



# **Adopted Operating and Community Improvement Budgets**

**For the Fiscal Year July 1, 2009 through June 30, 2010**

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# Wake County, North Carolina

## Annual Adopted Budget for Fiscal Year 2010

### Board of County Commissioners



Lindy Brown  
Vice Chair



Tony Gurley



Joe Bryan



Harold Webb  
Chairman



Stan Norwalk



Paul Coble



Betty Lou Ward

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**County Attorney:** Scott W. Warren  
**Clerk to the Board:** Susan Banks

**County Manager:** David C. Cooke

**Deputy County Manager:** Joseph K. Durham  
**Deputy County Manager:** Johnna L. Rogers

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**GFOA Distinguished Budget Presentation Award**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Wake County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2008**

Handwritten signature of the President of GFOA.

President

Handwritten signature of the Executive Director of GFOA.

Executive Director

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## Memorandum FY 2010 Recommended Budget

May 18, 2009

Wake County Board of Commissioners,

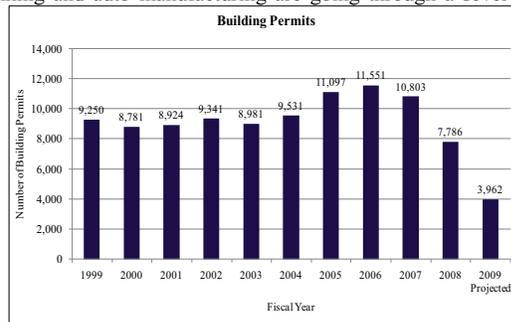
It is my pleasure, privilege and responsibility to present to you, the Wake County Board of Commissioners and citizens, a balanced, recommended budget for Fiscal Year 2010.

Each year presents new opportunities and challenges as we engage in the next year's budget development. If you'll remember back to last year at this time, I reported that Wake County was beginning to see a slowing in the local economy. Now, that statement has taken on unexpected form as we face an economic recession that has affected every American in some way and Wake County's residents have not been spared. This year's budget development process has been like no other in recent memory as we have had to react to and anticipate financial challenges not experienced in this country in a long, long time.

Nationally, the economic downturn is primarily a result of the real estate and financial markets. The stock market is down; foreclosures and unemployment are up; and industries like banking and auto manufacturing are going through a severe transformation. Like many other counties and businesses across the U.S., Wake County is not immune to the effects of this new economy.

### FY 2010 REVENUES AND RECOMMENDED BUDGET

Over the last 10-15 years, Wake County has seen an influx of individuals and families from other counties, states and countries. At times, the growth rate has been as high as 106 people per day. In these times of growth, our County government and the local real estate development industry responded to these gains in population and the demands for housing, services and infrastructure.



In this recession, however, we aren't seeing the growth we previously experienced. We have seen a significant decrease in home sales, the indefinite suspension of real estate development, and a drop in new home starts. As I will describe in more detail shortly, each of these slowdowns related to real property have an undesirable effect on the County's revenues.

We anticipated a weakening in revenue growth in 2008, and this was based on downward trends occurring in building permits. New construction permits are the primary indicator of our property tax base growth, and permits issued in the spring and summer months of 2008 were sharply down during the same period of the prior year. These declining numbers have continued this fiscal year and our residential permit activity for the months of January through April are less than half of the amount from the same time last year.

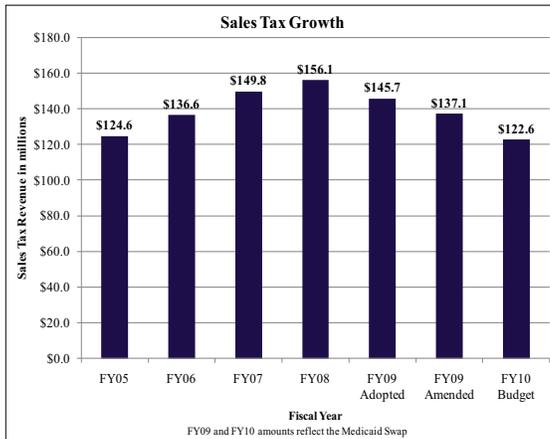
Tax Base Changes (in billions)		
	FY09	FY10
Real Property	\$ 99.6	\$ 101.3
Personal Property	\$ 6.4	\$ 6.1
Public Service	\$ 3.0	\$ 2.8
Vehicles	\$ 7.6	\$ 7.4
<b>Total</b>	<b>\$ 116.6</b>	<b>\$ 117.6</b>

Property tax is the County's largest revenue source, comprising almost 66% of total revenues. In 2010, we expect the property tax base to grow by only 1%, from \$116.6 billion to \$117.6 billion. This is considerably less than in recent years, when we consistently experienced 5 to 6 % annual growth.

Both real property, such as land and houses, and some personal property, such as vehicles, are subject to property taxes. We are projecting that real property will increase by just 1.7% next year. The slight growth in real property tax is somewhat offset by decreasing values for the other components of the tax base.

# Budget Message

In FY 2010, personal property is expected to decrease by 4.0%. This decline seems to be due largely to the choices of businesses and consumers to delay the purchases and upgrades of taxable property such as heavy machinery, business equipment, and the family car. Because not many people are buying new cars, the County's "inventory" of taxable vehicles will get older. Instead of the typical growth in vehicle taxes, we expect a decrease in total taxable vehicle values in FY 2010.



Overall, sales tax revenues are expected to decrease by \$23.1 million from the FY 2009 Adopted Budget. Of this decrease, \$8.7 million is directly related to the Medicaid/Sales Tax "swap" legislation, which will allow the expected decline in sales tax receipts to be offset by a corresponding decrease in budgeted expenditures. The remaining sales tax revenue decrease is entirely due to the economic slowdown. This economy-driven loss of revenue is the single largest hit to our revenue streams, and accounts for almost half the County's total revenue decrease since last year's Adopted Budget.

While sales tax revenues, in the current year, have dramatically declined, we are projecting a modest or 1.5% growth rate in FY 2010. Our assumptions are that the local economy will stabilize during the

next year and that our county population will continue to grow, particularly respective to the rest of the State of North Carolina.

In 2010, we are expecting a continued decline in development-related fees and revenues. With a surplus of homes on the market and with stricter access to credit for builders, new development slowed dramatically, and building and subdivision permit fees are expected to decline by \$1.4 million. The Real Estate Excise Tax collected by the Register of Deeds is projected to decrease from \$11 million to \$6.5 million next year and is a direct reflection of the current housing market.

The combined changes to our revenue streams result in a 2010 revenue projection of \$953.6 million, nearly \$31 million less than this year's adopted budget.

## FY 2010 BUDGET DEVELOPMENT GOALS AND PROCESS

Wake County had four primary goals as we developed the budget.

- First and foremost, was the collective agreement, by this board, that Wake County would not address projected revenue shortfalls by increasing the property tax rate. In light of the current economic climate, we determined that the services we provide next fiscal year should not be at any additional expense to our taxpayers.
- Without the option to make up revenue shortfalls by increasing taxes, we developed a second goal in the development of this recommended budget - that is that reductions must be sustainable. The budget problem we are trying to solve is a long-term problem that may last for more than two years.
- We will balance short-term reductions in the operating budget while maintaining a long-term perspective. While we have reduced the capital program next year, the changes have been about slowing or delaying projects. We need to maintain a long term perspective as we are still a growing county and have increasing infrastructure needs.
- Finally, we also recognized that cost reductions should be focused in a way that would have the least impact on service delivery and citizens. We looked first to reduce administrative and indirect costs and carefully evaluated reductions that would impact citizens.

All of these efforts have the same goal, to bring expenditures in line with revenues, and to provide Wake County citizens with a budget that is both sustainable and responsible.

The County has always worked under the premise that departments have the most knowledge about their operations. We asked departments to be proactive to the rapidly changing economy and to identify strategies to reduce their budgets by 10% on an ongoing basis – not just for FY10. Departments put forward their prioritized list of reduction proposals and

# Budget Message

communicated the impacts that the cuts would have on services. We decided that we could not make across the board cuts to balance the budget, because some reductions would have greater impact to the community than others.

In March, viable reductions were not enough to cover the gap between projected spending and expected revenues. So, we asked some departments to offer additional reduction alternatives, beyond the 10% proposals they originally put forward. At the same time, we evaluated all vacant positions and examined other cost saving strategies and reorganization opportunities to identify more sustainable reductions.

The recommended budget for fiscal year 2010 is \$953.6 million, nearly \$31 million less than the budget we started with this fiscal year, and maintain the current tax rate of 53.4 cents.

## FY 2010 EXPENDITURES

It is helpful to describe the 2010 recommended budget by categorizing the expenditures into three broad categories: Debt and Capital, Education, and Wake County Government.

Budgeted Expenditures by Category			
	FY09	FY10	% Change
Debt and Capital Transfers	\$ 204,811,000	\$ 205,785,000	0.5%
Education	\$ 333,520,000	\$ 330,516,774	(0.9%)
County Government	\$ 446,029,000	\$ 417,298,226	(6.4%)
<b>Total</b>	<b>\$ 984,360,000</b>	<b>\$ 953,600,000</b>	<b>(3.1%)</b>

County Government Reductions	
Development Services	\$ (2,552,103)
General Government	\$ (8,594,919)
Libraries/Parks/Environmental	\$ (2,066,532)
Public Safety	\$ (2,873,873)
Human Services:	
Medicaid	\$ (13,937,157)
State/Federal Funded	\$ 6,892,177
County Funding	\$ (5,598,367)
Net Human Services Reduction	\$ (12,643,347)
<b>Total Reductions</b>	<b>\$ (28,730,774)</b>

Our transfer to debt and capital will essentially stay flat, increasing by less than 1%, or \$974,000.

The Education category includes funding for the Wake County public school system and Wake Technical Community College. Recommended funding for education will decrease by approximately \$3 million, a decrease of less than 1%.

The most significant decreases will be in County Government, and represents all of our spending which is not tied to Education or the capital program. The recommended budget reduces funding by \$28.7 million, or a 6.4% decrease from the current budget.

## County Government

The reductions in County Government reflect literally hundreds of ideas and proposals put forward by the staff and departments to reduce our spending. Some of these ideas and proposals represent small amounts of money and some represent large amounts of money. At the same time, some of the reductions

will not be noticeable to citizens, while others will be quite apparent. These reductions are recommended after careful consideration of the impacts on our citizens, staff and operations.

The recommended budget reduces the County workforce by a total of 122 positions. Of the 122 positions, 102 of them are currently vacant.

Position Reductions by Function			
	Vacant FTEs	Filled FTEs	Total FTEs
Development Services	14.50	5.00	19.50
General Government	8.00	7.00	15.00
Libraries/Parks/Environmental	13.50	4.50	18.00
Human Services	62.82	3.00	65.82
Public Safety	3.00	1.00	4.00
<b>Total County Government</b>	<b>101.82</b>	<b>20.50</b>	<b>122.32</b>

# Budget Message

## Development Services

As the local economy slowed, housing and development related services have seen the largest impact. Just as we added positions in development-related service areas as the market expanded, we must reduce the number of positions and resources to correlate with the decline in the housing and development market.

Considering all development services together, we will reduce spending by \$2.6 million and reduce the workforce by 19.5 positions. These reductions will be seen in the Register of Deeds, Planning, Inspections, Environmental Services, Fire, and Geographic Information Systems.

The budget also reflects a reorganization of resources and staff that are involved in the development process. We plan to consolidate staff and resources with the goal being a more efficient and consistent development review process.

## General Government

General government includes the administrative and back-office functions of the County, such as Finance, Information Services, Facilities Design and Construction, and General Services. This category also includes our contracts with some Community non-profit organizations, and the County's memberships in regional, state, and national associations. The recommended budget includes reductions totaling \$8.6 million and the reduction of 15 positions. These position reductions are in the departments that provide day-to-day support for the operation of Wake County government, such as Information Services, Finance, General Services, the County Manager's Office and Board of Elections.

The recommended budget includes reducing all agencies receiving funding from the County by 10%. This includes: The Healing Place, United Arts, The Greater Raleigh Chamber of Commerce, Marbles, Communities in Schools, and others.

Agency or Organization	FY 2009 Adopted	FY 2010 Recommended
<b>Public Agencies</b>		
Communities In Schools	\$ 75,000	\$ 67,500
East Wake Education Foundation	50,000	45,000
Contribution to Marbles	1,000,000	900,000
Healing Place For Men & Women	500,000	450,000
African American Cultural Festival	200,000	180,000
North Carolina Symphony	34,000	30,600
Wake County Arts Council	350,000	315,000
Aid to Community Agencies	600,000	540,000
<b>Total Public Agencies</b>	<b>\$ 2,809,000</b>	<b>\$ 2,528,100</b>
<b>Memberships</b>		
CAMPO (Cap Area Metro Planning Org)	\$ 133,487	\$ 133,487
Institute Of Government	85,795	85,795
National Assoc Of Counties	11,253	11,253
NC Assoc Of County Commissioners	70,955	67,377
Raleigh-Durham Airport Authority	12,500	12,500
Triangle J Cog Contribution	203,361	190,556
<b>Total Memberships</b>	<b>\$ 517,351</b>	<b>\$ 500,968</b>
<b>Non Departmental Contracts</b>		
Consulting Fees	\$ 400,000	\$ 200,000
Federal Lobbyist	120,000	30,000
Historic Preservation	158,081	142,273
Women's Commission	12,500	11,250
Wake County Economic Development - Edge 3	100,000	75,000
Wake County Economic Development - Chamber of Commerce	305,000	289,500
<b>Total Non Departmental Contracts</b>	<b>\$ 1,095,581</b>	<b>\$ 748,023</b>

# Budget Message

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The budget does include resources for our Community Agency funding process. This is the competitive grant process for community not-for-profits. This funding is included in the budget but the funding amount has been reduced by 10%.

## *Human Services*

Of all County departments, Human Services comprises the largest portion of the budget, and provides community health programs and clinics, child and family services, mental health and substance abuse services, economic assistance and affordable housing programs. Some of these services are seeing increased workloads as the economy has slowed.

The recommended 2010 budget reduces County funding by \$5.6 million and the reduction of 65 positions. Our focus in Human Services was the same as our County-wide approach. First, look to reduce administrative and indirect costs and minimize reductions in areas that provide direct service to clients. Many of the position reductions involve administrative or supervisory positions, of which, all but 3 are vacant. Human Services will still have 65 vacant positions to allocate to their highest priority areas.

At the same time, the recommended budget reflects increases in State and federal revenues. Some of these revenues have been recently appropriated in this year's budget and are expected to continue next year. The budget reflects the elimination of the County's share of Medicaid.

The 2010 budget continues the Board of Commissioners commitment to mental health services with additional funding to cover a full fiscal year in our contract with Holly Hill Hospital. We continue to work with Holly Hill and our other community partners to implement a mental health system that provides cost-effective, quality healthcare.

## *Libraries/Parks/Environmental*

Reductions in this area total \$2.1 million and 18 positions. Most of the savings and reductions in positions are related to recommended changes in the Library system. Position reductions are also being recommended in Soil and Water and in our Solid Waste Fund.

The library system conducted their evaluation in a pragmatic and deliberate fashion. In order for the department to make reductions, they determined they would have to close branches, cut hours and/or eliminate one of the bookmobiles. The closing of libraries was low on our list of cuts, as it is a popular service to our citizens. But as we balanced the trade-offs, library closings and schedule changes were necessary. The budget recommends the closure of the Athens Drive and Duraleigh branches.

The closure of Athens Drive discontinues a contract between Wake County and the Wake County Public School System that allows public access to the Athens Drive High School library. The County funding has allowed for public access during the school day and for extended hours when the school was not open. Athens Drive Library will still function as a standard high school library to Athens Drive High School Students.

With the opening of the new Leesville Library in a few months, we are recommending the closure of the Duraleigh branch. The Duraleigh branch is in leased space and its closure will allow us to transfer resources instead of adding new resources for the Leesville facility.

The recommended budget includes the elimination of one of our bookmobiles. Bookmobiles serve child care centers throughout the County. The second bookmobile, which will continue to serve children in daycare, was placed into service in 2007.

Finally, the recommended budget includes savings resulting from a reduction in operating hours. We expect these changes will occur at times that will have the least impact on our customers.

In total, Library Services will see a reduction of \$1.5 million and 14 positions.

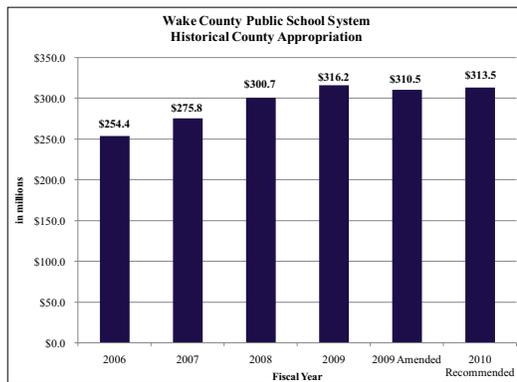
In the areas of County parks, we are recommending some reductions; however, there will not be a reduction in the hours of operation at our 7 County parks.

# Budget Message

## Public Safety

We have now discussed all the areas of County government except public safety. As you know, public safety is a priority. Our commitment to the safety and well-being of our citizens guided our evaluation of the proposals put forth by the Sheriff's Office, CCBI, EMS and Fire Rescue and Emergency Management.

These departments have very few vacant positions and reducing the level of services these departments provide is not a long-term option. We will not be taking any ambulances off the street, detention officers out of the jail, or Sheriff's deputies out of our schools or neighborhoods. We will however be eliminating four positions, two in the Sheriff's Office and two in CCBI. The recommended budget also includes the reduction of temporary staffing in the courthouse, and reflects reductions in contracts and equipment maintenance.



## Education

### Wake County Public School System

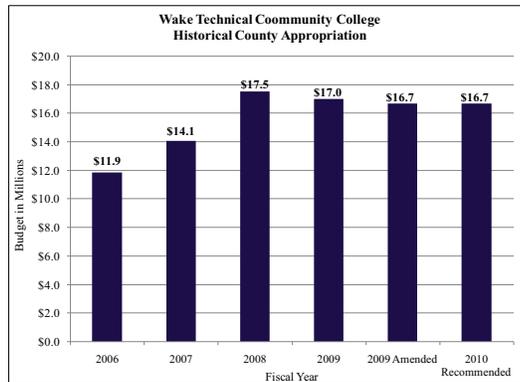
This year, the public school system's budget was \$316.2 million, which was revised during the year to \$310.5 million. In March of this year, we received the FY2010 request from the Board of Education that totaled \$316.84 million.

The FY10 recommended funding for the Wake County Public School system is \$313.5 million. Essentially, it came down to what we could afford with our available resources.

In order to meet the request from the Board of Education another \$3.3 million in reductions would have had to be made in other areas of the budget.

### Wake Technical Community College

For Wake Technical Community College, this year's budget began at \$17.0 million and later revised to \$16.7 million. The FY2010 recommended budget includes the same amount as their current year amended budget, or \$16.72 million.



## Debt and Capital

Capital facilities and adequate infrastructure are critical for the County's continuing growth. The FY 2010-2016 Community Improvement Plan (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

The foundation of Wake County's seven-year Community Improvement Plan is long-term planning, part of which is maintaining a sustainable debt-financing strategy. The Board of Commissioners is aware of the challenges and changes we have made since September 2008 and these challenges and changes are reflected in the capital budget. The seven-year plan for capital expenditures totals \$903.2 million.

The FY 2010 - FY 2016 CIP addresses slower economic growth and revised debt issuance schedules by modifying some project schedules. The library construction and renovation projects previously scheduled for the next two years are now to begin in 2011. Similarly, we are postponing Open Space purchases, funded with bonds, until at least January 2011.

# Budget Message

Due to the financial markets, we worked with the Wake County Public School System and Wake Technical Community College to delay project schedules. The CIP includes those revised schedules.

We have also made some one-time and recurring reductions in the CIP. The FY 2010 CIP includes a \$350,000, one-time reduction to the County contribution to affordable housing which is made up by excess program income and carry-over funds in the affordable housing portfolio.

The 2010 CIP includes \$450,000 in recurring reductions to community use of school parks. Since the pace of school construction has slowed, the number of potential sites for joint use of school parks is not as high as in past years. Furthermore, we are indefinitely postponing the next Regional Center which was planned to be built on the Western side of the County.

While there have been some schedule modifications and reductions, the CIP still includes projects that are moving forward as originally planned.

The Leesville Road Library will remain on track and open this fall. Likewise, we are scheduled to break ground on the Wake County Animal Care, Control and Adoption Center expansion in August. This effort will allow us to have a single sheltering system for all animals in the County by July 2010.

This past March, the Board of Commissioners approved the schematic design for our Continuum of Care facilities for mental health and substance abuse. This project remains on schedule to open in the fall of 2010.

Finally, the CIP includes appropriations for the Hammond Road Detention Center Phase II. We have begun the process to finance the project, with the bond sales to occur in July.

As we move forward we will continue to evaluate the capital program to determine the best financing options for the Justice Center. We will also continue to evaluate the best options for bond sales for schools and Wake Tech this winter and spring of 2010.

We have balanced project schedule modifications and reductions with projects that will remain on track. The result is that we are able to reduce the transfer to capital by \$3.5 million. However, this is a one-time strategy. This funding had previously been required to fund cash funded projects in the CIP. The recommended FY2010 budget includes this one time savings.

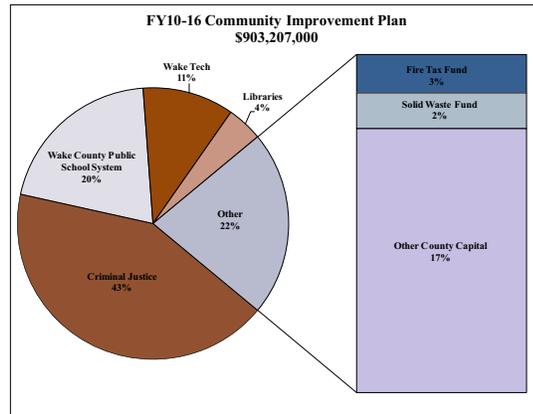
## SPECIAL REVENUE AND ENTERPRISE FUNDS

The County administers special revenue and enterprise funds including the Fire Tax District, Solid Waste, and the South Wake Landfill partnership. As we have worked to increase efficiency and reduce spending in the general fund, we have had the same approach in these areas.

### *Solid Waste*

The Solid Waste budget maintains the household disposal fee at \$20 per household. Revenues generated by this fee fund convenience centers, household hazardous waste disposal, environmental education programs and the County's litter control program.

Wake County also administers the South Wake Landfill in partnership with municipalities. Included in the operation are the South Wake landfill and a transfer station in eastern Raleigh. The recommended budget maintains the tipping fees for South Wake Landfill at \$30 per ton and \$36 per ton at the East Wake Transfer Station.



# Budget Message

## *Fire Tax District*

The Fire Tax District provides fire protection services in the unincorporated areas of Wake County and in the Town of Wendell. The Wake County Fire Tax District budget for FY 2010 is \$20.3 million and maintains the existing tax rate at 8.0 cents. The district will continue staffing programs set in motion during the current fiscal year such as new full-time staff, equalizing retirement funding, and the construction of a new fire station in southeastern Wake County (Garner #4).

## **EMPLOYEE PAY, BENEFITS AND POSITION ELIMINATION POLICY**

Throughout the budget process, we have spoken with employees at all levels of the organization. While there have been questions on many topics, nearly all employees understand the current economic climate. Our workforce has been engaged in the discussions on cost reductions and is assuming more work as positions remain or become vacant. However, in order to limit the need for additional spending cuts that may require further position reductions; the recommended budget does not include funding for pay increases.

The employee healthcare plan is estimated to require an additional \$1.6 million next year. The recommended budget includes \$800,000 and we will evaluate strategies to address the remaining \$800,000 that may include changes in employee premiums and/or changes in the health plan.

The recommended budget includes the elimination of 122 positions. Twenty of these affect current employees. It is important to understand that eliminating a position is different than laying-off a person from the County's employment. The recommended budget retains approximately 95 vacant positions—mostly in Human Services. It is our policy and practice to work with employees whose jobs are eliminated. Employees are given the opportunity to fill an alternate vacant position in their current department or in a different department in the County or they can choose to leave the County and receive a severance. We will work with each of these 20 employees and expect that all of them will have an option to remain with the County if they so choose.

## **SUMMARY**

The FY10 recommended budget is \$953.6 million, \$31 million less than this year's adopted budget. It maintains the property tax rate at 53.4 cents and is the product of a lot of hard work in our departments. I am proud to represent this organization. Everyone was engaged in the challenge and participated in the difficult decisions.

The budget also reflects priorities; budget changes or reductions are not across the board.

On the lower end of the reductions, you see Education and the Sheriff. In the middle range of reductions, you will find other public safety functions like EMS and Emergency Communications, as well as Human Services. All other departments and agencies have been reduced by at least 8% from this year's adopted budget.

<b>Distribution of Reductions by Size</b>		
<b>&lt; 3%</b>	<b>3% - 8%</b>	<b>&gt; 8%</b>
Wake County Public Schools	Emergency Medical Services	Board of Commissioners
Wake Technical College	Emergency Communications	Board of Elections
Office of the Sheriff	Human Services	Budget and Management Services
County Attorney	General Services	CCBI
Revenue	Human Resources	Community Services
		County Manager
		Environmental Services
		Facilities, Design & Construction
		Finance
		Fire & Emergency Management
		Information Services
		Outside Agencies
		Register of Deeds
		Soil and Water

# Budget Message

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We believe this to be a responsible budget given the economic times. But we are still not “out of the woods.” Just as we have done this year, that is, consistently reassess the economic landscape and adjust, we will need to do the same next year. Here are a few things we will need to see before we are sure further cuts are not needed next year and the following year:

- Building activity and building permits need to rise—we have not seen any evidence of this yet.
- This budget includes a modest growth rate of 1.5% in sales tax revenue. If sales do not increase or decline further, then additional changes will have to be made next year in our sales tax projections.
- We are using a one-time \$3.5 million savings in the capital budget to balance this year’s operating budget. As we work through the fiscal year, we will need to identify permanent savings in either the capital or operating budget.
- But our greatest unknown or concern is the situation of the State’s budget. At this time, the State legislature is working with the Governor to balance the State’s budget. Decisions made at the state level may impact our revenues or expenditures in the future.

We built this budget without a tax increase. Our goal was to bring expenditures in line with the available revenues. I believe the recommendations are sustainable and responsible. Everyone has worked extremely hard to arrive where we are today and we look forward to working with you, the Board of Commissioners and Wake County citizens on the budget.

We do “hope” that citizens will offer feedback to you all and the staff on the recommended budget. There are a number of ways in which citizens can be involved.

Immediately following the conclusion of the recommended budget presentation the budget will be posted online at [www.wakegov.com](http://www.wakegov.com), and copies will be available at all public libraries.

While they are online, citizens are encouraged to visit [WakeGOV.com/economy](http://WakeGOV.com/economy) to learn about the budget process, read answers to frequently asked questions and watch videos about the County budget and local economy. Citizens can also email comments to [budget@co.wake.nc.us](mailto:budget@co.wake.nc.us), and read comments submitted by others.

Wake County residents can also leave a voicemail at 919-664-5559, or speak at one of the two public hearings.

The next step will be for you to hold public hearings on Monday, June 1, at 2 p.m. here in the Boardroom and at 7 p.m. at the Wake County Commons Building. As in past years, you will hold a work session dedicated to the budget, scheduled for Monday, June 8. And on Monday, June 15 you will be asked to adopt the Fiscal Year 2010 Budget.

Thank you for your consideration of the recommended budget.

Respectfully submitted,



David Cooke  
County Manager

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# Ordinances

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## **Adoption of Fiscal Year 2010 Operating and Capital Budgets**

**Overview of Budget Process:** On May 18, 2009, the County Manager presented a recommended fiscal year 2010 operating budget and 7-year Community Improvement Plan (CIP). The recommended General Fund budget totaled \$953,600,000.

On June 1, 2009, the Board of Commissioners held a budget work session with the chairs and vice chairs of the Wake County Library Commission and the Human Services Board, and representatives of the Soil and Water Conservation Board of Supervisors and the Wake County Citizens Energy Advisory Commission.

Also on June 1, 2009, the Board of County Commissioners held a public hearing at 2:00 PM at the Wake County Courthouse and at 7:00 PM at the Wake County Commons.

On June 8, 2009, the Commissioners conducted a budget work session. During the work session, the Board of Commissioners discussed the projects included in the first year of the FY 2010 – FY 2016 Community Improvement Plan. By a vote of 4-3, the Board of Commissioners approved the delay of the Southeast Raleigh Reclaimed Water Project. The Board of Commissioners also reviewed the County Manager's recommended reductions in libraries and human services. During a discussion of the non-departmental recommended budget, the Board of Commissioners approved by a vote of 5-2 a reduction of \$105,000 designated for the African-American Cultural Festival, which resulted in a revised appropriation of \$75,000.

At the Board of Commissioners regular meeting on Monday, June 15, 2009, the Commissioners discussed the County Manager's FY 2010 recommended budget. The Board of Commissioners once again reviewed the first year of projects included in the FY 2010 – FY 2016 Community Improvement Plan. The Board also discussed additional reductions to County departments excluding libraries, human services, education, and public safety. After these items were discussed, the Board of Commissioners approved an operating budget equal to \$953,600,000. This adopted budget differed from the recommended budget presented by the County Manager on May 18, 2009 in several areas, as described in the following section.

### **Changes to Recommended Budget:**

The Board of Commissioners approval of the ordinances for the FY 2010 General Fund, FY 2010 Capital Improvement Fund, FY 2010 Housing and Community Revitalization Fund, FY 2010 Capital Area Workforce Development Fund, FY 2010 Fire Tax Special Revenue Fund, FY 2010 Grants and Donations Fund, FY 2010 Major Facilities Fund, FY 2010 Revaluation Reserve Fund, and the FY 2010 Personnel Authorization Ordinance included the following changes from the County Manager's FY 2010 Recommended Budget:

# Ordinances

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## **General Fund:**

- Reduction of \$105,000 from the African-American Cultural Festival included in the FY 2010 non-departmental budget. The resulting appropriation for the festival equals \$75,000.
- Reduction of \$500,000 from the funds budgeted for transfer to the County Capital Improvement Fund. The resulting appropriation for the transfer to County Capital equals \$22,000,000.
- Increase of \$212,000 for the Athens Drive Community Library. This increase allows the Athens Drive Community Library to operate for at least one more fiscal year.
- Increase of \$393,000 for the Duraleigh Road Library. This increase allows the Duraleigh Road Library to operate for at least one more fiscal year.
- Transfer of \$241,413 from the Finance Department to the Human Resources Department. These funds transfer the County's payroll function to Human Resources in coordination with the E-Wake ERP system.

## **County Capital Projects Fund:**

- Reduction of \$500,000 of funds transferred from the general fund.
- Reduction of \$700,000 budgeted for the Southeast Raleigh reclaimed water project. The project will be shown in FY 2011 of the FY 2010 – FY 2016 Community Improvement Plan.
- Increase of \$200,000 of funds budgeted for Reserve of Future Projects in FY 2010.
- Reduction of \$3,517,000 of funds budgeted for the Northeast Regional Library. The project will be shown in FY 2011 of the FY 2010 – FY 2016 Community Improvement Plan.

## **Fire Tax Capital Projects Fund:**

- Revenue for the Garner Station #4 was changed from debt to be authorized to prior year uncommitted funds; thus the reserve for future projects amount in the FY 2010 Fire Tax Capital Projects Fund is eliminated, and the total appropriation for Fire Tax Capital Projects is reduced from \$4,050,000 to \$3,774,000.

## **Housing and Community Revitalization Fund:**

- Reduction of \$454,000 to reconcile with the Housing Action Plan approved by Board of Commissioners on May 4, 2009, with an adjustment for the transfer from the Community Improvement Plan and change to estimated program income.

## **Capital Area Workforce Development Fund:**

- Increase of \$415,000 to reconcile with notification of the County's workforce development allocation for FY 2010.

## **Grants and Donations Fund:**

- Increase of \$179,000 to the Grants and Donations Fund. Funds are earmarked for the Sheriff's department (\$105,000) and for Emergency Management (\$74,000).

## **Personnel Authorization Ordinance:**

- Increase of 7.0 full-time equivalent positions to the Community Services Department to staff the Duraleigh Road library.
- Transfer 3.0 FTEs from Finance to Human Resources to support the payroll function moving from Finance to Human Resources.

