all licensed Advanced Life Support (paramedic) response vehicles will be equipped with new defibrillators by the end of year two. The operating cost estimate assumes that the units will consume approximately 100 batteries per year at a cost of $50 per battery.

Financial Summary

Uses	Prior Funding	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
Defibrillators	$ 500,000	$ 674,000	697,000	-	-	-	800,000	828,000	2,999,000
Funding Sources									
Cash	500,000	$ 674,000	697,000	-	-	-	800,000	828,000	2,999,000
New Operating Budget Impact		$ 5,000	-	-	-	-	-	-	5,000
Total Operating Budget Impact		$ 5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000

The Wake County Sheriff's Office currently uses two facilities for law enforcement and detention training: the old Mt. Auburn School campus south of Garner and the Wake County Firearms Education and Training Center near Holly Springs.

The Mt. Auburn facility's age and recurring problems with the on-site wastewater treatment system have led to increasingly-high maintenance costs. The permit for the wastewater treatment system expires in 2008, and County staff has expressed concern that the State of North Carolina will not issue a new permit at that time.

Because of these problems with the Mt. Auburn training facility, the current CIP includes $62,000 to identify current and long-term training facility needs of the Sheriff's Office. The study will evaluate partnership opportunities for law enforcement training with Wake Technical Community College, the North Carolina State Highway Patrol, and others. Alternative approaches to meeting law enforcement facility needs will be explored. It is expected that the study's findings will be presented to the Board of Commissioners in FY 2005.

Mt. Auburn Training Center - Garner

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Professional Services (Study)	**$ -**	**$ 62,000**	**-**	**-**	**-**	**-**	**-**	**-**	**62,000**
Funding Sources									
Cash	**-**	**$ 62,000**	**-**	**-**	**-**	**-**	**-**	**-**	**62,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Operating Budget Impact		**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

REGIONAL GOVERNMENTAL CENTERS

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Northern Regional Center	$ -	1,178,000	3,230,000	-	-	-	-	**4,408,000**
Western Regional Center	-	-	-	-	-	1,352,000	3,706,000	**5,058,000**
TOTAL	**$ -**	**1,178,000**	**3,230,000**	**-**	**-**	**1,352,000**	**3,706,000**	**9,466,000**
FUNDING SOURCES								
Cash	**$ -**	**1,178,000**	**3,230,000**	**-**	**-**	**1,352,000**	**3,706,000**	**9,466,000**
New Operating Budget Impact	**$ -**	**-**	**-**	**2,729,000**	**-**	**-**	**-**	**2,729,000**
Total Operating Budget Impact	**$ -**	**-**	**-**	**2,729,000**	**2,729,000**	**2,729,000**	**2,729,000**	**8,187,000**

Seven-Year CIP Summary

The FY 2005-2011 CIP contains funding for two regional centers totaling approximately $9.5 million. In FY 2005, the regional center plan will be updated in order to analyze the service delivery and fiscal impact of operating the Southern and Eastern Regional centers, to renew projections for future demand for services, to review facility space needs for the County, and to refine the sequencing of the design and construction for future centers.

History / Background

The primary goals of regional centers are to:

- Increase the accessibility, availability and efficiency of government services to citizens of the County;
- Reduce the transportation costs for customers who have to travel to receive governmental services;
- Reduce travel time and transportation costs for staff to provide services to specific regions of the County;
- Provide a safe and secure environment for citizens, clients and employees when delivering specialized human services; and

Regional centers are based on a 22,000-square-foot prototype plan used previously for the Eastern Regional Center in Zebulon and the Southern Regional Center in Fuquay-Varina. The centers are typically planned to include the following services:

- Environmental Services, Building Inspections, CCBI, and Sheriff satellite offices;
- Numerous Human Services programs;
- Revenue collection;
- Public records access (computer workstations are available for public access to County records and services); and
- Educational meeting and training space for scheduled use by County agencies and community groups.

Project Accomplishments in FY 2004

- Completed Master Plan updates for the Northern Regional Center in Wake Forest and the Western Regional Center in Apex.
- Completed programming and conceptual design for the Crisis Assessment Services Center, a 19,000 square foot facility proposed to be located on the Human Services campus next the Alcohol Treatment Center.

FY 2005-2011 Horizon Issues

The FY 2005-2011 CIP does not contain funding for the projects identified below; however, the projects are included as potential horizon issues for future capital improvement plans.

HS Transportation and Maintenance Center
This Center would house Human Services' Transportation Services personnel and a vendor providing transportation services. The project's total cost is estimated at $1.5 million. Human Services hopes to receive a state grant for $1.35 million. If the grant were to be received, and if the remaining $150,000 could be covered through user fees, the County may consider accepting the grant and appropriating the remaining 10% of the project's cost.

Mental Health Reform – Estimated cost unknown
Unlike many other counties, Wake County has no local inpatient psychiatric unit and has instead used Dix Hospital for most inpatient psychiatric hospitalizations. The planned downsizing and closure of Dorothea Dix Hospital will require identification of alternatives for individuals who require inpatient care.

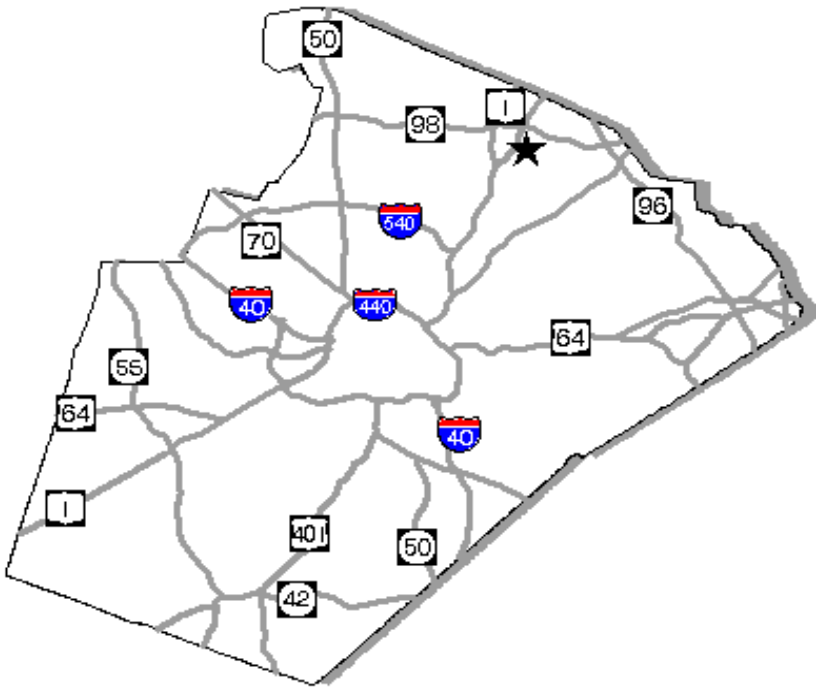
Operating Impact

The cost to operate regional government centers is primarily due to the personnel costs for Human Services staff. The cost increases associated with non-Human Services staff are expected to be minimal since existing staff will be transferred to each center or existing staff will use the center as a satellite office to support service-delivery needs in outer parts of the county. Operating costs have been estimated based on the operating costs at the current Eastern Regional Center.

The planned Northern Regional Center in Wake Forest will be part of a master-planned community campus that includes a branch library, EMS station, Town park, greenway trail connection and post office. All planned facilities on the Wake Forest site have been constructed except the regional center.

The Center will be based on the prototype plan developed for the Eastern Regional Center completed in 2002, and consists of 22,000 square feet of space. The facility will be located on County-owned land south of the Wake Forest Branch library. Design work is scheduled to begin in the latter part of the 2005 calendar year. A construction period of approximately one year is anticipated to begin in 2006, with opening of the facility projected in 2007.

The operating impact of regional government centers consists primarily of additional Human Services staff. Much of the operating impact of non-Human Services staff is negligible, because existing staff will be transferred to each center or existing staff will use the center as a satellite office to support service-delivery needs in outer parts of the county. Based on the costs of operating the current Eastern Regional Center, the new operating cost for Northern Regional Center is estimated at approximately $2.7 million in FY 2008, as shown below.



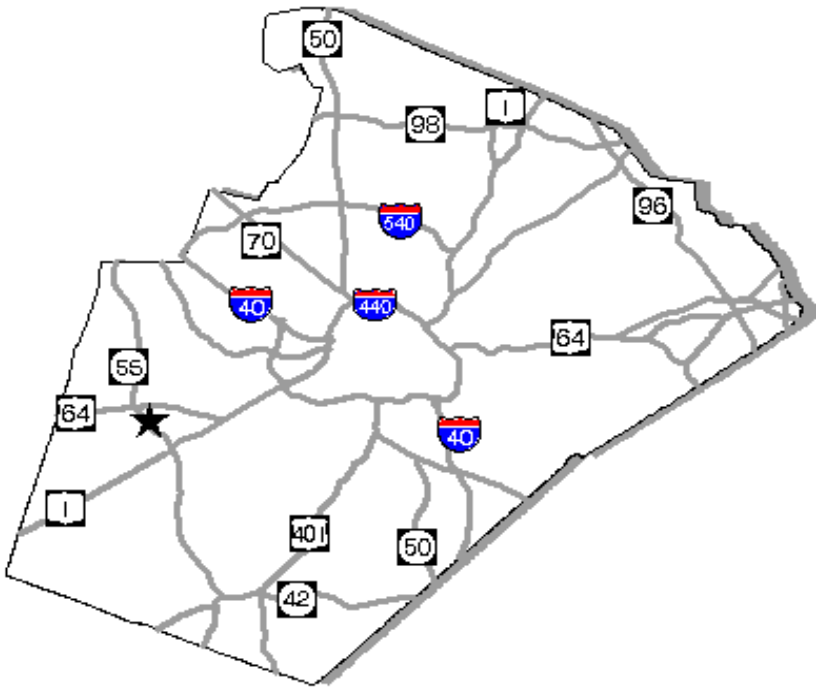
★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Construction	$ -	$ -	1,071,000	3,230,000	-	-	-	-	**4,301,000**
Permitting	-	-	107,000	-	-	-	-	-	**107,000**
TOTAL	**$ -**	**$ -**	**1,178,000**	**3,230,000**	**-**	**-**	**-**	**-**	**4,408,000**
Funding Sources									
Cash	**$ -**	**$ -**	**1,178,000**	**3,230,000**	**-**	**-**	**-**	**-**	**4,408,000**
New Operating Budget Impact		**$ -**	**-**	**-**	**2,729,000**	**-**	**-**	**-**	**2,729,000**
Total Operating Budget Impact		**$ -**	**-**	**-**	**2,729,000**	**2,729,000**	**2,729,000**	**2,729,000**	**10,916,000**

The planned Western Regional Center in Apex will be part of a site that is being jointly developed with the Town of Apex. The Town has completed construction of a new two-story fire headquarters station, located on the front portion of the County-owned site, which is leased to the Town.