# Ordinances

## OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2010

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

**Section 1:** The following amounts are hereby appropriated in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

General Government:	
Board of Commissioners	\$ 454,851
County Manager	1,458,326
County Attorney	1,446,273
Board of Elections	2,647,128
Budget & Management Services	754,989
Facilities Design & Construction	1,145,326
Finance	2,983,924
Human Resources	2,185,147
Information Services	11,870,419
Register of Deeds	2,535,601
Revenue	5,107,959
Community Services	25,058,504
Environmental Services	8,012,025
General Services Administration	27,020,958
Human Services	227,474,402
Medical Examiner	200,000
Emergency Medical Services	18,246,031
Fire and Emergency Management	1,949,497
Emergency Communications	1,020,656
City-County Bureau of Identification	4,155,748
Sheriff	61,578,706
Education:	
Wake County Public Schools:	
Current Expense	311,373,608
Capital Outlay	<u>2,129,616</u>
Total	313,503,224
Wake Technical Community College:	
Current Expense	16,718,550
Lifelong Learning/Community Use of Schools	<u>295,000</u>
Total	17,013,550
Non-Departmental:	
Membership Agencies	500,968
Public Agencies	2,423,100
Non-Departmental Services	517,922
Health Benefits	2,541,000
Risk Management-Cost of Claims	3,238,075
Soil & Water Conservation District	420,691
Transfers:	
Transfer to County Capital Projects Fund	22,000,000
Transfer to Schools Capital Fund	15,000,000
Transfer to Debt Service Fund	157,595,000
Transfer to Revaluation Reserve	850,000
Transfer to Wake Tech Capital Fund	<u>10,690,000</u>
TOTAL GENERAL FUND APPROPRIATION	<b>\$ 953,600,000</b>

# Ordinances

**Section 2:** It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Ad Valorem Taxes	\$ 626,761,300
Sales Tax	122,633,000
Lease/Rental Vehicle Tax	2,500,000
Payment in Lieu of Taxes	1,201,000
Real Property Transfer (Excise) Tax	6,500,000
Federal Shared Revenues	9,375,785
State Shared Revenues	113,148,292
Local Shared Revenues	3,221,900
Licenses and Permits	4,116,219
Charges for Services	62,026,882
Investment Earnings	58,954
Miscellaneous	678,668
Transfers from Other Funds	1,378,000
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 953,600,000</b>

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

**Section 3:** The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010 for the purpose of paying debt service commitments:

Debt Service Principal, Interest and Fees	<u>\$ 195,824,000</u>
<b>TOTAL DEBT SERVICE FUND APPROPRIATION</b>	<b>\$ 195,824,000</b>

**Section 4:** It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Transfer from General Fund – Ad valorem	\$ 129,874,000
Transfer from General Fund – Sales Tax	27,721,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District	1,140,000
State Lottery proceeds	10,000,000
Interest Income	6,526,000
Appropriated Fund Balance	<u>19,572,000</u>
<b>TOTAL DEBT SERVICE FUND REVENUE</b>	<b>\$ 195,824,000</b>

# Ordinances

**Section 5:** The following is hereby appropriated in the Solid Waste Management Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Operating Expenses	\$ 10,088,000
Transfer to General Fund	404,000
Transfer to Capital Projects Fund	2,220,000
	<hr/>
TOTAL SOLID WASTE MANAGEMENT FUND APPROPRIATION	\$ 12,712,000

**Section 6:** It is estimated that the following revenue will be available in the Solid Waste Management Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Disposal and License Fees	\$ 7,047,159
Intergovernmental Revenue	852,196
Sale of Recycled Materials	1,200,645
Investment Earnings	420,000
Appropriated Fund Balance	2,220,000
Transfer in from South Wake Landfill Fund	972,000
	<hr/>
TOTAL SOLID WASTE MANAGEMENT FUND REVENUE	\$ 12,712,000

**Section 7:** The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Operating Expenses	\$ 15,431,000
	<hr/>
TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	\$ 15,431,000

**Section 8:** It is estimated that the following revenue will be available in the South Wake Enterprise Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Disposal and License Fees	\$ 15,431,000
	<hr/>
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	\$ 15,431,000

**Section 9:** There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2009, located within the Wake County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The estimated total of valuation of property for the special district for the purpose of taxation is as follows:

	Assessed Value	Tax Rate
	<hr/>	<hr/>
Research & Production Service District	\$1,206,500,000	3.6 cents

# Ordinances

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There is hereby appropriated to the Durham-Wake Counties Research Triangle Park Research and Production service district from the net proceeds of this tax the amount for use by said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax, including a tax collection rate of two-tenths of one percent to be paid to Wake County for collecting the tax. The anticipated revenue from this tax rate is \$434,000. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

**Section 10:** The County Manager, or his designee, is hereby authorized to transfer appropriations within a Fund as contained herein under the following conditions:

- A) He may transfer amounts between appropriations within the same Fund. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.
- B) He may transfer amounts from the salary and benefits reserve to individual departmental appropriations following adoption of the budget in order to properly fund salary and benefit amounts within departments.

**Section 11:** The County Manager, or his designee, is hereby authorized to execute contractual documents under the following conditions:

- A) He may execute contracts for construction or repair projects that do not require formal competitive bid procedures.
- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; (3) lease of personal property for more than 12 months if the annual expense is less than \$50K; and (4) service contracts within appropriations or contracts for 12 months or less.
- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.
- E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners.

**Section 12:** The County Manager, or his designee, may authorize payment in an amount not to exceed \$100,000 in settlement of any liability claims against the County or against any of its officers or employees as provided by Resolution of May 20, 1985 and Resolutions of October 6, 2003. The County Manager shall make quarterly reports to the Board of Commissioners of any such payments.

**Section 13:** There is hereby levied a tax at the rate of fifty-three and four-tenths cents (53.4¢) per one hundred dollars (\$100.00) valuation of property that is located within Wake County and listed for taxes as of January 1, 2009. The revenue from this source is included in "Ad Valorem Taxes" in Section 2 of this Ordinance.

This rate is based on an estimated total valuation of property, for the purpose of taxation, of one hundred seventeen billion, six hundred sixty-two million, two hundred and three thousand, two hundred and eighty-five dollars (\$117,662,203,285), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.50%.

# Ordinances

**Section 14:** The Revenue Administrator of Wake County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Wake County Revenue Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Wake, and this order shall be a full and sufficient authority to direct, require, and enable the Revenue Administrator to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with law.

**Section 15:** Operating funds encumbered by the County as of June 30, 2009 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2009 are hereby appropriated to this budget.

**Section 16:** Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2009, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Management Fund budget.

**Section 17:** As authorized in Section 153(A)-102 of the North Carolina General Statutes, the following fees are hereby established, effective on July 1, 2009:

Pool Inspection Permit	\$184
EMS Bicycle Team	\$90 per hour
Water Sampling Fees:	
Arsenic (Total)	\$ 20
Bacteriological	\$ 25
Inorganics	\$ 50
Iron/Sediment	\$ 20
Herbicides	\$ 50
Lead (Elemental)	\$ 20
Nitrate/Nitrite	\$ 25
Nitrate Only	\$ 15
Pesticides	\$ 50
Selected Radionuclides	\$ 50
Trip Collection Fee	\$ 50
Volatile Organic Compounds	\$ 50
CCBI Services:	
Arrest Record Check	\$ 15
Fingerprints	\$ 15 for first card; \$ 5 each additional card
Photos	\$ 10
Tattoo Artist Permit:	
Annual Permit	\$ 300
Temporary Permit (per event)	\$ 100
Animal Control	
Bird Adoption	\$ 20
Cat Adoption	\$ 50
Cat (Senior) Adoption	\$ 30
Cat Boarding (per day)	\$ 6
Cat Quarantine	\$ 6 per day
Dog Adoption	\$ 70
Dog (Senior) Adoption	\$ 50
Dog Boarding (per day)	\$ 8
Dog Quarantine	\$ 8 per day
Ferret Adoption	\$ 45
Foster to Adopt Deposit	\$ 200
Guinea Pig Adoption	\$ 15

# Ordinances

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Microchip	\$ 10
Rabbit Adoption	\$ 60
Rabies Vaccination	\$ 5
Reptile Adoption	\$ 30
Rodent Adoption	\$ 10
Spay/Neuter Fee	\$ 50
Feline Immunodeficiency	*
Virus (FIV)/Feline Leukemia	*
Virus (FeLV)	*
Heartwork	*
Rescue Surgery Fee	*

*\* Fees vary and are based on the amount the County is liable for at the time of transfer.*

**Section 18:** The County Manager shall distribute copies of this Budget Ordinance as appropriate.

**ADOPTED this the 15th day of June 2009**

# Ordinances

## CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1:** The following amounts are hereby appropriated in the County Capital Projects Fund by Element, Program, and if applicable by Project for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2009:

Element:	Affordable Housing	
Program:	Transfer to Housing and Community Revitalization Fund	\$ 650,000
	TOTAL AFFORDABLE HOUSING	<u>650,000</u>
Element:	Automation	
Programs:	Business Applications	150,000
	Computer Equipment	913,000
	Enterprise Infrastructure	1,562,000
	Major Projects	
	Projects:	
	E-Wake	250,000
	Aerial Photography	500,000
	Property Tax System	100,000
	Developmental Disability Database Conversion	150,000
	Subtotal Major Projects	<u>1,000,000</u>
	TOTAL AUTOMATION	<u>3,625,000</u>
Element:	Community Capital	
Programs:	Alliance Medical Ministry	250,000
	Hospice of Wake County	250,000
	TOTAL COMMUNITY CAPITAL	<u>500,000</u>
Element:	County Building Improvements	
Programs:	Animal Shelter	1,700,000
	Mental Health Continuum of Care	2,500,000
	Building Improvements	
	Projects:	
	Security Improvements County Buildings	232,000
	Mechanical, Electrical, and Plumbing Projects	888,000
	Roofing Projects	56,000
	Minor Building Renovations	1,200,000
	Facility Condition Assessment	110,000
	Public Safety Controllers	120,000
	Swinburne Central Plant Equipment	775,000
	Swinburne Renovations	100,000
	Health and Youth Services Center	316,000
	Wake County Office Building Domestic Water	525,000
	Agricultural Services Center	30,000
	Subtotal Building Improvements	<u>4,352,000</u>
	TOTAL COUNTY BUILDINGS	<u>8,552,000</u>

# Ordinances

Element:	Criminal Justice	
Programs:	Justice Center Complex	1,211,000
	General Criminal Justice	
	Projects:	
	Detention Security Systems	241,000
	Existing Courthouse Improvements	2,379,000
	Criminal Courts Displacement	772,000
	Subtotal General Criminal Justice	<u>3,392,000</u>
	TOTAL CRIMINAL JUSTICE	4,603,000
Element:	Economic Development	
Programs:	Economic Incentives	
	Projects:	
	Credit Suisse	138,000
	Off-Site Water and Sewer	
	Projects:	
	RTP Off-Site Infrastructure	30,000
	TOTAL ECONOMIC DEVELOPMENT	<u>168,000</u>
Element:	Parks	
Programs:	Existing Park Facility Improvements	250,000
	Community Use of School Parks	300,000
	Randleigh Farm	300,000
	TOTAL PARKS	<u>850,000</u>
Element:	Program-wide Projects	
Programs:	Transfers to Other Funds (Wake Tech Capital)	1,500,000
	Reserve for Future Projects	212,000
	TOTAL PROGRAM-WIDE PROJECTS	<u>1,712,000</u>
Element:	Public Safety	
Programs:	800 Megahertz System	
	Projects:	
	Replacement of Alphanumeric Pagers	107,000
	Sprint/Nextel Re-banding	295,000
	Subtotal 800 MHz System	<u>402,000</u>
	CAD Improvements	709,000
	EMS Projects	
	Garner Fire/EMS	553,000
	EMS Defibrillators	800,000
	TOTAL PUBLIC SAFETY	<u>2,464,000</u>
	TOTAL COUNTY CAPITAL PROJECTS APPROPRIATION	\$ 23,124,000

# Ordinances

**Section 2:** It is estimated that the following revenues will be available in the County Capital Projects Fund for the fiscal year beginning July 1, 2009:

Outside Agencies	\$ 295,000
Transfers In - Ad Valorem Tax	22,000,000
Transfers from Grants Fund	120,000
Capital Fund Balance	<u>709,000</u>
 TOTAL COUNTY CAPITAL PROJECTS REVENUE	 \$ 23,124,000

**Section 3:** The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element, Program, and Project for the fiscal year beginning July 1, 2009:

Element:	Fire / Rescue	
Programs:	Fire Apparatus and Vehicles	
	Projects:	
	Large Apparatus, Municipal	\$ 720,000
	Radio, Tax and Tags	11,000
	Small Vehicles	<u>75,000</u>
	Subtotal Apparatus and Vehicles	806,000
	Equipment	
	Projects:	
	Defibrillator/TIC Replacement	176,000
	Pager Replacement	281,000
	Small Capital Program	150,000
	Air Bottle Program	87,000
	Turnout Gear Program	<u>234,000</u>
	Subtotal Equipment	928,000
	Facilities	
	Projects:	
	Fuquay-Varina Headquarters Station	152,000
	Garner Station #4	1,820,000
	Stony Hill Remediation	<u>68,000</u>
	Subtotal Facilities	2,040,000
 TOTAL FIRE / RESCUE		 \$ 3,774,000

**Section 4:** It is estimated that the following revenue will be available in the Fire Tax District Capital Projects Fund for the fiscal year beginning July 1, 2009:

Fire Tax District Capital Projects Fund Balance	\$ 1,474,000
Transfers In From Fire Tax District Fund	<u>2,300,000</u>
 TOTAL FIRE CAPITAL PROJECTS FUND APPROPRIATION	 \$ 3,774,000

# Ordinances

**Section 5:** The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2009:

Element :	Major Facilities	
Programs:	Five County Stadium	\$ 667,000
	Marbles Children's Museum	130,000
	IMAX	120,000
	Reserve for Future Projects	<u>83,000</u>
TOTAL MAJOR FACILITIES APPROPRIATION		\$ 1,000,000

**Section 6:** It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2009:

Transfer from Major Facilities Special Revenue Fund	\$ 1,000,000
TOTAL MAJOR FACILITIES REVENUE	<u>\$ 1,000,000</u>

**Section 7:** The following amount is hereby appropriated in the Wake County Public School System Capital Projects Fund by Element for the fiscal year beginning July 1, 2009:

Element:	Wake County Public Schools Capital Building Program	\$ 15,068,000
TOTAL WAKE COUNTY PUBLIC SCHOOL SYSTEM CAPITAL PROJECTS FUND APPROPRIATION		<u>\$ 15,068,000</u>

**Section 8:** It is estimated that the following revenues will be available in the Wake County Public School System Capital Projects Fund for the fiscal year beginning July 1, 2009:

Transfer In – Ad Valorem Tax	\$ 15,000,000
Interest Earnings	68,000
TOTAL WAKE COUNTY PUBLIC SCHOOL SYSTEM CAPITAL PROJECTS FUND REVENUE	<u>\$ 15,068,000</u>

# Ordinances

**Section 9:** The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund by Element, Program, and if applicable by project for the fiscal year beginning July 1, 2009:

Element:	Wake Technical Community College	
Programs:	General Repairs and Renovations	\$ 500,000
	Minor Capital	1,000,000
	Wake Tech Renovation Projects	
	Projects:	
	Physical Education Center	2,064,000
	Student Services Building	474,000
	Main Campus Lot Repaving	318,000
	Technical Education Building	697,000
	Subtotal Wake Tech Renovation Projects	<u>3,553,000</u>
	Wake Tech Public Safety Training Center	5,615,000
	Wake Tech Health Sciences Phase II	
	Projects:	
	Health Sciences Parking Deck	5,147,000
	Wake Tech Northern Campus	
	Projects:	
	North Campus Building E	5,949,000
	North Campus Parking	428,000
	Subtotal Wake Tech Northern Campus	<u>6,377,000</u>
	<b>TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION</b>	<b>\$ 22,192,000</b>

**Section 10:** It is estimated that the following revenues will be available in the Wake Technical Community College Capital Projects Fund for the fiscal year beginning July 1, 2009:

Bonds: Authorized and Issued	\$ 10,002,000
Transfer from County Capital Fund	1,500,000
Transfers In - Ad Valorem Tax	<u>10,690,000</u>
<b>TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUE</b>	<b>\$ 22,192,000</b>

# Ordinances

**Section 11:** The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element, Program, and if applicable by project for the fiscal year beginning July 1, 2009:

Element:	Solid Waste	
Programs:	Multi-Material and Convenience Centers	
Projects:		
	Convenience Centers	\$ 400,000
	North Wake Multi-Material Recycling Facility	200,000
	South Wake Landfill Multi-Material Facility	200,000
	Subtotal Multi-Material and Convenience Centers	<u>800,000</u>
	South Wake Landfill Gas Development	
Projects:		
	Feltonsville Landfill Gas Collection	250,000
	South Wake Landfill Gas Collection	350,000
	Landfill Gas to Energy Systems and Piping	1,400,000
	Subtotal South Wake Landfill Gas Development	<u>2,000,000</u>
	South Wake Landfill Construction	
Projects:		
	South Wake Landfill Phase 1B Soil	1,000,000
	Municipal Solid Waste Shredding Equipment	100,000
	South Wake Landfill Alternative Cover	120,000
	Subtotal South Wake Landfill Construction	<u>1,220,000</u>
	<b>TOTAL SOLID WASTE CAPITAL PROJECTS FUND APPROPRIATION</b>	<b>\$ 4,020,000</b>

**Section 12:** It is estimated that the following revenue will be available in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2009:

Transfer In: Solid Waste Enterprise Fund	\$ 2,220,000
Solid Waste Capital Projects Fund Balance	800,000
Use of South Wake Landfill Partnership Reserves	<u>1,000,000</u>
<b>TOTAL SOLID WASTE CAPITAL PROJECTS FUND REVENUE</b>	<b>\$ 4,020,000</b>

**Section 13:** The Finance Director is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized.

**Section 14:** The Finance Director is directed to report annually on the financial status of each capital fund and on the project expenditures and on the total revenues received.

**Section 15:** The capital projects funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 16:** The County Manager, or his designee, is authorized to transfer appropriation amounts between projects within the same program. For transfers exceeding \$75,000 he shall make a report of the transfer to the Board of Commissioners at the next regularly scheduled meeting of the Board following the transfer.

# Ordinances

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**Section 17:** The County Manager shall distribute copies of this Capital Projects Ordinance as appropriate.

**ADOPTED this the 15<sup>h</sup> day of June 2009**

# Ordinances

## HOUSING AND COMMUNITY REVITALIZATION PROJECT ORDINANCE

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1:** Projects are authorized as described in section 3, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG) and HOME programs, funded from the U.S. Department of Housing and Urban Development, and other county and grant supported affordable housing initiatives.

**Section 2:** It is estimated that the following revenues will be available to complete those projects described in section 3:

Federal Shared Revenues	\$	2,085,976
State Shared Revenues		65,000
Program Income		1,409,024
Transfer from Capital Improvement Fund		650,000
Transfer from General Fund		104,000
Total	\$	4,314,000

**Section 3:** The following amounts are appropriated for the projects of the Housing and Community Revitalization Fund:

Fiscal Year 2010 HOME Program	\$	932,440
Fiscal Year 2010 CDBG Program		1,943,379
CDBG Small Cities		65,000
Affordable Housing Activities		1,373,181
Total	\$	4,314,000

**Section 4:** The Finance Director is hereby directed to maintain, within the Housing and Community Revitalization Fund sufficient detailed accounting records for each grant or project authorized.

**Section 5:** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

**Section 6:** Upon its adoption, this Housing and Community Revitalization Project Ordinance will become part of a multi-year special revenue fund for affordable housing projects, which include Community Development and HOME grants, State and County affordable housing programs funded in previous years. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 7:** Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 15th day of June 2009.**

# Ordinances

## CAPITAL AREA WORKFORCE DEVELOPMENT FUND PROJECT ORDINANCE

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1:** Projects are authorized as listed and described in Section 3 and Section 7, and involve a variety of workforce development activities, including the JobLink Centers career system, youth development activities, job training partnerships, and service to dislocated workers and companies facing layoffs and closures. The State and federal governments provide funds for all projects.

**Section 2:** It is estimated that the following revenues will be available to complete those projects listed in Section 3:

Federal Shared Revenues	\$ 3,686,440
Contingency for Anticipated Federal Shared Revenues	<u>313,560</u>
TOTAL	\$4,000,000

**Section 3:** The following amounts are appropriated for the projects of the Capital Area Workforce Development Fund:

Fiscal Year 2010 CAWD Program	\$ 3,686,440
Contingency for Anticipated Federal Shared Revenues	<u>313,560</u>
TOTAL	\$ 4,000,000

**Section 4:** The Finance Director is hereby directed to maintain, within the Capital Area Workforce Development Fund, sufficient detailed accounting records for each grant or project authorized.

**Section 5:** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

**Section 6:** The County Manager is authorized to transfer appropriations between projects within the Capital Area Workforce Development Fund.

**Section 7:** Upon its adoption, the Capital Area Workforce Development Fund will become part of a multi-year special revenue fund for workforce development activities, which include enhancing a workforce system that is responsive to local needs, connects private and public resources, enables individuals to attain and upgrade skills necessary for gainful employment, and assists businesses in maintaining a skilled workforce to compete in a global economy. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 8:** In the event that net revenues from federal shared revenues exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

**Section 9:** Copies of this Capital Area Workforce Development Fund ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 15th day of June, 2009.**

# Ordinances

## FIRE TAX DISTRICT FUND ORDINANCE

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

**Section 1:** It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Ad valorem taxes	\$20,285,000
Other (sale of apparatus)	46,000
TOTAL	\$ 20,331,000

**Section 2:** The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010:

Contracted Services	\$15,803,167
Other Operating Expenses	\$1,087,833
Transfer to Debt Service Fund	\$1,140,000
Transfer to Fire Tax District Capital Fund	\$2,300,000
TOTAL	\$20,331,000

**Section 3:** There is hereby levied a tax at the rate of eight cents (\$0.08) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2009, located within the single special fire tax district for the raising of revenue for said special fire tax district. This rate is based on an estimated total valuation of property within the single special fire tax district, for the purpose of taxation, twenty-six billion, one hundred eleven million, nine hundred eighty-six thousand, one hundred twenty-five dollars (\$26,111,986,125) which is 100% of the total assessed property tax valuation, and upon a collection rate of 97.3% and upon a collection fee of 0.2%.

**Section 4:** The Finance Director is hereby directed to maintain, within the Fire Tax District Fund, sufficient specific detailed accounting records.

**Section 5:** The Finance Director is directed to report annually on the financial status of this Fund.

**Section 6:** There is no tax levied in the following fire districts: Alert, Bayleaf/Six Forks, Durham Highway, Falls, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, Western Wake.

**Section 7:** The County Manager shall distribute copies of this ordinance as appropriate.

**ADOPTED this the 15<sup>th</sup> day of June, 2009.**

# Ordinances

## GRANTS AND DONATIONS PROJECT ORDINANCE

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1:** Projects are authorized as appropriated in section 3, and involve a variety of community development, public health, social service, and public safety activities. Funds come from State and federal grants, donations, State and federal forfeiture funds, and Wake County appropriations.

**Section 2:** It is estimated that the following revenues will be available to complete those projects described in section 1:

Federal Shared Revenues	\$1,105,570
State Shared Revenues	1,629,482
Local Shared	557,633
Charges for Services	304,300
Appropriated Fund Balance	120,000
Transfer from General Fund	<u>145,015</u>
TOTAL	\$3,862,000

**Section 3:** The following amounts are appropriated for the projects of the Grants and Donations Fund:

Grants	\$3,562,000
Use of Forfeiture Proceeds	300,000
Transfer to County Capital Projects Fund	<u>120,000</u>
TOTAL	\$3,862,000

**Section 4:** In the event that net revenues from an individual donation or forfeiture source exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation. The appropriation for projects funded by State and federal grants and business investment grants shall be set by the Board of County Commissioners.

**Section 5:** The Finance Director is hereby directed to maintain, within the Grants and Donations Fund, sufficient detailed accounting records for each grant or project authorized.

**Section 6:** The Finance Director is directed to report annually on the financial status of each grant and the revenue received.

**Section 7:** Upon its adoption, the Grants and Donations Fund will become a multi-year special revenue fund for non-recurring activities. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for duration of the project unless subsequently amended by Board action.

**Section 8:** Copies of this ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 15th day of June 2009.**

# Ordinances

## MAJOR FACILITIES FUND ORDINANCE

**BE IT ORDAINED** by the Wake County Board of Commissioners, that the following budget ordinance for the Major Facilities Fund is hereby adopted:

**Section 1:** It is estimated that the following revenues will be available to fund those projects described in Section 2:

Occupancy Tax	\$ 13,806,000
Prepared Food & Beverage Tax	18,674,000
Appropriated Fund Balance	<u>832,000</u>
TOTAL	\$ 33,312,000

**Section 2:** The following amounts are appropriated for projects of the Major Facilities Fund:

City of Raleigh Hold-back from Occupancy Tax Proceeds	\$ 680,000
Town of Cary Hold-back from Occupancy Tax Proceeds	670,000
Allocation to the Greater Raleigh Convention & Visitors Bureau	3,595,000
Allocation to the City of Raleigh for Discretionary Projects	1,000,000
Transfer to Debt Service Fund for Debt on Five County Stadium	991,000
Allocation for Construction of the New Convention Center	13,987,000
Operating Support for the Centennial Authority	1,907,000
Centennial Authority Facility Improvements	1,000,000
North Carolina Museum of Art	1,000,000
St. Augustine's	100,000
Debt Service on the RBC Center Construction	5,208,000
Green Square	700,000
Contingency for Centennial Authority Facility Improvements	500,000
Transfer to General Fund, Admin. Fee for Occupancy Tax	414,000
Transfer to General Fund, Admin. Fee for Prepared Food & Beverage Tax	560,000
Transfer to County's CIP Fund for Major Facilities Projects	<u>1,000,000</u>
TOTAL	\$ 33,312,000

**Section 3:** Contingency funds in the amount of \$500,000 for the Centennial Authority will be paid subject to sufficient fund balance projections in the Major Facilities Fund, pursuant to the 13<sup>th</sup> Amendment to the Revised Interlocal Agreement between Wake County and the City of Raleigh relating to Room Occupancy and Prepared Food and Beverage Tax revenues.

**Section 4:** The Finance Director is hereby directed to maintain, within the Major Facilities Fund, sufficient specific detailed accounting records for each project authorized and to report annually on the financial status of this Fund.

**Section 5:** In the event that the actual proceeds from the tax levy of the Occupancy and Prepared Food/& Beverage taxes exceed the appropriated amount, the actual net proceeds as distributed according to the enabling legislation and interlocal agreements shall constitute the appropriation from said levy.

**Section 6:** Copies of this ordinance shall be filed with the County Manager and Finance Director.

**ADOPTED this the 15th day of June 2009.**

# Ordinances

## REVALUATION RESERVE FUND PROJECT ORDINANCE

**BE IT ORDAINED** by the Board of County Commissioners of Wake County, that pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby adopted:

**Section 1:** Projects are authorized as appropriated in section 2, and involve a variety of activities associated with the revaluation of property. Funds are transferred from the Wake County General Fund.

**Section 2:** The following is hereby appropriated in the Revaluation Reserve Fund for the purpose of conducting a revaluation of real property within Wake County:

Revaluation Expenses	\$	850,000
TOTAL REVALUATION RESERVE FUND APPROPRIATION	\$	850,000

**Section 3:** It is estimated that the following revenue will be realized in the Revaluation Reserve Fund to complete the project described in Section 7:

Transfer from General Fund	\$	850,000
TOTAL REVALUATION RESERVE FUND REVENUE	\$	850,000

**Section 4:** The Finance Director is hereby directed to maintain, within the Revaluation Reserve Fund, sufficient detailed accounting records for each grant or project authorized.

**Section 5:** The Finance Director is directed to report annually on the financial status of the revenue received.

**Section 6:** The County Manager is authorized to transfer appropriations between projects within the Revaluation Reserve Fund.

**Section 7:** Upon its adoption, this Revaluation Reserve Fund will become part of a multi-year special revenue fund for funding activities associated with the revaluation of property that occurs every eight years. All funds are appropriated pursuant to section 13.2 of Chapter 159 of the General Statutes of North Carolina; therefore, appropriations do not lapse at the end of the fiscal year and are available for the duration of the project unless subsequently amended by Board action.

**Section 8:** In the event that net revenues exceed the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

**Section 9:** Copies of this Revaluation Reserve Fund Ordinance shall be filed with the County Manager and the Finance Director.

**ADOPTED this the 15th day of June 2009.**

# Ordinances

## PERSONNEL AUTHORIZATION ORDINANCE

**BE IT ORDAINED** by the Wake County Board of Commissioners:

**Section 1:** The following full-time equivalent positions are hereby authorized in the County government by organizational unit and fund for the fiscal year beginning July 1, 2009 and ending June 30, 2010.

Organizational Unit and Fund (all Units are in the General Fund unless otherwise stated)	Authorized Full-Time Equivalent (FTE) Positions
Board of Commissioners	3.00
County Manager	13.00
County Attorney	13.00
Board of Elections	15.35
Budget & Management Services	8.00
CCBI	64.00
Capital Area Workforce Development	17.00
Community Services	319.00
Emergency Medical Services	165.00
Environmental Services	
General Fund	108.00
Solid Waste Management Fund	12.00
South Wake Landfill Fund	7.00
Environmental Services subtotal	127.00
Facilities, Design & Construction	10.00
Finance	
General Fund	31.75
Debt Service Fund	1.00
Finance subtotal	32.75
Fire & Emergency Management	
General Fund	22.00
Grants and Donations Fund	1.00
Fire & Emergency Management subtotal	23.00
General Services Administration	132.00
Human Resources	26.50
Human Services	
General Fund	1,748.55
Housing and Community Revitalization Fund	7.50
Grants and Donations Fund	24.50
Human Services subtotal	1,780.55
Information Services	91.75
Register of Deeds	39.00
Revenue	61.00
Sheriff	
General Fund	810.00
Grants and Donations Fund	4.00
Sheriff subtotal	814.00
Soil & Water Conservation District	5.00
<b>TOTAL-All County Organizational Units</b>	<b>3,759.90</b>

**Section 2:** The County Manager is hereby authorized to transfer and/or reclassify full-time equivalent positions within the same fund.

**Section 3:** With the exception of changes allowed through Section 2, any changes to the full-time equivalent (FTE) amounts authorized in Section 1 of this ordinance must be approved by the Board of Commissioners.

**ADOPTED this the 15th day of June 2009.**

# Reader's Guide to the Budget

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## 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, 2009, to June 30, 2010 ("fiscal year 2010").

## Process and Policies

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

## Sample Fund Summary Format:

### Operating Budget Departmental and Fund Summaries

For each department and fund, summary information is provided on expenditures, revenues and staffing for FY 2008 actual results; the FY 2009 budget, both adopted and current as of March 31, 2009; and FY 2010 adopted budget. A sample of the format is provided below:

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	FY2008	FY2009	FY2009	FY2010
	Actual	Adopted	Amended	Adopted
		Budget		Budget
Personnel				
Services				
Operating				
Expenses				
Capital				
Outlay				

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## Full-time Equivalent Positions

Each department summary includes the authorized number of full-time equivalent positions in that department and fund.

## 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.

## Community Improvement Plan

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

# Budget Process

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## Multi-year Business Planning Process

Wake County's multi-year business planning process emphasizes strategic planning and target-oriented service delivery efforts. All departments were asked to develop a three-year (2009 to 2011) 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 include the department's prioritization of services. Business plans are updated and refined annually.

## 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 Instruction 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. Before considering budget reductions or expansions, the "base budget" is developed. The base budget is generally defined as the cost of providing the same services, at the same levels, in the next fiscal year. The Budget and Management Services Department develops a target base for each department. The target is based on several factors, including salary projections, annualization of new initiatives and facilities, removal of one-time costs from the prior year, and other factors. Once the target

is established, department staff may modify the amounts within the target total, but may not exceed the target, except for certain contractual obligations.

County departments also submit options for reducing their base budgets. In FY 2010, departments submitted reductions totalling 10% of their annual operating budgets. The options had to be permanent in nature, as opposed to one-time savings. All reduction options were evaluated not only for potential savings, but for their near-term and long-term service impacts.

Areas of new services or service expansions 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.

## Board of Commissioners' Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act* (G.S. 159-8) the Board of Commissioners adopts an annual balanced 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 funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (Revaluation Reserve, Capital Area Workforce Development, Housing and Community Revitalization, Grants and Donations) 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

# Budget Process

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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. Revisions that alter the total appropriations of any fund must be approved by the Board of Commissioners.

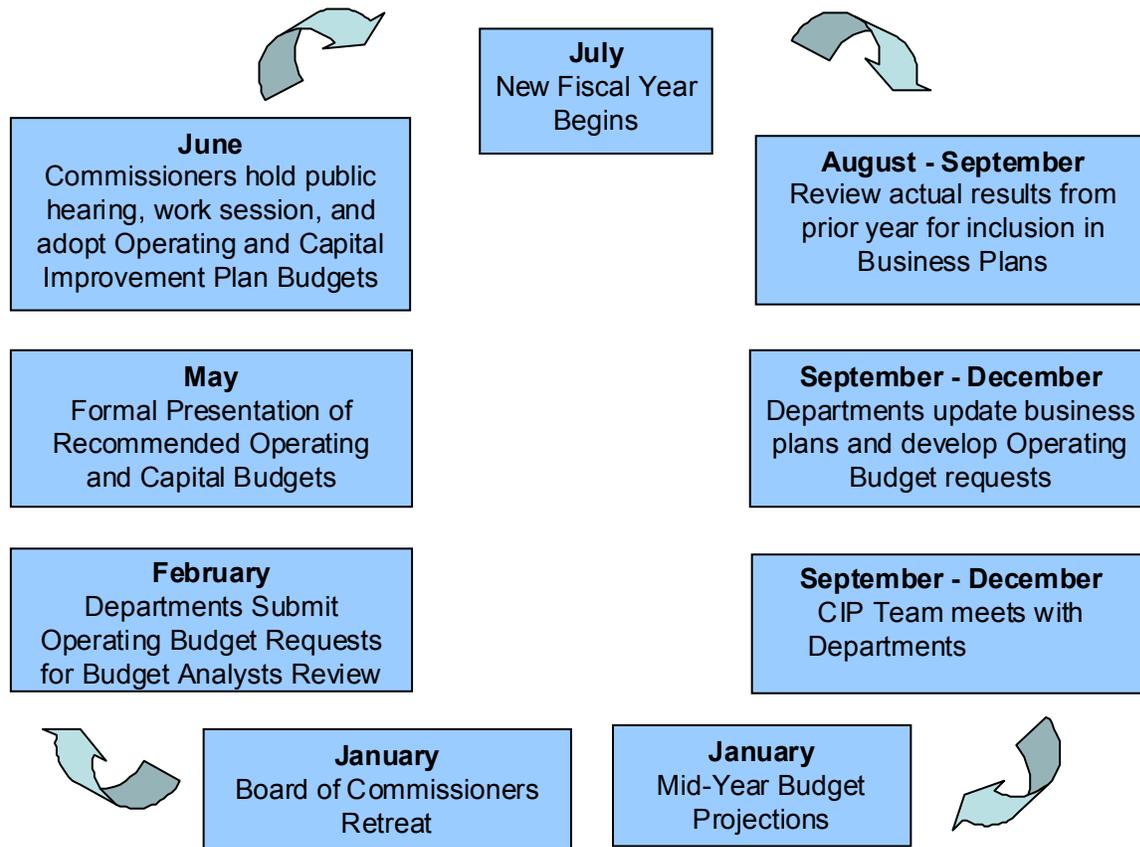
## Budget Implementation

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 more than 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 Services Department. The Adopted Budget is also published online at the County's website: [www.wakegov.com](http://www.wakegov.com).

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. If there is an excess of expenditures over revenues, the County Manager will take actions necessary to rebalance the budget.

# Business Planning & Budget Process Cycle

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Note: This chart depicts the integration of the annual budget cycle and business planning processes.

# Budget Calendar for Fiscal Year 2010

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<b>Date</b>	<b>Budget Activity</b>
November 24, 2008	Budget Kickoff with Extended Management Team
January 23, 2009	Departments submit FY 2010 Operating Budget Requests Departments submit FY2010 Expansion Requests & Reduction Options Departmental Business Plans Updated
April 3, 2009	Community Improvement Plan Review--Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
May 2009	Board of Education and Wake Technical Community College submit formal budget requests
May 18, 2009	Formal presentation of FY 2010 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 1, 2009	Public Hearing on Operating Budget, annual Community Plan and any proposed fee or tax changes
June 8, 2009	Special Budget Work Session with Board of Commissioners
June 15, 2009	Adoption of FY 2010 Operating Budget and Community Improvement Plan at regular Board of Commissioners meeting

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# Fund Structure

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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 two broad fund types and then into fund categories within each type.

Fund Type				
General Fund	Debt Service	Special Revenue	Capital Project	Proprietary
General Fund	Debt Service Fund	Capital Area Workforce Development Fund	County Capital Projects Fund	Solid Waste Management Fund
		Fire Tax District Fund	Fire Tax District Capital Projects Fund	South Wake Landfill Fund
		Grants and Donations Fund	Major Facilities Capital Projects Fund	
		Major Facilities Fund	Solid Waste Capital Projects Fund	
		Revaluation Reserve Fund	Wake County Public Schools Capital Projects Fund	
		Housing and Community Revitalization Fund	Wake Technical Community College Capital Projects Fund	

## 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).

### Debt Service Fund

The debt service fund is used to account for principal and interest payments for bonds associated with capital projects for the County, Wake County Public School and Wake Technical Community College.

### 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: Capital Area Workforce Development Fund, Fire Tax District Fund, Grant and Donations Fund, Housing and Community Revitalization Fund, Major Facilities Fund and Revaluation Reserve Fund.

# Fund Structure

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## **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 six capital project funds within the governmental fund types: County Capital Projects Fund, Wake County Public Schools Capital Projects Fund, Wake Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Projects Fund, Solid Waste Capital Projects Fund.

## **Proprietary Fund Types**

### **Enterprise Fund**

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 two enterprise funds: the Solid Waste Management Fund and the South Wake Landfill Fund.

# Fund Structure Charts

Organizational Units	General Fund	Capital Area Workforce Development Fund	Debt Service Fund	Fire Tax District Fund	Grants and Donations Fund	Housing and Community Revitalization Fund	Major Facilities Fund	Revaluation Reserve Fund	County Capital Improvement Fund	Fire Tax District Capital Fund	Major Facilities Capital Trust Fund	Solid Waste Capital Improvements Fund	WCPSS Capital Projects Fund	Wake Tech. Comm. College Capital Projects Fund	Solid Waste Management Fund	South Wake Landfill Fund
Board of Commissioners	O															
Board of Elections	O				P											
Budget and Management Services	O						M		M	M	M		M	M		
Community Services	O				P											
County Attorney	O															
County Manager	O															
Environmental Services	O				P							M			D	M
Facilities Design and Construction	O								M	M	M					
Finance	O	M					M				M		M	M		
General Services Administration	O				P				P							
Human Resources	O															
Human Services	O	D			P	D										
Information Services	O								P							
Medical Examiner	O															
Non-Departmental	O															
Planning	O															
Emerg Mgmt, Fire/Rescue, CCBI	O			M	P					M						
Register of Deeds	O															
Revenue	O							M								
Sheriff	O				P											
Wake County Public Schools	O												M			
Wake Technical Community College	O													M		

**Key:**

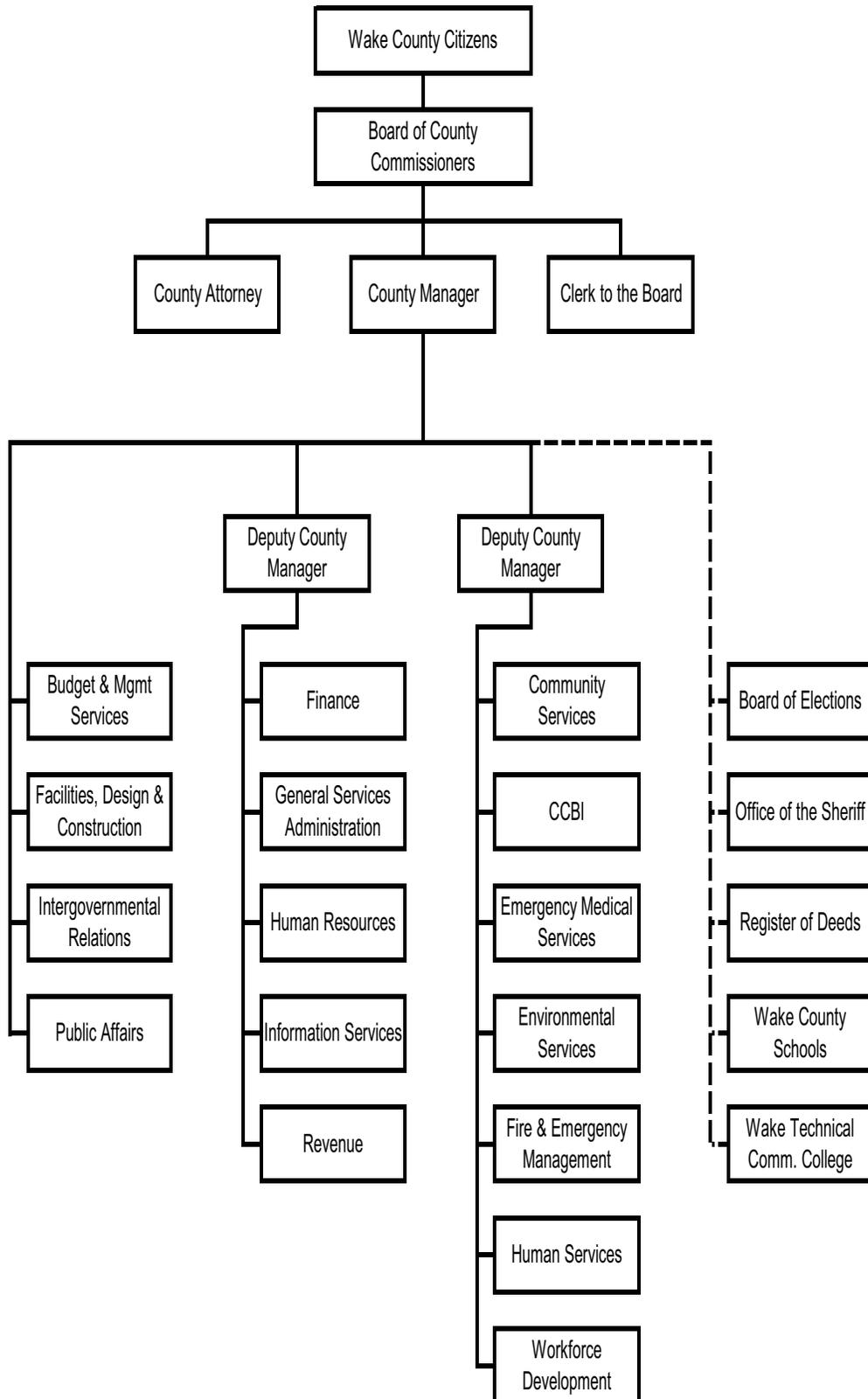
**O:** All, or most, operating funding for this unit is budgeted in the General Fund

**D:** Unit has a specific division in this Special Revenue Fund

**M:** Unit has either primary, or shared, responsibility for managing this fund

**P:** Unit manages selected projects within this fund

# Wake County Government FY 2010 Organizational Chart



# Basis of Budgeting and Basis of Accounting

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## Basis of Budgeting

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 un-matured 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 Community Improvement Plan Fund, which are carried forward until the project is completed.

## Basis of Accounting

Basis of accounting refers to how revenues and expenditures or expenses and 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

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*Note: This section addresses Wake County's major financial policies governing the budget process and budget implementation. For more detailed information on County financial policies, please visit the following website: [http://www.wakeemployees.com/finance/FinanceManual/index.html]*

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. The *Local Government Budget and Fiscal Control Act* (G.S. 159-8) requires a balanced budget ordinance from all local governments. 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 11% 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 Community Improvement Plan (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 Community Improvement Plan 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

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.

# Financial Policies

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## 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:
  - ♦ 15.76 cents of the property tax;
  - ♦ The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital (30% and 60% respectively);
  - ♦ 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 42 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 Community Improvement Plan.

**Guideline 1:** The Debt Service Fund will maintain a fund balance that is no less than 19% of the subsequent fiscal year's debt service payments through November. The 19% represents approximate debt service payments through November. **The debt model currently exceeds 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 long-term variable rate debt component should not exceed 25% 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 revenues and expenditures (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.

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

**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

# Financial Policies

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considered to be a basic benchmark that depicts a jurisdiction's burden on the general population.

**Guideline 6:** The combined County and municipal debt should not exceed four percent of the county-wide 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.

**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.

**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.

## User Fee Policy

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 offi-

cers 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."

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.

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.

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 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.

# Financial Policies

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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.*

## **Business Investment Grant Policy**

**Policy Objective:** Support the development of an economic environment that attracts or encourages new investment, creates new jobs, and results in a diverse tax base.

**Eligible Projects:** A company (“Economic development projects”) may be eligible for a Business Investment Grant if they meet both a New Investment Threshold and New Jobs Threshold. Special consideration may be given to corporate, regional, or divisional headquarters projects for Fortune 500 companies and large international companies.

**New Investment Threshold:** New companies may be eligible for a Business Investment Grant for new investments, which exceed \$100,000,000 (one hundred million dollars) in 2004 dollars. For each subsequent year, the amount of new investment will be increased by CPI and rounded to the nearest million dollars. New investment is defined as, “improvements to real estate, machinery, equipment, and other business personal property.” The value of land is not included in the calculation of new investment. New investment must exceed \$100,000,000 in asset valuation, as determined by the Wake County Revenue Department. Existing Wake County businesses may be eligible for a Business Investment Grant for new investments, which exceed \$50,000,000 in 2004 dollars provided that existing taxable assessed valuation exceeds \$75,000,000 in the year the grant agreement is approved. Only the value of the new investment will be used to calculate the amount of the incentive grant.

**New Jobs Threshold:** New companies are eligible for a business investment grant when the investment threshold is met and at least 50 new jobs are created. New jobs are defined as a net increase in the company’s number of full-time, Wake County employees. A full-time employee is defined as a person who is employed by the company for at least 35 hours per week and whose wages are subject to withholding. The average wage for new jobs must pay 120% of the average wage for Wake County, as

## Financial Policies

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defined by the North Carolina Department of Commerce Finance Center. (In 2004, the average wage was \$605 per week; 120% would be \$726 per week.) Existing Companies are eligible for a Business Investment Grant when the investment threshold is met, the company currently employs at least 250 full-time employees, and at least 50 new jobs are created. The average wage for the new and existing jobs must pay 120% of the average wage for Wake County, as defined by the North Carolina Department of Commerce Finance Center.

The Company must also agree to provide health insurance in at least the minimum amount required for tax credits under the William S. Lee Act, as it existed on the date of the approval of the policy. Under these provisions, a company must provide health insurance for full-time positions and pay a minimum of 50% of the premiums.

*Revised October 17, 2005*

# Financial Models

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## Capital and Debt

Wake County uses a long-term financial planning model for its Community 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 property tax (currently 15.76 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 property tax (currently about 67% of the 15.76 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 33% of the 15.76 cents property 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 property 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 revenue, 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 funds 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.*

# Long-Range Planning

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The County's leadership and management believe that a long-range approach to budgeting provides the foundation for effective annual operating budgets that support the County's long-range goals and objectives. The Board participates in numerous long-range planning efforts, including Board of Commissioners' goal-setting, long-range financial modeling (discussed above), and, in selected services, strategic long-range planning.

## Board of Commissioners' Goals

At its April 13, 2009 work session, the Board of Commissioners adopted 15 goals for the 2009 calendar year. The Board designated five (5) of the goals as priorities and directed staff to address the remaining ten (10) goals in a less urgent manner.

The first three priority goals were grouped around "The Economy and Jobs":

**1. Develop and approve a budget for FY 2010 which maintains the property tax rate at 53.4 cents.**

**2. Work with Wake Technical Community College, the Wake County Economic Development Program and existing businesses to attract new jobs, retain jobs and provide training to individuals in transition.**

**3. Maximize the use of federal "stimulus" funds to:**

- ♦ **Retain or add jobs in the region, through infrastructure projects;**
- ♦ **Offset potential reductions in the County's operating and/or capital budgets; and**
- ♦ **Assist Wake County citizens (in transition).**

**Discussion:** The County Manager has proposed a budget for FY 2010 that does not increase the tax rate on real property or personal property such as heavy equipment and personal vehicles. This decision to not make up projected revenue shortfalls with a tax increase complies with Goal #1 and is consistent with the Board of Commissioners' desire to not create further hardships on the County's taxpayers who are currently struggling through an economic recession.

County staff continues to work closely with Wake Technical Community College, the local Chamber of Commerce's Wake County Economic Development program, and local business associations to attract high quality employment opportunities to the area.

From July 2008 through May 2009, Wake County has (or will) add nine (9) new businesses creating at least 576 new jobs to the County over the next five (5) years. In addition, another 20 businesses have announced plans to expand within five (5) years including major expansions at WakeMed, Rex Healthcare Outpatient Center, Bayer, a new National Guard Building, and SAS data handling. These expansions are expected to create more than 4,650 new jobs with majority being created by the National Guard building (4,200).

The Capital Area Workforce Development Program, with functional support of the County, is one of the State's most effective agencies at using grant monies to implement initiatives geared toward creating jobs and retaining and/or improving the work skills of Wake County's residents.

During the spring of 2009, the Board of Commissioners also approved the receipt of nearly \$4.0 million in additional stimulus funds for County departments. Most of this funding (\$3.2 million) is being used by the Capital Area Workforce Board to assist those who are unemployed with job training and temporary employment. In addition, the Workforce Development Board uses stimulus funding for Homelessness Prevention (\$582,000), Food and Nutrition Assistance (\$70,000), and Transportation for residents accessing services at the County's Human Services facilities. The County will continue to seek federal stimulus assistance and to work with the State, the Wake County Public School System, Wake Technical Community College, and other agencies to maximize the use of stimulus funds.

The proposed budget includes over \$3.0 million of federal stimulus funding for the Hammond Road Detention Center Expansion, and over \$400,000 of stimulus monies for the Sheriff's Office. The funding for the jail is in the form of an Energy Efficiency Conservation Block Grant which will be used to help

# Long-Range Planning

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reduce energy costs and implement utility conservation measures in a facility that operates around the clock. The stimulus funds will be used to pay for energy efficient lighting and HVAC systems as the new jail is being constructed, thereby enabling \$3.0 million of federal monies to help pay for this capital project that otherwise would have been paid for with local dollars. The other \$400,000 of federal stimulus funds will be used to help upgrade and improve the firing range used by deputy sheriffs.

The fourth goal is in the interest of “**Improving the Mental Health System in Wake County**”:

#### **4. Implement the County’s Plan to improve Mental Health Services in Wake County including:**

- ♦ *The partnership with Holly Hill Hospital for 44 beds;*
- ♦ *The construction of continuum of care facilities (crisis and assessment center, short-term psychiatric beds, secure detox unit, and a substance abuse inpatient treatment center);*
- ♦ *An interim contract with the State of North Carolina for 24 beds until the continuum of care facilities is operational;*
- ♦ *Reorganization of the LME; and*
- ♦ *Partnerships with the Sheriff’s Office, EMS and others.*

**Discussion:** The County is aggressively improving the level, quality, and amount of mental health services throughout the community. A “Continuum of Care” initiative has been implemented to offer services not found in most other North Carolina counties. The initiative is part of Wake County’s commitment to prevent or divert full patient hospitalizations, shorten hospital stays, and to help fill service gaps in the area of Mental Health.

The proposed draft FY 2010 budget plans of both the Governor and State Senate include funding through December 31, 2009 for Dorothea Dix Hospital. In accordance with a prior agreement with the State, the County must include funding for the Hospital starting on January 1, 2010.

The County is also on track to open its Mental Health Continuum of Care Complex in the October 2010. The \$25.0 million facility will consist of screening, triage, referral and crisis assessment services and a total of 48 beds for varying levels of short term care within two different buildings. With local short stays facilitated by these care units, consumers will remain near family and provider support systems and will be able to re-integrate into outpatient care more quickly.

The Board of Commissioners’ fifth goal seeks to “**Highlight the County’s Role in Environmental Stewardship and Green Initiatives**”:

#### **5. Update/enhance the County’s Environmental Stewardship Agenda to incorporate strategies for sustainability and “green initiatives” including:**

- ♦ *Expanding the use of alternative fuel vehicles;*
- ♦ *Pursuing Leadership in Energy and Environmental Design (LEED) certification for large capital projects;*
- ♦ *Continuing to make energy efficient improvements and upgrades in buildings;*
- ♦ *Expanding partnerships in reuse and recycling; and*
- ♦ *Establish a Citizen’s Task Force to evaluate current strategies and recommend changes and new strategies.*

**Discussion:** The County continues to replace regular gas vehicles in its fleet with hybrid vehicles. The County Manager’s proposed budget provides \$513,954 for 20 vehicles to be converted to hybrids. In addition, the County is actively pursuing federal stimulus monies to replace more vehicles with alternative fuel vehicles including hybrid electrics.

The County is also continuing to pursue LEED certifications for its largest buildings. The new Hammond Road Detention Center (Jail) Expansion and the planned Justice Center will be LEED certified. Other smaller projects will utilize sustainable principles and follow LEED guidelines for certification without incurring the additional cost of the actual LEED certification process.

# Long-Range Planning

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The County continues to look at energy efficient upgrades including the use of L.E.D. lighting, super insulated roof systems, collection and reuse of condensate water from mechanical systems, low flow toilet fixtures, and occupancy sensors for light switching. The Citizens Energy Advisory Committee was established to provide valuable guidance to the County by reviewing and evaluating energy use projections and ensuring that new County infrastructure projects employ energy conscious designs and features.

In late FY 2009, the County will expand the locations and operating hours of facilities that accept items that are typically difficult to dispose of; e.g. computers, large appliances, toxic fluids, household hazardous waste. These items will be collected by the County and properly disposed of and/or recycled.

**Continuing Goals from Prior Years:** The Board of Commissioners also approved, in April 2009, ten (10) goals that were originally established in previous years. The commissioners directed staff to actively pursue these goals, but at a lesser priority than the five (5) goals highlighted above. These remaining goals are on the working lists and project agendas of various County departments. Progress is being made on each of the following goals and they are expected to be achieved by the end of the 2009 calendar year:

**6. Building Human Capital:** *Implement plan to deliver human services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on governmental support.*

**7. Education:** *Work with the Wake County Public School System and Wake Technical Community College to:*

- ♦ *Modify capital project schedules in light of slower economic growth and bond issuances;*
- ♦ *Develop operating budget strategies that do not require increasing the property tax rate but reflect education as a priority in Wake County.*

**8. Continue to maintain the County's AAA bond rating with all three financial rating agencies.**

**9. Transportation Strategies:** *Work with stakeholders, including the Wake County delegation, regional transportation organizations, municipalities and the business community to advance the County's transportation needs.*

**10. Collaborative Water Resources Management:** *Ensure that all municipalities have a voice in the development of regional solutions for water resource management in Wake County.*

**11. Enhanced Delivery Systems for Fire/Rescue and EMS:** *Initiate discussions with contracted service providers to identify consolidation opportunities in fire/rescue service and EMS delivery and identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.*

**12. Gang Prevention:** *Continue implementation of strategies recommended by the Wake County Gang Prevention Task Force to bolster prevention and reduce the prevalence of gang activity in Wake County.*

**13. Urban County Leadership:** *Continue to take a leadership role among the largest, urbanizing counties to discuss common issues and to promote common legislative agendas including those involving transportation, water supply, Medicaid financing and air quality, for example.*

**14. Criminal Justice Facilities:** *Continue to implement a courthouse and criminal justice long-term capital plan.*

**15. Support for Cultural Arts:** *Continue to highlight the unique and varied cultural and artistic aspects of the community.*

# Long-Range Planning

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## Advisory Boards and Long-Range Planning

The County also engages advisory boards, commissions, and task forces to develop long-range plans for selected service areas. Some of the boards are time-limited efforts, while others are permanent, standing committees. Below is a description of several boards that provide long-range guidance in selected services.

**Blue Ribbon Committee on Infrastructure:** The Blue Ribbon Committee is a partnership of Wake County, the Greater Raleigh Chamber of Commerce, the Wake County Mayors Association, the Wake County Public School System, Wake Tech, area business and civic leaders, and representatives of State and other public agencies.

The task force is charged with compiling an inventory of current infrastructure plans and projected costs for public and technical schools, transportation, water and sewer, libraries, parks, open space, jails and public buildings, determining funding needs and gaps, and preparing a final report, that was delivered to the Board of Commissioners in May 2006.

The Blue Ribbon Committee continues to work on focused projects including long-range planning, the development of regional transportation projects, and the aggressive pursuit of federal stimulus monies to improve the community's infrastructure and create new jobs. The full committee most recently convened in May 2009.

**Board of Adjustment:** Hears and acts on appeals, variances and special uses in Wake County zoning cases.

**Citizens Facilities Advisory Committee:** Formed in June 2006, the Citizens Facilities Advisory Committee (CFAC) is charged with evaluating the Wake County Public School System's (WCPSS) capital improvement program, school design criteria, construction management and service delivery methods. Although the committee is initially reviewing WCPSS' facility program, it has recently

expanded its role by reviewing Wake County capital projects.

The CFAC issued its report on WCPSS's building program in September 2007 and a report on Wake County facilities in November 2008.

**Criminal Justice Partnership Advisory Board:** This board examines the local criminal justice system and identifies areas that could be improved through local, community-based initiatives. Members of the Board include members from the many different segments of the criminal justice system.

**Fire Commission:** The Commission advises the Board of Commissioners on fire protection and suppression issues. This advisory group adopted a long-range business plan in 2005 that included apparatus and compensation components. In 2008, revisions to the business plan were adopted by the Fire Commission to include staffing goals and facility components.

**Historic Preservation Commission:** This commission is charged with planning for the preservation of Wake County's heritage by preserving districts and landmarks that embody important elements of culture, history, architectural history or prehistory. The Commission also promotes the use and conservation of districts and landmarks for the education, pleasure and enrichment of the County and State as a whole.

**Human Services and Environmental Services Advisory Board:** This is a policy and advocacy board, charged with representing the broad interests of the community through statutorily defined representation. The Board meets regularly in committee and as a whole to set policy, review agency services, advises the County's Human Services Director, monitor progress towards outcomes, and advocate for needed changes in service delivery and resource allocation.

The Board serves the community by providing policy guidance and advocacy in the prevention of disease; the promotion of public health; the effective provision of social services programs; and the care for

# Long-Range Planning

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people with mental illness, developmental disabilities, or substance abuse problems.

**Library Commission:** Advises the Board of Commissioners on the operation of the Wake County Library System. This Commission reviews and provides feedback on long-range plans for library construction and service delivery.

**Open Space and Parks Advisory Committee:** This committee makes recommendations to the Board of Commissioners regarding parks, recreation and open space programs, facilities, resources and recreation-related needs of the County. The Committee also reviews long-range plans for the County's parks and reviews land purchases using Open Space bond proceeds.

**Planning Board:** This board advises the County on planning and zoning matters to ensure that the development and future use of land in Wake County will occur in a planned and harmonious manner that accommodates future population growth, maintains the character of various communities, and respects the values of the County's residents.

**Special Task Forces:** The County Commissioners have also established task forces to address long-term issues in selected service areas. Examples of such areas include growth management, gang prevention, employee health insurance, and stormwater management.

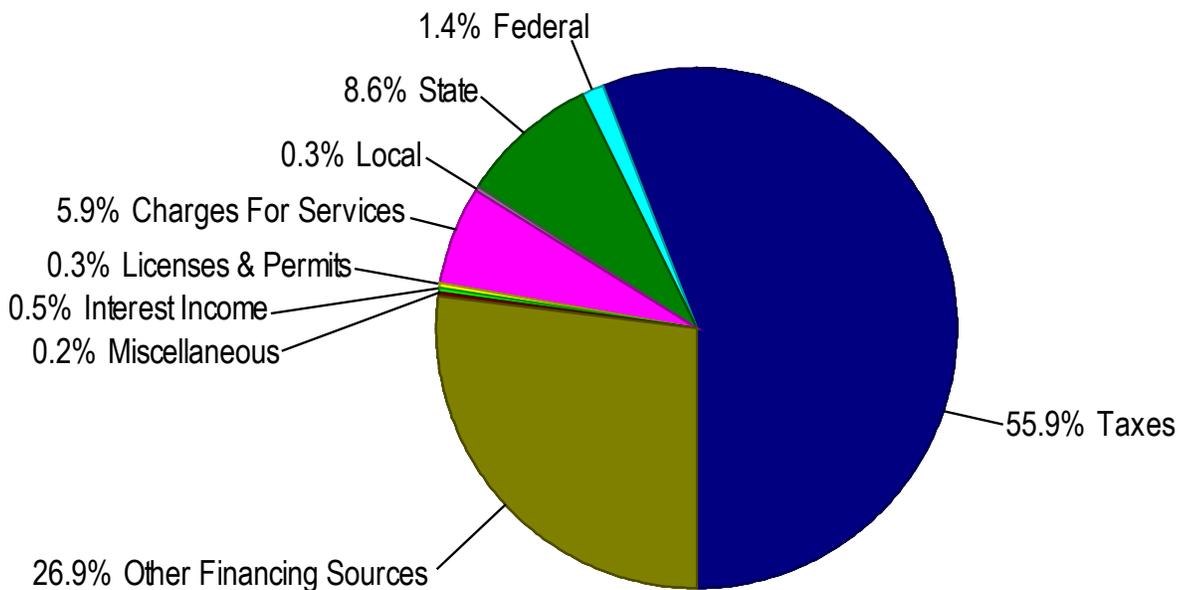
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## Total Revenues By Fund

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
General Fund	\$ 918,487,828	984,360,000	971,220,888	953,600,000
Debt Service	138,512,211	180,784,000	180,784,000	195,824,000
<b>Special Revenue Funds</b>				
Capital Area Workforce Development	4,483,742	4,655,000	4,655,000	4,000,000
Emergency 911	790,742	–	–	–
Fire Tax District	17,972,141	20,312,000	20,312,000	20,331,000
Grants and Donations	7,770,497	3,449,000	6,043,522	3,862,000
Housing and Community Revitalization	3,984,071	3,829,000	3,829,000	4,314,000
Major Facilities	32,543,440	32,800,000	35,600,000	33,312,000
Revaluation Reserve	1,126,163	1,100,000	1,100,000	850,000
<b>Capital Improvement Funds</b>				
County Capital Improvement Fund	58,355,872	80,251,000	80,180,533	352,544,000
Fire Tax District Capital	4,563,895	7,600,000	7,368,967	3,774,000
Major Facilities Capital Trust	907,496	1,025,000	1,025,000	1,000,000
Solid Waste Capital	1,991,166	2,747,000	2,822,000	4,020,000
Wake County Public Schools Capital Projects	–	363,231,000	–	15,068,000
Wake Technical Community College Capital Projects	1,449,309	36,638,000	28,262,355	47,295,000
Risk Management Internal Service	–	–	–	–
<b>Enterprise Funds</b>				
Solid Waste Management	22,852,535	13,362,000	13,815,617	12,712,000
South Wake Landfill	3,216,552	15,600,000	16,075,057	15,431,000
<b>Total Revenues</b>	<b>1,219,007,660</b>	<b>1,751,743,000</b>	<b>1,373,093,939</b>	<b>1,667,937,000</b>
Less Interfund Transfers	(187,656,775)	(218,508,000)	(186,160,539)	(218,655,015)
<b>Total Revenues All Funds Net of Interfund Transfers</b>	<b>\$ 1,031,350,885</b>	<b>1,533,235,000</b>	<b>1,186,933,400</b>	<b>1,449,281,985</b>

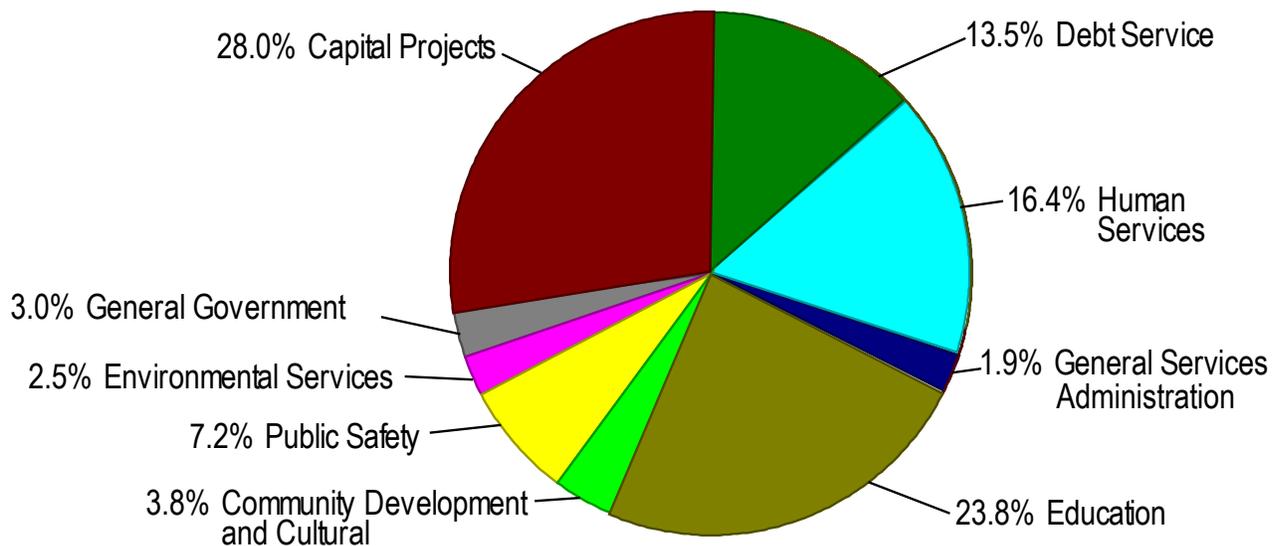
## Total Revenues By Source

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Taxes	\$	779,323,901	833,136,000	819,877,559	812,360,300
Federal		20,149,189	17,663,507	23,593,652	20,771,258
State		110,804,579	116,185,042	119,270,405	125,629,970
Local		6,607,699	3,816,714	4,474,659	3,779,533
Charges For Services		85,252,963	87,281,063	81,588,466	85,365,938
Licenses & Permits		4,325,616	5,506,337	3,968,337	4,124,719
Fines & Forfeitures		52	-	-	-
Interest Income		20,348,844	20,653,544	63,743,632	7,072,954
Miscellaneous		2,918,181	968,079	(1,121,742)	2,925,313
Other Financing Sources		1,619,861	448,024,714	71,538,431	387,252,000
<b>Total Revenues by Source</b>	<b>\$</b>	<b>1,031,350,885</b>	<b>1,533,235,000</b>	<b>1,186,933,400</b>	<b>1,449,281,985</b>