This regional center will also be based on the prototype plan noted for the Northern Regional Center. The facility will occupy the rear portion of the shared site, with parking in the front.

Construction is anticipated to begin in 2010. Construction is projected to be complete and the facility opened in 2011.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Construction	$ -	$ -	-	-	-	-	1,229,000	3,706,000	**4,935,000**
Permits	-	-	-	-	-	-	123,000	-	**123,000**
TOTAL	$ -	**$ -**	-	-	-	-	**1,352,000**	**3,706,000**	**5,058,000**
Funding Sources									
Cash	$ -	**$ -**	-	-	-	-	**1,352,000**	**3,706,000**	**5,058,000**
New Operating Budget Impact		**$ -**	-	-	-	-	-	-	-
Total Operating Budget Impact		**$ -**	-	-	-	-	-	-	-

WATER AND SEWER

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
RTP Off-site Infrastructure	$ 1,061,000	276,000	25,000	25,000	25,000	25,000	25,000	**1,462,000**
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	**1,750,000**
RTP Reclaimed Water	-	-	2,395,000	3,038,000	-	-	-	**5,433,000**
Water/Sewer Plan Implementation	500,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,500,000**
Western Wake Regional Wastewater	1,500,000	8,500,000	1,000,000	-	-	-	-	**11,000,000**
TOTAL	**$ 3,311,000**	**9,526,000**	**4,170,000**	**3,813,000**	**775,000**	**775,000**	**775,000**	**23,145,000**
FUNDING SOURCES								
Debt--To be Authorized	$ 1,500,000	8,500,000	1,000,000	-	-	-	-	**11,000,000**
Cash	1,116,000	363,000	2,539,000	3,813,000	775,000	775,000	775,000	**10,156,000**
Cash (Water/Sewer Loan Payments)	695,000	663,000	631,000	-	-	-	-	**1,989,000**
TOTAL	**$ 3,311,000**	**9,526,000**	**4,170,000**	**3,813,000**	**775,000**	**775,000**	**775,000**	**23,145,000**
OPERATING IMPACT	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Seven-Year CIP Summary

The FY 2005-2011 CIP includes approximately $23.1 million for water and sewer system upgrades and related expenses. These funds will be used to implement the 1998 Water/Sewer Plan, to provide infrastructure improvements as an economic development tool in the portion of the Research Triangle Park located in Wake County, and to fund other water and wastewater improvements. New in the FY 2005-2011 CIP is approximately $11 million to fund land acquisition in western Wake County for a future wastewater treatment plant.

History / Background

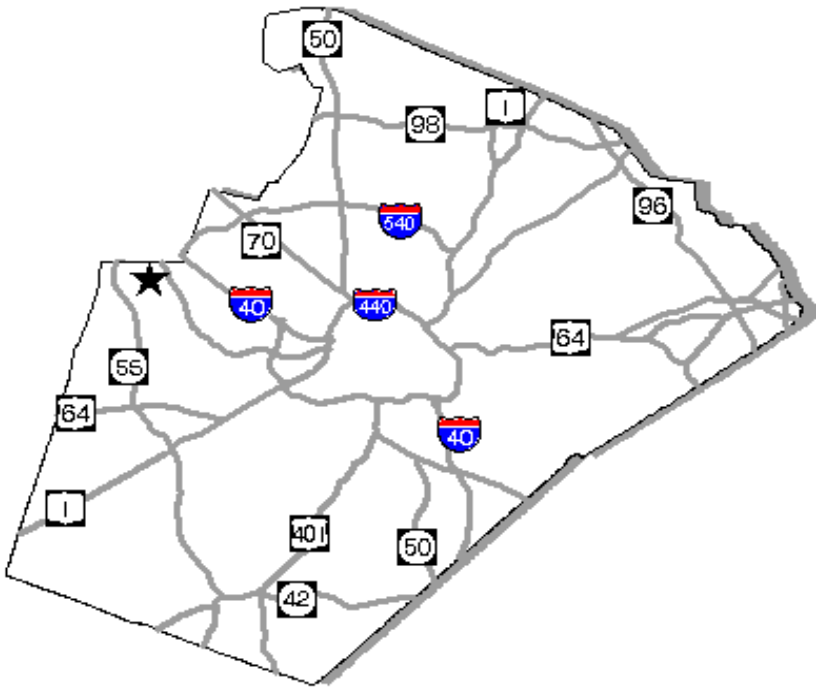
- Water/Sewer: The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the county. The Plan recommends establishing two utility systems by 2010 and consolidating into a single water and sewer utility system by 2015. Funding priority is given to facility merger feasibility studies and preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.

- RTP: In 1987, the County completed a comprehensive study of the water and wastewater facility needs for the portion of Research Triangle Park located in Wake County. This study determined that direct connection to public utilities would be the most feasible and practical of the alternatives evaluated to meet water and sewer facilities needs of the Kit Creek Basin and the portion of RTP located in Wake County. A master utility plan was prepared for RTP and continues to guide the County in planning and funding capital improvement projects in RTP. In 1989, Wake County, the Town of Cary, and the Research Triangle Foundation entered into an agreement for providing water and sewer to the 2000-acre portion of Research

Triangle Park in Wake County. This agreement was renegotiated and executed in October 2003. The agreement provides for the funding and construction of sewer improvements by the County to serve RTP and the operation and maintenance of these improvements by the Town of Cary.

- Western Wake Regional Wastewater Treatment Project: Over the past two years, staff representing Apex, Cary, Fuquay-Varina, Holly Springs, Morrisville and Wake County have been pursuing regional solutions to meet the combined long-term wastewater needs of western Wake County. An interlocal agreement was executed by the six local governments on May 1, 2002, providing for the parties to work collaboratively and to share the costs to examine engineering considerations, environmental impacts, permitting implications and probable costs of wastewater facilities to serve their combined needs.

In October 2003, Wake County, the Town of Cary and the Research Triangle Foundation renegotiated a 1989 agreement for the construction, operation and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to maintain responsibility for the completion of the Phase III water and sewer improvements to serve the undeveloped sites in RTP in accordance with the 1987 RTP Water and Sewer Facilities Plan. The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. This agreement also provides that the County will abide by the Town's policy for the use of reclaimed water. This will require the installation of reclaimed water improvements beginning in FY 2006.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Water and Sewer Improvemen	**$ 11,606,000**	**$ 1,061,000**	**276,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**1,462,000**
Funding Sources									
Cash	**$ 11,606,000**	**$ 1,061,000**	**276,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**1,462,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

To encourage job creation and economic development, the County has provided funds for the installation of off-site water and sewer infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water and sewer service up to the property line of the individual sites within RTP. In addition, the Wake County Water and Sewer Funding Policy specifically provides for assistance with the construction of on-site water and sewer lines to industrial tenants within RTP. The Board of Commissioners has in the past provided funding for the construction of on-site water and sewer lines to within five feet of the building for the existing industries in RTP including Cisco, Biogen, Sony Ericsson, Diosynth and Magnequench.

Ericsson Property in Wake County Portion of RTP

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Water and Sewer Lines	**$ 2,007,000**	**$ 250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,750,000**
Funding Sources									
Cash	**$ 2,007,000**	**$ 250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,750,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

The October 2003 agreement between Wake County, the Town of Cary and Research Triangle Park provides that water and sewer customers in Research Triangle Park will abide by the Town of Cary's reclaimed water policy. At such time as the Town of Cary constructs the primary system to deliver reclaimed water to the boundaries of Research Triangle Park, the County agrees to install, if practical, the secondary system to deliver the reclaimed water to the customers in RTP. Based upon a Water Reclamation and Reuse Plan for RTP South completed in October 2003, approximately $5 million is included in the FY 2005-2011 CIP for water reclamation in RTP. The Town of Cary will be responsible for the operation and maintenance of the reclaimed water system and for providing the reclaimed water to RTP customers.

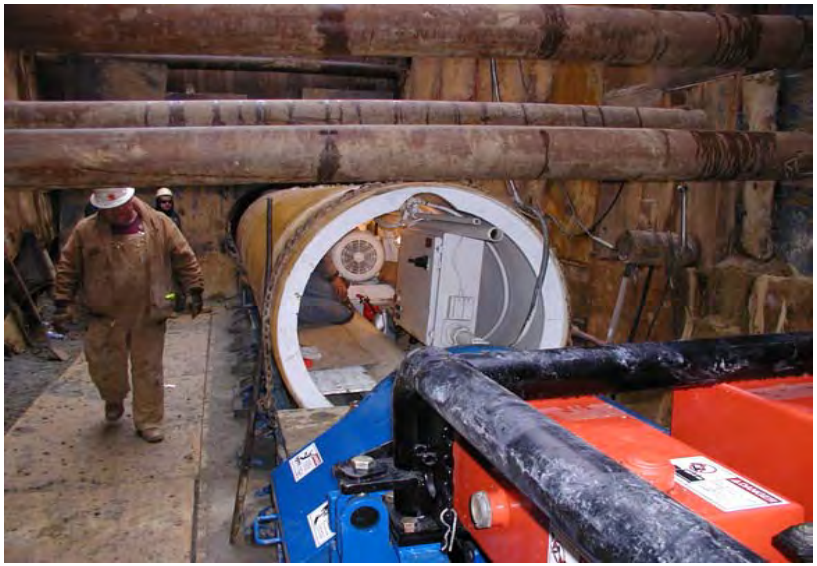
Reclaimed Water Facility

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
RTP Water Reclamation	**$ 100,000**	**$ -**	**-**	**2,395,000**	**3,038,000**	**-**	**-**	**-**	**5,433,000**
Funding Sources									
Cash	**$ 100,000**	**$ -**	**-**	**2,395,000**	**3,038,000**	**-**	**-**	**-**	**5,433,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the County. To ensure an adequate, reliable, and economical water and sewer system for all county residents, the Plan recommends establishing two utility systems by 2010 and consolidation into a single water and sewer utility system by 2015.