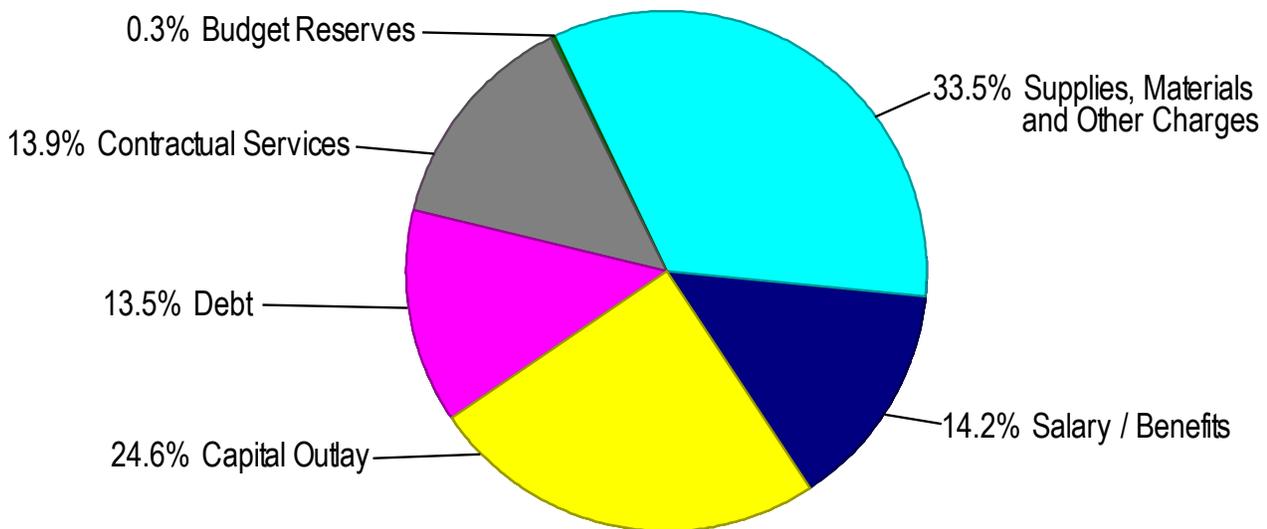
## Expenditures By Use

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
General Services Administration	\$ 24,950,471	29,146,602	29,221,860	27,020,958
Human Services	239,200,187	251,295,034	252,372,020	238,308,447
Debt Service	137,832,067	180,784,000	180,784,000	195,824,000
General Government	47,167,407	51,483,603	47,937,128	43,081,699
Environmental Services	33,747,028	37,851,085	38,222,071	36,579,025
Public Safety	102,212,636	107,561,569	106,937,487	105,011,328
Community Development and Cultural	57,664,246	55,643,107	57,872,208	55,408,754
Capital Projects	88,621,466	123,014,000	115,086,855	402,463,000
Education	318,292,265	696,456,000	327,218,550	345,584,774
<b>Total Operating Expenses</b>	<b>\$ 1,049,687,773</b>	<b>1,533,235,000</b>	<b>1,155,652,180</b>	<b>1,449,281,985</b>



# Expenditures By Type

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Supplies, Materials and Other Charges	\$	433,649,968	826,719,772	451,590,067	488,622,686
Budget Reserves		–	10,165,485	3,017,020	1,290,206
Contractual Services		181,325,539	210,214,284	216,845,528	201,341,874
Salary / Benefits		224,317,738	210,544,125	208,872,809	206,711,412
Debt		137,938,314	179,003,000	179,029,151	195,764,350
Capital Outlay		72,456,214	96,588,334	96,297,604	355,551,457
<b>Total Expenditures by Type</b>	<b>\$</b>	<b>1,049,687,773</b>	<b>1,533,235,000</b>	<b>1,155,652,180</b>	<b>1,449,281,985</b>



# Summary of Revenues, Expenditures and Changes In Fund Balance

<b>General Fund</b>				
	<b>FY 2008 Actual</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
<b>Operating Revenues</b>				
Taxes	\$ 728,934,223	780,051,000	766,792,559	759,595,300
Federal	8,692,648	8,437,584	9,731,733	9,375,785
State	105,037,093	114,019,179	116,154,669	113,148,292
Local	3,259,269	3,245,500	3,245,000	3,221,900
Charges For Services	58,502,842	61,520,163	55,628,310	62,026,882
Licenses & Permits	4,315,208	5,492,337	3,954,337	4,116,219
Fines & Forfeitures	–	–	–	–
Interest Income	786,386	623,544	498,544	58,954
Miscellaneous	459,588	768,079	768,079	678,668
<b>Total Operating Revenues</b>	<b>909,987,257</b>	<b>974,157,386</b>	<b>956,773,231</b>	<b>952,222,000</b>
<b>Operating Expenses</b>				
Capital Projects	–	–	–	–
Community Development and Cultural	24,213,027	25,801,529	25,198,970	25,058,504
Debt Service	–	–	–	–
Education	318,292,265	333,225,000	327,218,550	330,516,774
Environmental Services	9,260,266	9,574,470	8,519,782	8,012,025
General Government	44,363,664	50,383,603	46,475,635	42,231,699
General Services Administration	24,945,890	29,146,602	29,196,860	27,020,958
Human Services	227,908,012	240,154,749	239,908,523	227,552,152
Public Safety	85,585,309	89,942,047	88,555,808	86,823,873
<b>Total Operating Expenses</b>	<b>734,568,433</b>	<b>778,228,000</b>	<b>765,074,129</b>	<b>747,215,985</b>
<b>Revenues Over (Under) Expenditures</b>	<b>175,418,824</b>	<b>195,929,386</b>	<b>191,699,102</b>	<b>205,006,015</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	8,480,711	1,297,000	1,297,000	1,378,000
Transfers Out	(183,976,699)	(206,132,000)	(206,146,760)	(206,384,015)
Bond Proceeds and other financing transactions	19,860	–	–	–
<b>Total Other Financing Sources (Uses)</b>	<b>(175,476,128)</b>	<b>(204,835,000)</b>	<b>(204,849,760)</b>	<b>(205,006,015)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(57,304)</b>	<b>(8,905,614)</b>	<b>(13,150,658)</b>	<b>–</b>
Fund Balance at Beginning of Year	169,095,926	169,038,622	169,038,622	155,887,964
<b>Fund Balance at End of Year</b>	<b>169,038,622</b>	<b>160,133,008</b>	<b>155,887,964</b>	<b>155,887,964</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

<b>Debt Service Funds</b>				
	<b>FY 2008 Actual</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
<b>Operating Revenues</b>				
Taxes	-	-	-	-
Federal	-	-	-	-
State	-	-	-	10,000,000
Local	-	-	-	-
Charges For Services	-	-	-	-
Licenses & Permits	-	-	-	-
Fines & Forfeitures	-	-	-	-
Interest Income	12,771,869	17,525,000	17,525,000	6,526,000
Miscellaneous	1,342	-	-	-
<b>Total Operating Revenues</b>	<b>12,773,211</b>	<b>17,525,000</b>	<b>17,525,000</b>	<b>16,526,000</b>
<b>Operating Expenses</b>				
Capital Projects	-	-	-	-
Community Development and Cultural	-	-	-	-
Debt Service	137,832,067	180,784,000	180,784,000	195,824,000
Education	-	-	-	-
Environmental Services	-	-	-	-
General Government	-	-	-	-
General Services Administration	-	-	-	-
Human Services	-	-	-	-
Public Safety	-	-	-	-
<b>Total Operating Expenses</b>	<b>137,832,067</b>	<b>180,784,000</b>	<b>180,784,000</b>	<b>195,824,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(125,058,856)</b>	<b>(163,259,000)</b>	<b>(163,259,000)</b>	<b>(179,298,000)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	125,739,000	146,664,000	146,664,000	159,726,000
Transfers Out	-	-	-	-
Bond Proceeds and other financing transactions	-	16,595,000	16,595,000	-
<b>Total Other Financing Sources (Uses)</b>	<b>125,739,000</b>	<b>163,259,000</b>	<b>163,259,000</b>	<b>159,726,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>680,144</b>	<b>-</b>	<b>-</b>	<b>(19,572,000)</b>
Fund Balance at Beginning of Year	100,047,606	100,727,750	100,727,750	100,727,750
<b>Fund Balance at End of Year</b>	<b>100,727,750</b>	<b>100,727,750</b>	<b>100,727,750</b>	<b>81,155,750</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

## Special Revenue Funds

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Operating Revenues</b>				
Taxes	49,793,332	53,085,000	53,085,000	52,765,000
Federal	10,593,512	8,725,923	10,778,390	8,395,473
State	2,316,883	1,255,863	1,697,910	1,629,482
Local	898,430	571,214	668,526	557,633
Charges For Services	780,795	159,000	162,266	574,397
Licenses & Permits	1,908	–	–	–
Fines & Forfeitures	52	–	–	–
Interest Income	1,353,999	–	54	–
Miscellaneous	158,186	–	(15,384)	46,000
<b>Total Operating Revenues</b>	<b>65,897,097</b>	<b>63,797,000</b>	<b>66,376,762</b>	<b>63,967,985</b>
<b>Operating Expenses</b>				
Capital Projects	–	–	–	–
Community Development and Cultural	33,451,219	29,841,578	32,673,238	30,350,250
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	389	94,615	185,615	–
General Government	2,803,743	1,100,000	1,461,493	850,000
General Services Administration	4,581	–	25,000	–
Human Services	11,292,175	11,140,285	12,463,497	10,756,295
Public Safety	16,627,327	17,619,522	18,381,679	18,187,455
<b>Total Operating Expenses</b>	<b>64,179,434</b>	<b>59,796,000</b>	<b>65,190,522</b>	<b>60,144,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>1,717,663</b>	<b>4,001,000</b>	<b>1,186,240</b>	<b>3,823,985</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	2,773,699	2,321,000	2,335,760	1,749,015
Transfers Out	(7,103,634)	(6,349,000)	(6,349,000)	(6,525,000)
Bond Proceeds and other financing transactions	–	27,000	27,000	–
<b>Total Other Financing Sources (Uses)</b>	<b>(4,329,935)</b>	<b>(4,001,000)</b>	<b>(3,986,240)</b>	<b>(4,775,985)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(2,612,272)</b>	<b>–</b>	<b>(2,800,000)</b>	<b>(952,000)</b>
Fund Balance at Beginning of Year	15,275,821	12,663,549	12,663,549	9,863,549
<b>Fund Balance at End of Year</b>	<b>12,663,549</b>	<b>12,663,549</b>	<b>9,863,549</b>	<b>8,911,549</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

<b>Enterprise Funds</b>				
	<b>FY 2008 Actual</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
<b>Operating Revenues</b>				
Taxes	-	-	-	-
Federal	4,800	-	-	-
State	1,195,044	910,000	910,000	852,196
Local	-	-	-	-
Charges For Services	21,446,724	22,650,900	22,650,900	22,469,659
Licenses & Permits	8,500	14,000	14,000	8,500
Fines & Forfeitures	-	-	-	-
Interest Income	1,812,265	714,000	714,000	420,000
Miscellaneous	892,776	200,000	200,000	1,200,645
<b>Total Operating Revenues</b>	<b>25,360,109</b>	<b>24,488,900</b>	<b>24,488,900</b>	<b>24,951,000</b>
<b>Operating Expenses</b>				
Capital Projects	-	-	-	-
Community Development and Cultural	-	-	-	-
Debt Service	-	-	-	-
Education	-	-	-	-
Environmental Services	20,884,794	25,435,000	26,694,673	24,547,000
General Government	-	-	-	-
General Services Administration	-	-	-	-
Human Services	-	-	-	-
Public Safety	-	-	-	-
<b>Total Operating Expenses</b>	<b>20,884,794</b>	<b>25,435,000</b>	<b>26,694,673</b>	<b>24,547,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>4,475,315</b>	<b>(946,100)</b>	<b>(2,205,773)</b>	<b>404,000</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	708,978	468,000	884,000	972,000
Transfers Out	(2,849,978)	(3,527,000)	(3,196,000)	(3,596,000)
Bond Proceeds and other financing transactions	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(2,141,000)</b>	<b>(3,059,000)</b>	<b>(2,312,000)</b>	<b>(2,624,000)</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>2,334,315</b>	<b>(4,005,100)</b>	<b>(4,517,773)</b>	<b>(2,220,000)</b>
Fund Balance at Beginning of Year	23,489,620	25,823,935	25,823,935	21,306,162
<b>Fund Balance at End of Year</b>	<b>25,823,935</b>	<b>21,818,835</b>	<b>21,306,162</b>	<b>19,086,162</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

## Capital Improvement Funds

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Operating Revenues</b>				
Taxes	596,346	-	-	-
Federal	858,229	500,000	3,083,529	3,000,000
State	2,255,559	-	507,826	-
Local	2,450,000	-	561,133	-
Charges For Services	4,522,602	2,951,000	3,146,990	295,000
Licenses & Permits	-	-	-	-
Fines & Forfeitures	-	-	-	-
Interest Income	3,624,325	1,791,000	45,006,034	68,000
Miscellaneous	1,406,289	-	(2,074,437)	1,000,000
<b>Total Operating Revenues</b>	<b>15,713,350</b>	<b>5,242,000</b>	<b>50,231,076</b>	<b>4,363,000</b>
<b>Operating Expenses</b>				
Capital Projects	88,621,466	123,014,000	115,086,855	402,463,000
Community Development and Cultural	-	-	-	-
Debt Service	-	-	-	-
Education	-	363,231,000	-	15,068,000
Environmental Services	3,601,579	2,747,000	2,822,000	4,020,000
General Government	-	-	-	-
General Services Administration	-	-	-	-
Human Services	-	-	-	-
Public Safety	-	-	-	-
<b>Total Operating Expenses</b>	<b>92,223,045</b>	<b>488,992,000</b>	<b>117,908,855</b>	<b>421,551,000</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(76,509,695)</b>	<b>(483,750,000)</b>	<b>(67,677,779)</b>	<b>(417,188,000)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	49,954,387	67,758,000	34,979,779	54,830,000
Transfers Out	(2,500,000)	(2,500,000)	(1,500,000)	(2,150,000)
Bond Proceeds and other financing transactions	1,600,001	418,492,000	56,480,025	364,508,000
<b>Total Other Financing Sources (Uses)</b>	<b>49,054,388</b>	<b>483,750,000</b>	<b>89,959,804</b>	<b>417,188,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(27,455,307)</b>	<b>-</b>	<b>22,282,024</b>	<b>-</b>
Fund Balance at Beginning of Year	227,515,105	200,059,798	200,059,798	222,341,822
<b>Fund Balance at End of Year</b>	<b>200,059,798</b>	<b>200,059,798</b>	<b>222,341,822</b>	<b>222,341,822</b>

# Summary of Revenues, Expenditures and Changes In Fund Balance

<b>All Funds</b>				
	<b>FY 2008 Actual</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
<b>All Funds Operating Revenues</b>				
Taxes	779,323,901	833,136,000	819,877,559	812,360,300
Federal	20,149,189	17,663,507	23,593,652	20,771,258
State	110,804,579	116,185,042	119,270,405	125,629,970
Local	6,607,699	3,816,714	4,474,659	3,779,533
Charges For Services	85,252,963	87,281,063	81,588,466	85,365,938
Licenses & Permits	4,325,616	5,506,337	3,968,337	4,124,719
Fines & Forfeitures	52	–	–	–
Interest Income	20,348,844	20,653,544	63,743,632	7,072,954
Miscellaneous	2,918,181	968,079	(1,121,742)	2,925,313
<b>Total Operating Revenues</b>	<b>1,029,731,024</b>	<b>1,085,210,286</b>	<b>1,115,394,969</b>	<b>1,062,029,985</b>
<b>Operating Expenses</b>				
Capital Projects	88,621,466	123,014,000	115,086,855	402,463,000
Community Development and Cultural	57,664,246	55,643,107	57,872,208	55,408,754
Debt Service	137,832,067	180,784,000	180,784,000	195,824,000
Education	318,292,265	696,456,000	327,218,550	345,584,774
Environmental Services	33,747,028	37,851,085	38,222,071	36,579,025
General Government	47,167,407	51,483,603	47,937,128	43,081,699
General Services Administration	24,950,471	29,146,602	29,221,860	27,020,958
Human Services	239,200,187	251,295,034	252,372,020	238,308,447
Public Safety	102,212,636	107,561,569	106,937,487	105,011,328
<b>Total Operating Expenses</b>	<b>1,049,687,773</b>	<b>1,533,235,000</b>	<b>1,155,652,180</b>	<b>1,449,281,985</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(19,956,749)</b>	<b>(448,024,714)</b>	<b>(40,257,210)</b>	<b>(387,252,000)</b>
<b>Other Financing Sources (Uses)</b>				
Transfers In	187,656,775	218,508,000	186,160,539	218,655,015
Transfers Out	(203,656,771)	(218,508,000)	(217,191,760)	(218,655,015)
Bond Proceeds and other financing transactions	1,619,861	435,114,000	73,102,025	364,508,000
<b>Total Other Financing Sources (Uses)</b>	<b>(14,380,135)</b>	<b>435,114,000</b>	<b>42,070,804</b>	<b>364,508,000</b>
<b>Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(34,336,884)</b>	<b>(12,910,714)</b>	<b>1,813,593</b>	<b>(22,744,000)</b>
Fund Balance at Beginning of Year	535,424,078	501,087,194	501,087,194	502,900,787
<b>Fund Balance at End of Year</b>	<b>501,087,194</b>	<b>488,176,480</b>	<b>502,900,787</b>	<b>480,156,787</b>

# Overview of Changes in Fund Balance

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## Overview of Changes in Fund Balance

For FY 2010, several County funds will use fund balance as a revenue source. The use of fund balance is typically restricted to funding expenditures that are one-time or where the use of fund balance was planned as part of an overall funding approach that has been factored into the long-term financial strength of the individual fund. The following information highlights the uses of fund balance for each of the major fund types.

### General Fund

As a policy, the County may appropriate fund balance as a revenue source equal to 2 percent of non-education, non-capital expenditures to serve as a “margin of error.” Although used for budgeting purposes, it is hoped that appropriated fund balance will not be needed during a fiscal year, as either realized revenue will exceed estimates or actual expenditures will be less than budgeted.

At the end of FY 2008, the County had an unreserved fund balance of roughly 8 percent, which is below General Fund goals (see section on Financial Policies). The FY 2009 Adopted Budget included \$8.9 million in appropriated fund balance, consistent with the County’s “margin of error” approach to the use of fund balance. However, given that departmental budgets have been reduced during FY 2009 due to revenue shortfalls, the historic level of departmental savings may not be achieved. County staff have taken several measures throughout the fiscal year to monitor and conserve expenditures to avoid lowering the General Fund’s unreserved fund balance. Appropriated fund balance was not increased during FY 2009 to compensate for revenue shortfalls.

The FY 2010 General Fund budget includes no appropriated fund balance. While County policies permit the limited use of appropriated fund balance, it has been determined that none should be applied to the FY 2010 budget as part of a long-term strategy to increase undesignated reserves as a portion of the General Fund budget.

## Debt Service Fund

The County utilizes a Debt Service Fund for payment of all principal and interest on long-term debt. A portion of property taxes and sales taxes are dedicated for funding debt service with revenues increasing as the tax base grows. While the revenue stream is relatively consistent, debt service expenditures fluctuate from year to year. To accommodate these fluctuations within the consistent revenues, a debt service fund balance is maintained to provide additional funding where projected revenues are not expected to fully fund debt service expenditures based on the debt amortization.

The County’s policy is to maintain a minimum fund balance of 19 percent in the debt service fund and models forecast revenues and expenditures to assure that the dedicated portions of property and sales tax are sufficient for funding the debt. In FY 2010, roughly \$10.4 million of fund balance will be used in accordance with this practice. This amount has been factored into the County’s long-range financial model, and the use of fund balance in FY 2010 is part of the long-range capital finance strategy.

## Special Revenue Funds

The Special Revenue Funds are projected to use \$832,000 in fund balance during FY 2010. This amount is associated with project funding in the Major Facilities Fund. This use of fund balance is planned as part of funding various community organizations’ capital projects as approved by both the Wake County Board of Commissioners and City Council of the City of Raleigh. This is a decrease of nearly \$2.0 million from the FY 2009 Amended Budget. During FY 2009 additional fund balance was appropriated for specific projects. Financial modeling is also used for this fund to ensure that long-term commitments do not exceed anticipated future revenue sources.

## Enterprise Funds

The Solid Waste Operating Fund will transfer \$2.2 million of undesignated fund balance to the Solid Waste Capital Fund. Of the total transfer, approximately \$2.0 million will be for the design and installa-

## Overview of Changes in Fund Balance

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tion of a landfill gas collection system at Feltonsville (closed) Landfill, study the most beneficial reuse type of landfill gas (i.e. direct piping, electrical generation), and begin implementation of the selected reuse. The remaining transfer of \$220,000 will be used to study maximizing the life of the South Wake Landfill and methods to benefit future gas production.

For FY 2010, the Solid Waste Management division will not use undesignated fund balance to supplement ongoing operational needs.

# Revenue Highlights

## Property Tax

The property tax is Wake County's largest revenue source, comprising roughly 60 percent of all General Fund revenues. Property tax is levied against real and personal property not exempt from taxation. Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Personal property includes vehicles, boats, aircraft, and all business personal property.

Values of real property are assessed every eight years on an octennial cycle. The last revaluation took effect January 1, 2008, increasing the County's tax base to \$115.8 billion, an increase of 41 percent over the prior year. The next property revaluation is scheduled to take effect January 1, 2016. Values of public service companies are assessed every year by the State Department of Revenue.

Outside of revaluation years, growth in the tax base is driven by new construction. Permits for new construction declined during FY 2008, and have declined further during FY 2009. The FY 2010FY 2010 property tax projection reflects the significant slowdown in construction, as the tax base is expected to grow roughly 1 percent over FY 2009 actuals. This growth rate is significantly less than recent years when the tax base grew by 5 percent or more annually. Each component of the FY 2010 property tax base is discussed below.

### Composition of Tax Base FY 2010 Estimates

Real Property	\$	101.25 billion
Business Personal Property	\$	6.15 billion
Public Service	\$	2.83 billion
Motor Vehicles	\$	7.43 billion
Total	\$	117.66 billion

Real Property will increase by just over \$2 billion, or 1.7 percent, over the FY 2009 estimate to a total of \$101.25 billion. This reflects the downturn in new construction.

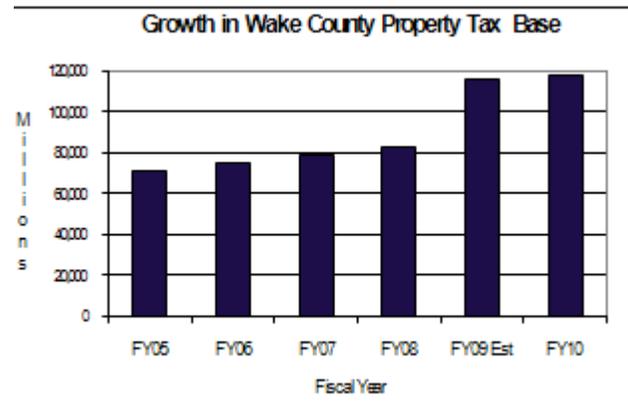
The personal property and vehicles portion of the tax base are projected to decrease by 4 percent and 2.5 percent respectively. Personal property reflects the

value of business equipment, which is declining from FY 2009. Vehicle sales are presently down from prior years, resulting in an older stock of taxable vehicles county-wide. It is estimated that the vehicle portion of the tax base will contract by 2.5 percent during FY 2010.

The public services tax base component includes the taxable assets of public utilities 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 Department of Revenue determines the values of taxable assets for utilities companies annually. The FY 2010 valuation is expected to decrease by 5 percent to \$2.83 billion.

The County's property tax collection rate continues to be one of the highest in the state at 98.70 percent of the levy billed. In FY 2010, every one cent of the general fund property tax rate will generate approximately \$11.519 million.

County staff anticipates little property tax base growth in FY 2011, and possibly in future years. The current low number of construction permits being issued during the Spring of 2009 suggests that the FY 2011 tax base may not improve.



## Sales Tax

The County's second largest revenue source is the sales tax. There are four statutory authorizations for

# Revenue Highlights

sales tax, with three different distribution methods. At present, the State authorizes four Articles of sales tax that all counties collect. Each Article applies to the same “basket” of tangible goods, with the exception of Article 44, which does not apply to food products.

The State’s Department of Revenue collects all sales tax revenues and distributes proceeds to Counties on either a per capita or point-of-sale basis. Revenue receipts are on a 3-month delay (e.g., the tax from sales that took place in January 2009 were received in April 2009).

The FY 2009 Adopted Budget for sales taxes was \$145.7 million. This assumed growth of roughly 4.5 percent over FY 2008 actuals (as estimated in April 2008). The economic slowdown, however, has affected sales tax revenues significantly. Using data through March 2009 sales, it is estimated that FY 2009 actuals will be down roughly 5 percent below FY 2008 actuals. In February 2009, the Board of Commissioners revised the FY 2009 sales tax budget down to \$137.1 million. Staff continues to monitor monthly receipts closely and update end-of-year estimates. These projections are consistent with sales tax estimates from other North Carolina counties and the State of North Carolina’s estimates.

For FY 2010, the budget assumes that the local economy will begin to stabilize during the summer of 2009 and that by the end of the fiscal year, the County will realize a 1.5 percent growth in sales. However, even with the projected improvement in sales activity during FY 2010, sales tax revenues will decline when compared to the FY 2009 actuals, with some of the decrease attributed to the next phase of the State Medicaid “swap” legislation. As the State of North Carolina assumes the cost of the former County Medicaid Match, it will assume more sales tax revenues. On October 1, 2008, the State began to retain the 1/4 cent per capita portion of the Article 44 sales tax. Beginning October 1, 2009, the State will retain the 1/4 cent point-of-sale portion. This will complete the State’s assumption of Article 44 revenues.

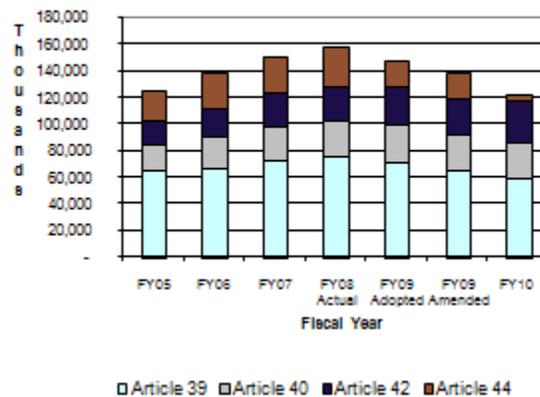
Also taking effect October 1, 2009, Article 42 will be distributed on a point-of-sale basis, rather than the

current per capita method. Because of the large volume of sales within Wake County, this increases significantly the County’s revenues from this Article. By statute, 60 percent of Article 42 proceeds must be used for school construction or debt service.

The Medicaid legislation also affects revenues from Article 39, a one-cent sales tax returned to Wake County and its municipalities in a point-of-sale distribution. State law requires Counties to hold municipalities “harmless” for their revenue losses from the Medicaid legislation. This began October 1, 2008, when Wake County began losing a portion of Article 39 revenues to hold cities harmless for their Article 44 per capita losses. Hold harmless amounts will increase beginning October 1, 2009 sales, when Wake County must also hold cities harmless for the remainder of Article 44.

Article 40 is not affected by the Medicaid swap legislation. Revenues are distributed on a per capital basis. In addition to the 1.5 percent assumed growth in sales, an additional 1.5 percent increase is budgeted for Article 40, as Wake County’s proportion of the state’s total population continues to increase.

Sales Tax Growth by Article



The total sales tax revenues included in the FY 2010 budget is \$122.6 million. This is a decrease of roughly

## Revenue Highlights

\$23.1 million from the FY 2009 Adopted Budget. Of this decrease, roughly \$8.7 million is due to the Medicaid “swap” legislation, and the remaining \$14.4 million decrease is due to the economy.

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 Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2.00 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY 2010 budget reflects a 27.5 percent increase over the projected FY 2009 actual amount, and a 40.9 percent decrease compared to FY 2009 Adopted Budget.

### Lease/Rental Vehicle Tax

In FY 2001, the General Assembly eliminated the property 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 \$2.50 million dollars from this revenue source in FY 2010 based on collections during the current fiscal year and historical trend information.

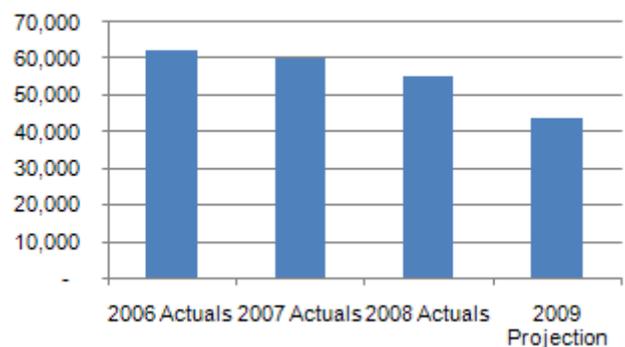
### Beer and Wine Excise Tax

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 percent of the amount collected; for fortified wine, local governments receive 22 percent of the proceeds; and for wine, local governments receive 62 percent of the tax proceeds. The FY 2010 amount budgeted is \$750,000.

### Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2010, the County anticipates receiving \$4.1 million in revenue for this category which is a decrease of 25 percent from the FY 2009 Adopted level of \$5.4 million. The decrease is primarily attributable to the decline in building permits being issued countywide. 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.

Building and Construction Inspections



### Federal, State and Local Shared Revenue

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. In FY 2010, shared revenues are expected to decrease by roughly \$900,000 from \$114.00 in the FY 2009 Adopted Budget to \$113.15 million the FY 2010 budget. This is offset by the removal of the State Hold Harmless payment for the Medicaid Swap legislation.

The majority of shared revenues are State revenue streams that fund Human Services programs. These total \$109.90 million. It is anticipated that the State will ultimately reduce this funding, as the Governor

# Revenue Highlights

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and State legislature work to balance the State's operating budget. It is possible that during FY 2010, the County will need to revise its budget downward to compensate for State funding reductions.

## 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 including contracts with the Wake County Public Schools System for all school building inspection and plan review functions. Typically these types of fees finance, in part, the County functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book. Fee and Charges for Services changes in FY 2010 are in the following sections.

### Register of Deeds Fees and Charges

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY 2010 budget anticipates a slight increase of 4.7 percent over the projected FY 2009 projected actual amount, and a decrease of 29.6 percent compared to the FY 2009 Adopted budget.

### Environmental Services Fees and Charges

The Environmental Services Department provides services which protect the natural environment and public health and safety. Developers require services in meeting their regulatory obligations which help protect the environment from harmful effects of development. Service providers of food, lodging, and adult and child care facilities require county services to ensure health and safety requirements are met. The department intends to recover eligible costs for providing these services through the imposition of fees and charges. In FY 2010, department expects to receive \$948,000 from charges and fees and \$822,000 through permits. Together, anticipated fee and permit revenue represents a revenue decrease of 25.3 percent compared to the FY 2009 Adopted Budget.

### Human Services Fees and Charges

In FY 2010, Human Services will earn approximately 21.1 percent of its revenue (or \$32.00 million) from

fees and charges for services. These fees include Medicaid payments, fees charged to clients in the County's health clinics, and vending and sales income. The FY 2010 budget of \$32.00 million is approximately \$746,000 more than the FY 2009 adopted budget for Human Services fees and charges. Medicaid charges are projected to increase from \$26.28 million to \$27.72 million, while many other client fees and reimbursements will decline slightly.

### Emergency Medical Services Fees and Charges

Emergency Medical Services (EMS) charges are related to the transportation of patients by paramedics for any medical reason. Wake County offers a voluntary subscription program for \$60 per year for a household. Subscribers are not responsible for out of pocket costs when they use these emergency services. Non-subscribers are charged fees which are based on services provided and applicable mileage, and are based on the Medicaid Reimbursement Schedule.

The County adjusted its fee schedule in FY 2008 to recover more service delivery costs and more closely align fees with comparable EMS systems. This EMS fee schedule is consistent with Wake County's user fee policy which states that if the fee is a non-regulatory fee, and the purpose is to provide a service for a fee but not discourage its use, the fee shall be set so that demand for the service is not significantly reduced, while recovering partial costs of providing the service.

In FY 2010, a new fee will be added for the services of the EMS Bike Team at special events. The FY2010 budget anticipates an increase of 20 percent in EMS revenues largely due to increased calls for service.

### Office of the Sheriff Fees and Charges

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, firing range usage fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the Federal government for housing detainees awaiting trial in Federal Court. Projected revenues from pistol and concealed weapon permits are being budgeted 59 percent higher than in FY 2009. Actual receipts from FY 2009 for these far exceeded the budget. Overall,

# Revenue Highlights

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Sheriff's Office revenues are rising by about 7.8 percent.

## Other Revenues

Other revenue includes contributions, reimbursements, sale of surplus property and materials, property rentals, parking fees, fines, and investments. Sale of surplus property is the largest of these sources, budgeted at just under \$472,000. Revenues from the Public Library Division's annual book sale totals \$150,000. Revenues classified as miscellaneous total \$37,550.

## Interfund Transfers

Interfund transfers are transfers from other County funds to the General Fund for various purposes. The FY 2010 budget includes two transfers to the General Fund, totaling \$1,378,000. The Solid Waste Enterprise Fund will transfer \$404,000 to the General Fund for costs associated with supporting the activities of the Solid Waste Management division, including salaries and benefits in the General Fund departments of Environmental Services, Facilities Design and Construction, and Public Affairs division. Also, the Major Facilities Trust Fund will transfer \$974,000 to the General Fund to pay the County's 3 percent administrative cost for collecting the one percent tax on Prepared Food and Beverages and on Hotel/motel Occupancy revenues.

## Appropriated Fund Balance

In recent years, the County has regularly budgeted appropriated fund balance in the General Fund equal to 2 percent of non-education, non-capital expenditures to serve as the "margin of error." Although used for budgeting purposes, it is hoped that appropriated fund balance will not be needed during a fiscal year, as either realized revenue will exceed estimates or actual expenditures will be less than budgeted.

The FY 2010 budget, however, includes no appropriated fund balance. This is part of a long-range effort to increase the General Fund undesignated reserves.

## Non-General Fund Revenues

### Debt Service Fund

Debt service fund revenues are comprised of transfers from the General Fund of property and sales tax revenues dedicated for debt service payments, and from the Major Facilities Fund to fund debt service on Five-County Stadium. A transfer is also budgeted from the Fire Tax District to cover the cost of self-financing of fire apparatus. Interest income from the General and Debt Service funds is an additional funding source. The largest of these is transfers from the General Fund, which totals \$157.5 million. This is comprised of \$129.8 million from property tax revenues and \$27.7 million from sales tax revenues. Smaller transfers come from the Major Facilities Fund and Fire Tax Fund to finance specific debt-financed projects.

### Fire Tax District

The County has a single consolidated fire tax district created to provide fire service to the unincorporated areas of the County and the Town of Wendell. A tax rate is levied on all residential and commercial property in the district to fund both operating and capital needs. In FY 2010, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate \$20.29 million. Combined with the sale of replaced fire apparatus, the Fire Tax District FY 2010 budget totals \$20.33 million.

## Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant and HOME federal funds administered by the U.S. Department of Housing and Urban Development. These are expected to total \$3.39 million in FY 2010. The County will also add an additional \$650,000, to be transferred from the County Capital Projects Fund. The fund also receives program income from its various projects, which are used to fund additional housing and community efforts.

# Revenue Highlights

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## Major Facilities

A special revenue fund has been established to account for the proceeds from a 6 percent tax on occupancy sales at hotels, motels and guest houses, and from a 1 percent tax on sales of prepared food and beverage. Revenue from the occupancy tax is expected to decline by 6 percent during FY 2009 and remain flat during FY 2010, as the economic downturn have resulted in fewer hotel bookings. On the other hand, revenues from prepared food and beverages has remained strong during the economic downturn, and are projected to grow at a 5 percent pace during both FY 2009 and FY 2010. Total FY 2010 revenues for the fund equal \$33.3 million of which \$13.8 million is from occupancy taxes, \$18.6 million is from prepared food/beverage, and the remaining \$832,000 is appropriated fund balance. Proceeds from the taxes support tourism activities in the County such as the construction of stadiums, convention facilities, museums and parks. Proceeds from these two taxes represent 100 percent of the fund's revenues.

## Revaluation Reserve

The sources of income for the Revaluation Reserve are an annual transfer from the General Fund and interest earnings on the unexpended cash in the fund. For FY 2010, the total for Revaluation Reserve is \$850,000.

## Enterprise Funds

### Solid Waste Management Fund

Solid Waste Management operations in Wake County are accounted for in an enterprise fund, segregating the fund from reliance on property taxes. The revenues that support solid waste operations come from household fees, recycling proceeds, administrative support of the South Wake Landfill, grants, and interest income.

For FY 2010, the operating budget totals \$12.7 million. The household fee is set at \$20 per household per year which represents 66.8 percent of the total revenue in the Solid Waste Management Fund (after excluding a \$2.2 million transfer to the Solid Waste Capital Fund from undesignated fund balance).

### South Wake Landfill Partnership Fund

The South Wake Landfill Partnership operations are accounted for in a separate enterprise fund, segregating the fund from reliance on property taxes and the Solid Waste Management Fund. The fund is managed by the Solid Waste Division of Environmental Service with input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

For FY 2010, the operating budget totals \$15.4 million. Revenues that support landfill and transfer station operations come from tipping fees and charges. Included in the fee is a \$2 per ton solid waste tax levied by the State of North Carolina for all solid waste disposed of in landfills. The tax revenue generated is remitted to the state as required. With the tax, the tipping fee at the South Wake Landfill is \$32 per ton for commercial, municipal, and other users. For the City of Raleigh, the tipping fee is \$29 per ton, which receives a \$3 per ton large volume discount through an Interlocal Agreement.

# Expenditure Highlights

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## General Government

The County's general government departments, or those departments that provide a support function for other County departments directly providing services to County residents, were reduced a total of \$9.12 million as part of the preparation of the County's FY 2010 budget.

In the area of General Government, a total of 15.0 full-time equivalent positions (FTEs) were eliminated from the following departments: County Manager - 2.0 FTEs responsible for public affairs and administrative assistance, Budget and Management Services - 1.0 FTE responsible for budget and management analyses; Facilities Design and Construction - 1.5 FTEs responsible for senior project management and administrative assistance; Finance - 0.5 FTE responsible for payroll timekeeping; Information Services - 6.0 FTEs responsible for maintenance of the legacy mainframe which will be outsourced going forward, as well as one Project Manager assigned to capital projects; Register of Deeds - 2.0 FTEs responsible for scanning, indexing and recording documents; and Revenue - 1.0 FTE responsible for management of part of the appraisal unit; Board of Elections - 1.0 FTE responsible for a variety of voter services.

## Community Services

The FY 2010 budget includes reductions in Wake County Libraries that include reducing service hours and eliminating one bookmobile. Library reduction hours will vary by library based upon a system assessment. In total, these reductions equate to \$1.24 million and a 7.0 FTEs to be eliminated.

Due to the current economic slowdown, Planning and Development Services has seen a decline in building permits issued. Building inspections have fallen approximately 51 percent in FY 2009 from their peak in FY 2006 while planning permits have decreased 25 percent in FY 2009 over FY 2008. To match current staffing to the present and expected future workloads, Planning and Development Services has eliminated 8.0 FTEs.

The FY 2010 budget also includes full-year of costs associated with the new Leesville Community Branch

Library, which is expected to open in FY 2010. The total operating cost for Leesville Library equals \$629,748 and includes eight staff as well as related funds to operate each facility.

## Environmental Services

The FY 2010 Environmental Services budget contains reductions netting \$882,687 in savings. Reductions include abolishing 7.0 FTE's and reducing planned municipal reimbursements for animal sheltering, consulting fees, and various administrative expenses. The Water Quality Division identified six (6) of the seven (7) abolished FTE's due to decreasing demand for services such as well permits, grout inspections, abandonment inspections, wastewater permitting and repairs, and wastewater final inspections. Overall, the division is experiencing a 26 percent decrease in workload compared to the previous fiscal year.

The FY 2010 budget also includes funding for one capital related expansion in the Division of Health and Safety. The expansion consists of ten (10) full-time employees and two (2) permanent part-time employees (total of 11.0 FTE's) at the Wake County Animal Care, Control, and Adoption Center (shelter) due to increasing animal holding spaces at the facility. Currently, the shelter expansion is expected to be completed June 2010. Funding for the new positions is for one (1) month and will allow Environmental Services to hire, train, and implement a revised staffing plan to accommodate an increase of animals at the facility.

## Human Services

Overall, the Human Services budget will decrease by roughly \$12.5 million dollars from \$240.1 million to \$227.5 million. The total of \$227.5 million includes \$151.9 million in external funding, most of which is state-shared revenues. The remaining \$75.5 million in Human Services funding comes from Wake County.

County funding for Human Services will decrease by \$19.5 million from \$95 million in the FY 2009 Adopted Budget to \$75.5 million in FY 2010. Fourteen million of this decrease is the removal of

## Expenditure Highlights

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Medicaid Match expenditures. As part of the State's assumption of Medicaid costs, in FY 2009, the State took over one-half of the County's Medicaid costs and also assumed a portion of sales tax revenues. The FY 2010 budget implements the next phase of the Medicaid swap, as the State assumes 100 percent of the County's Medicaid costs, and assumes a larger portion of sales tax revenues.

The remaining \$5.5 million in budget decreases were carefully considered reductions selected to reach a balanced FY 2010 budget. Most of these reductions are elimination of vacant positions. Human Services staff carefully reviewed all services, weighing departmental priorities, the relative need for vacant positions, and options to reduce expenditures while minimizing the service impact to clients. The budget proposes the reduction of 65 positions, reducing the number of authorized positions in Human Services from 1,848 to 1,782 (including all funds), a decrease of 3.6 percent in authorized positions.

The FY 2010 budget continues Wake County's commitment to mental health services by budgeting an additional \$500,000 for service with Holly Hill Hospital. We continue to work with Holly Hill and our other community partners to implement a mental health system that provides quality healthcare and is cost-effective.

Lastly, the budget makes no adjustments to Human Services' budget for anticipated reductions in State funding. At this time, the State legislature is working with the Governor to balance the State budget. The State has not identified which specific funding streams will be reduced, or by how much. It is very likely that, after the State completes its budget, Wake County will need to adjust its budget to lower revenues and expenditures to correspond to State funding reductions.

### Emergency Medical Services

The FY 2010 EMS expense budget reflects a \$659,000 reduction (3.5 percent) from adopted FY 2009. When the 20 percent increase in revenues is factored in, the County's budgeted general fund support of EMS decreases by nearly \$2.6 million, or about 27 percent from FY 2009. Initial increases for annualizing salary

and benefit adjustments, as well as the costs associated with the implementation of the first phase of the Advanced Practice Paramedic initiative, were more than offset by over \$1.2 million of reductions identified by EMS.

All of the five contracted squads participated with Wake EMS in identifying reductions for FY 2010. The contract amounts will be substantially less than in FY 2009. In fact, Eastern Wake EMS will be the only one receiving a subsidy in FY 2010. Reductions will impact the amount of overtime funding available, other operating items such as food, travel, equipment maintenance, employee and volunteer recognition, uniforms, supplies and fuel, and mild impacts will be realized with training. Wake EMS successfully negotiated a decrease in the contract with the ambulance fees billing vendor resulting in a savings of more than \$126,000. No ambulance resources will be diminished through these reductions.

### Fire and Emergency Management

The Fire and Emergency Management functions were merged during FY 2009. They were formerly separate divisions in the former Public Safety Department. Combined, these divisions account for a \$369,000 expenditure decrease (15.9 percent) from adopted FY 2009 to FY 2010. Some of these savings were due to the merger and additional reductions taken in FY 2009. The change from the amended FY 2009 to the 2010 budget still shows a \$244,000 (11 percent) reduction. This reduction is a result of the department identifying \$180,000 of cuts in addition to savings for fleet and fuel costs, and annualizing a position reduction.

The FY 2010 reductions will impact the Fire Services Division by reducing some operating funds, but the substantial reductions include the loss of 1.5 FTE's. One FTE is a vacant Deputy Fire Marshal Public School Inspector. This position had been added in anticipation of several new Wake County schools coming online. Due to the economy, Wake County Public Schools has been forced to slow down their capital program, so the current workload can be handled by current personnel. The other half FTE is a Deputy Fire Marshal Commercial Inspector. A temporary employee in this division is also included

# Expenditure Highlights

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in the reduction. This will decrease the number of occupied commercial structures that can be inspected in FY 2010. This half position had been added to accelerate the timeline for compliance with inspection guidelines. Compliance without the position is now expected to occur in 2012.

The Emergency Management Division realized several efficiencies from its merger with Fire and Rescue in FY 2009, so FY 2010 reductions primarily consist of savings from these efficiencies. A position was transferred to EMS as part of the merger, and a small amount of general operating costs related to that position are being reduced. The need to carry budget for property rental in Emergency Management no longer exists, so over \$50,000 was reduced for that. Finally, some temporary part time administrative dollars were reduced as departmental resources were pooled.

## Office of the Sheriff

The Sheriff's Office expense budget decreases by nearly \$1.6 million for FY 2010. This decrease is attributed in large part to over \$1.2 million of reductions identified by the Sheriff's Office. There were some other increases and decreases to the Sheriff's budget that for the most part offset each other. These included increases for annualizing new positions approved in FY 2009 and an increase to the County's required match for grants, as well as decreases in fleet and fuel costs and one-time expansion costs approved in the FY 2009 budget.

The Law Enforcement Division reductions of about \$750,000 include: Two administrative positions; a major reduction in temporary courthouse positions; reduction of other temporary employees; and several operating reductions such as clothing allowance, office supplies, and travel. These reductions will have some impacts as the Sheriff's Office will need to find efficiencies internally to continue to handle a heavy administrative workload and provide all employees with the resources they need to perform their jobs. The temporary position reductions at the courthouse could cause fewer deputies to be present inside the courthouse, but adequate coverage will be maintained. Critical positions such as Deputies and Inves-

tigators, and services such as Pre-Trial Services are not affected by the proposed reductions.

The Office of the Sheriff is proposing to reduce the Detention Division's budget by about \$450,000. Of that, \$200,000 is a result of a decrease in the per meal rates for the food service contract. The other \$250,000 involves several operating expense items that will have minimal impacts on the Detention Division. No other reductions were taken because they would have involved reducing personnel such as Detention Officers. Reducing staff would just increase the need for overtime, which is more expensive, because the detention center must be fully staffed at all times.

## Education

### Wake County Public School System

The FY 2010 appropriation for the school system is \$313.5 million; \$3.3 million or 1.0 percent less than the Board of Education's request of \$316.8 million.

WCPSS will open four new schools during FY 2010: Lake Myra Elementary, Herbert Akins Elementary, Wendell Middle (permanent location) and Heritage High School (swing space for Wake Forest-Rolesville in FY 2010). These schools, and other renovations such as Lacy, Root and Smith Elementary, will add a combined facilities area of approximately 804,000 square feet. The total estimated operating costs for these new facilities is \$3.4 million.

The FY 2010 budget also includes \$165.2 million for debt service in support of WCPSS' CIP 2006, Plan 2004, and Plan 2000 building programs, which is a six percent increase from FY 2009.

### Wake Technical Community College

As part of the FY 2010 budget process, Wake Technical Community College will maintain a flat direct appropriation from the FY 2009 Amended Budget of \$16,718,550. Wake Technical Community College will absorb costs associated with opening new facilities as well as funding County positions with state funds and reallocating a portion of minor capital funding to operating funds.

# Expenditure Highlights

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## Salaries and Benefits

Because of the significant revenue shortfalls Wake County is experiencing, no performance pay increases are included in the FY 2010 budget.

The County anticipates increases in the cost of employee healthcare during FY 2010. While the exact increase has not yet been determined, it is estimated that the County will cover roughly half of any increase. Employees will fund the other half of the increase through a combination of premium increases or reductions in health plan coverage.

## General Fund Transfers

The County dedicates 15.76 cents of the 53.4 cents of property tax rate for pay-as-you-go capital funding and debt service. For FY 2010, the 15.76 cents represents roughly \$181.55 million. However, in order to balance the FY 2010 budget, the transfer to capital has been reduced by \$4.0 million to \$177.56 million. This is a one-time budget balancing strategy, and will not be a financially sustainable option for the FY 2011 operating budget. The reduction is applied to the County Capital Fund and not to the Debt Service Fund, thus preserving the long-term outlook for the County's financial model.

The transfer to Debt Service funded by sales tax revenues increases from \$25.03 million to \$27.72 million. This increase is not driven by sales growth, which will be minimal during FY 2010, but from the conversion of Article 42 sales tax distribution from per capita to point-of-sale. This change in distribution is one element of the Medicaid Match "swap" legislation that enters its third year in FY 2010.

## Non-General Fund Expenditures

### Fire Tax District

The County has a consolidated fire tax district created to provide fire protection service to the unincorporated areas of the County and the Town of Wendell. For FY 2010, the total Fire Tax District budget is \$20.3 million. Of the total, \$15.8 million will be distributed directly to contracted fire departments in equal monthly installments for personnel, operating, and department debt which existed prior

to the creation of the single fire tax district. In addition, \$3.4 million will be transferred to capital and/or debt services. The remaining \$1.1 million will fund system-wide expenses that benefit the district as a whole or reserved for future appropriation.

### Solid Waste Enterprise Fund

The FY 2010 budget for the Solid Waste Fund totals \$12.7 million, a reduction of \$950,000 or 7.1 percent, for the cost of operating convenience centers, household hazardous waste and multi-material recycling programs, environmental monitoring at closed county landfills (North Wake and Feltonville Landfills), and other solid waste activities.

### South Wake Landfill Enterprise Fund

The FY 2010 budget for the South Wake Landfill Fund totals \$15.4 million, a slight decrease compared to the prior fiscal year. The changes reflect incremental adaptations to the operations at the South Wake Landfill and operation of the East Wake Transfer Station that are based on the completion of the systems first full year of operation.

# Requests Not Funded

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## GENERAL GOVERNMENT

### Board of Elections \$939,891

- ♦ November 2009 Costs to Administer Possible City of Raleigh Runoff Election
- ♦ November 2009 Costs to Administer Possible Town of Cary Runoff Election
- ♦ November 2009 Costs to Administer Possible Wake County Board of Education Runoff Election
- ♦ June 2010 Costs to Administer Possible 2nd June Primary Election

## GENERAL SERVICES \$1,556,259

- ♦ 1.0 FTE - General Trades Specialist
- ♦ 1.0 FTE - Electrical Trades Specialist
- ♦ 1.0 FTE - Facility HVAC Specialist
- ♦ 1.0 FTE - Plumbing Trades Specialist
- ♦ 1.0 FTE - Facility Engineer
- ♦ Janitorial Contract Increase for New Facilities
- ♦ Mail Center Operating - New Courier Routs
- ♦ Road Sign Replacements
- ♦ New Facility Sinage
- ♦ New Facility Outdoor Maintenance
- ♦ Utility Increases for New Facilities
- ♦ Utility Rate Increases
- ♦ Public Defender Lease Space Increase

## EMERGENCY MEDICAL SERVICES \$995,000

- ♦ Advanced Practice Paramedic - 2nd year

## FIRE/EMERGENCY MANAGEMENT \$312,111

- ♦ Additional Emergency Shelter Supplies
- ♦ Training and Exercises Staff
- ♦ EMAP Accreditation Pursuit

## CITY / COUNTY BUREAU OF IDENTIFICATION \$70,000

- ♦ Contractual Intoxilyzer Operator
- ♦ Part time Forensic Drug Chemist
- ♦ Laboratory Supplies

## OFFICE OF THE SHERIFF \$500,000

- ♦ Additional Overtime Funds for Detention

## NON-DEPARTMENTAL \$5,500

### Soil and Water Conservation District \$5,500

- ♦ Community Event Base Budget Increase

## WAKE COUNTY PUBLIC SCHOOLS \$3,338,387

## TOTAL REQUESTS NOT FUNDED \$7,717,148

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# Personnel Summary

Department	FY 2008 Actual	FY 2009 Adopted	FY 2009 Mid-Year Changes	FY 2009 Amended	FY 2010 FTE Reductions	FY 2010 FTE's Created or Transferred	FY 2010 Adopted
<b>General Government</b>							
Board Of Commissioners	3.00	3.00	-	3.00	-	-	3.00
County Manager	15.00	15.00	-	15.00	(2.00)	-	13.00
County Attorney	12.00	13.00	-	13.00	-	-	13.00
Board Of Elections	16.00	16.35	-	16.35	(1.00)	-	15.35
Budget And Management Services	10.00	9.00	-	9.00	(1.00)	-	8.00
Facilities Design & Construction	11.00	11.50	-	11.50	(1.50)	-	10.00
<b>Finance</b>							
General Fund	34.25	35.25	-	35.25	(0.50)	(3.00)	31.75
Debt Service Fund	1.00	1.00	-	1.00	-	-	1.00
Finance Total	35.25	36.25	-	36.25	(0.50)	(3.00)	32.75
Human Resources	22.00	22.50	-	22.50	-	4.00	26.50
Information Services	95.75	97.75	-	97.75	(6.00)	-	91.75
Register Of Deeds	39.00	41.00	-	41.00	(2.00)	-	39.00
Revenue	62.00	62.00	-	62.00	(1.00)	-	61.00
General Government Total	321.00	327.35	-	327.35	(15.00)	1.00	313.35
<b>Community Services</b>							
CS Management and Budget	6.00	6.00	1.00	7.00	-	-	7.00
Parks, Recreation, and Open Space	25.50	25.50	-	25.50	-	-	25.50
Veterans Services	4.00	4.00	-	4.00	-	-	4.00
Geographic Information Services	20.00	20.00	-	20.00	(1.00)	-	19.00
Libraries	210.50	219.50	-	219.50	(7.00)	-	212.50
Planning and Development Services	40.00	39.00	-	39.00	(5.00)	17.00	51.00
Planning	21.00	20.00	-	20.00	(3.00)	(17.00)	-
Community Services Total	327.00	334.00	1.00	335.00	(16.00)	-	319.00
<b>Environmental Services</b>							
General Fund	106.00	111.00	(7.00)	104.00	(7.00)	11.00	108.00
Solid Waste Fund	15.00	15.00	(1.00)	14.00	(2.00)	-	12.00
South Wake Landfill Fund	7.00	7.00	-	7.00	-	-	7.00
Environmental Services Total	128.00	133.00	(8.00)	125.00	(9.00)	11.00	127.00
<b>General Services Administration</b>	132.00	134.00	-	134.00	(2.00)	-	132.00
<b>Human Services</b>							
General Fund	1,789.80	1,797.80	16.57	1,814.37	(65.82)	-	1,748.55
Affordable Housing Fund	7.50	7.50	-	7.50	-	-	7.50
Grants Fund	29.20	29.20	(4.70)	24.50	-	-	24.50
Human Services Total	1,826.50	1,834.50	11.87	1,846.37	(65.82)	-	1,780.55

# Personnel Summary

Department	FY 2008 Actual	FY 2009 Adopted	FY 2009 Mid-Year Changes	FY 2009 Amended	FY 2010 FTE Reductions	FY 2010 FTE's Created or Transferred	FY 2010 Adopted
<b>Emergency Medical Services</b>	136.00	161.00	1.00	162.00	-	3.00	165.00
<b>Fire &amp; Emergency Management</b>							
General Fund	24.50	24.50	(1.00)	23.50	(1.50)	-	22.00
Grants Fund	1.00	1.00	-	1.00	-	-	1.00
Fire and EM Total	25.50	25.50	(1.00)	24.50	(1.50)	-	23.00
<b>Public Safety Administration</b>	4.00	-	-	-	-	-	-
<b>City-County Bureau of Identification</b>	64.00	66.00	-	66.00	(2.00)	-	64.00
<b>Sheriff</b>							
General Fund	803.00	812.00	-	812.00	(2.00)	-	810.00
Grants Fund	4.00	4.00	-	4.00	-	-	4.00
Sheriff Total	807.00	816.00	-	816.00	(2.00)	-	814.00
<b>Non-Departmental</b>							
Soil and Water Conservation District	-	-	7.00	7.00	(2.00)	-	5.00
Non-Departmental (all other)	-	-	-	-	-	-	-
Capital Area Workforce Development	14.00	14.00	3.00	17.00	-	-	17.00
<b>Total, All County Departments</b>	<b>3,785.00</b>	<b>3,845.35</b>	<b>14.87</b>	<b>3,860.22</b>	<b>(115.32)</b>	<b>15.00</b>	<b>3,759.90</b>
General Fund Total	3,706.30	3,766.65	17.57	3,784.22	(113.32)	15.00	3,685.90
Grants Fund	34.20	34.20	(4.70)	29.50	-	-	29.50

# User Fee Change Summary

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## User Fee Authorization and Overview

North Carolina General Statutes (Section 153A-102) authorizes counties to establish fees for “performing services and duties permitted or required by law.” For some services, the application of fees is not permitted or may be restricted to amounts prescribed in other NCGS sections. For those service fees not restricted by statute, the County adopted the User Fee Policy, found within the Process and Policies section of this book, to guide the County Manager in recommending fees and commissions. The policy also states that “all user fees shall be evaluated annually and updates shall be presented to the Board of Commissioners during the budget process.”

Fees may be defined, for the purpose of the policy, as regulatory or non-regulatory. Regulatory fees are those charged to individuals for participation in government-regulated activities. Examples include building permits, land disturbance fees, and code enforcement permits. For regulatory fees, the User Fee Policy strives to recover the full cost of the service unless restricted by NCGS.

Non-regulatory fees are likely to be charged for a wider variety of services and require additional consideration in establishing the fee. There are two purposes when establishing non-regulatory fees including “1) to influence the use of the service and 2) to increase equity.” As such, non-regulatory fees may not recovery the total costs of the service. For additional information on non-regulatory fees, reference the User Fee Policy in the Processes and Policies section of this book.

The FY 2010 budget includes changes to fees within the following departments: Community Services, Environmental Services, Emergency Management Services (EMS), and the City-County Bureau of Identification (CCBI).

## Community Services

### Pool Permit Fee

The FY 2010 Adopted Budget includes a pool inspection fee increase from \$92 to \$184 per inspection to cover new, additional inspection requirements including slab bonding and a final building inspec-

tion. Slab bonding is a new inspection requirement in the National Electric Codes (NEC). The final inspection is added to ensure that all private pools are in compliance with North Carolina Technical Codes. Because all inspections cannot be administered in one (1) visit, the fee change was driven, in part, to prevent contractors from being charged an additional \$60 per re-inspection of pool sites for the additional visits. If planned inspections do not pass and require additional visits, the \$60 re-inspection fee may be assessed.

The pool inspection fee is considered a regulatory fee and seeks to recover the full cost of the service(s) provided to users. The base cost for inspections established by the Planning and Development Services Division is \$46 per inspection. The fee includes two site visits and with the two additional visits, the new proposed fee is \$184 per permit. As such, the proposed fee change is compliant with the User Fee Policy.

Description	Current Fee	Adopted Fee
Pool Inspection Permit	\$92	\$184
<b>Expected Revenue</b>	<b>\$20,240</b>	<b>\$40,480</b>
Percent Change	--	100.0%

## Environmental Services

### Animal Adoption and Shelter Fees

The Wake County Animal Care, Control, and Adoption Center (WCACCAC) is adopting changes intended to encourage adoption rates, unbundle quarantine fees, and charge the actual cost of some medical procedures.

Animals received at WCACCAC may vary greatly in type and condition. For example, the current dog adoption fee structure charges the same adoption fee (\$115) regardless of the procedures required for the animal to become adoptable. In other words, the dog adoption fee was \$115 regardless of whether it was already sterilized and microchipped or required both procedures. The adopted fee structure will allow

# User Fee Change Summary

WCACCAC to vary the fees depending upon the procedure(s) performed and required prior to animal adoption. In some situations, depending upon the procedure(s) performed, the cost of adoption may have increased from the current fee. Generally, animals requiring these services are younger and have higher demand. The resulting fee structure will increase the adoption rate for animals without discouraging demand for younger pets. As they become more affordable to adopt, this change is likely

to encourage public interest in senior animals who are currently unpopular due to health and/or age.

The animal shelter fee changes are considered non-regulatory and are not intended to discourage the use of the services. As such, the proposed fee changes are not planned to recover full costs of the services. The revenue generated by the new fee structure is expected to increase 13.3% to \$306,000. This increase is anticipated due to an increased number of adoptions. Costs of animal control and the WCACCAC total \$2.1 million in the FY 2010 recommended budget. The proposed fee changes are compliant with the User Fee Policy.

Description	Current Fee	Adopted Fee
Bird Adoption	--	\$20
Cat Adoption	\$100	\$50
Cat (Senior) Adoption	--	\$30
Cat Boarding (per day)	\$6	\$6
Cat Quarantine	\$80	\$6
	per quarantine	per day
Dog Adoption	\$115	\$70
Dog (Senior) Adoption	--	\$50
Dog Boarding (per day)	\$8	\$8
Dog Quarantine	\$80	\$8
	per quarantine	per day
Ferret Adoption	--	\$45
Foster to Adopt Deposit	--	\$200
Guinea Pig Adoption	--	\$15
Microchip	--	\$10
Rabbit Adoption	\$55	\$60
Rabies Vaccination	\$5	\$5
Reptile Adoption	--	\$30
Rodent Adoption	--	\$10
Spay/Neuter Fee	--	\$50
Feline Immunodeficiency Virus (FIV)/Feline Leukemia Virus (FeLV)	--	* varies
Heartwork	--	* varies
Rescue Surgery Fee	--	* varies
* Fees are based on the amount the County is liable for at the time of transfer.		
<b>Expected Revenue</b>	<b>\$270,000</b>	<b>\$306,000</b>
Percent Change	--	13.3%

## Tattoo Artist Fees

North Carolina General Statutes 130A grants the authority to inspect and permit tattoo artists for the purpose of public health. As a regulatory service, the Health and Safety Division of Wake County Environmental Services requires an annual inspection and permit for artists at \$100 per permit. In addition to the inspection, the service includes random visits, plan reviews, artist photos, education, and correspondence. The current permit also applies to temporary and/or visiting tattoo artist.

The proposed fee change increases the fee for permanent tattoo artists (annual inspection) to \$300. The fee change will impact approximately 75 tattoo artists currently in Wake County. The proposal also creates a new \$100 temporary visiting artist permit applicable to a limited event. The number of temporary/visiting artist permits may vary each given year. For planning purposes, the department anticipates issuing approximately five (5) temporary permits.

Description	Current Fee	Adopted Fee
Annual Permit	\$100	\$300
Temporary Permit (per event)	--	\$100
<b>Expected Revenue</b>	<b>\$5,000</b>	<b>\$23,000</b>
Percent Change	--	360.0%

# User Fee Change Summary

Tattoo artist fees are considered regulatory and seek to recover the full cost of the service(s) provided to users. The proposed fees are expected to generate \$23,000 in revenues during FY 2010. The inspection and permitting service cost is approximately \$23,159 which includes personnel, supplies and materials, and fleet costs. As such, the proposed fee change is compliant with the User Fee Policy.

## Water Sampling Fees

In an effort to make the water analysis fee schedule equitable and easier to understand, Environmental Services has proposed revisions to the current fee schedule. Currently, the trip fee portion of the cost is embedded in the sample fee. For example, when Environmental Service staff are required to collect a bacteriological sample, the fee is \$25 more than if the sample was brought in by requester (self collect). When Environmental Services collects an inorganic sample, the fee is \$50 more than the self-collect fee. If a customer requests Environmental Services to collect multiple samples, the customer is in effect paying multiple trip fees.

The purpose of the change is to have a sole set of fees for sample analysis regardless of whether County staff

Description	Current Fee	Adopted Fee
Arsenic (Total)	--	\$20
Bacteriological	\$50	\$25
Inorganics	\$100	\$50
Iron/Sediment	--	\$20
Herbicides	--	\$50
Lead (Elemental)	--	\$20
Nitrate/Nitrite	--	\$25
Nitrate Only	--	\$15
Pesticides	--	\$50
Selected Radio nuclides	--	\$50
Trip Collection Fee	--	\$50
Volatile Organic Compounds	--	\$50
<b>Expected Revenue</b>	<b>\$22,000</b>	<b>\$22,000</b>
Percent Change	--	0.00%

collects or the customer collects the sample(s). A new trip fee will be established to cover the costs for County staff to collect samples and thus would more closely align fees with costs.

Water sample fees are considered non-regulatory and are not intended to discourage the use of the service. As such, the proposed fee changes are not designed to recover full costs of the service. It is expected that the number of water samples tested will increase after removing the embedded trip fee. Proposed water sample fees, including trip fees, are expected to generate \$22,000 in revenue which is no change from the prior fiscal year. The proposed fee changes are compliant with the User Fee Policy.

## Emergency Medical Services (EMS)

### Special Event Fee

Wake County EMS provide bike teams for mass gathering events where rapid access to patients by ambulances or other quick response vehicle medics is not practical and/or feasible. Wake County is the location of a substantial number of community events including North Carolina State University football games, the North Carolina State Fair, and numerous community festivals, parades, arts and crafts events. Following discussions with numerous frequent users, EMS believes that the creation of the user fee will not deter the use of EMS bike teams while recovering a portion of the costs.

The special event fee is considered a non-regulatory fee and is not intended to discourage the use of the service. As such, the proposed fee changes are not designed to recover full costs of the service. However, in this case, the proposed fee will recover near full costs of the service and will not significantly reduce

Description	Current Fee	Adopted Fee
Special Event Fee	--	\$ 90 per hour
<b>Expected Revenue</b>	<b>--</b>	<b>\$37,800</b>
Percent Change	--	--

# User Fee Change Summary

demand for the service (User Fee Policy Section A.2.).