The County continues to support the merger of municipal utility systems and has demonstrated a willingness to fund feasibility studies for utility system mergers and other regional solutions. To this end, the FY 2005-2011 CIP includes $2.2 million to fund preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.

Currently, Wake Forest and Knightdale are proceeding with plans to merge their utility systems with the City of Raleigh. Feasibility studies to merge the Wendell and Zebulon utility systems with Raleigh have recently been completed and both towns are pursuing merger contracts with Raleigh. These projects have no operating impact on the County, because municipalities assume the operating impact of the actual utility system mergers.



Sewer Bore

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Engineering work	**$ 1,954,000**	**$ 500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
Funding Sources									
Cash	**$ 1,954,000**	**$ 500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,500,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

The 1998 Wake County Water/Sewer Plan recommends establishing two utility systems by 2010 and consolidation into a single water and sewer system by 2015. Over the past two years, staff representing Apex, Cary, Fuquay-Varina, Holly Springs, Morrisville and Wake County have been pursuing regional solutions to meet the combined long-term wastewater needs of western Wake County. An interlocal agreement was executed by the six local governments on May 1, 2002, providing for the parties to work collaboratively and share the costs of a study to examine engineering considerations, environmental impacts, permitting implications and probable costs of wastewater facilities to serve their combined needs. As part of this work, potential sites for future wastewater treatment facilities including pumping stations, pipelines and treatment facilities, have been identified and acquisition costs estimated. The FY 2005-2011 CIP includes $11 million for land acquisition. It is planned that any County funding expended for land acquisition will be repaid to the County by the towns participating in the regional project. Funds for repayment will be incorporated into the total project costs as the details of project financing are developed.

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Land Acquisition	**$ -**	**$ 1,500,000**	**8,500,000**	**1,000,000**	**-**	**-**	**-**	**-**	**11,000,000**
Funding Sources									
Debt--To Be Authorized	**$ -**	**$ 1,500,000**	**8,500,000**	**1,000,000**	**-**	**-**	**-**	**-**	**11,000,000**
New Operating Budget Impact		$ -	-	-	-	-	-	-	-
Total Operating Budget Impact		$ -	-	-	-	-	-	-	-

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MAJOR FACILITIES TRUST FUND

Financial Summary

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
Apex Performing Arts Center	$ 150,000	100,000	100,000	-	-	-	-	**350,000**
Factory Kids Foundation	500,000	500,000	-	-	-	-	-	**1,000,000**
Fuquay-Varina Park	130,000	-	-	-	-	-	-	**130,000**
Garner Park	110,000	90,000	-	-	-	-	-	**200,000**
USA Baseball	-	210,000	790,000	-	-	-	-	**1,000,000**
Future Projects	110,000	100,000	110,000	1,000,000	1,000,000	1,000,000	1,000,000	**4,320,000**
TOTAL	**$ 1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
FUNDING SOURCES								
Hotel/Motel and Prepared Food and Beverage Tax	**$ 1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,000,000**
OPERATING IMPACT	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

Seven-Year CIP Summary

The FY 2005-2011 CIP contains $7 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funds are wholly or partially committed through FY 2007 for projects approved by the Board of Commissioners in January 2004. Beginning in FY 2008, the entire $1 million is available for future projects.

History / Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage Taxes that are imposed on hotel and restaurant purchases made in Wake County. The County may levy up to 6% of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to 1% on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies the manner in which revenues from the tax are distributed to Wake County government, the City of Raleigh, the Town of Cary, the Centennial Authority and the Greater Raleigh Convention and Visitor Bureau.

The Board of County Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, each jurisdiction receives $1,000,000 from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their $1 million distributions.

Under the interlocal agreement, any non-profit or for-profit organization may apply for funds. The County, pursuant to the enabling legislation, designates proceeds from the Occupancy and Prepared Food/Beverage Taxes for the purpose of acquiring, constructing or financing convention centers, civic centers, performing arts centers, coliseums, auditoriums, and facilities related to sports and cultural events.

Horizon Issues

Beginning in FY 2008, the entire $1 million is available for future projects. The Carolina Mudcats organization has expressed a need to renovate/replace the existing playing field at Five County Stadium, located in eastern Wake County in the Town of Zebulon. The Mudcats have indicated the cost to be approximately $540,000 to remedy the situation. In future years, this type of project could be eligible for consideration for funding from the Major Facilities Trust Fund, and would compete against other projects being proposed at that time.

Operating Impact

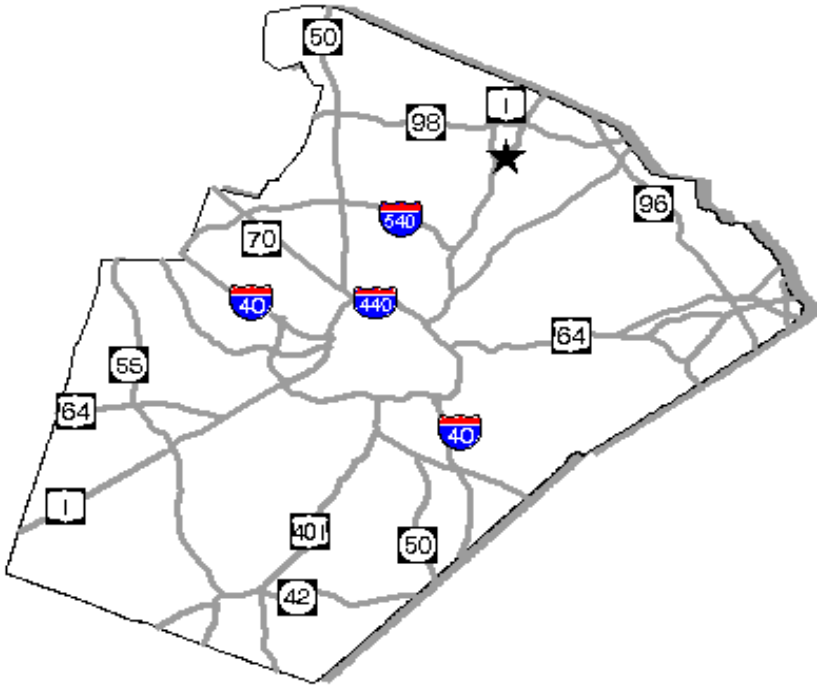
One criterion against which proposals are reviewed includes the ability of the applicant to describe the impact on Wake County's capital construction and annual operating budget. Preference is given to projects that demonstrate an ability to be operational without the on-going support of Wake County general operating funds.

The Town of Apex will utilize funding to assist in the restoration and conversion of the former 1912 Apex Town Hall into a performing and cultural arts facility. This 5,600 square foot structure was designated as an historic landmark by Wake County in 1997 and is also listed on the National Register of Historic Places. Currently, the building houses the Town's Parks, Recreation and Cultural Resources Department.

Former 1912 Apex Town Hall

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 200,000**	**$ 150,000**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**350,000**
Funding Sources									
Major Facilities Trust Fund	**$ 200,000**	**$ 150,000**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**350,000**
New Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Total Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

The Factory Kids Foundation, a non-profit corporation, will receive funds to construct a baseball complex on 15 vacant acres of the former Athey Plant site in Wake Forest. The complex will include seven fields with lighting, dugouts, professional public address systems, irrigation systems and meeting/ picnic/concession space. The baseball complex is part of a larger plan to develop a sports and entertainment center that could potentially host more than 600 children daily, all participating in diverse entertainment and sports activities. The baseball complex is proposed to host 30 little league and girls' softball tournaments annually, and will also provide a location for baseball clinics and tournaments throughout the year.



★ Proposed Location

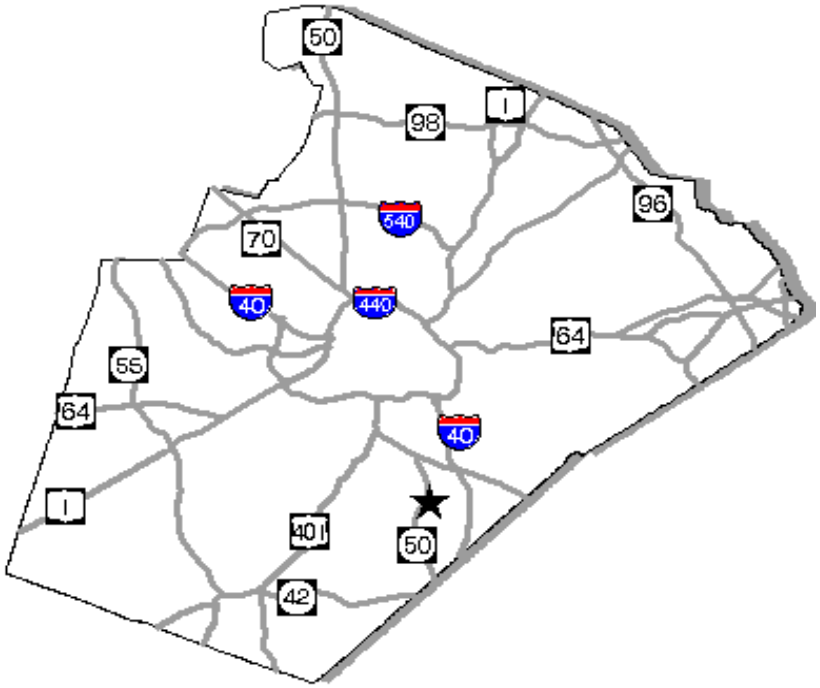
Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 500,000**	**$ 500,000**	**500,000**	**-**	**-**	**-**	**-**	**-**	**1,000,000**
Funding Sources									
Major Facilities Trust Fund	**$ 500,000**	**$ 500,000**	**500,000**	**-**	**-**	**-**	**-**	**-**	**1,000,000**
New Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Total Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

The Town of Fuquay-Varina will receive funding to complete the Honeycutt Road Park site. In March 2001, the Town's Board of Commissioners adopted a Parks, Recreation, and Cultural Resources Master Plan which serves as an outline for the orderly development of future programs and the facilities to support them. The site plan calls for two multi-purpose football/soccer fields with lights, a baseball/softball field with lights, tennis courts, a playground and support facilities. Currently, the park site consists of 22 acres with two soccer fields, concessions and restroom buildings, and limited parking facilities. The grant will assist in the funding of athletic fields, and providing facilities for youth athletic programs and associated support facilities. The project will increase the Town's ability to host athletic tournaments and other regional competitions.