Paramedics and Emergency Medical Technicians who access and treat patients via bicycle do so on a voluntary and overtime basis. The cost to the County for EMS bike teams is approximately \$90 per hour. The proposed special event fee is \$90 per hour and includes limited cost recovery for personnel, equipment and supplies, and administrative costs. The proposed fee changes are compliant with the User Fee Policy.

## City-County Bureau of Identification

### Record Fees

The FY 2010 Adopted Budget includes changes to arrest record checks, fingerprint cards, and photos. A record check consists of a search of Wake County arrests records based on name, date of birth, and other identifying information. Regardless of the finding(s), the results are printed on CCBI letterhead and given to the requester. Some record checks require notarization including adoption/foster care and visa letters. CCBI does not charge an additional fee for notarized arrest records.

For those being fingerprinted by ink or LiveScan (electronic submission), users may request a copy of the fingerprints (card) at a \$15 charge. The fee change replaces unlimited additional cards with a \$5 charge for each additional card. The fee change will not affect charges for concealed handgun permit fingerprints that are submitted to the North Carolina State Bureau of Investigation electronically.

Description	Current Fee	Adopted Fee
Arrest Record Check	\$ 10	\$ 15
Fingerprints	\$ 15 for unlimited cards	\$ 15 for first card; \$ 5 each additional card
Photos	\$ 5	\$ 10
<b>Expected Revenue</b>	<b>\$ 221,765</b>	<b>\$ 304,248</b>
Percent Change	--	37.2%

In accordance with North Carolina firearm laws, the fee for this fingerprinting process may not exceed \$10.

The public may request head shot photos from CCBI. These photos are commonly used for taxi permits, bar exam applications, massage therapy licenses, bail bonding agents, nursing and medical exams, etc. The photos are not passport approved.

The record fee changes described are considered as non-regulatory fees and are not intended to discourage the use of the service(s). Many of the services described above may be obtained from other agencies including: other sheriff offices, clerks of court, state law enforcement agencies, and some private businesses. As such, the proposed fee changes are not intended to recover full costs of the service. The proposed fee changes are compliant with the User Fee Policy.

## Schedule of Inter-Fund Transfers

Revenues - Transfers In	From	From	From	From	From	From	Total
To Fund	General Fund	Major Facilities	Grants and Donations	Solid Waste Management	Fire Tax District	County Capital Projects	Transfers In
<b>General Fund</b>	-	974,000	-	404,000	-	-	1,378,000
<b>Debt Service</b>	157,595,000	991,000	-	-	1,140,000	-	159,726,000
<b>Special Revenue Funds</b>							
Grants and Donations	145,015	-	-	-	-	-	145,015
Housing and Community Revitalization	104,000	-	-	-	-	650,000	754,000
Fire Tax District	-	-	-	-	-	-	-
Revaluation Reserve	850,000	-	-	-	-	-	850,000
Major Facilities	-	-	-	-	-	-	-
<b>Capital Project Funds</b>							
County Capital Projects	22,000,000	-	120,000	-	-	-	22,120,000
WCPSS Capital Projects	15,000,000	-	-	-	-	-	15,000,000
WTCC Capital Projects	10,690,000	-	-	-	-	1,500,000	12,190,000
Fire Tax Capital Projects	-	-	-	-	2,300,000	-	2,300,000
Major Facilities Capital Projects	-	1,000,000	-	-	-	-	1,000,000
Solid Waste Capital Projects	-	-	-	2,220,000	-	-	2,220,000
<b>Enterprise Funds</b>							
Solid Waste Management	-	-	-	972,000	-	-	972,000
South Wake Landfill	-	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 206,384,015</b>	<b>2,965,000</b>	<b>120,000</b>	<b>3,596,000</b>	<b>3,440,000</b>	<b>2,150,000</b>	<b>218,655,015</b>

# Schedule of Inter-Fund Transfers

Expenditures - Transfers Out	To	To	To	To	To	To
From Fund	General Fund	Debt Service	Grants and Donations	Housing and Community Revitalization	Revaluation Reserve	County Capital Projects
<b>General Fund</b>	-	157,595,000	145,015	104,000	850,000	22,000,000
<b>Debt Service</b>	-	-	-	-	-	-
<b>Special Revenue Funds</b>						
Grants and Donations	-	-	-	-	-	120,000
Housing and Community Revitalization	-	-	-	-	-	-
Fire Tax District	-	1,140,000	-	-	-	2,300,000
Revaluation Reserve	-	-	-	-	-	-
Major Facilities	974,000	991,000	-	-	-	-
<b>Capital Project Funds</b>						
County Capital Projects	-	-	-	650,000	-	-
WCPSS Capital Projects	-	-	-	-	-	-
WTCC Capital Projects	-	-	-	-	-	-
Fire Tax Capital Projects	-	-	-	-	-	-
Major Facilities Capital Projects	-	-	-	-	-	-
Solid Waste Capital Projects	-	-	-	-	-	-
<b>Enterprise Funds</b>						
Solid Waste Management	404,000	-	-	-	-	-
South Wake Landfill	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 1,378,000</b>	<b>159,726,000</b>	<b>145,015</b>	<b>754,000</b>	<b>850,000</b>	<b>24,420,000</b>

Expenditures - Transfers Out (continued from above)	To	To	To	To	To	To
From Fund	WCPSS Capital Project	WTCC Capital Projects	Major Facilities Capital	Solid Waste Capital	Solid Waste Enterprise	Total Transfers Out
<b>General Fund</b>	15,000,000	10,690,000	-	-	-	206,384,015
<b>Debt Service</b>	-	-	-	-	-	-
<b>Special Revenue Funds</b>						
Grants and Donations	-	-	-	-	-	120,000
Housing and Community Revitalization	-	-	-	-	-	-
Fire Tax District	-	-	-	-	-	3,440,000
Revaluation Reserve	-	-	-	-	-	-
Major Facilities	-	-	1,000,000	-	-	2,965,000
<b>Capital Project Funds</b>						
County Capital Projects	-	1,500,000	-	-	-	2,150,000
WCPSS Capital Projects	-	-	-	-	-	-
WTCC Capital Projects	-	-	-	-	-	-
Fire Tax Capital Projects	-	-	-	-	-	-
Major Facilities Capital Projects	-	-	-	-	-	-
Solid Waste Capital Projects	-	-	-	-	-	-
<b>Enterprise Funds</b>						
Solid Waste Management	-	-	-	2,220,000	-	2,624,000
South Wake Landfill	-	-	-	-	972,000	972,000
<b>Totals</b>	<b>\$ 15,000,000</b>	<b>12,190,000</b>	<b>1,000,000</b>	<b>2,220,000</b>	<b>972,000</b>	<b>218,655,015</b>

# General Fund Revenue Summary

Description	FY 2008 Actual Revenues	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted	Change from FY 2009 Adopted
<b>TAXES</b>					
Property Taxes	\$ 559,425,641	619,606,000	619,171,000	626,761,300	1%
Sales Tax	156,037,557	145,744,000	137,100,559	122,633,000	(16)%
Other Taxes	148,843	–	–	–	–
Lease/Rental Vehicle Tax	2,623,409	2,500,000	2,500,000	2,500,000	–
Payment in Lieu of Taxes	1,282,897	1,201,000	1,201,000	1,201,000	–
Real Property Transfer Tax	9,415,876	11,000,000	6,820,000	6,500,000	(41)%
<b>Subtotal</b>	<b>728,934,223</b>	<b>780,051,000</b>	<b>766,792,559</b>	<b>759,595,300</b>	<b>(3)%</b>
<b>FEDERAL SHARED REVENUES</b>					
Environmental	(400)	–	–	–	–
Human Services	7,906,140	7,916,490	8,912,839	8,426,421	6%
Affordable Housing	–	–	–	–	–
Libraries	59,810	50,000	50,000	–	(100)%
Public Safety	657,986	417,016	417,016	573,564	38%
Transportation	–	–	–	–	–
Elections	–	–	–	–	–
FEMA	58,612	54,078	54,078	78,000	44%
Other	10,500	–	–	–	–
Human Services	–	–	297,800	297,800	–
<b>Subtotal</b>	<b>8,692,648</b>	<b>8,437,584</b>	<b>9,731,733</b>	<b>9,375,785</b>	<b>11%</b>
<b>STATE SHARED REVENUES</b>					
ABC 5 Cent Bottle	214,114	200,340	200,340	200,340	–
Beer & Wine	797,700	750,000	750,000	750,000	–
Environmental	5,297	–	–	–	–
Human Services	100,165,732	108,143,051	110,266,063	107,980,383	0%
Libraries	578,501	550,000	550,000	495,000	(10)%
Public Safety	426,034	443,180	455,658	455,658	3%
Transportation	1,120,252	1,032,608	1,032,608	1,766,911	71%
Other	1,729,463	2,900,000	2,900,000	1,500,000	(48)%
<b>Subtotal</b>	<b>105,037,093</b>	<b>114,019,179</b>	<b>116,154,669</b>	<b>113,148,292</b>	<b>(1)%</b>
<b>LOCAL SHARED REVENUES</b>					
ABC Board	3,000,000	3,000,000	3,000,000	3,000,000	–
Human Services	123,377	3,500	130,500	130,500	3,629%
Libraries	2,246	6,500	6,500	4,000	(38)%
Public Safety	–	–	–	–	–
Other Local	133,646	235,500	108,000	87,400	(63)%
<b>Subtotal</b>	<b>3,259,269</b>	<b>3,245,500</b>	<b>3,245,000</b>	<b>3,221,900</b>	<b>(1)%</b>
<b>LICENSES AND PERMITS</b>					
Licenses	202,906	209,000	209,000	200,000	(4)%

# General Fund Revenue Summary

Description	FY 2008 Actual Revenues	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted	Change from FY 2009 Adopted
Permits	4,112,302	5,283,337	3,745,337	3,916,219	(26)%
<b>Subtotal</b>	<b>4,315,208</b>	<b>5,492,337</b>	<b>3,954,337</b>	<b>4,116,219</b>	<b>(25)%</b>
<b>CHARGES FOR SERVICES</b>					
Environmental	309,307	270,000	270,000	306,000	13%
Client Fees	1,817,706	2,036,720	1,893,720	1,894,874	(7)%
Insurance	996,347	1,155,628	1,155,628	1,170,035	1%
Medicaid Fees	24,165,405	26,283,556	23,413,203	27,718,430	5%
Medicare Fees	114,325	245,421	245,421	162,828	(34)%
Pharmacy Fees	7,242	–	–	–	–
HS Reimbursements	795,474	1,086,327	936,327	643,174	(41)%
Inspection Fees	900,987	825,976	825,976	512,926	(38)%
Library Fees	716,091	678,000	678,000	668,000	(1)%
Parks & Recreation Fees	137,642	121,477	121,477	117,249	(3)%
EMS Fees	9,462,648	9,309,101	9,728,101	11,248,326	21%
Facility Use Fees	75,642	–	–	137,500	–
Fire/Rescue Fees	313,098	272,721	272,721	275,890	1%
Sheriff Fees	3,695,173	3,659,100	3,659,100	3,712,500	1%
Transportation Fees	381,613	412,545	412,545	357,545	(13)%
Planning Fees	956,040	950,147	570,147	492,853	(48)%
Court Facility Fees	2,188,370	2,000,000	1,940,000	2,000,000	–
Parking Fees	913,897	1,053,500	1,053,500	963,183	(9)%
Rental/Lease Income	434,985	476,916	476,916	469,116	(2)%
Record Fees	5,905,107	6,638,500	4,115,500	4,615,600	(30)%
Reimbursements	1,748,698	1,842,088	1,657,088	2,248,659	22%
Tax Collection Fees	1,020,008	640,410	640,410	690,000	8%
Vending Income	601,126	552,800	552,800	628,950	14%
Other	845,911	1,009,230	1,009,730	993,244	(2)%
<b>Subtotal</b>	<b>58,502,842</b>	<b>61,520,163</b>	<b>55,628,310</b>	<b>62,026,882</b>	<b>1%</b>
<b>INVESTMENT EARNINGS</b>	786,386	623,544	498,544	58,954	(91)%
<b>MISCELLANEOUS</b>					
Sale of Materials & Fixed Assets	473,341	729,485	729,485	630,565	(14)%
Miscellaneous Revenue	(13,753)	38,594	38,594	48,103	25%
<b>Subtotal</b>	<b>1,245,974</b>	<b>1,391,623</b>	<b>1,266,623</b>	<b>737,622</b>	<b>(47)%</b>
<b>OTHER FINANCING SOURCES</b>					
Capital Lease/Installment Purchases	19,860	–	–	–	–
Appropriated Fund Balance	–	8,905,614	13,150,657	–	(100)%

## General Fund Revenue Summary

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Description	FY 2008 Actual Revenues	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted	Change from FY 2009 Adopted
<b>Subtotal</b>	<b>19,860</b>	<b>8,905,614</b>	<b>13,150,657</b>	<b>-</b>	<b>(100)%</b>
<b>TRANSFERS</b>	8,480,711	1,297,000	1,297,000	1,378,000	6%
<b>TOTAL REVENUE</b>	<b>\$ 918,487,828</b>	<b>984,360,000</b>	<b>971,220,888</b>	<b>953,600,000</b>	<b>(3)%</b>

# General Fund Expenditure Summary

County Departments	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted	Change from FY 2009 Adopted
<b>General Government</b>					
Board Of Commissioners	\$ 499,103	512,470	504,200	454,851	(11)%
County Manager	1,260,247	1,616,680	1,675,914	1,458,326	(10)%
County Attorney	1,229,239	1,404,194	1,419,344	1,446,273	3%
Board Of Elections	2,527,523	3,786,748	3,645,890	2,647,128	(30)%
Budget And Management Services	822,738	949,920	787,415	754,989	(21)%
Facilities Design & Construction	1,197,040	1,250,671	1,207,663	1,145,326	(8)%
Finance Department	8,840,486	6,755,826	6,700,969	2,983,924	(56)%
Human Resources	1,798,953	2,001,096	1,900,096	2,185,147	9%
Information Services	12,126,488	13,552,154	13,248,654	11,870,419	(12)%
Planning	1,632,336	1,668,823	1,652,673	*** See Note	(100)%
Register Of Deeds	2,797,645	3,115,098	3,162,418	2,535,601	(19)%
Revenue Department	4,820,404	5,100,053	4,899,553	5,107,959	0%
<b>Subtotal</b>	<b>39,552,202</b>	<b>41,713,733</b>	<b>40,804,789</b>	<b>32,589,943</b>	<b>(22)%</b>
*** Note: Planning Department funds are reflected in the Community Services Planning and Development Services Division.					
<b>Community Services</b>					
Community Services Management And Budget Office	492,488	560,254	593,639	572,012	2%
Parks, Recreation and Open Space	2,749,236	2,908,125	2,851,116	2,245,400	(23)%
Planning and Development Services	2,726,371	3,060,870	2,971,403	3,996,335	31%
Veterans Services	231,809	252,497	249,997	257,269	2%
Geographic Information	1,678,521	1,788,715	1,756,789	1,662,887	(7)%
Libraries	16,334,602	17,231,068	16,776,025	16,324,601	(5)%
<b>Subtotal</b>	<b>24,213,027</b>	<b>25,801,529</b>	<b>25,198,970</b>	<b>25,058,504</b>	<b>(3)%</b>
<b>Environmental Services</b>					
Environmental Services Administration	1,006,202	1,271,905	910,715	910,243	(28)%
Environmental Health & Safety	3,839,135	4,072,090	4,123,457	4,177,745	3%
Water Quality	4,414,929	4,230,475	3,286,981	2,713,926	(36)%
Cooperative Extension	—	—	198,629	210,111	—
<b>Subtotal</b>	<b>9,260,266</b>	<b>9,574,470</b>	<b>8,519,782</b>	<b>8,012,025</b>	<b>(16)%</b>
<b>General Services Administration</b>					
Administration / Support	1,352,133	1,044,013	1,301,002	1,098,329	5%
Physical Plant	5,333,018	5,424,640	5,124,252	4,957,770	(9)%
Central Services	4,012,156	4,226,272	4,059,443	3,942,745	(7)%
Fleet Operations	(1,148,309)	1,321,705	2,125,876	547,514	(59)%
Security and Safety	3,559,810	3,987,303	3,863,554	3,725,538	(7)%
Criminal Justice/General Government	881,241	885,500	999,550	815,250	(8)%
Field Services	2,861,326	3,297,636	3,248,223	3,126,573	(5)%
Utilities/Life Safety/Environmental	6,984,103	7,462,510	6,999,253	7,140,770	(4)%

# General Fund Expenditure Summary

County Departments	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted	Change from FY 2009 Adopted
County Building Agreements	1,110,412	1,497,023	1,475,708	1,666,469	11%
<b>Subtotal</b>	<b>24,945,890</b>	<b>29,146,602</b>	<b>29,196,860</b>	<b>27,020,958</b>	<b>(7)%</b>
<b>Human Services</b>					
HS Administration	4,785,427	4,436,340	4,488,105	3,718,496	(16)%
Adult Services	18,995,524	19,183,386	19,917,750	19,971,950	4%
Child Welfare/Mental Health	23,549,364	26,890,686	26,636,741	25,834,189	(4)%
Clinic Services	12,388,522	13,948,624	13,424,673	13,711,519	(2)%
Community Health	8,293,347	9,228,164	9,646,694	8,847,323	(4)%
Economic Self Sufficiency	41,127,165	36,942,600	37,028,377	22,631,802	(39)%
Family Support	54,004,441	57,038,936	59,754,880	60,161,325	5%
Local Managing Entity	9,223,304	9,356,705	9,188,189	10,486,987	12%
Operations	14,426,210	14,094,280	13,865,077	14,271,115	1%
Transportation	1,167,744	1,579,391	1,577,366	2,086,932	32%
LME Purchase of Service	38,578,460	42,499,629	39,451,346	40,974,195	(4)%
HS Housing	4,150,138	4,919,008	4,892,324	4,778,569	(3)%
<b>Subtotal</b>	<b>230,689,646</b>	<b>240,117,749</b>	<b>239,871,523</b>	<b>227,474,402</b>	<b>(5)%</b>
<b>Medical Examiner</b>					
Medical Examiner	234,800	200,000	200,000	200,000	–
<b>Subtotal</b>	<b>234,800</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>–</b>
<b>Public Safety Function</b>					
Emergency Medical Services	16,299,596	18,905,488	18,651,544	18,246,031	(3)%
Fire / Rescue Services	1,862,241	1,577,731	1,517,836	1,402,195	(11)%
Emergency Management	1,049,870	741,052	683,929	547,302	(26)%
Emergency Communications	1,071,536	1,062,798	1,021,335	1,020,656	(4)%
<b>Subtotal</b>	<b>20,283,243</b>	<b>22,287,069</b>	<b>21,874,644</b>	<b>21,216,184</b>	<b>(5)%</b>
<b>City-County Bureau of Identification</b>					
Field Services	689,143	697,506	687,506	654,617	(6)%
Investigations	1,206,991	1,301,953	1,301,953	1,286,428	(1)%
Identification	1,582,280	1,894,282	1,787,798	1,493,844	(21)%
Administration	932,296	654,503	589,768	720,859	10%
Forfeitures	–	–	–	–	–
<b>Subtotal</b>	<b>4,410,710</b>	<b>4,548,244</b>	<b>4,367,025</b>	<b>4,155,748</b>	<b>(9)%</b>
<b>Sheriff</b>					
Law Enforcement	31,853,455	33,437,363	32,641,842	31,818,157	(5)%
Detention	28,888,405	29,727,371	29,745,058	29,760,549	0%
<b>Subtotal</b>	<b>60,741,860</b>	<b>63,164,734</b>	<b>62,386,900</b>	<b>61,578,706</b>	<b>(3)%</b>
<b>Non-Departmental</b>					

# General Fund Expenditure Summary

<b>County Departments</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>Change from FY 2009 Adopted</b>
Public Agencies	3,215,612	2,809,000	2,675,700	2,423,100	(14)%
Memberships	484,876	517,351	512,915	500,968	(3)%
Non-Departmental	1,091,111	(524,481)	(1,019,368)	517,922	(3)%
Health Benefits	–	2,868,000	2,868,000	2,541,000	(11)%
Risk Management - Cost of Claims	–	–	–	3,238,075	–
Soil & Water Conservation District	–	–	633,600	420,691	–
Contingencies	–	3,000,000	–	–	(100)%
<b>Subtotal</b>	<b>4,791,599</b>	<b>8,669,870</b>	<b>5,670,846</b>	<b>9,641,756</b>	<b>11%</b>
<b>Transfers to Other Funds</b>					
Transfers	180,601,000	205,911,000	205,911,000	206,135,000	0%
<b>Subtotal</b>	<b>180,601,000</b>	<b>205,911,000</b>	<b>205,911,000</b>	<b>206,135,000</b>	<b>0%</b>
<b>Education</b>					
Wake County Public School System	300,744,100	316,200,000	310,500,000	313,503,224	(1)%
Wake Technical College	17,548,165	17,025,000	16,718,550	17,013,550	0%
<b>Subtotal</b>	<b>318,292,265</b>	<b>333,225,000</b>	<b>327,218,550</b>	<b>330,516,774</b>	<b>(1)%</b>
<b>Expenditure Totals</b>	<b>\$ 918,016,508</b>	<b>984,360,000</b>	<b>971,220,889</b>	<b>953,600,000</b>	<b>(3)%</b>

# General Government Budget Summary

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	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Board Of Commissioners	499,103	512,470	504,200	454,851
County Manager	1,260,247	1,616,680	1,675,914	1,458,326
County Attorney	1,229,239	1,404,194	1,419,344	1,446,273
Board Of Elections	2,527,523	3,786,748	3,645,890	2,647,128
Budget And Management Services	822,738	949,920	787,415	754,989
Facilities Design & Construction	1,197,040	1,250,671	1,207,663	1,145,326
Finance Department	8,840,486	6,755,826	6,700,969	2,983,924
Human Resources	1,798,953	2,001,096	1,900,096	2,185,147
Information Services	12,126,488	13,552,154	13,248,654	11,870,419
Planning	1,632,336	1,668,823	1,652,673	–
Register Of Deeds	2,797,645	3,115,098	3,162,418	2,535,601
Revenue Department	4,820,404	5,100,053	4,899,553	5,107,959
<b>Expenditure Totals</b>	<b>\$ 39,552,202</b>	<b>41,713,733</b>	<b>40,804,789</b>	<b>32,589,943</b>

# Board Of Commissioners

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 381,281	394,810	406,690	388,691
Contractual Services	6,500	25,000	18,650	-
Supplies, Materials and Other Charges	111,322	92,660	78,860	66,160
<b>Expenditure Totals</b>	<b>\$ 499,103</b>	<b>512,470</b>	<b>504,200</b>	<b>454,851</b>
<b>Number of FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### DEPARTMENT PURPOSE AND GOALS

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

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

### MAJOR ACCOMPLISHMENTS

Maintained the County's AAA bond rating while Wake County issued \$502 million in fixed-rate general obligation bonds including \$300 million to

refund the short-term Bond Anticipation Notes that the County issued in October 2008 for school projects, Wake Tech, open space and libraries; \$100 million for Wake County Public School construction and \$35 million for Wake Tech construction projects.

Approved Mental Health Continuum of Care including master plan and schematic designs for establishment of a crisis and assessment center, short-term psychiatric beds, secure detox unit, and a substance abuse inpatient treatment center; contract with State of North Carolina for 24 beds until completion of facilities construction; partnership with Holly Hill Hospital for 44 beds; began to reorganize the Local Management Entity and partnered with Sheriff's Office, EMS and others.

Established a new Growth Issues Task Force with representation by elected officials from each municipality, Wake County Board of Education and Wake County Board of Commissioners. The initial issues focused by the Task Force are schools, mass transit and cooperation/collaboration on planning matters.

Provided leadership for urban counties by working directly with the North Carolina General Assembly for legislation on sales tax option dedicated to transportation and other topics including water supply, Medicaid financing and air quality.

Leadership provided for North Carolina counties with representation on the National Association of Counties Large Urban County Committee and Transportation Committee.

# Board Of Commissioners

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Implemented Advanced Practice Paramedic (APP) program which matches specially-trained paramedics with the communities most acute patients. This prevents emergencies in certain high-risk patient populations and ensures that patients receive the treatment they need at facilities other than emergency rooms.

Schematic design of the Wake County Justice Center and Public Records Administration was approved for Phase 1.

In February 2009, the new Wake County Parking Deck opened at 216 Cabarrus Street. This parking deck has 991 parking spaces and 24-hour availability. The parking deck is located across the street from the new convention center and is expected to greatly assist with downtown's limited parking situation.

Partnered in the opening of the new Raleigh Convention Center.

Launched the Budget and Economy Website to support transparency in local government. The information contained on this Web site is designed to share the plans and strategies being considered to address operating and capital budget issues, and support open and clear communication on the budget and economic issues currently facing Wake County. The Wake County Web site address is [www.wakegov.com](http://www.wakegov.com).

Opened the Millbrook Human Services Center to better serve residents in Mini City/Brentwood area.

Supported Cultural Arts by highlighting unique and varied cultural and artistic aspects of the such as community.

## FY 2010 DISCUSSION

### Reduction:

As part of the FY 2010 process, the Board of Commissioners department has identified reductions of \$51,500, or 10.0 percent of the FY 2009 Adopted Budget of \$512,470. After factoring in the Department's need to budget for operational cost increases

that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$454,851, which is 11.3 percent less than last fiscal year's adopted budget.

This level of reduction equates to 50% of the operations budget for conducting business in the Commissioners office while trying to maintain a minimum level of staff and functions. The largest reduction was taken from the Wake County Code of Ordinance Contract, which will prevent future updates to the county's code and the posting of ordinances on the website for citizens easy access. Other reductions have been made to conference travel and training, equipment, office and meeting supplies. Cost efficiencies will be continued in every area of operations.

### Other Issues:

Maintain Fiscal Responsibility by approving Fiscal Year 2009-2010 County Budget while maintaining an AAA bond rating and property tax rate of 53.4 cents.

Collaborate with Wake Technical Community College, Wake County Economic Development Program and existing businesses to attract new jobs, retain jobs and provide training to individuals in transition.

Maximize the use of federal "stimulus" funds to not only new and expanded county services, but to create employment opportunities throughout the community; offset reductions in operations and capital budgets; and assist Wake County citizens in employment transition.

Improve Wake County's Mental Health System through implementation of a partnership with Holly Hill Hospital for 44 beds; construction of continuum of care facilities for crisis and assessment center, short-term psychiatric beds, secure detox unit, and substance abuse inpatient treatment center. Provide interim services through contracting with the State of North Carolina for 24 beds during transition of new facilities. Reorganization of the Local Management Entity and create partnerships with the Sheriff's Office, Emergency Management Services and others.

# Board Of Commissioners

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Update and Enhance the County's Role in Environmental Stewardship Agenda to incorporate strategies for sustainability and "Green Initiatives" by expanding use of alternative fuel vehicles, pursuing LEED certification for large capital projects as well as energy efficient improvements to existing county facilities; expanding partnerships in reuse and recycling and utilize; Citizens' Task Force to evaluate current practices and recommend new strategies.

Continue the Building Human Capital initiatives through the Middle Class Express program which enable citizens to achieve and maintain middle class status, thereby ultimately reducing their dependence on governmental support.

Partner with the Wake County Public School System and Wake Technical Community College to modify capital project schedules and bond issuances in response to the slower economic growth climate. Also, the commission will try to assist with the development of operating budgets for WCPSS and WTCC that reflect education as a priority in Wake County while not requiring a property tax increase.

Advance Wake County's transportation needs by working with Wake County's Legislative Delegation, regional transportation organizations, municipalities and the business community to develop strategies for the future.

Collaborate on Water Resources Management with municipalities to develop regional solutions for Wake County in the areas of water quality, supply, future demands, and conservation.

Enhance Delivery Systems for Fire/Rescue and EMS by collaborating with contracted service providers to identify strategies that will yield more effective and efficient fire/rescue and emergency medical services.

## HORIZON ISSUES

Continue implementation of Wake County Criminal Justice System's long-term capital plan and complete construction of the new Justice Center and Public Records Administration facility.

Identify funding for long term transportation strategies, Wake County Public Schools and Wake Technical Community College facilities.

Implement strategies as recommended by the Environmental Stewardship Citizens' Task Force such as creating energy efficient and environmentally friendly systems in existing and new county facilities.

Utilize Workforce Development Program funds and staff to provide jobs for citizens.

Creative proactive ways to prevent homelessness such as continued and expanded affordable housing, jobs and training.

Study and develop effective communication strategies to increase citizen awareness and support for Wake County services.

# County Manager

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,040,428	1,391,815	1,458,321	1,304,411
Contractual Services	29,655	23,570	23,570	13,000
Supplies, Materials and Other Charges	187,862	195,015	187,743	137,646
Debt	2,302	6,280	6,280	3,269
<b>Expenditure Totals</b>	<b>\$ 1,260,247</b>	<b>1,616,680</b>	<b>1,675,914</b>	<b>1,458,326</b>
<b>Revenues:</b>				
Transfers	\$ 12,000	12,000	12,000	12,000
<b>Revenue Totals</b>	<b>\$ 12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>Number of FTE's</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>

### DEPARTMENT PURPOSE AND GOALS

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

### MAJOR ACCOMPLISHMENTS

The County's AAA credit rating was reaffirmed by all three rating agencies despite a halted bond issuance in September 2008 due to instability in the financial markets. The County was able to secure \$300 million in short-term financing through a Bond Anticipation Note in November to maintain capital projects and then issue \$435 million of general obligation bonds in March at a AAA rating.

The Mental Health Continuum of Care facility remains on track to open in late Fall of 2010 which will assist the County when the state closes Dorthea Dix Hospital.

In October 2008, the Board of Commissioners approved an Interlocal Agreement (ILA) among various municipalities to provide protection for the Little River Water Supply Watershed. This ILA was the culmination of a two and a half year process that identifies measures the partners will undertake to ensure protection of the watershed.

Working with the County's legislative delegation in the 2008 session, gap funding was secured for the Triangle Expressway, which includes the Western Wake Freeway (I-540) and the Triangle Parkway. Support for this funding came from the Blue Ribbon Committee on the Future of Wake County, and had been included as a high priority item on the Board of Commissioners' State Legislative Agenda for several years.

The County partnered with Apex, Cary, Raleigh Pittsboro, Chatham County and NCDOT to fund the US-64 Corridor Planning Study, generally between US-1 in Wake County and the Pittsboro Bypass in Chatham County. The purpose of this study is development for implementation of a prioritized and detailed transportation plan sufficient to meet the

# County Manager

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existing and anticipated future travel demands in this area.

## FY 2010 DISCUSSION

### Reductions:

As part of the FY 2010 budget process, the County Manager's Office has identified reductions of \$157,878, or 9.8 percent of the FY 2009 Adopted Budget of \$1,616,680. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$1,458,326, which is 9.8 percent less than last fiscal year's adopted budget. Reductions identified include elimination of 2.0 FTE, reduction of the Volunteer Celebration and miscellaneous reductions in printing, travel and training, and the County internship program.

The County Manager's Office has identified a vacant Executive Assistant, 1.0 FTE, as a reduction for FY 2010. This position provides support through tasks such as assisting citizens through phone calls and/or walk-in visits and through various administrative tasks. Elimination of this position will require current staff to provide such support.

In addition, the Public Affairs Office has identified one filled Public Affairs Specialist, 1.0 FTE, as a reduction. The reduction of this position will result in an increased workload for the remaining office staff. This will mean reduced coverage on events as the remaining staff must handle the responsibilities for press releases, media assistance, Board of Commissioners memos, news stories, and internal media coverage.

The Public Affairs Office has also identified a reduction in their Volunteer Celebration and will no longer provide the ceremony for the volunteers. The Volunteer Celebration is an annual event recognizing volunteers throughout the County. The celebration includes a luncheon for the volunteers accompanied by an awards ceremony. Departments will still have the opportunity to recognize its volunteers through departmental ceremonies and the County will

continue to distribute certificates to volunteers acknowledging their contributions.

### Other Issues:

Develop and implement strategies to align County priorities and spending with slower revenue growth. Continue to improve and refine the County's financial planning practices through emphasis on long-range financial planning, priority setting for services and internal control policies. Develop a budget for fiscal year 2009-2010 which maintains the property tax rate at 53.4 cents.

Work with Wake Technical Community College and the Wake County Economic Development Program and existing businesses to attract new jobs, retain jobs and provide training to individuals in transition.

Maximize the use of Federal "stimulus" funds to retain or add jobs in the region through infrastructure projects, offset potential reductions in the County's operating or capital budgets, and assist Wake County citizens in transition.

Implement the County's Plan to improve Mental Health Services in Wake County including partnerships with Holly Hill, construction of a continuum of care facility, reorganization of the LME, and partnerships with the Sheriff's Office, EMS and others.

Upgrade and enhance the County's environmental stewardship agenda to incorporate strategies for sustainability and green initiatives including the use of alternative fuel vehicles, pursuing LEED certification for large capital projects, continuing to make energy efficient improvements in buildings, expanding partnerships in refuse and recycling, and establishing a citizens Task Force to evaluate current strategies and recommend changes and new strategies.

Continue to implement a plan to deliver human services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on government support.

# County Manager

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Work with the Wake County Public School System and Wake Community College to modify capital project schedules in light of slower economic growth and bond issuances and develop operating budget strategies that do not require increasing the property tax rate but reflect education as a priority in Wake County.

Work with stakeholders, including the Wake County delegation, regional transportation organizations, municipalities and the business community to advance the County's transportation needs.

Ensure that all municipalities have a voice in the development of regional solutions for water resource management in Wake County.

Initiate discussions with contracted service providers to identify consolidation opportunities in fire/rescue service and EMS delivery and identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.

Continue implementation of strategies recommended by the Wake County Gang Prevention Task Force to bolster prevention and reduce the prevalence of gang activity in Wake County.

Maintain a leadership role among the largest urbanizing counties to discuss common issues and to promote common legislative agendas including those involving transportation, water supply, Medicaid financing and air quality.

Implement a courthouse and criminal justice long-term capital plan.

Continue to highlight the unique and varied cultural and artistic aspects of the community.

## **HORIZON ISSUES**

Revenue projections show that over the next few years, the County will experience a slower growth in revenue, possibly no growth. The County Manager's Office continues to lead discussions with departments about how to maintain service delivery when faced with the prospect of less revenue.

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

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

# County Manager

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## Summary of Services and Performance Measures

### Service Area: Administration and Support

**Description:** Policy development and implementation for the Board of Commissioners. Arrangement and configuration of County resources for the purposes of carrying out policy and activities.

Working with 12 municipalities, the business community and non-profits to build consensus on issues of importance within the community.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Average citizen phone calls per month answered and responded to by department staff	N/A	584	600	600
<b>Effectiveness</b>				
Percentage of Year Maintained AAA Bond Rating	100	100	100	100
Percentage of Board Inquiries Responded to Within One Day	100	100	100	100
Percentage of Citizen Inquiries / Comments Responded to within two days	100	100	100	100

### Service Area: Public Affairs

**Description:** Serve as lead Public Affairs Office for the County. Inform and educate the public, officials and staff about Wake County services and programs to foster support, understanding and benefit throughout the County. Serve as a central point of

contact for media relations and distribution of public information. Assist County departments with marketing campaigns. Help Commissioners and staff communicate effectively.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of Monthly TV Shows Produced for Airing on 3rd Monday	10	10	10	12
Number of Weekly Employee Newsletters Published	52	52	52	52
<b>Effectiveness</b>				
Percentage of Media Inquiries Responded to on Same Business Day	100	100	100	100
Percentage of Citizen Inquiries Responded to in 2 Business Days	100	100	100	100

# County Attorney

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,121,865	1,295,272	1,315,522	1,315,601
Contractual Services	6,483	1,800	-	1,800
Supplies, Materials and Other Charges	87,068	107,122	103,822	128,872
Capital Outlay	13,823	-	-	-
<b>Expenditure Totals</b>	<b>\$ 1,229,239</b>	<b>1,404,194</b>	<b>1,419,344</b>	<b>1,446,273</b>
<b>Revenues:</b>				
Charges For Services	\$ 48	-	-	-
<b>Revenue Totals</b>	<b>\$ 48</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

### DEPARTMENT PURPOSE AND GOALS

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

The department's highest priority is to avoid legal liability issues by providing timely advice to County departments and the Board of Commissioners and provide legal services to departments in the conduct of County business and provision of mandated services such as Child Protective Services and Adult Protective Services.

### MAJOR ACCOMPLISHMENTS

The County Attorney's office has successfully performed and will continue to perform the following functions: 1) defend the County in lawsuits; 2) advise the Board of Commissioners on legal matters; 3) assist the County Revenue Department in assessing, collecting, and processing appeals of property taxes; 4) advise County departments on legal matters; 5) negotiate and review contracts; 6) file

petitions in cases of abuse, neglect and dependency of juveniles and abused and/or disabled adults; 7) represent County in abuse and neglect cases of juveniles and dependent adults; 8) file and try cases involving termination of parental rights; 9) perform title searches for land purchases; and 10) assist in enforcing County ordinances.

### FY 2010 DISCUSSION

The County Attorney's office identified possible reductions during the FY 2010 budget process. However, the reductions have the potential to negatively impact services deemed significant to the County, Board of Commissioners, and general public. As a result, there are no reductions for this department during FY 2010.

# Board Of Elections

## Department Summary

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>					
Salary / Benefits	\$	944,453	1,002,765	1,008,090	961,372
Contractual Services		905,319	783,232	1,519,095	884,802
Supplies, Materials and Other Charges		677,401	1,995,751	1,084,205	800,954
Capital Outlay		350	5,000	34,500	-
<b>Expenditure Totals</b>	<b>\$</b>	<b>2,527,523</b>	<b>3,786,748</b>	<b>3,645,890</b>	<b>2,647,128</b>
<b>Revenues:</b>					
Charges For Services	\$	230,963	-	-	478,903
Miscellaneous		289	-	-	-
<b>Revenue Totals</b>	<b>\$</b>	<b>231,252</b>	<b>-</b>	<b>-</b>	<b>478,903</b>
<b>Number of FTE's</b>		<b>16.00</b>	<b>16.35</b>	<b>16.35</b>	<b>15.35</b>

## DEPARTMENT PURPOSE AND GOALS

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

## MAJOR ACCOMPLISHMENTS

Successfully conducted the November 4, 2008 General Election, in which 444,013 voters (75 percent of registered voters) cast ballots.

Recruited, trained, and managed more than 2,300 precinct officials for the 2008 General Election.

Operated 15 One-Stop early voting sites for the 2008 General Election. A record 251,332 voters cast a ballot at an early voting site.

Operated two early voting sites in major shopping malls for the 2008 General Election. This was the first time early voting was offered at a mall anywhere in North Carolina.

Recruited, trained, and managed more than 400 people to staff the early voting sites for the 2008 General Election.

Established and operated a 7,000 sq. ft. temporary satellite office for managing early voting sites at the Triangle Town Center mall.

Worked with the State Board of Elections to make significant updates to the statewide early voting software system to facilitate voting and in-person registration at early voting sites.

Offered in-person registration for the first time in a presidential election, providing 10,962 citizens who missed the voter registration deadline the ability to register and vote at the same time at any early voting site.

# Board Of Elections

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Applied for and received more than \$421,275.45 in state and federal grant funds to assist with the costs of providing 15 early voting sites in the 2008 General Election. The grants allowed the Board of Elections to open the four large volume sites additional days and all sites to remain open for additional hours on the last day of early voting as mandated by the State Board of Elections.

Applied for and received \$56,500 in state and federal grant funds to purchase call bell systems to aid in the curbside voting process. Bell systems eliminate the ongoing cost of assigning a precinct official to monitor the curbside voting area for each election.

Processed more than 27,000 absentee ballot requests, all in a timely manner. Of that number, 22,552 absentee by mail ballots were returned in the 2008 General Election. The number of ballots requested and returned exceeded the previous County record and is more than double the number of ballots returned in the 2004 General Election.

Implemented the use of a laptop in each polling place to verify the registration status of voters whose names do not appear in the poll book due to failure to update their addresses or going to the wrong precinct. Voters confirmed to be registered using the laptops were not required to vote provisionally, reducing the number of provisional ballots cast from 13,000 in the 2004 General Election to 2,068 in the 2008 General Election. This reduction saved more than \$2,500 in provisional research costs and allowed the Board of Elections to finalize the election results by the canvass deadline.

Expanded a program to recruit volunteers to assist Board of Elections staff with election preparation. In advance of the 2008 General Election, 54 volunteers worked for a total of 345 hours, saving more than \$5,000. The volunteers were senior citizens and high school students. The students were able to learn about the elections process while fulfilling community service requirements for graduation.

Completed a Department of Justice survey of accessibility for each of the 198 polling places in advance of the 2008 General Election as required by the State

Board of Elections, and continued efforts to achieve full accessibility in polling places utilizing federal grant money.

Completed the sorting of the absentee by mail, One-Stop and provisional ballots into the 198 precincts pursuant to state statute. The ballots were then recounted into the precinct voted and reported to the State Board of Elections within the 60-day time frame as required by statute.

Completed the processing of all voter registration updates and changes from the October 10th deadline through Election Day. In advance of the 2008 General Election, staff processed 75,972 new voters, processed 79,735 updates for existing voters, removed 23,947 voters who are deceased or no longer live in Wake County, and corrected 7,644 duplicate registrations. A mailing of over 115,600 voter cards reflecting these changes was completed in January.

Streamlined office procedures for campaign finance management, reducing the workload by 75 percent.

Hosted visitors from several countries during the weeks surrounding the 2008 General Election. Representatives from Ukraine, Nigeria, Denmark, Sweden, and Brazil visited under the auspices of the US Department of State's International Visitor Leadership Program. The purpose of the visits was to learn the procedures utilized in Wake County in preparation for the election, including visits to early voting sites and polling places on Election Day.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Board of Elections has identified reductions of \$261,525, or 6.9 percent of the FY 2009 Adopted Budget of \$3,786,748. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$2,647,128, which is 30.1 percent less than last fiscal year's adopted budget. Reductions identified include elimination of 1.0 FTE and the elimination of four early voting sites.

# Board Of Elections

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Board of Elections has identified a vacant Information Technology Specialist position, 1.0 FTE, as a reduction. Board of Elections, along with Human Resources, is going through a departmental reorganization which will better align current positions with their current job duties. Therefore, the elimination of the vacant Information Technology Specialist will not have a significant impact on the Board of Elections.

The Board of Elections is required by state law to provide a minimum of one early voting site in the Board of Elections office for each election held in Wake County. Board of Elections typically provides more one-stop voting sites than the state requirement for primary and general elections. Since there is no general election in FY 2010, Board of Elections anticipates that early voting services can still be provided through the early voting site located in the Board of Elections office for FY 2010.

## Other Issues:

Work with Wake County General Services Department to expand Board of Elections operating and storage facilities that meet the specifications for proper maintenance and storage of election equipment and the security requirements of federal and state directives.

Appoint precinct officials in all 198 precincts for the 2007-2009 term as mandated by state statute.

Conduct the October 6 and November 3, 2009 municipal elections.

Conduct the May 4, 2010 Primary.

Continue to work with the State Board of Elections on ways to enhance the capabilities of the SEIMS software system for statewide voter registration, provisional ballot processing, and early voting.

Develop procedures for coordinating the recruitment, testing, training, and management of early voting employees with a temporary staffing agency.

Continue to monitor legislation and State Board of Elections policy to be aware of all election law mandates and changes.

Implement the office-wide use of Microsoft Access in order to improve reporting and database management capabilities.

Continue to develop voter outreach and education programs.

Develop a detailed disaster recovery plan for managing Election Day emergencies.

Continue to monitor legislation and State Board of Elections policy to be aware of all election law mandates and changes, and work with the Wake County Board of Commissioners, the North Carolina General Assembly, and the State Board of Elections in seeking statutory changes that would decrease the cost of conducting an election.

## HORIZON ISSUES

Work toward splitting the 37 precincts that have more than 4,000 registered voters.

Work with the Information Services to post campaign finance reports on the Board of Elections website so that customers can conveniently download files and obtain information without having to visit the Board of Elections office in person.

Establish a training lab to provide hands-on training for precinct officials.

Work with the Budget and Management Services to plan ahead for funding for 8+ early voting sites for the November 2010 General Election.

# Budget And Management Services

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 761,323	912,320	747,103	719,169
Contractual Services	35	-	-	-
Supplies, Materials and Other Charges	61,380	37,600	40,312	35,820
<b>Expenditure Totals</b>	<b>\$ 822,738</b>	<b>949,920</b>	<b>787,415</b>	<b>754,989</b>
<b>Number of FTE's</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>

## DEPARTMENT PURPOSE AND GOALS

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

## MAJOR ACCOMPLISHMENTS

Developed and implemented the methodology used to reduce County expenditures in response to the FY 2009 and FY 2010 revenue shortfalls. Analyzed revenue streams to project, as accurately as possible, decreases in FY 2010. Worked with departments and senior management to identify and evaluate spending reductions for short-term and long-term service impacts

In February 2009, presented an amended budget to the Board of Commissioners that lowered revenues and expenditures by over \$23 million. Developing

the amended budget required a significant amount of communication and collaboration with County departments to identify one-time savings that minimize service impacts to citizens.

Completed a number of special projects, including program evaluations of the County's Emergency Management division and Soil and Water Conservation District. A complete spending history of the Major Facilities special revenue fund was developed. The department also assisted the County's Fleet division in evaluating internal lease charges and establishing new rates.

## FY 2010 DISCUSSION

### Reductions:

As of early May 2009, the department had a vacant Budget and Management Analyst position. To reach the 10% reduction target, this position will be eliminated, along with a small amount of operating funds. The reduction totals \$88,460 and leaves the department with 8.0 full-time equivalent positions.

### Other Issues:

With the reduction in analytical staff, the department will work with the Manager's Office to determine priorities for analysis, long-range financial planning, and special projects.

Future projects will include an evaluation of the FY 2010 budget process. The FY 2010 process diverged from prior processes, as it implemented reduction requests. Budget staff will seek input from depart-

# Budget And Management Services

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ment staff, as well as senior managers, to identify aspects that worked well and areas that need improvement.

The Budget and Management Service Department will also monitor closely the County's revenue streams during FY 2010 to ensure that any potential revenue shortfalls are identified as soon as possible.

## **HORIZON ISSUES**

The revenue downturn is a long-term issue that will affect not only the FY 2010 budget process, but the FY 2011 and FY 2012 budgets as well. The Budget staff work with departments to identify options for constraining spending and potential expenditure reductions. The department will strive to develop and refine long-range revenue projections to help making informed budget and policy decisions.

# Facilities Design & Construction

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,121,685	1,182,862	1,147,873	1,097,356
Contractual Services	6,166	–	–	–
Supplies, Materials and Other Charges	57,635	63,559	59,739	47,970
Capital Outlay	11,554	4,250	51	–
<b>Expenditure Totals</b>	<b>\$ 1,197,040</b>	<b>1,250,671</b>	<b>1,207,663</b>	<b>1,145,326</b>
<b>Revenues:</b>				
Transfers	\$ 94,000	100,000	100,000	100,000
<b>Revenue Totals</b>	<b>\$ 94,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Number of FTE's</b>	<b>11.00</b>	<b>11.50</b>	<b>11.50</b>	<b>10.00</b>

## DEPARTMENT PURPOSE AND GOALS

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

The department also provides real estate services to meet land acquisition, surplus property disposition, landrights and real property management needs of all County agencies and to support capital projects. Real property issues encompass such projects as simple cross-country utility easements, complicated multi-party shared easements, urban property acqui-

sitions, acquisition of numerous parcels for major parks, watershed protection and open space preservation. Negotiation of long-term facility leases, inter-local agreements with other governmental units for jointly developed public projects, and various other partnership initiatives are also assigned to this group.

To successfully achieve its mission, the department focuses on the following long-term goals through each of its program and service efforts: (1) To build partnerships to collaboratively plan, share costs and jointly develop public facilities throughout the County; (2) To protect the integrity of existing capital facilities and assets through targeted investments in preventative maintenance, repair and energy conserving measures; (3) Renovated and newly constructed facilities will allow service providers and customers to enjoy efficient and effective service environments, and to provide new facilities within budget and in a timely manner (consistent with Board approved project schedules); (4) Complete projects within appropriately established budgets (budgets to be consistent with benchmark costs of comparable projects with similar standards); (5) Projects will be completed consistent with Capital Program implementation schedules; (6) Ensure new facilities meet high standards of quality to realize long term cost savings by avoiding premature repairs and renovations; and (7) Recommendations and decisions regarding funding and development of

# Facilities Design & Construction

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capital projects will be based on life-cycle costs (i.e., cost of facility over its anticipated service).

## MAJOR ACCOMPLISHMENTS

The Department managed a vast variety of projects in FY 2009. Accomplishments include:

Continued involvement with Raleigh staff, design team and construction managers as construction of the new 500,000 SF Convention Center in downtown Raleigh was completed.

Continued implementing the Public Library Seven-Year Capital Improvement Plan by: (1) Began construction of a jointly planned 8,500 SF Branch Library and City Community Park on 57 acres of property owned by the City of Raleigh adjacent to the Leesville Public School campus, following collaborative planning process. Planned opening late Summer 2009; (2) Completed Design and Construction Documents and solicited bids for new 22,000 SF regional library in the Wakefield Community of northeast Raleigh. The contract was not awarded due to the economic recession and project has been postponed until 2011; and (3) Completed Design and Construction Documents for expansion of Wake Forest Branch Library to double its size. The project has been postponed until 2011 due to the economic recession.

Continued implementation of Criminal Justice Master Plan as follows: (1) Continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the existing Courthouse; (2) Prepared construction documents; Completed asbestos abatement and renovations identified for Year Six of the Plan; and (3) Completed design and construction documents for new \$215 million Justice Center (Criminal Courthouse and Public Records/Administration), Solicited bids for trade contractor proposals and awarded two of three planned major construction contracts. Completed abatement, site utilities, and began demolition of existing buildings on site. Project consists of a high-rise building containing 575,000 SF (includes 180 below grade secured parking spaces). Due to economic recession, the Commissioners directed that the schedule for beginning construction of the new

building be suspended until 3rd quarter of FY 2010. This modification to the schedule will delay opening the entire facility until late Fall 2013. (4) Completed design and construction documents for new \$186 million, 700-bed expansion of detention facility on Hammond Road in Raleigh. Project consists of 415,000 SF, 3-story building expansion and 300-car parking deck. Solicited bids for trade contractor proposals and awarded two of five planned major construction contracts. Completed preliminary site-work, and began construction of parking deck. Planned Completion Date is Fall 2012; and (5) Completed construction of 990 space County parking deck planned to eventually adjoin mixed use private development in downtown Raleigh. Deck opened to the public in February 2009.

Fire and EMS: (1) Completed bid documents and solicited bids to upgrade five fire stations for the addition of dormitories to house firefighters, in accordance with a collaborative study involving County staff, Fire Chiefs and the Facilities Committee of the Fire Commission to identify specific dormitory needs of each fire station; (2) Led collaborative process for the design and construction of an 11,658 SF combination Fire/EMS station in the south Garner area, with the Town of Garner, Garner Fire Department and Wake EMS. Jointly acquired a site with the Town of Garner. Completed schematic design and began preparation of bid documents; (3) Began design of a freestanding 3,275 SF EMS substation on a portion of the North Wake Landfill Borrow Site, following a collaborative master planning process with the School System and City of Raleigh.

Mental Health: Obtained Commissioners approval of schematic design for a \$25 million Mental Health Complex, to include two facilities on 19-acre site near WakeMed and Holly Hill Hospitals. These two facilities (Crisis Assessment Unit and Substance Abuse Treatment Unit) total 59,000 SF. Selected Construction Management firm to manage construction, solicited bids for sitework and main building construction, and began sitework construction.

Animal Shelter: Completed design and solicited bids for Phase 1 of a planned expansion to the Animal

# Facilities Design & Construction

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Care, Control & Adoption Center of 5,860 SF, which will provide an additional 75 dog kennels and 75 cat cages. The project also includes mechanical improvements for the three existing dog kennel areas.

**Human Services Facilities:** Completed roof replacements at the Public Safety Center (23 roof levels), and Southern Regional Center, and began roof replacement at the Crosby Garfield Health & Youth Services Center. Began window replacement and exterior wall restoration at the Crosby Garfield Health & Youth Services Center.

**County Buildings:** The comprehensive assessment and documentation of 10% of County facilities is typically completed yearly, however, due to the economic downturn, the assessment process was suspended for this year. To date, 2,055,781 SF of facilities have now been assessed, or nearly 85% of the County's facility inventory of space. Findings of these assessments are used to prioritize planned expenditures for building repairs and system replacements. All remaining assessments will be completed in FY 2010 to complete the first cycle of this program.

**County Buildings improvements include:** (1) Completed Phase 1 of a project to replace aging domestic water system in the Wake County Office Building, by replacing the main pumps for the system. (2) Completed construction on a project to interconnect chilled water systems serving HVAC units in the Public Safety Center with the Courthouse and Wake Office Building; project will result in back-up/redundancy; chillers and cooling towers in these buildings that have reached the end of their life cycle are also being replaced as part of the interconnect project; (3) Completed design work and bid documents to replace the chiller equipment components of the HVAC system in the Public Safety Center.

Continued to make significant progress on implementing key recommendations of the Wake County Water & Sewer Plan and other Board initiatives. Key accomplishments include: (1) Continued efforts to finalize design and develop Interlocal Agreements with Town of Cary and Durham County for Jordan Lake Water Reclamation project. Received final envi-

ronmental approvals from EPA and NC DENR, which were required for the project; (2) Continued to work with several Wake County municipalities to secure reimbursement of past Wake County expenditures for water/sewer extensions (Garner, Morrisville, Knightdale, Zebulon and Rolesville); (3) Completed a joint study with the Town of Cary on future wastewater line capacity within RTP South. Designed, bid and started construction of water/sewer/reclaimed water improvements associated with the extension of Little Drive and Louis Stephens Drive in RTP South; (4) Served on the Project Development Team for the Western Wake Water Reclamation Facility located in southwest Wake County; (5) Assisted Research Triangle Foundation and Wake County Economic Development staff as requested in assembling data and information requested by prospective companies considering building new facilities in the County.

**CDBG:** Completed projects in collaboration with various municipalities that were funded with Community Development Block Grants in Apex, Morrisville, Wake Forest, and Zebulon.

**Landfill:** The County's remaining North Wake Landfill reached capacity, and was closed in 2007, and a new landfill was opened in Southern Wake County. This has generated a number of critically important capital improvement projects which are underway: (1) North Wake Landfill - Completed construction of the North Wake Landfill cap. Led inclusive community involvement process with various municipalities and school system to complete long-term master plans. (2) South Wake Landfill: Developed study regarding needed soil for current and future needs for CIP purposes; Prepared RFP, reviewed proposals and selected consultant for Landfill Gas to Energy (LFG) project; Investigated the potentially necessary interim improvements needed in case gas odors become malodorous prior to implementation of a LFG to Energy project; Prepared, bid and installed a modular office for the Solid Waste Division; Managed various improvements to Landfill entrance road in vicinity of scale house; Completed stream restoration along 5,000 feet of Little Branch Creek.

**Land Acquisition:** (1) Continued working in partnership with Public School staff (in consultation with

# Facilities Design & Construction

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municipalities) in evaluating, acquiring, and master planning of 24 school sites; 13 Elementary, 7 Middle and 4 High School sites; (2) acquired additional property and developed master land use plan for the 224-acre Lake Myra Park properties.

Open Space and Real Estate: (1) Since 2001, 4,306 acres of land (valued at \$85 million) has been acquired and preserved as Open Space with an investment of \$59 million in County funds. Remaining funds were provided by Partners. This approach to leveraging substantial dollars from partners clearly indicates successful collaboration. Due to the economic slowdown leading to the failure to sell bonds, and to the reduction in County revenues, all Open Space Acquisitions were suspended for the current fiscal year. (2) Successfully located space and negotiated 5-year building leases for relocation of Register of Deeds, Revenue, Probation & Parole; Relocations required due to displacement of these operations from the site of the new Justice Center currently under design; Completed upfit renovations for these leased buildings, and each space completed occupancy early in the fiscal year.

Partnerships: Negotiated Partnership/Interlocal Agreements for numerous projects between Wake County and various partners including School System, TPL, NCDA-NRCS, State of NC, Durham County, RDU, Research Triangle Foundation, City of Raleigh, Towns of Cary, Morrisville, Garner, Knightdale, Zebulon and Rolesville Clean Water Management Trust Fund, and Progress Energy.

CFAC: In accordance with Commissioners' Goals, the Department of Facilities Design & Construction took an active role with the Citizens Facility Advisory Committee (CFAC) to evaluate cost-effective strategies for the school and county capital building programs. In 2008, CFAC focused on a review of Wake County's Community Improvement Plan (CIP). The Committee studied various aspects of the County process of planning, design and implementation of capital projects. CFAC undertook this study by forming three subcommittees: 1) Site Planning and Programming 2) Planning & Design and 3) Construction Administration. Facilities Design & Construction staff responded to requests for infor-

mation from these subcommittees and clarified questions, reviewed findings and provided assistance to CFAC as they completed their final report on the County capital building program. The final report presented findings, affirmations and recommendations and was presented to the Board in November 2008. The CFAC did not identify any areas for change or improvement in the administration of construction projects by Facilities Design and Construction.

## FY 2010 DISCUSSION

### Reductions:

The department presently has 1.5 vacant positions, including one Facilities Project Manager and a half-time permanent Administrative Assistant. These will be eliminated in the FY 2010 budget. The department anticipates that, with the slowdown in new capital projects, the remaining staff of 10.0 positions will be sufficient to manage and supervise current projects.

### Other Issues:

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

Continue implementation of the Justice Facility Master Plan as follows: (1) Receive bids, award the final Guaranteed Maximum Price Contract required for the new Justice Center project; (building construction); (2) Continue implementation of the long term Detention Facility Master Plan. Complete construction of site development and parking deck for expansion of Hammond Road Detention Center. Complete construction documents, receive bids, award the third and final Guaranteed Maximum Price Contract required for the project (building construction); (3) Continue implementation of 10-Year Courthouse Improvements Plan - Year 7.

# Facilities Design & Construction

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The Department also will complete the final phase of current cycle of annual existing facility condition assessments and continue to implement capital plans to address high priority items identified in assessments.

Construction schedules for FD&C are: (1) Complete construction and open Leesville Branch Library - late Summer 2009 - (from 2003 Library Bond); (2) Complete construction and open Law Enforcement Training Center; (3) Complete construction of Fire Station Dormitory Improvements at 16 stations; (4) Begin implementation of EMS System Master Plan, by beginning construction and making substantial progress on Durant Rd EMS Station, and partnership with Town of Fuquay-Varina to renovate Fire Station #1, which includes existing EMS quarters. Begin construction and make substantial progress towards completion of Garner Joint Fire/EMS Substation; (4) Continue with substantial progress of construction of Mental Health Facilities defined in Continuum of Care; (5) Complete construction of Animal Control Center expansion; (6) Continue working closely with Research Triangle Foundation and Town of Cary to address water and sewer needs for the Wake section of Research Triangle Park; (7) Complete construction of initial phase of park improvements planned for the post closure of the North Wake landfill site.

## **HORIZON ISSUES**

Horizon issues for FY10 are as follows:

(1) Implement capital plan to address high priority items identified in Facility Condition Assessments; (2) Resume open space preservation consistent with County priorities and partnerships developed; (3) Continue implementation of the Justice Facility Master Plan, through continued construction of Justice Center and Detention Center (4) Resume implementation of Libraries Master Facility Plan; (5) Resume implementation of Parks Master Plan; (6) Continue implementation of EMS Master Plan and joint Fire/EMS stations; (7) Resume review and plan for implementation of Human Services 7-Year Master Facility Plan.

# Facilities Design & Construction

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## Summary of Services and Performance Measures

### Service Area: Capital Program Planning and Implementation

**Description:** Capital Program Planning and Implementation.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percentage of projects completed in accordance with County's CIP schedule	90	90	90	90
Percentage of projects within Budget	100	100	100	100
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	100
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	100

### Service Area: Real Estate and Landrights Management

**Description:** Real Estate and Landrights Management.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percentage of real estate/landrights issues resolved within planned time	81	82	84	85

# Finance Department

## Department Summary

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>					
Salary / Benefits	\$	4,652,000	3,040,108	3,004,434	2,496,711
Contractual Services		745,446	464,872	436,318	349,872
Supplies, Materials and Other Charges		3,442,650	3,249,466	3,258,838	137,341
Capital Outlay		390	1,380	1,380	–
<b>Expenditure Totals</b>	<b>\$</b>	<b>8,840,486</b>	<b>6,755,826</b>	<b>6,700,969</b>	<b>2,983,924</b>
<b>Revenues:</b>					
Federal	\$	377	–	–	–
Charges For Services		87,848	56,000	56,000	38,000
Interest Income		231,798	–	–	–
Miscellaneous		5,000	30,000	30,000	30,000
<b>Revenue Totals</b>	<b>\$</b>	<b>325,023</b>	<b>86,000</b>	<b>86,000</b>	<b>68,000</b>
<b>Number of FTE's</b>		<b>34.25</b>	<b>35.25</b>	<b>35.25</b>	<b>31.75</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Finance Department is committed to providing professional fiscal support through service excellence to the Wake County Board of Commissioners, the County Manager, and staff as they endeavor to make Wake County a great place for its citizens to live, work, learn, and play.

Finance strives to improve business-processes countywide, provide timely accurate financial information to departments and citizens, and enhance fiscal accountability. The Board of County Commissioners, the citizens of Wake County, and County employees expect county government to operate in a cost-efficient manner in order to conserve tax dollars and promote savings. The Finance Department leadership appreciates this stewardship responsibility and believes that proper management of the County's debt and investments portfolios, as well as the continued internal review of business processes and documentation of internal controls, provides a vehicle for the County to meet the expectation that the County manages public funds responsibly.

Historically, the Department's focus on efficiencies and cost savings has centered on processes that occur

within the department. The department's major goals include: (1) Maintain the County's Triple-A bond rating, a key factor in keeping interest costs low on the County's outstanding general obligation debt; (2) Obtain an unqualified opinion on annual independent audit; (3) Review the County's major business processes as well as any proposed changes to these processes and document the County's internal control system to minimize weaknesses and provide critical financial stewardship to management and taxpayers; (4) Provide accurate, timely financial information for decision-making purposes to County's management and staff, assisting as necessary; (5) Obtain the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA); (6) Provide disclosure of information to bondholders and citizens through the timely production of the comprehensive annual financial reports and the Security and Exchange Commission (SEC) disclosures required on the County's outstanding debt.

## MAJOR ACCOMPLISHMENTS

The County has maintained an "AAA" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Poor's Corporation since

# Finance Department

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1983, and an "AAA" rating from Fitch for the ninth year in a row. This bond rating is a clear indication of the sound financial condition of The County. The County is one of the few counties in the country that maintains the highest financial rating from all three major rating agencies. This achievement is a key factor in keeping interest costs low on the County's outstanding general obligation debt. These ratings were last affirmed in March 2009.

Finance staff and management provided critical leadership in a countywide project to replace the financial, budgeting, and human resource systems for integrated financial and human resource system on a web based platform. In March 2008, the County went "live" with its new financial accounting system. Since that time, Finance has continued to refine business processes and adjust the system as needed. The implementation of the Human Resources portion of the ERP project is in process. Finance staff and management are also involved with this final phase of the ERP project as the payroll functionality is managed within the HR module.

The Finance Department and its staff continue to excel and be recognized at a national level for this excellence. The Government Finance Officers Association (GFOA) awarded the County the Certificate of Achievement in Financial Reporting for the fiscal year ended June 30, 2007. This is the 24th consecutive year that the County has received this recognition

In addition, the Carolina Association of Governmental Purchasing (CAPG) presents an annual award to units of government that have demonstrated high standards in the purchasing profession. For the fourth year in a row, Wake County Procurement Services was one of a small number of governmental units throughout the Carolinas to receive this award. A formal presentation of the award was made to the Procurement Services staff in March 2009 at the CAPG Spring Conference.

## **FY 2010 DISCUSSION**

Reductions:

As part of the FY 2010 budget process, the Finance department has reduced its budget by \$218,329 or 6.2

percent of Finance's FY 2009 Adopted Budget (excluding self insurance premiums and claims) of \$3,517,751. The department's reductions include the elimination of a part-time position that provided support for payroll; a reduction in department-wide operating expenses such as overtime, software, travel and training, and contractual services; and a reduction in budgeted expenses for risk management. The loss of the part-time position will not adversely affect the Finance Department because the position will not be needed when the new Human Resources module of the E-Wake ERP system is implemented in FY 2010.

In addition to reductions, \$3,238,075 of costs related to self-insurance premiums and claims for the County have been transferred from the Finance department to the County's non-departmental budget. To support the County's payroll function becoming a part of the integrated E-Wake ERP system, \$241,413 and three FTEs have been transferred from the Finance Department to the Human Resources Department. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year, the transfer of self-insurance premiums and claims to the non-departmental budget, and the transfer of payroll functions to Human Resources, Finance's FY 2010 Adopted Budget equals \$2,983,924, which is 8.3 percent less than the FY 2009 Adopted Budget (excluding self-insurance premiums and claims and payroll transfers).

Other Issues:

Implementation of the Human Resources system and gaining efficiency in the financial system will continue to be the department's major focus in FY 2010. Numerous Finance staff have been involved for almost three years in implementing this financial system which will have an impact to the department and the County over the long term. The Department anticipates that this project will continue to impact the work plans of the Finance staff, as well as those of Human Resources, Budget, and numerous other County Departments.