Honeycutt Road Park - Soccer Field #1

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 220,000**	**$ 130,000**	**-**	**-**	**-**	**-**	**-**	**-**	**130,000**
Funding Sources									
Major Facilities Trust Fund	**$ 220,000**	**$ 130,000**	**-**	**-**	**-**	**-**	**-**	**-**	**130,000**
New Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Total Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

The Town of Garner will receive funding toward the construction of Centennial Park. This facility will provide parklands and soccer facilities for the greater Garner area, as well as providing tournament fields for national soccer tournaments. The Wake County Parks and Recreation Seven-Year Master Plan identified a need for soccer fields in the St. Mary's and Panther Branch Townships in southeast Wake County, which Centennial Park will serve. The park offers opportunities for the Town to partner with soccer organizations, such as the Capital Area Soccer League (CASL) to locate youth soccer tournaments in Garner.



★ Proposed Location

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ 200,000**	**$ 110,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**200,000**
Funding Sources									
Major Facilities Trust Fund	**$ 200,000**	**$ 110,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**200,000**
New Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Total Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

USA Baseball recently relocated its national headquarters to the Triangle region. This organization will receive funding to assist with the development of a national training center in western Wake County at the Town of Cary's Thomas Brooks Park. This Center will address a need identified in the Wake County Parks and Recreation Seven-Year Master Plan for additional practice and play facilities throughout the County. The Center will include the construction of four Major-League-Baseball-level playing fields at Thomas Brooks Park. The Town of Cary appropriated $8.5 million in its capital improvement program for the training center. The baseball complex is due to open in the spring of 2005.

Thomas Brooks Park - Town of Cary

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Grant-in-Aid	**$ -**	**$ -**	**210,000**	**790,000**	**-**	**-**	**-**	**-**	**1,000,000**
Funding Sources									
Major Facilities Trust Fund	**-**	**$ -**	**210,000**	**790,000**	**-**	**-**	**-**	**-**	**1,000,000**
New Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Total Operating Budget Impact		**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

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SOLID WASTE

Financial Summary								
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
USES								
North Wake Landfill	$ -	2,100,000	-	6,100,000	400,000	-	-	**8,600,000**
South Wake Landfill	200,000	5,750,000	11,500,000	6,400,000	-	150,000	5,000,000	**29,000,000**
Convenience Center Program	50,000	500,000	500,000	500,000	500,000	500,000	500,000	**3,050,000**
TOTAL	**$ 250,000**	**8,350,000**	**12,000,000**	**13,000,000**	**900,000**	**650,000**	**5,500,000**	**40,650,000**
FUNDING SOURCES								
Cash	$ 250,000	750,000	1,000,000	1,700,000	900,000	650,000	500,000	**5,750,000**
Debt - To be Authorized	-	5,600,000	11,000,000	5,600,000	-	-	5,000,000	**27,200,000**
Reserves--Landfill Closure	-	2,000,000	-	5,700,000	-	-	-	**7,700,000**
TOTAL	**$ 250,000**	**8,350,000**	**12,000,000**	**13,000,000**	**900,000**	**650,000**	**5,500,000**	**40,650,000**
OPERATING IMPACT	$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The Solid Waste element of the capital improvement program includes investments in the County's disposal infrastructure in the form of construction of new facilities, improvements, and remediation to existing facilities to meet demands of the general public. The current capital plan provides $40.6 million for solid waste capital projects over the next seven years. Landfill closure activities are funded by reserves that have accumulated as part of the tipping fee structure throughout the life of the landfills. The primary goal of the Solid Waste element is to facilitate the effective and efficient implementation of solid waste operating programs and policies by providing necessary public facilities in a timely manner and maintaining existing facilities in good condition. During FY 2005 Wake County, along with its 12 municipalities, will evaluate long-term waste disposal options. The results of this evaluation may impact budget projections beginning in FY 2006.

History / Background

The State of North Carolina passed legislation in 1989 that required local governments to submit comprehensive solid waste management plans. Subsequent amendments in 1996 required the first 10-year comprehensive solid waste management plans to be submitted to the State in 1997, with updates every three years. Wake County's plan was prepared and adopted in 1997 and updated in 2000 and 2003. The 10-year plan is the focal point that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the county. In 2003, the Board approved an updated Ten-Year Comprehensive Plan for Solid Waste Management.

All local governments within Wake County were invited to participate in the development of the Solid Waste Plan. All municipalities agreed to be included, with the exception of the City of Raleigh, which opted to develop its own plan through a separate process. The Wake County Solid Waste Advisory Committee (SWAC) oversaw and participated in the Plan's development and approved the Plan for adoption by the elected officials of each participating jurisdiction. The SWAC consists of representatives from each participating jurisdiction, as well as citizens and business representatives appointed by the Board of County Commissioners.

SOLID WASTE

FY 2004 Accomplishments

The County's solid waste disposal facilities are reaching capacity. Therefore a number of major capital improvement projects have begun. Design, permitting and construction activities were required for the following projects:

- Completed closure activities of North Wake Construction and Demolition Debris Landfill.
- Began closure of Phase 1 Area (21 ac.) of North Wake Municipal Solid Waste Landfill.
- Completed expansion of landfill gas collection and re-use system at North Wake Landfill.
- Completed design and began closure construction at Feltonsville Construction and Demolition Debris Landfill.
- Design of new South Wake Landfill is complete and final permit to construct has been issued. Staff is working with municipal partners and consultants to evaluate other alternative disposal solutions and will present recommendations to Commissioners by December 2004.

Operating Impact

Because the majority of the capital investments are improvements to existing facilities, increases in operating costs are expected to be negligible during the current capital improvements planning period. Decisions regarding long-term options for solid waste disposal will most likely impact operating costs at some point in the future.

In 1996, Wake County opened a lined landfill off Durant Road in north Raleigh. This landfill accepts municipal solid waste and is projected to reach capacity in FY 2007 and be closed. In July 2001, the County added a small, unlined construction and demolition debris (C&D) landfill adjacent to the lined facility; the C&D landfill closed at the end of FY 2003.

The landfill will be closed in three phases: Phase I began in FY 2004 ($4.8 million); Phases II and III are expected to occur in FY 2006 and FY 2008, depending upon the landfill's usage. The total cost of the closure is estimated to be $12.5 million and will be funded by reserves that were accumulated as part of the tipping fee structure throughout the life of the landfill.

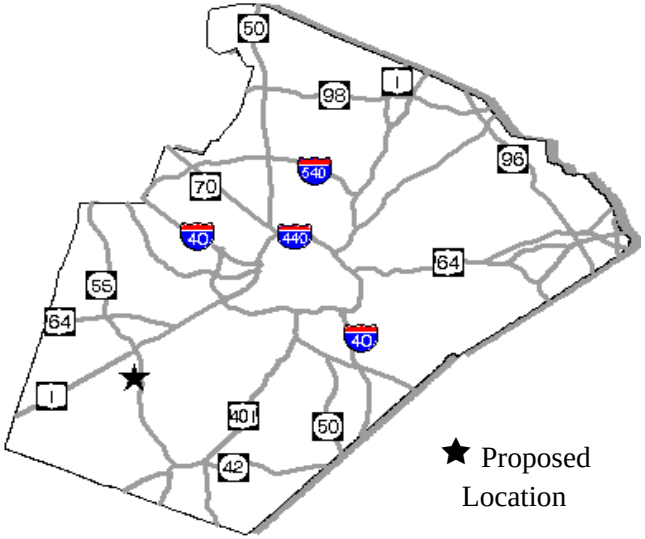
The North Wake Landfill property may lend itself to beneficial uses after closure. Wake County, in cooperation with a Citizens' Advisory Committee, is exploring options for potential uses, such as incorporating greenways and open space uses. If practical uses are identified, expenditures for master planning will occur in FY 2006 with construction anticipated to begin in FY 2008.

North Wake Construction and Demolition Landfill

Financial Summary

Uses	Prior Funding	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TOTAL
North Wake Landfill Master Plan									-
Planning & Design	-	-	$ 100,000	-	-	-	-	-	100,000
Construction	-	-	-	-	400,000	400,000	-	-	800,000
North Wake Subtitle D Landfill									
Engineering & Construction - Phase II	-	-	2,000,000	-	-	-	-	-	2,000,000
Engineering & Construction - Phase III	-	-	-	-	5,700,000	-	-	-	5,700,000
TOTAL	-	-	**$ 2,100,000**	-	**6,100,000**	**400,000**	-	-	**8,600,000**
Funding Sources									
Cash	-	-	100,000	-	400,000	400,000	-	-	**900,000**
Closure Reserve Allocation	-	-	2,000,000	-	5,700,000	-	-	-	**7,700,000**
TOTAL	-	-	**$ 2,100,000**	-	**6,100,000**	**400,000**	-	-	**8,600,000**
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

Plans for a new landfill in southern Wake County have been completed and a permit for construction has been issued by the State. Land for the new landfill is owned by Wake County. Although construction is a viable alternative, staff, along with representatives from the 12 municipalities in Wake County, are evaluating other options for long-term (25+ years) disposal of solid waste. In FY 2004, a preliminary list of the various options was presented to the Board. Specific recommendations on the proposed long-term solution(s) will be presented to the Board of Commissioners during the second quarter of FY 2005. Selection of a long-term disposal option may impact the capital cost projections for the South Wake Subtitle D Landfill.



Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Transfer Station Refurbishment									
Planning & Design	-	-	50,000	-	-	-	-	-	**50,000**
Construction	-	-	-	500,000	-	-	-	-	**500,000**
Landfill Entrance									
Planning & Design	-	-	100,000	-	-	-	-	-	**100,000**
Construction	-	-	-	-	800,000	-	-	-	**800,000**
South Wake Subtitle D Landfill									
Long Term Options Study	-	$200,000	-	-	-	-	-	-	**200,000**
Phase I Construction	-	-	5,600,000	11,000,000	5,600,000	-	-	-	**22,200,000**
Phase II Construction	-	-	-	-	-	-	150,000	5,000,000	**5,150,000**
TOTAL	**-**	**$200,000**	**5,750,000**	**11,500,000**	**6,400,000**	**-**	**150,000**	**5,000,000**	**29,000,000**
Funding Sources									
Cash	-	$200,000	150,000	500,000	800,000	-	150,000	-	**1,800,000**
Debt - To be Authorized	-	-	5,600,000	11,000,000	5,600,000	-	-	5,000,000	**27,200,000**
TOTAL	**-**	**$200,000**	**5,750,000**	**11,500,000**	**6,400,000**	**-**	**150,000**	**5,000,000**	**29,000,000**
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

The County currently operates two multi-material facilities (North Wake and Feltonsville) that accept various recyclable commodities from both residential and commercial customers. Material accepted includes corrugated cardboard, white goods (e.g. refrigerators, washers, dryers), lead-acid batteries, used motor oil and scrap tires. The North Wake facility also accepts electronics for recycling. Eleven convenience center sites are located throughout the County, where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, clear), aluminum containers, steel cans, scrap metal and plastics. Fifty-one school igloo facilities provide recycling opportunities as well as educational opportunities for elementary, middle and high school students throughout the County. The county operates two household hazardous waste drop-off facilities at North Wake and Feltonsville for residential customers only.

Funding in the FY 2005-2011 CIP will be used to conduct a comprehensive assessment of the locations and conditions of all existing convenience centers. In addition, the services currently offered at the centers will be evaluated. A multi-year plan for improving convenience center facilities and enhancing services will be prepared. It is anticipated that facility modifications and improvements will be completed during the seven-year period.

Drop Off Center at Convenience Center #4

Financial Summary									
Uses	**Prior Funding**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**TOTAL**
Convenience Center Program	$ 495,000								
Planning	-	$50,000	-	-	-	-	-	-	**50,000**
Engineering & Construction	-	-	500,000	500,000	500,000	500,000	500,000	500,000	**3,000,000**
TOTAL	**$ 495,000**	**$50,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,050,000**
Funding Sources									
Cash	**$ 495,000**	**$50,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,050,000**
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

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Financial Planning Model—Capital Projects Summary

	2005	2006	2007	2008	2009	2010	2011	Total
				COUNTY				
SOURCES:								
Bonds - authorized (Criminal Justice)	7,000	5,000	-	-	-	-	-	12,000
Bonds - authorized (Libraries)	7,500	9,800	5,000	4,900	4,300	3,500	-	35,000
Debt - to be authorized	4,500	11,500	21,000	20,000	9,500	39,700	40,800	147,000
Fire Tax District (Capital)	3,611	3,735	3,735	3,735	3,735	3,735	3,735	26,021
Fire Tax Fund Balance								
Grants	1,359	253	-	-	-	-	-	1,612
Hotel/Motel and Prepared Food Tax	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Housing Program Income	52	67	67	67	67	67	67	454
Municipal Reimbursement	50	-	-	-	-	-	-	50
Water / Sewer loan repayments	695	663	631	-	-	-	-	1,989
Transfer In - Ad valorem tax	17,371	17,978	18,607	19,257	19,931	15,987	21,349	130,480
Interest Income - bond proceeds	350	486	1,348	789	1,022	664	3,390	8,051
Interest Income - capital projects	725	516	318	350	176	405	458	2,947
Capital fund balance appropriation	13,397	13,102	2,717	5,592	-	-	-	34,808
Total County Sources	**57,611**	**64,101**	**54,423**	**55,690**	**39,731**	**65,059**	**70,798**	**407,413**
Percent Debt Funded	**33%**	**41%**	**48%**	**45%**	**35%**	**66%**	**58%**	**48%**
USES:								
Affordable Housing	1,052	1,067	1,067	1,067	1,067	1,067	1,067	7,454
Automation	8,271	6,331	2,500	2,500	2,500	3,208	3,232	28,542
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	5,301	4,991	4,036	3,857	4,047	3,419	3,915	29,566
Criminal Justice	12,730	21,119	23,124	27,764	9,754	38,121	42,870	175,482
Fire	2,715	2,839	2,864	3,735	3,735	3,735	3,735	23,358
Libraries	14,177	10,042	5,282	4,904	4,323	3,517	200	42,445
Little River Land Acquisition	1,481	-	-	-	-	-	-	1,481
Major Facilities	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Open Space	3,000	3,000	5,000	5,000	5,000	5,000	-	26,000
Parks & Recreation	2,200	1,650	1,650	1,550	1,303	1,250	1,050	10,653
Public Safety	1,873	858	-	-	-	800	2,049	5,580
Regional Governmental Centers	-	1,178	3,230	-	-	1,352	3,706	9,466
Water / Sewer	3,311	9,526	4,170	3,813	775	775	775	23,145
Subtotal	57,611	64,101	54,423	55,690	34,004	63,744	64,099	393,672
Reserved for Future Capital Projects	-	-	-	-	5,727	1,315	6,699	13,741
Total County Uses	**57,611**	**64,101**	**54,423**	**55,690**	**39,731**	**65,059**	**70,798**	**407,413**
FUND BALANCE								
Beginning of Year	39,205	25,808	12,706	9,988	4,397	10,123	11,438	
Reserved for Future Cap. Projects	-	-	-	-	5,727	1,315	6,699	
Fund Balance Appropriated	(13,397)	(13,102)	(2,717)	(5,592)	-	-	-	
End of Year	**25,808**	**12,706**	**9,988**	**4,397**	**10,123**	**11,438**	**18,138**	

Financial Planning Model—Capital Projects Summary

	2005	2006	2007	2008	2009	2010	2011	Total
SOLID WASTE								
SOURCES:								
Solid Waste Revenue Bonds TBA	-	5,600	11,000	5,600	-	-	5,000	27,200
Solid Waste Cash	250	750	1,000	1,700	900	650	500	5,750
Solid Waste Reserve (Closure)	-	2,000	-	5,700	-	-	-	7,700
Total Solid Waste Sources	**250**	**8,350**	**12,000**	**13,000**	**900**	**650**	**5,500**	**40,650**
Percent Debt Funded	**100%**	**76%**	**100%**	**56%**	**100%**	**100%**	**100%**	**81%**
USES:								
Solid Waste	250	8,350	12,000	13,000	900	650	5,500	40,650
Total Solid Waste Uses	**250**	**8,350**	**12,000**	**13,000**	**900**	**650**	**5,500**	**40,650**
FUND BALANCE								
Beginning of Year	-	-	-	-	-	-	-	
Fund Balance Appropriated (Above)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
End of Year	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
PUBLIC SCHOOLS								
SOURCES:								
Bonds - authorized	150,000	150,000	150,000	-	-	-	-	450,000
Bonds - to be authorized	-	-	-	-	175,000	175,000	175,000	525,000
Transfer In - Ad valorem tax	-	-	-	-	-	4,640	-	4,640
Interest Income - bond proceeds	2,718	1,794	3,686	2,738	4,623	2,809	4,623	22,993
Interest Income - capital projects	323	410	568	787	900	201	27	3,217
State School Building Fund	5,100	5,300	5,600	5,900	6,200	6,400	-	34,500
Capital fund balance appropriation	-	-	246	-	17,476	4,349	-	22,072
Total Schools Sources	**158,142**	**157,505**	**160,100**	**9,425**	**204,200**	**193,400**	**179,650**	**1,062,422**
Percent Debt Funded	**95%**	**95%**	**94%**	**0%**	**86%**	**90%**	**97%**	**92%**
USES:								
Plan 2000	-	-	-	-	-	-	-	-
Plan 2004	155,100	155,300	160,100	9,400	-	-	-	479,900
Future Projects	-	-	-	-	204,200	193,400	175,000	572,600
Subtotal	155,100	155,300	160,100	9,400	204,200	193,400	175,000	1,052,500
Reserved for Future Capital Projects	3,042	2,205	-	25	-	-	4,650	9,922
Total Schools Uses	**158,142**	**157,505**	**160,100**	**9,425**	**204,200**	**193,400**	**179,650**	**1,062,422**
FUND BALANCE								
Beginning of Year	17,479	20,520	22,725	22,479	22,504	5,028	678	
Reserved for Future Cap. Projects	3,042	2,205	-	25	-	-	4,650	
Fund Balance Appropriated	-	-	(246)	-	(17,476)	(4,349)	-	
End of Year	**20,520**	**22,725**	**22,479**	**22,504**	**5,028**	**678**	**5,329**	

Financial Planning Model—Capital Projects Summary

	2005	2006	2007	2008	2009	2010	2011	Total
WAKE TECH								
SOURCES								
Bonds - to be authorized	5,000	35,000	-	-	-	-	-	40,000
USES								
Wake Tech Capital Plan	5,000	35,000	-	-	-	-	-	40,000
TOTAL ALL PROJECTS								
SOURCES:								
Bonds - authorized	164,500	164,800	155,000	4,900	4,300	3,500	-	497,000
Bonds - to be authorized	9,500	46,500	21,000	20,000	184,500	214,700	215,800	712,000
Hotel/Motel and Prepared Food Tax	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Solid Waste Bonds	-	5,600	11,000	5,600	-	-	5,000	27,200
Solid Waste Funds	250	2,750	1,000	7,400	900	650	500	13,450
Water / Sewer Funds	695	663	631	-	-	-	-	1,989
Transfer In - Ad Valorem Tax	17,371	17,978	18,607	19,257	19,931	20,627	21,349	135,120
Other funds	14,290	12,562	15,322	14,366	16,724	14,282	12,300	99,846
Capital fund balance appropriation	13,397	13,102	2,963	5,592	17,476	4,349	-	56,880
Total All Sources	**221,003**	**264,956**	**226,523**	**78,115**	**244,831**	**259,109**	**255,949**	**1,550,485**
Percent Debt Funded (excluding Solid Waste Fund)	**79%**	**82%**	**82%**	**38%**	**77%**	**84%**	**86%**	**80%**
USES:								
County	57,611	64,101	54,423	55,690	34,004	63,744	64,099	393,672
Solid Waste	250	8,350	12,000	13,000	900	650	5,500	40,650
Public Schools	155,100	155,300	160,100	9,400	204,200	193,400	175,000	1,052,500
Wake Tech	5,000	35,000	-	-	-	-	-	40,000
Subtotal	217,961	262,751	226,523	78,090	239,104	257,794	244,599	1,526,822
Reserved for Future Capital Projects	3,042	2,205	-	25	5,727	1,315	11,350	23,663
Total All Uses	**221,003**	**264,956**	**226,523**	**78,115**	**244,831**	**259,109**	**255,949**	**1,550,485**

Financial Planning Model—Tax Assumptions and Debt Service Fund

		AD VALOREM TAXES								
Assumptions:	Percentage	2004	2005	2006	2007	2008	2009	2010	2011	2012
Tax base		$68,474,260	$70,775,000	$73,252,000	$75,816,000	$78,470,000	$81,216,000	$84,059,000	$87,001,000	$90,046,000
Annual growth rate			3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Tax rate (cents)		60.4	60.4	60.4	60.4	60.4	60.4	60.4	60.4	60.4
Levy plus $550 Late List)		413,585	428,031	442,992	458,479	474,509	491,095	508,266	526,036	544,428
Collection rate		98.20%	98.20%	98.20%	98.20%	98.20%	98.20%	98.20%	98.20%	98.20%
Total tax receipts		406,140	420,326	435,018	450,226	465,968	482,255	499,118	516,567	534,628
Revenue per penny		6,724	6,959	7,202	7,454	7,715	7,984	8,264	8,552	8,851
Capital tax rate		16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
Ad valorem tax - capital program		110,948	114,824	118,838	122,992	127,292	131,742	136,348	141,115	146,049
Ad valorem tax allocation:										
Debt Service Fund	84.87%	83,655	97,453	100,859	104,385	108,035	111,811	115,721	119,767	123,954
School Capital Projects Fund		6,200	-	-	-	-	-	4,640.00	-	-
County Capital Projects Fund		21,093	17,371	17,978	18,607	19,257	19,931	15,987	21,349	22,095
Total	100.00%	$110,948	$114,824	$118,838	$122,992	$127,292	$131,742	$136,348	$141,115	$146,049

	DEBT SERVICE FUND								
Assumptions:	2004	2005	2006	2007	2008	2009	2010	2011	2012
Sales tax annual growth rate	-	-	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment rate	2.00%	1.85%	2.00%	2.50%	3.50%	4.00%	4.00%	4.00%	4.00%
Tax-exempt variable interest rate	-	-	1.33%	1.67%	2.33%	2.67%	2.67%	2.67%	2.67%
DEBT SERVICE REVENUES									
Ad valorem tax	83,655	97,453	100,859	104,385	108,035	111,811	115,721	119,767	123,954
Sales Tax: Article 40 & 42	16,693	17,784	18,495	19,235	20,005	20,805	21,637	22,502	23,403
Transfer from Major Facilities Fund	-	991	991	991	991	991	991	991	991
Water / Sewer Municipal Reimbursement	-		1,250	1,250	1,250	1,250	1,250	1,250	1,250
Series 2004 original issue premium, etc.*	8,672	-	-	-	-	-	-	-	-
Series 2004A&B original issue premium, etc.*	673	-	-	-	-	-	-	-	-
Series 2003B&C original issue premium, etc.*	1,057	-	-	-	-	-	-	-	-
One-Time Transfer From General Fund	3,000	-	-	-	-	-	-	-	-
Interest income - general fund	2,800	2,590	2,800	3,500	4,900	5,600	5,600	5,600	5,600
Plus interest income - debt service fund	789	1,030	1,166	1,781	2,295	2,744	2,470	2,547	2,235
Total Debt Service Revenues	117,340	119,848	125,562	131,142	137,476	143,201	147,669	152,657	157,433
DEBT SERVICE EXPENDITURES									
Contribution to refunding net of escrow interest	825	-	-	-	-	-	-	-	-
Five County Stadium financing agreement	-	1,042	991	991	991	991	991	991	991
G.O. debt service (DS)	100,167	115,462	110,952	135,094	132,784	148,352	144,056	158,775	173,689
Variable-rate bond fees**	-	448	448	448	448	448	448	448	448
Consultant fees	-	84	84	84	84	84	84	84	84
QZAB debt service	163	163	163	163	163	163	163	163	163
Total Debt Service Expenditures	101,156	117,200	112,638	136,780	134,470	150,039	145,742	160,461	175,376
Revenues in excess (less than) expenditures	16,184	2,648	12,923	(5,638)	3,006	(6,838)	1,927	(7,804)	(17,943)
Fund Balance - beginning of year	39,467	55,651	58,299	71,222	65,584	68,589	61,751	63,678	55,874
Fund Balance - end of year	55,651	58,299	71,222	65,584	68,589	61,751	63,678	55,874	37,931
Ending balance as % of next year's G.O. DS	48.2%	52.5%	52.7%	49.4%	46.2%	42.9%	40.1%	32.2%	22.5%

*Original issue premium plus accrued interest less underwriter's discount and estimated issuance cost.
**Remarketing, liquidity, rating and trustee fees.

Financial Planning Model—General Fund Revenues

General Fund Revenues ($ 000)

	Growth Rates for Forecast				Forecast					
	2006	**2007**	**2008**	**2009**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**
Taxes										
Ad valorem - current at $0.604 tax ra	**3.5%**	**3.5%**	**3.5%**	**3.5%**	411,347	420,326	435,037	450,264	466,023	482,334
Ad valorem - delinquent	**0.0%**	**0.0%**	**0.0%**	**0.0%**		5,500	5,500	5,500	5,500	5,500
Other taxes	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,818	1,895	1,895	1,895	1,895	1,895
Penalties and interest	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,900	1,375	1,375	1,375	1,375	1,375
Lease/rental vehicle tax	**1.0%**	**1.0%**	**1.0%**	**1.0%**	2,100	2,000	2,020	2,040	2,061	2,081
Sales tax	**4.0%**	**4.0%**	**4.0%**	**4.0%**	109,065	117,530	122,231	127,120	132,205	137,493
Pilot					20	20	20	20	20	20
Real property transfer (excise) tax	**2.0%**	**2.0%**	**2.0%**	**2.0%**	6,000	5,800	5,916	6,034	6,155	6,278
Total Taxes					**532,251**	**554,446**	**573,995**	**594,249**	**615,234**	**636,977**
Federal Shared										
Human Services - Federal only	**3.0%**	**3.0%**	**3.0%**	**3.0%**	4,997	5,613	5,781	5,955	6,133	6,317
Other	**0.0%**	**0.0%**	**0.0%**	**0.0%**	3,939	3,642	3,642	3,642	3,642	3,642
Total Federal Shared					**8,936**	**9,255**	**9,423**	**9,597**	**9,775**	**9,959**
State Shared										
Human Services	**3.0%**	**3.0%**	**3.0%**	**3.0%**	85,810	87,308	89,927	92,625	95,404	98,266
Other	**3.0%**	**3.0%**	**3.0%**	**3.0%**	1,753	1,644	1,693	1,744	1,796	1,850
Total State Shared					**87,563**	**88,952**	**91,621**	**94,369**	**97,200**	**100,116**
Local Shared										
Human Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,378	1,128	1,128	1,128	1,128	1,128
Board of Alcohol Control	**0.0%**	**0.0%**	**0.0%**	**0.0%**	3,140	3,140	3,140	3,140	3,140	3,140
Other	**0.0%**	**0.0%**	**0.0%**	**0.0%**	474	237	237	237	237	237
Total Local Shared					**4,992**	**4,505**	**4,505**	**4,505**	**4,505**	**4,505**
Licenses & Permits	**2.0%**	**2.0%**	**2.0%**	**2.0%**	**2,441**	**2,677**	**2,731**	**2,785**	**2,841**	**2,898**

(continued)

Financial Planning Model—General Fund Revenues

	Growth Rates for Forecast					Forecast				
	2005	2006	2007	2008	2004	2005	2006	2007	2008	2009
Charges for Services										
HS - Public Health	**1.0%**	**1.0%**	**1.0%**	**1.0%**	10,544	9,368	9,462	9,556	9,652	9,748
General Services Admin	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,550	1,550	1,550	1,550	1,550	1,550
HS - Mental Health	**1.0%**	**1.0%**	**1.0%**	**1.0%**	36,386	42,263	42,686	43,112	43,544	43,979
Public Safety	**3.0%**	**3.0%**	**3.0%**	**3.0%**	5,290	6,247	6,434	6,627	6,826	7,031
HS - Social Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	131	158	158	158	158	158
Sheriff	**2.0%**	**2.0%**	**2.0%**	**2.0%**	2,219	3,160	3,223	3,288	3,353	3,420
Community Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	442	475	475	475	475	475
Planning / Developmental Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	663	632	632	632	632	632
Libraries	**0.0%**	**0.0%**	**0.0%**	**0.0%**	534	539	539	539	539	539
Parks & Recreation	**0.0%**	**0.0%**	**0.0%**	**0.0%**	98	102	102	102	102	102
HS - Other	**0.0%**	**0.0%**	**0.0%**	**0.0%**	768	448	448	448	448	448
Other	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,644	980	980	980	980	980
Environmental Services	**2.0%**	**2.0%**	**2.0%**	**2.0%**	594	1,952	1,991	2,031	2,071	2,113
Bureau of ID	**0.0%**	**0.0%**	**0.0%**	**0.0%**	775	775	775	775	775	775
Register of Deeds	**3.0%**	**3.0%**	**3.0%**	**3.0%**	6,130	6,475	6,669	6,869	7,075	7,288
Tax Collection Fees	**0.0%**	**0.0%**	**0.0%**	**0.0%**	825	821	821	821	821	821
Rental / Lease Income	**2.0%**	**2.0%**	**2.0%**	**2.0%**	566	380	388	395	403	411
Vending Income	**2.0%**	**2.0%**	**2.0%**	**2.0%**	584	480	490	499	509	520
Total Charges for Services					**69,743**	**76,805**	**77,822**	**78,859**	**79,915**	**80,990**
Miscellaneous	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**913**	**799**	**799**	**799**	**799**	**799**
Transfer in **Footnote 1**	**2.0%**	**2.0%**	**2.0%**	**2.0%**	**546**	**563**	**574**	**586**	**597**	**609**
Interest on investments	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**34**	**67**	**67**	**67**	**67**	**67**
Proceeds from Capital Leases	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0**	**0**	**0**	**0**	**0**	**0**
Appropriated Fund Balance	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**10,007**	**0**	**0**	**0**	**0**	**0**
Total revenues **Footnote 2**					**$ 717,426**	**$ 738,069**	**$ 761,537**	**$ 785,815**	**$ 810,934**	**$ 836,921**

1 In FY2004 and beyond, transfers in are transfers from the solid waste fund for indirect costs, and from the major facilities trust fund for costs associated with collecting the prepared food & beverage tax. In FY2003, funds were also transferred from the capital projects fund and special revenue funds.

2 Excludes appropriated fund balance

Financial Planning Model—General Fund Expenditures

General Fund Expenditures and Transfers ($ 000)	Growth Rates for Forecast				Forecast					
	2006	2007	2008	2009	2004 Revised	2005	2006	2007	2008	2009
General Administration										
Board of Commissioners	**0.0%**	**0.0%**	**0.0%**	**0.0%**	456	444	444	444	444	444
Board of Elections	**0.0%**	**0.0%**	**0.0%**	**0.0%**	2,406	2,104	2,104	2,104	2,104	2,104
Budget & Management Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	521	526	526	526	526	526
Contingencies & Reserve	**0.0%**	**0.0%**	**0.0%**	**0.0%**	367	600	600	600	600	600
County Attorney	**0.0%**	**0.0%**	**0.0%**	**0.0%**	980	975	975	975	975	975
County Manager	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,027	1,069	1,069	1,069	1,069	1,069
Facilities Management & Construction	**0.0%**	**0.0%**	**0.0%**	**0.0%**	833	806	806	806	806	806
Finance	**0.0%**	**0.0%**	**0.0%**	**0.0%**	2,324	2,241	2,241	2,241	2,241	2,241
General Services Administration	**0.0%**	**0.0%**	**0.0%**	**0.0%**	22,586	21,358	21,358	21,358	21,358	21,358
Human Resources	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,394	1,403	1,403	1,403	1,403	1,403
Information Services	**0.0%**	**0.0%**	**0.0%**	**0.0%**	7,638	8,135	8,135	8,135	8,135	8,135
Non-Departmental 7	**0.0%**	**0.0%**	**0.0%**	**0.0%**	4,464	3,547	3,547	3,547	3,547	3,547
Planning	**0.0%**	**0.0%**	**0.0%**	**0.0%**	1,417	1,395	1,395	1,395	1,395	1,395
Public Agencies	**0.0%**	**0.0%**	**0.0%**	**0.0%**	-	-	-	-	-	-
Register of Deeds	**0.0%**	**0.0%**	**0.0%**	**0.0%**	2,674	2,724	2,724	2,724	2,724	2,724
Revenue	**0.0%**	**0.0%**	**0.0%**	**0.0%**	4,329	4,375	4,375	4,375	4,375	4,375
Total General Administration					**53,416**	**51,702**	**51,702**	**51,702**	**51,702**	**51,702**
Human Services										
Human Services	**1.0%**	**1.0%**	**1.0%**	**1.0%**	206,678	205,713	207,770	209,848	211,946	214,066
Human Services - revenue impact	**3.0%**	**3.0%**	**3.0%**	**3.0%**	3,715	10,060	10,362	10,673	10,993	11,322
Medical Examiner	**0.0%**	**0.0%**	**0.0%**	**0.0%**	200	200	200	200	200	200
Total Human Services					**210,593**	**215,973**	**218,332**	**220,720**	**223,139**	**225,588**
Education										
Board of Education - current expe 1	**ADM**	**ADM**	**ADM**	**ADM**	223,700	234,405	242,649	249,570	257,902	265,538
Board of Education - other	**0.0%**	**0.0%**	**0.0%**	**0.0%**	410	410	410	410	410	410
Wake Tech CC	**0.0%**	**0.0%**	**0.0%**	**0.0%**	8,600	11,500	11,500	11,500	11,500	11,500
Total Education					**232,710**	**246,315**	**254,559**	**261,480**	**269,812**	**277,448**
Community Services	0.0%	0.0%	0.0%	0.0%	18,730	18,658	18,658	18,658	18,658	18,658
Environmental Services	0.0%	0.0%	0.0%	0.0%	7,087	7,607	7,607	7,607	7,607	7,607
Sheriff	0.0%	0.0%	0.0%	0.0%	42,002	44,002	44,002	44,002	44,002	44,002
Public Safety	0.0%	0.0%	0.0%	0.0%	22,885	23,782	23,782	23,782	23,782	23,782

Financial Planning Model—General Fund Expenditures

General Fund Expenditures and Transfers ($ 000)		Growth Rates for Forecast				Forecast					
		2006	2007	2008	2009	2004 Revised	2005	2006	2007	2008	2009
Transfers											
Transfers ($0.165 ad valorem tax)	8	CIP	CIP	CIP	CIP	110,948	114,824	118,838	122,992	127,292	131,742
Transfers - to debt (sales tax)		CIP	CIP	CIP	CIP	16,693	17,784	18,495	19,235	20,005	20,805
Transfers - Risk Mgmt	3					-	1,000	2,000	2,200	2,420	2,662
Transfers - Reval	3	0.0%	0.0%	0.0%	0.0%	1,975	975	975	975	1,375	1,375
Total Transfers						**129,616**	**134,583**	**140,308**	**145,402**	**151,092**	**156,584**
Salary and Benefits		**3.5%**	**3.5%**	**3.5%**	**3.5%**	**-**	**4,238**	**9,898**	**16,296**	**22,928**	**29,802**
Non-Salary Expenditures		**Fixed**	**Fixed**	**Fixed**	**Fixed**	**-**	**-**	**1,000**	**2,020**	**3,060**	**4,122**
Capital Budget Impacts											
Parks facilities	5	CIP	CIP	CIP		-	-	**226**	**393**	**574**	**641**
Libraries	6	CIP	CIP	CIP		-	-	**1,064**	**2,708**	**3,014**	**3,597**
Detention Facilities	4	CIP	CIP	CIP		-	-	**2,484**	**6,702**	**6,702**	**6,702**
Regional Centers		CIP	CIP	CIP		-	-	-	-	**2,729**	**2,729**
Public Safety						-	-	-	-	-	-
Sheriff Vehicles	9					-	-	**336**	**452**	**232**	**232**
Wake Tech						-	-	-	**433**	**866**	**866**
Public Schools	2	CIP	CIP	CIP		-	-	**3,200**	**1,900**	**1,200**	**1,200**
Total Capital Budget Impacts						**-**	**-**	**7,310**	**12,588**	**15,317**	**15,967**
Total expenditures and transfers						$ 717,039	$ 746,860	$ 777,158	$ 804,258	$ 831,100	**855,262**
Revenues (from Revenue Sheet)						**$ 717,426**	**$ 738,069**	**$ 761,537**	**$ 785,815**	**$ 810,934**	**$ 836,921**
Revenues less expenditures						$ 387	$ (8,791)	$ (15,621)	$ (18,442)	$ (20,166)	$ (18,341)
Fund balance appropriation (based on 2% of non-school / non-CIP expenditures)							7,319	7,646	7,948	8,204	8,425
Fund balance appropriation for one time costs							1,472				
Gap							**(0)**	**(7,975)**	**(10,495)**	**(11,962)**	**(9,916)**

1 ADM is average daily membership (student enrollment) which grows approximately 3% each year.
2 In FY05: 4 new elementary, 1 high, and 1 middle; FY06: 3 elementary and 2 high; FY07: 5 elementary; FY08: 3 elementary
Operating costs impact based on $3.77 per square foot for bldg. maintenance, housekeeping, and utilities (no inflation)
3 Transfers to Revaluation fund, Risk Management fund, and Special Revenue Funds. Increase in Risk Management required to maintain actuarially determined reserve.
4 Construction on Hammond Road detention facility identified as Phase 1B is to begin in April 2004 with occupancy expected spring of 2006.
5 Yates Mill park education center is scheduled to open in FY05.
6 Attached CIP plan for implementation of library construction plan associated with $35M bonds
7 Non-departmental includes public agencies (Exploris, Symphony, United Arts,etc.), consulting contracts, and miscellaneous contractual increases based upon historical data for contracts not including Human Services (for example, tax collection banking contracts).
8 2000 and 2001 amounts reflect County debt service. Beginning in FY 2002, a separate debt service fund was established.
9 Continued funding of Sheriff Courthouse deputy vehicle program contingent upon evaluation of impacts from first year of program (FY05)

Financial Planning Model—Education Expenditures

	2004 Actual	Forecast 2005	2006	2007	2008	2009
Selected expenditure assumptions:						
Wake County Schools ADM (excludes Charter Schools)	108,970	112,970	116,943	120,518	123,602	126,675
Board of Education - current expense ($ 000)	$ 223,700	$ 234,405	$ 242,649	$ 249,570	$ 257,902	$ 265,538
After new schools operating impact	$ 223,700	$ 234,405	$ 245,849	$ 251,470	$ 259,102	$ 266,738
Bd of Educ - current expense/student ($)	$ 2,053	$ 2,053	$ 2,075	$ 2,071	$ 2,087	$ 2,096
After new schools operating impact	$ 2,053	$ 2,075	$ 2,071	$ 2,087	$ 2,096	$ 2,096
% change Bd of Educ expense/student	7.9%	0.0%	0.0%	0.0%	0.0%	0.0%

Financial Planning Model—Fund Balance

General Fund - Fund Balance ($ 000)

	Historical				Projected					
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Fund balance:				(restated)						
Beginning fund balance	$132,106	$124,956	$141,996	$137,989	$142,033	$149,033	$147,561	$139,586	$129,091	$117,129
Appropriated fund balance						(8,791)	(7,646)	(7,948)	(8,204)	(8,425)
Anticipated expenditure savings (footnote 7)					7,000	7,319	7,646	7,948	8,204	8,425
Gap after fund balance appropriation	(6,969)	17,441	(3,980)	4,044		(0)	(7,975)	(10,495)	(11,962)	(9,916)
Ending fund balance	$124,956	$141,996	$137,989	$142,033	$149,033	$147,561	$139,586	$129,091	$117,129	$107,214
Fund balance as % of revenues	23.8%	23.9%	22.8%	21.7%	21.1%	20.0%	18.3%	16.4%	14.4%	12.8%
Fund balance as % of expend.	23.5%	24.6%	24.0%	21.4%	20.8%	19.8%	18.0%	16.1%	14.1%	12.5%
Components of fund balance:										
Reserved for inventories (footnote 1)	$ 92	$ 70	$ 189	$ 196	$ 160	$ 160	$ 160	$ 160	$ 160	$ 161
Reserved for noncurrent receivable (footno	1,044	972	923	844	802	762	724	687	653	620
Reserved for encumbrances (footnote 3)	4,252	3,783	3,741	3,689	3,000	3,000	3,000	3,000	3,000	3,000
Reserved by state statute (footnote 4)	35,249	42,759	39,878	45,848	40,000	40,000	40,000	40,000	40,000	40,000
Unreserved fund balance (footnote 6)	84,318	94,412	93,258	91,456	105,072	103,640	95,703	85,244	73,316	63,432
Total	$124,956	$141,996	$137,989	$142,033	$149,033	$147,561	$139,586	$129,091	$117,129	$107,214
Unreserved as a % of next year's expend.	14.6%	16.4%	14.1%	12.9%	14.1%	13.3%	11.9%	10.3%	8.6%	7.2%
Unreserved $ at 11% of next year's expenditures (footnote 5)					82,155	85,487	88,468	91,421	94,079	96,901
Amount in excess of (needed for maintaining) 11% working capital					$ 22,917	$ 18,152	$ 7,234	$ (6,177)	$ (20,763)	$ (33,469)
Unreserved as a % of next year's non-capital expend.					**17.1%**	**16.2%**	**14.5%**	**12.5%**	**10.4%**	**8.8%**

Footnotes:
1 - This reserve is to assure that funds are available to replenish inventory of supplies.
2 - This reserve is for those receivables that extend beyond one year.
3 - Encumbrance reserves are those funds reserved to pay outstanding purchase orders & contracts which were billed but not paid by June 30 of the fiscal year.
4 - N.C. General Statutes require governments to reserve "deferred revenues" revenues which are earned by County prior to June 30 yet not received.
5 - Typically 11% of the subsequent year's total budget is designated for working capital.
6 - Unreserved - undesignated component of the fund balance is the amount of funds for which there are no obligations or designations required.
7 - Annual budgets assume that the amount of appropriated fund balance will be unspent at the end of the budget year.

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 726,000 residents (2004 forecast) can reach either the Atlantic Coast beaches or the Blue Ridge mountains by traveling only a few hours in either direction.

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 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, North Carolina State University, GlaxoSmithKline, Inc., Wake Medical Center, Nortel, SAS Institute, Rex Healthcare, Progress Energy, Wake County Government, and the City of Raleigh.

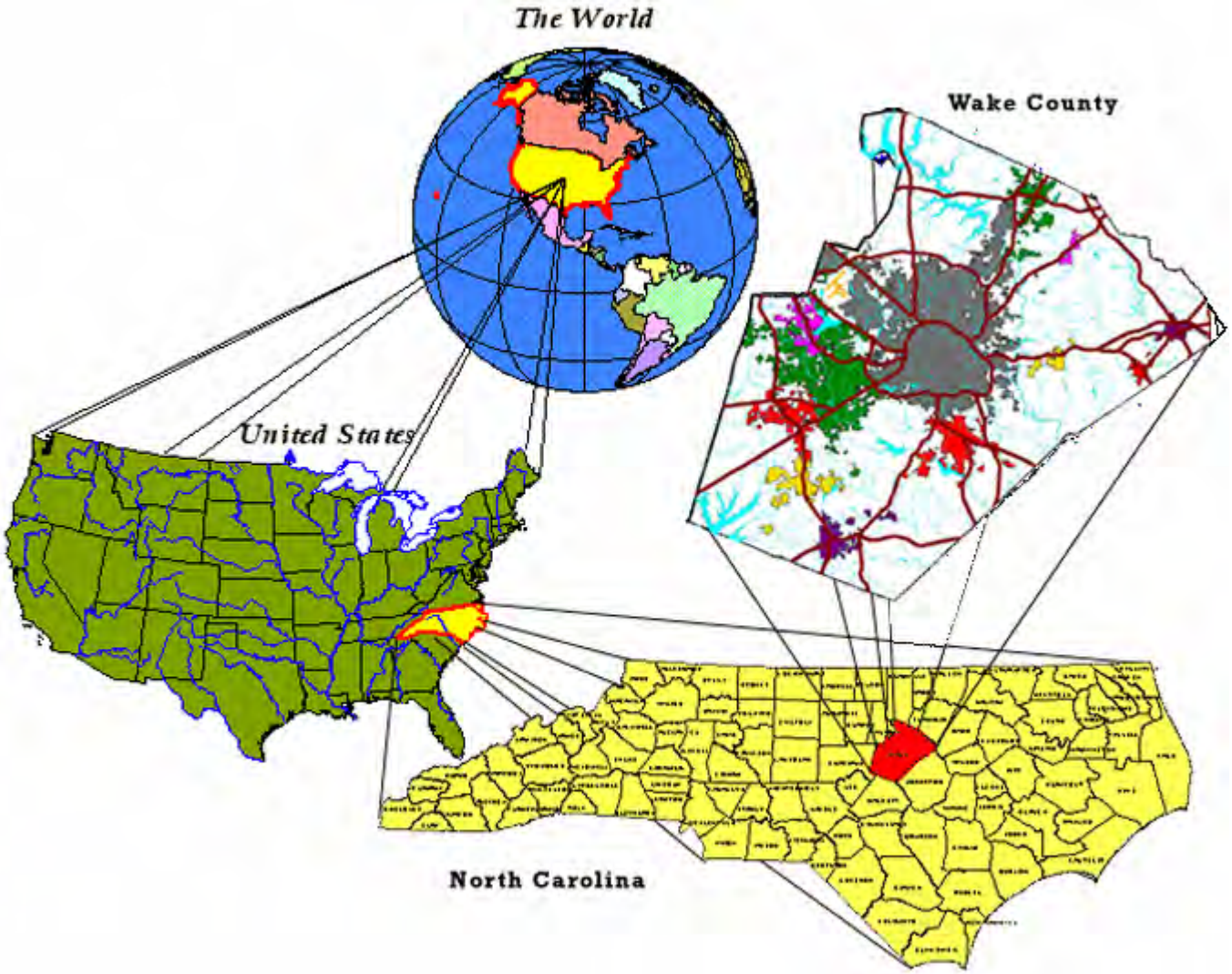
Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Florida Marlins baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes. The Hurricanes began playing their first season in 1997 and now play at the RBC Center, a local entertainment and sports arena.

Wake County

Date Established	1771
Location of Wake County	East central section of North Carolina, located on the eastern edge of the Piedmont Plateau. The Neuse River and Little River flow north to south across the County.
Land Area	Approximately 857 total square miles
County Seat	Raleigh
County 2002 Population (1)	679,510
Municipalities	**Population**
Apex	23,595
Cary	102,206
Fuquay-Varina	9,191
Garner	19,606
Holly Springs	11,375
Knightdale	6,360
Morrisville	6,086 (2)
Raleigh	303,425
Rolesville	971
Wake Forest	14,217
Wendell	4,491
Zebulon	4,267
Unincorporated areas of Wake County	173,720

(1) The most current official NC State Demographer's Office municipal population estimates.
(2) 679,510 Total population note: This estimate does not reflect Morrisville's 2004 special census results: preliminary count—11,920 residents.

Wake County Facts



According to the most recent U.S. Census Bureau estimates, Wake County's population continues to change, becoming a more urban, and ethnically diverse county. With a July 2003 Census population estimate of 679,510 residents - reflecting a growth rate of 10.8% since 2000 - Wake County remains the second most populous county (after Mecklenburg - 752,366) in North Carolina. The County is now the eighth fastest growing county in North Carolina.

Wake County continues to experience a significant growth in its Hispanic population. Between 1990 and 2000, the number of Hispanic residents increased by a rate of 530 percent - from 5,396 to 33,985. According to the most current American Community Survey Wake County Profile, 42,985 residents were of Hispanic origin in 2002.

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollent (2)
1995	527,819	76,731
1996	550,532	81,203
1997	571,852	84,32
1998	593,001	89,423
1999	612,503	91,411
2000	634,003	94,782
2001	660,118	97,583
2002	679,510	101,397
2003	702,110	104,373
2004	725,902	108,970

(1) North Carolina State Demographer's Office July 1 Population Estimates
(2) Wake County Public Schools Historical and Projected Enrollment—budget Document FY 2005

Fiscal Year Ended June 30	Unemployment Rate (4)	Per Capital Income (5)
1995	2.6%	27,996
1996	2.2%	29,332
1997	1.9%	31,446
1998	1.6%	33,587
1999	1.4%	33,584
2000	1.7%	36,421
2001	3.1%	36,870
2002	5.6%	Not available
2003	5.2%	Not available
2004	4.1%	Not available

(4) North Carolina Employment Security Commission: June unemployment rate, 2004—February.
(5) North Carolina State Data Center Query: Federal Data Source—Bureau of Economic Analysis.

Wake County Ten: Largest Taxpayers	2003 Assessed Valuation	Tax Levy
Carolina Power and Light Company	$2,082,486,205	$12,578,217
Cisco Systems, Inc.	380,256,354	2,296,748
BellSouth Telephone Co.	355,688,558	2,148,359
NC Eastern Municipal Power Agency	336,873,909	2,034,718
Weeks Realty LP	268,421,970	1,621,269
SAS Institute, Inc.	225,024,120	1,359,151
Highwoods Realty LTP Partnership	179,832,599	1,075,618
CVM Holdings, LLC	170,805,503	1,031,665
Public Service Co. of NC, Inc.	143,730,763	868,134
UDRT of North Carolina, LLC	116,333,662	705,790
Total	**$4,259,453,643**	**$25,716,669**

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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. State law requires 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 the 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 ten years.

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 more than $5,000, 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: Disbursements of cash for the current costs of a program or capital project.

Fiscal Year: A twelve-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, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

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 im-

posed 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.

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 governmental 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 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).

Sub-object of Expenditure: The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

Transfer In/Out: Reallocating resources between different

funds.

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.

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