# Finance Department

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Developing a risk based audit approach will continue to be the primary focus of the County's Internal Audit function. Due to the complex and large variety of programs, funding sources and business processes within the County, documenting and assessing internal controls will encompass work over the next 3-5 years. Gaining understanding of controls through assessing and documenting controls is critical to the risk-based audit approach. Finance's goal is to establish a plan that rotates through the various departments based on assessment of risk. The plan will also include efforts to ascertain if the departments have implemented controls that will comply with the new risk assessment Statements on Auditing Standards (SAS) # 104-109.

Other Projects that are currently ongoing include (1) Improving user friendliness of the Data warehouse of the Financial system and enhancing reporting; (2) Updating of policies surrounding acceptance of electronic payments; (3) Continue training for the 700+ County supervisors on Travel, Procurement card and Food policies; (4) Business process design and review; and, (5) Transactions posted on the web for citizen information and review.

The Finance department is in the process of purchasing a risk management application to store and track information on workers' compensation, property, general liability, and automobile liability that will interface with the Advantage Financial and Human Resources systems.

## **HORIZON ISSUES**

Additional One-time Tasks yet to be Accomplished in financial system and for pending legislation include: (1) Implement Vendor Self Service (VSS) for procurement, electronic bidding, and payment processes; (2) Implementing the Advantage payroll/HR system, including the training of employees on timekeeping function; (3) Implementing proposed IRS regulation for 3 percent withholding on all vendors (a significant requirement for software and business process for calendar year 2011 as the Department will have to develop a potentially labor-intensive work-around or implement a system upgrade to accomplish this).

# Finance Department

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## Summary of Services and Performance Measures

### Service Area: Process and Record Transactions.

**Description:** 1) Reduce cost of processing transactions and process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles. 2) Receive an unqualified opinion from independent auditors. 3) Improve system efficiencies and system of internal controls

through the use of automation, provide staffing to review business processes associated with existing and proposed technology and assist departments with resolving internal control issues that arise as a result of technology.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Number of audit adjustments per fiscal year	2	0	2	2

### Service Area: Debt Management and Investments

**Description:** 1) Provide assistance to County management and staff in planning and executing debt issues and managing debt program, including

payments and reporting. 2) Provide investment portfolio management that maintains investments that are safe, liquid and competitive in the marketplace.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of time County receives AAA from all three Rating Agencies	100	100	100	100

### Service Area: Reporting

**Description:** 1) Receive GFOA Certificate of Achievement (This requires a timely report that meets high standards with an unqualified opinion from independent auditors). 2) Federal and State grant reporting is prepared timely and efficiently.

Further, grants are all tracked for single audit compliance and financial reporting requirements. 3) Provide County management and staff with the information they need to conduct business and make informed decisions.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of time the County meets reporting requirements for all federal and state agencies	100	100	100	100

### Service Area: Internal Audit

**Description:** Wake County Assets are safeguarded and used efficiently, including federal and State assets entrusted to Wake County in the eligibility process.

# Finance Department

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Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Percent of time an 80% risk assessment plan (at minimum) has been developed and executed for the County	100	100	100	100

## Service Area: Cost of Risk

**Description:** Procure insurance and manage self-insurance component. Minimize the cost of risk.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of Experience Modifier annually determined by independent Actuary for similar position classifications. The modifier should be less than 75%.	68	68	68	75

# Human Resources

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,454,060	1,534,037	1,514,037	1,904,765
Contractual Services	97,193	146,560	121,060	121,727
Supplies, Materials and Other Charges	247,700	319,055	263,555	158,655
Capital Outlay	–	1,444	1,444	–
<b>Expenditure Totals</b>	<b>\$ 1,798,953</b>	<b>2,001,096</b>	<b>1,900,096</b>	<b>2,185,147</b>
<b>Revenues:</b>				
Charges For Services	\$ 196	–	–	–
<b>Revenue Totals</b>	<b>\$ 196</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Number of FTE's</b>	<b>22.00</b>	<b>22.50</b>	<b>22.50</b>	<b>26.50</b>

### DEPARTMENT PURPOSE AND GOALS

The Human Resources (HR) department is committed to the vision of Wake County as an employer of choice, one that provides a positive work environment and values the knowledge, talents, skills and abilities of employees as they work towards accomplishing the County's mission. Wake County employees are the organization's most valuable resource. The department's problem solvers will endeavor to consistently identify innovative solutions to workplace issues that optimize the workforce and support the County's goals and objectives.

The HR department is responsible for design and administration of employee compensation and benefits programs, policy development, recruitment, employee relations, training and development, organizational development, employee appreciation and recognition programs, maintenance of employee records, and design and administration of the County's automated human resources management/ payroll system.

### MAJOR ACCOMPLISHMENTS

The HR Department manages and provides oversight of County's health plan. Current efforts to control increasing costs are centered on the "consumer driven health plan" design, consumer education, and wellness initiatives. Introduction and integration of

consumer driven health plan efforts have continued throughout 2008. Part of the County's approach to health includes a comprehensive wellness program. Operating in conjunction with the County Wellness Planning Committee, the department successfully implemented the "WakeWise Wellness" program with active employee participation.

The FY 2009 Adopted Budget created a Human Resources Consultant position (0.5 FTE) to provide additional oversight of the unemployment compensation program. Prior to the creation of the position, the services were provided by a contractor. During the fiscal year, HR successfully transitioned these responsibilities from the contractor to the new position. Additional unemployment compensation oversight has recognized cost avoidance opportunities by screening and verifying claims, ensuring the proper paperwork is filed, and helped prepare department managers for hearings.

The compensation section of HR continued the annual one-third salary survey process, in which one-third of the County classifications are surveyed for market competitiveness each year. Recommendations were made to adjust salary bands and create new classifications, with no appeals to County Management. The section also analyzed and classified 65.35 FTE's as part of the FY 2008 expansion

# Human Resources

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request and processed a total of 213 classification actions for the year.

Human Resources staff coordinated the 2008 "Garland H. Jones Excellence in Public Service Awards" luncheon, the CHEER committee activities, and the Caring, Serving, and Respecting Customers Awards program.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Human Resources Department identified reductions of \$199,095, or 9.9 percent of the FY 2009 Adopted Budget of \$2,001,096. After factoring in Human Resources' need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for a FY 2010 Adopted Budget of \$1,943,734, which is 2.9 percent less than last fiscal year's adopted budget. Reductions identified during FY 2010 include position recruitment programs, employee recognition, and the reducing administrative resources.

First, the department reduced recruiting programs by \$68,000 that including reducing position advertisements, internal position announcements, and limited attendance at career fairs. In addition, Human Resources negotiated a reduced cost for compensation surveys. The surveys evaluate pay bands and ensure that the County is competitive in recruiting for vacant positions.

Human Resources also decreased employee recognition programs by \$106,395 that reduces service awards, special events for employees, and the CHEER employee appreciation program. County-wide training opportunities that are open to all county employees, including leadership training and Spanish courses, were eliminated totaling \$15,000. Departments who still have a need for such training are allowed to provide it at the requesting department's expense. Human Resources will no longer coordinate these opportunities on a county-wide basis.

Other reductions were considered administrative and make up \$9,700 of total reduced from Human

Resources. Examples include eliminating computer equipment, software upgrades, technology supplies, and temporary agency expenses. While the reductions have a limited impacts to the public, employee efficiencies will be reduced.

Other Issues:

Human Resources currently has a contracted wellness coordinator position that has been instrumental in the implementation and development of our wellness program. Converting the position to a full-time Human Resources Consultant (working title: Integrated Health Consultant) will enhance our service delivery and be a valuable investment to the long-term success of the County's overall health strategy.

Once successful implementation of the eWake system is achieved (slated for July 2009), we will continue to assess the addition of any other Advantage functions that may create further organization efficiencies.

## HORIZON ISSUES

Human Resources wants to ensure the successful implementation and training of an integrated finance/human resources/budget system for Wake County, known as "e-Wake." In addition, the department plans to implement the Employee Self Service module of Advantage. This multi-year effort will require the continued commitment of all HR team members to guarantee a highly-successful project outcome for the County while consistently meeting our customers' needs.

As part of the "eWake" project, the HR department continues progress in developing a new Human Resources Information System (HRIS) which integrates personnel data with existing budget and finance systems. The project is expected to be completed in July 2009. The new systems will be able to communicate, share data, and provide timely, accurate data. The system will assist in day-to-day management, the planning, evaluation, and development of County policy, and promote organizational efficiencies. As part of the eWake project, the County's payroll function, including 3.0 FTE's, was transferred from Finance to the HR department.

# Human Resources

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## Summary of Services and Performance Measures

### Service Area: Recruitment and Diversity

**Description:** Maintain and continue to improve service delivery in recruitment, referral, record keeping, and employment verification. Ensure that employees are hired as a result of a competitive process and that hiring managers have the resources

and skills necessary to conduct sound interviewing and selection processes. Promote Wake County as an equal opportunity employer who values diversity at all levels of the workplace.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of employee and position actions.	5,000	2,668	5,000	5,000
Number of actively recruited vacancies.	600	285	600	600
<b>Effectiveness</b>				
Number of bilingual candidates.	350	200	350	350
<b>Input</b>				
Number of applications received.	29,206	14,483	28,000	28,000

### Service Area: Benefits

**Description:** Well designed benefit programs with efficient and courteous service to employees, retirees,

disabled employees, ex-employees, and family members.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of benefits related workshops.	60	51	60	60
Number of employee retirement consults.	60	62	60	60
<b>Effectiveness</b>				
Percentage of employees participating in benefits information sessions which indicated they have a better understanding of employee benefits.	99	99	99	99
Number of participants in flexible spending programs.	1,400	1,337	1,400	1,400

### Service Area: Training and Organizational Development

**Description:** Design, develop, and implement a corporate wide training program that is in alignment with the County's vision, mission, and values.

# Human Resources

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of employees participating in training which indicated they have a better understanding of the "The Guiding Principles of Leadership" and correlate at least one principle to the workshop in which they participate.	95	98	95	95
Number of management skill development opportunities.	20	72	50	20

## Service Area: Conference with Employees and Supervisors

**Description:** Telephone Conferences; Face-to-face meetings; "Road Shows" in Depts.; Conflict Resolution Facilitation.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percentage of non-discrimination grievances resolved at department level.	186	98	N/A	N/A
Percentage of employees who seek our advice prior to addressing an issue.	90	77	90	90
Percentage of supervisors/managers who seek our advice prior to addressing an issue.	90	87	90	90

## Service Area: Recognition and Employee Appreciation

**Description:** Programs designed by employees to express appreciation and recognition for Wake County employees on their hard work, excellent customer service, and contributions made through programs for Wake County citizens. Occasionally, recognition events will include employees, retirees, and their family members.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of Customer Service Recognition Award nominees/winners.	50	N/A	50	50
Number of CHEER Participants	4,250	4,100	4,250	4,250

## Service Area: Wellness

**Description:** Effective wellness programs available to employees, retirees, disabled employees, and their family members (e.g. myuhc.com; fitness center discounts; other initiatives)

# Human Resources

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<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Output</b>				
Number of flu shots administered.	1,000	1,160	1,000	1,000
<b>Effectiveness</b>				
Number of employees submitting the Health Risk Questionnaire.	1,500	2,212	1,500	1,500

# Information Services

## Department Summary

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>					
Salary / Benefits	\$	7,565,500	8,464,311	8,308,093	8,069,204
Contractual Services		3,090,506	4,194,928	3,805,902	2,882,039
Supplies, Materials and Other Charges		1,422,031	891,075	857,818	919,176
Capital Outlay		325	1,840	1,840	-
Debt		48,126	-	-	-
Budget Reserves		-	-	275,000	-
<b>Expenditure Totals</b>	<b>\$</b>	<b>12,126,488</b>	<b>13,552,154</b>	<b>13,248,654</b>	<b>11,870,419</b>
<b>Revenues:</b>					
Charges For Services	\$	12,304	-	-	-
Miscellaneous		20	-	-	-
<b>Revenue Totals</b>	<b>\$</b>	<b>12,324</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>		<b>95.75</b>	<b>97.75</b>	<b>97.75</b>	<b>91.75</b>

## DEPARTMENT PURPOSE AND GOALS

Wake County Information Services (IS) is the centralized information technology provider for County departments. It offers centrally-managed operations and administration for enterprise and mission critical automation systems, desktop and mobile services, network and telephone services, software development and management, and technical support to County departments and authorized business partners. The department operates two centralized computing centers located at separate sites - the primary facility in the Waverly Akins County Office Building and the secondary facility in the Swinburne building on the Human Services campus.

Wake County IS strives to be a nationally-recognized leader in the public sector for supporting and improving government services through the use of technology, which contributes to making our community a great place to live, learn, work and play.

Information Services will actively seek out opportunities to work with the County's business units to (1) Provide effective technological options for their management of services and information, (2) Set

priorities, choose technologies, and measure progress to improve efficiency and effectiveness in conducting the public's business, (3) Find solutions that can be offered quickly and are adaptive to changing business needs, (4) Create economies to reduce costs for internal operations and expenses to business units.

Wake County IS has had three central goals that guide its work. The goals have been refined to reflect the changes in how IS works with the County's other departments.

1. Improve core technologies. Information Services will collaborate with business units about the technologies that support their business processes. The enterprise technology roadmap initiative discussed below is specifically directed at this goal.

2. Improve the use of technology. Information Services will collaborate with business units to identify opportunities to use existing desktop productivity software to quickly and adeptly meet business automation needs.

3. Improve access to information. Information Services will collaborate with business units to help business units manage and use the information

# Information Services

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generated in their business processes and help them integrate information created by other business units into their processes.

## MAJOR ACCOMPLISHMENTS

Ongoing support for day-to-day operations. The goal that drives and guides ongoing support is improving core technologies that support business functions. Examples of these core services are email, network access, desktop productivity software, training and support, telecommunications, mobile devices, and disaster recovery. This year the department has carried out several large initiatives to upgrade core services and provide improvements for business operations. These initiatives include:

**Lotus Notes Upgrade.** Lotus Notes/Domino software provides email and calendaring services for all staff and supports over 800 business functions. Because the new version required upgrades to desktop computers that were outside of the normal replacement cycle, the project included upgrades to or replacement of several hundred computers. The software itself is installed using automation technologies that IS deployed last year. The ability to "push" the installation to computers remotely was a key factor in accomplishing the upgrade in a timely, effective manner. The project is proceeding on schedule and is expected to be completed by the end of the current fiscal year.

**Microsoft Office.** The Microsoft Office suite is the core productivity tool used by all staff and includes word processing, spreadsheets, and presentation software. This project was coordinated with the Notes upgrade to take advantage of the improvements to desktop computers. Information Services has been able to take advantage of the same automated technologies to install the software. The project is proceeding on schedule and is expected to be completed by the end of the current fiscal year.

**Swinburne re-wiring and network upgrade.** A significant percentage of the County's workforce resides in Swinburne. Their work has been adversely affected due to network band-width limitations associated with outdated wiring. To bring the building up to County standards requires physically replacing all of

the wiring for data and the network equipment. The project began this year and will be completed in the early part of FY 2010.

**Telecommunications.** Information Services has been working with a consultant to develop a 10-year strategic plan for telecommunications. The plan was delivered in late 2008 and is now being reviewed to determine which projects should be pursued, their priority, and their timeframe for deployment. The first project from this strategic plan, the revision of County wiring standards, has been completed and implemented in the design of several new buildings. Other projects scheduled for FY 2010 include planning for replacement of Call Center platform technologies and planning for Unified Communications and voice mail platforms.

The projects described above are a small portion of Information Services' project portfolio. At the end of last fiscal year, the IS management team prepared to allocate resources to carry out the FY 2009 business plan and decided that it needed to create a more dynamic means of identifying, prioritizing, and tracking projects throughout the year.

Several objectives, derived from the FY 2009 strategic plan, were set for this process. Staff had identified the need for IS to develop mechanisms to improve communication and collaboration within the department and to improve communication and collaboration with other departments. Coupled with their interest in improving communication and awareness was an interest in knowing that their efforts were directed to initiatives that had the most value for the organization. The objectives for the portfolio included: (1) Increasing the emphasis on the department's highest priority work, (2) Increasing the opportunities for cross-team communication on initiatives, (3) Increasing staff awareness of the other departments participating in or affected by the initiatives, (4) Increasing the frequency and amount of useful information about the department's work plan. The portfolio has had a positive impact on all of the objectives.

Another FY 2009 initiative that will extend into FY 2010 was the development of an enterprise tech-

# Information Services

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nology roadmap. The roadmap initiative gathered information about enterprise technologies used on desktops and laptops (e.g., office productivity, browsers, anti-virus, and media players) and the infrastructure required to support them (e.g. server software and databases). The versions and the time lines for their support were projected for the next seven years, coinciding with the Automation CIP planning cycle. The roadmap provides the technical and financial blue-print for ensuring County data systems remain functional and of value to the business units served.

## FY 2010 DISCUSSION

### Reductions:

As part of the FY 2010 budget process, the Information Services Department identified reductions of \$1.82 million, or 13.4 percent of the FY 2009 Adopted Budget of \$13.55 million. Reductions identified include elimination of 6.0 FTEs, outsourcing of the mainframe system support, reductions in contract costs and license and maintenance costs, reduction in temporary contractor funds, and miscellaneous supplies reductions. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$11.9 million, which is 12.4 percent less than last fiscal year's adopted budget.

Wake County is in the process of implementing and administering new finance, budgeting and human resources systems. Maintenance for the legacy systems required as part of the FY 2009 budget will no longer be necessary in the FY 2010 budget. The revenue and collections billing system is now in the post-development stage and no longer requires on-site support from dedicated contract developers. These reductions total \$282,888.

Information Services identified \$201,033 in savings in Technical Infrastructure contracts and license and maintenance agreements. The department consolidated parts of its security platform. Maintenance was purchased through a state contract at a lower cost than the existing contract. The Server/SAN maintenance purchase cycle was extended from three to five

years which results in lower cost to the department. Information Services additionally reduced funds budgeted for emergency contracts to provide outside expertise on issues in which the department lacks the appropriate skill set.

The FY 2009 budget included funding for an Oracle contractor due to difficulty in securing a full-time staff employee. During this fiscal year, Information Services hired a full-time Oracle Engineer to perform these tasks. The contract funding will be reduced in the amount of \$95,000.

The Microsoft SQL-Sharepoint Enterprise Agreement, in the amount of \$167,000, was transferred to the capital plan where all other enterprise agreements are budgeted.

Due to slowing down and halt to capital projects, Applied Technologies workload will decrease. As a result, one position will be eliminated. Additionally, the Department is transitioning from use of the legacy mainframe and will utilize outside contractors, at a lower cost, to maintain the system. Therefore, the computer operations unit, consisting of one supervisor and four computer operators, was eliminated. License and maintenance expenses associated with the unit were also reduced as part of this initiative. The 6.0 FTEs and license and maintenance reductions provide \$616,219 in savings.

### Other Issues:

Technology Roadmap. Information Services will communicate and expand the use of the roadmap in FY 2010. Similar to the plan for the portfolio, two sets of activities will occur - one focused on improving internal communications and collaboration, the other focused on communication and collaboration with external business units.

The internal activities will focus on refining the information in the roadmap, helping the lead teams for each technology define and carry out their role, and make decisions where there are open issues for the selection of the various technologies.

# Information Services

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The business-facing activities will focus on reviewing the roadmap with business units. Business units' applications can impede or accelerate changes in technologies. This activity will determine the impact of the roadmap technologies and their support timelines on business applications - and vice versa. Using the portfolio to identify the systems and the roadmap to identify technologies will help IS and the business units plan changes together. The appropriate staff from the business units and IS will discuss each system to identify and understand the changes that will need to occur, the proper timelines for support, and the time frames for handling upgrades and changes.

**Working with Departments.** IT-Business realignment is a global trend that is changing the business direction of major technical corporations. For the IS department, it is both a current activity and horizon issue. As the technical products market changes, it will affect staffing, resources, and business processes. While IS is putting processes into place to improve and sustain communications with departments, it will have to continually assess the relationships in the context of changed technical markets.

**Information Security.** The Information Risk Management Core Team will review and prioritize security projects. The Core Team will begin its project-oriented work in the fourth quarter of FY 2009 with an immediate focus on establishing baseline policies, selecting a risk assessment framework, and improving security awareness in the organization. While the Automation CIP for FY 2010 and beyond funds some projects, the mid- to long-term view of information security work won't be established until FY10.

**Disaster Recovery and Business Continuity Management.** Information Services has focused its disaster recovery program on the technical recovery of the County's infrastructure and business systems. This approach to recovery has two important limitations: IS has independently set the priorities for the recovery of business applications based on its understanding of the County's operations and the technical recovery procedures don't include the preparation departments need to make to use a system after it's

recovered. Since business units are experts on and responsible for their services and information, successful business continuity management depends on the business units' involvement. Given IS's experience and expertise in disaster recovery, IS can provide departments with structure to address their business continuity requirements. The portfolio and roadmap efforts are part of the preparation for this issue.

**Record Management.** Management of the public record - whether paper or electronic - varies department by department. While departments continually seek an electronic record management solution, the investment to do it hasn't made it through funding decisions. Before electronic solutions are acquired, considerable productive effort can be made to organize and put records under management. This work is a necessary predecessor to a successful electronic record management initiative. IS will encourage initiatives to address this issue as it assesses options for electronic record management.

## HORIZON ISSUES

**Human Services.** Human Services is preparing a strategic plan that addresses the information technology alignment with its business processes. Recommendations to integrate information about services and clients across business units are expected. When the plan is completed in FY 2010, IS and Human Services staff will identify and prioritize the projects to be initiated. Because these can't be anticipated in the FY 2010 plan, they become horizon issues.

**Telecommunications and Unified Communications.** The Department has completed a 10-year strategic telecommunications plan. It is now undergoing a tactical assessment and several projects will be prioritized for implementation in the near-term. While the Automation CIP model anticipates the potential costs beginning in FY 2012, the projects will be individually evaluated for relevance, cost, and benefit to the organization. After this evaluation, a more accurate cost and benefit proposal for the Automation CIP will be made.

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Virtualization for servers and personal computing devices. Virtualization technologies allow several simultaneous systems to run on one physical machine without interfering with each other's operation. With virtualization, physical equipment can be used more efficiently and systems can be added and removed in hours instead of days. Information Services has actively pursued virtualization technologies for servers which has enhanced its disaster recovery capacity and reduced operating costs in the County's data center. In FY 2010, the IS department will investigate the use of virtualization techniques for County desktops and laptops.

investigate opportunities to help business units use social software to meet their needs.

Software as a service. Not all software solutions have to be elaborate, high-maintenance systems. The software as a service approach offers an array of small solutions that can be combined to meet key business needs. The technical industry also calls this "computing in the cloud." Examples are internet email services (Gmail), applications (Google Docs, Survey Monkey), and storage (Amazon, Google).

Public sector agencies have been slow to adopt "cloud" services due to perceived information risk and public records requirements. In Wake, though, the libraries are now using Google's services to meet some of its business requirements in serving the public. Information Services recognizes that the risks should be assessed in the context of the potential benefits to business and will investigate opportunities to help business units use the cloud to meet their needs.

Social and networking software. These services are found in the cloud as described above. Social software offers opportunities for people to collaborate in unique ways. Some of the recognizable services include Facebook, LinkedIn, and Flickr. Social software, for example, is changing how people find and apply for employment, how they exchange information about their personal and professional lives, and how organizations communicate with their constituents.

IS recognizes that social software - whether hosted in the cloud or internally - should be assessed in the context of the potential benefits to business and will

# Information Services

## Summary of Services and Performance Measures

### Service Area: Network Services

**Description:** Provide primary and backup internet service, wide area network service, 802.11x and MESH network wireless services, remote access services (VPN) and network design services.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	100	100	100
Support-Percent of time service response targets of 1 hr., 4 hrs. or 1 business day, based on priority, are met at least 95% of the time.	100	100	100	100

### Service Area: Servers

**Description:** Provide file and print services, network resource access management, SAN administration, backup and recovery for all network based resources and servers, patch implementation for servers and desktops, remote access services (RAS), and enterprise fax service.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Data Management Recovery- Percent of time meeting service level target of 90% of recovery services provided within 8 hours of request receipt.	100	100	100	100
Support-Percent of time providing response within 1 hr., 4 hrs. or 1 business day based on priority 95% of time.	100	100	100	100
Percent of time server and desktop operating system patching done within 30 days of the release of the patch, once investigated and determined to be appropriate for our environment.	100	100	100	100
Data Management Backup- Percent of time backup services fully completed.	98	98	99	100

### Service Area: Security

**Description:** Provide design, management, monitoring and support of security systems and policies. Platforms include anti-virus, firewall log monitoring, email attachment filtering and content inspection, intrusion detection/prevention, web traffic packet inspection, web site filtering and server/desktop patch recommendation.

# Information Services

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of time virus protection provided at all times on WCIS supported servers with virus protection signature files current to within 10 business days at all times.	100	100	100	100
Percent of time firewall log monitoring provided during prime shift at all times with monthly trending reports generated 100% of the time.	100	100	100	100
Percent of time intrusion detection monitoring provided during prime shift at all times with IDS signature files current to within 10 business days 100% of the time.	100	100	100	100
Percent of time email attachment filtering and email content inspection services provided at all times with SPAM signature files current to within 10 business days 100% of the time.	100	100	100	100

## Service Area: Telecom

**Description:** Manage contracts for the provision of local, long distance, cellular and paging services; provide consultation and implementation services for specialized telecommunications services (call management systems, voice mail, etc.); provision of

telephone sets to customers; manage wiring and cabling service contracts. Install voice and data wiring and manage wiring jobs for County owned and leased facilities.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Moves, adds and changes - Percent of time service level target of within 10 business days of request for non-vendor related requests and 14 business days for vendor related requests met at least 95% of the time.	92	89	95	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 90% of the time.	95	98	100	100

## Service Area: Desktop Support

**Description:** Provide new, replacement, and repair services on computer hardware, computer equipment moves, remote and on-site diagnostics, and technical system administration.

# Information Services

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Computer equipment moves, configuration and install work-meet agreed upon schedule 90% of time.	83	95	95	100
Support- Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	87	95	95	100

## Service Area: Help Desk, Move & Asset Management

**Description:** Provide hardware and software telephone and email based support; desktop technician and other specialists dispatching; access support; software research and procurement support; service

request management; moves management; hardware research, procurement, configuration, installation, moving, inventorying and surplus.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Service request management-Percent of time meeting service level target of phone requests resolved or properly reassigned immediately and email requests properly handled in 1 business day at least 95% of the time.	89	90	95	100
Support-Percent of time responding within 1 hr., 4 hrs. or 1 business day of request based on priority at least 95% of the time.	87	92	95	100

## Service Area: Computer Operations

**Description:** Provide mainframe and mid-range computer system operating system maintenance and support, batch and on-line processing support, appli-

cation support, mainframe and mid-range system hardware support, software maintenance and licensing services.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
System Availability-Percent of time meeting service level target of 99%, 24x7.	100	100	100	100
CICS Availability-Percent of time meeting service level target of 98%, based on scheduled hours.	100	100	100	100
CICS Response Time-Percent of time meeting service level target of 97% of time 5 seconds or better and 96.5% of time 2 seconds or better.	100	100	100	100

# Register Of Deeds

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 1,919,543	2,074,219	2,036,323	1,972,541
Contractual Services	426,670	529,477	534,928	190,753
Supplies, Materials and Other Charges	430,152	361,102	440,867	277,307
Capital Outlay	21,280	150,300	150,300	95,000
<b>Expenditure Totals</b>	<b>\$ 2,797,645</b>	<b>3,115,098</b>	<b>3,162,418</b>	<b>2,535,601</b>
<b>Revenues:</b>				
Taxes	\$ 9,415,876	11,000,000	6,820,000	6,500,000
Charges For Services	6,090,122	6,838,750	4,315,750	4,815,850
Licenses & Permits	145,686	154,000	154,000	145,000
Interest Income	31,091	35,000	35,000	35,000
Miscellaneous	(239)	50	50	50
Other Financing Sources	–	146,908	221,305	–
<b>Revenue Totals</b>	<b>\$ 15,682,536</b>	<b>18,174,708</b>	<b>11,546,105</b>	<b>11,495,900</b>
<b>Number of FTE's</b>	<b>39.00</b>	<b>41.00</b>	<b>41.00</b>	<b>39.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds (ROD) is a customer-driven recording agency that strives to ensure that all documents and maps presented for recording are cashiered, imaged, indexed, and returned to the customer in the most efficient, accurate, economical, and timely manner. The Register of Deeds office is bound by North Carolina General Statute to make recorded documents available via a temporary or permanent index within twenty-four hours; documents must be fully indexed on the permanent index within thirty days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than 1.0 percent. After documents are fully indexed, they are mailed out to the customer within two days.

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

## MAJOR ACCOMPLISHMENTS

Recorded 243,500 real estate and other legal documents, 5,819 marriage licenses, 19,964 birth certificates and 40,119 death certificates.

Conducted projects to scan and index back-file documents. (1) 59,513 Deeds of Trust marginal entries between the years of 1974 and 1991; previously available only on microfilm, these records are now viewable from the Wake County Register of Deeds web site. (2) Approximately 20,000 other real estate documents back to 1885. (3) 2,500 marriage licenses from 1979 back to January 1, 1931. (4) Rebound 155,656 birth certificates from years 1913 to 1963. (5) Scanned and indexed back-file military discharge documents and imported approximately 21,000 records to the vital records database.

Implemented a new marriage license database and Web application for marriage licenses.

Continued to implement computerized processes to help accommodate the ever-growing volume of land records and to meet the increasing demands of the

# Register Of Deeds

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general public for faster and more efficient recording processes. (1) Upgraded the BOOKS! Workflow software and related hardware. (2) Updated the Wake County Register of Deeds web site with a new design and user-friendly navigation. (3) Awarded the 2008 National Association of Counties (NACO) Achievement Award for the implementation of the Electronic Recording of Satisfaction Documents.

Relocated the office from the Garland Jones Building to the Bank of America Plaza in August 2008.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Register of Deeds identified reductions of \$316,693, or 10.1 percent of the FY 2009 Adopted Budget of \$3.12 million which includes the self-supporting Automation Fund which was not subject to the reduction process. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year and adjustment to revenues in the Register of Deeds Automation Fund, these reductions are partly responsible for an FY 2010 Adopted Budget of \$2.54 million, which is 18.6 percent less than last fiscal year's adopted budget. Reductions identified include the elimination of 2.0 FTEs, reduction in the state-mandated Register of Deeds Supplemental Pension Fund contribution, reduction of the microfilming contract, transfers to the Automation Fund and miscellaneous reductions in postage, office supplies, equipment purchases, telecommunications and training.

Due to the economy and housing slump, ROD has experienced a decline in document activity compared to FY 2009. Consistent with reductions made in departments with development and real estate-related functions, 2.0 FTEs (Deputy Register of Deeds) were reduced from the department headcount, at a value of \$77,748.

Each Register of Deeds in North Carolina is required by N.C.G.S. 161-50 to contribute 1.5 percent of the funds generated by their fees to the Register of Deeds Supplemental Fund. The Wake County ROD budgets for this contribution annually. The contribution is

expected to decrease in FY 2010 since the contribution is a function of fee collection, and fee collections are down as a result of the economy. The budget was reduced by \$25,000 in the FY 2010 Adopted Budget.

Register of Deeds proposed a reduction of \$100,000 to the microfilm contract to convert TIFF images to 16mm microfilm. The price per image was reduced in the current contract from \$0.07 to \$0.04 per image. The current economic slowdown is resulting in a decrease in the number of documents processed and projected to be recorded. As a result of the lower per image cost and the decrease in volume the contract costs are projected to be significantly lower.

The ROD Automation Fund will absorb a portion of the reductions. The rental of two microfilm reader-printers at a cost of \$8,400 is to be transferred to ROD Automation Fund. One \$40,150 FTE will be transferred, as well.

Other Issues:

The Register of Deeds will continue to implement and execute initiatives which provide cost savings and efficiencies. In the FY 2010 budget year scanning and indexing of back-file birth and death records back to 1914 that includes more than 685,000 images will take place. The organization will also be implementing the electronic recording of all document types and associated fees.

## HORIZON ISSUES

Register of Deeds will continue its Vital Records back-file project. There are currently plans to scan, index and import birth and death records back to 1913 into the new vital records database system.

# Register Of Deeds

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## Summary of Services and Performance Measures

### Service Area: Recording of Real Property and Other Documents

**Description:** State statute requires ROD to record deeds and other types of documents (G.S. 161-14).

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Total number of documents recorded in fiscal year	246,076	188,500	190,000	250,000

### Service Area: Indexing

**Description:** State statute requires that recorded documents be made available on a temporary or permanent index within 24 hours of recording; document must be on permanent index within 30 days [G.S. 161-22(g)].

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Percent documents recorded within 24 hours	100	100	100	100

### Service Area: Imaging

**Description:** State statute requires ROD to provide copies of recorded documents to the public (G.S. 132).

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Percent documents mailed within 2 days	100	100	100	100

# Revenue Department

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 3,401,606	3,632,962	3,472,562	3,498,468
Contractual Services	595,790	614,785	601,185	725,300
Supplies, Materials and Other Charges	819,573	839,556	813,056	880,400
Capital Outlay	–	12,750	12,750	–
Debt	3,435	–	–	3,791
<b>Expenditure Totals</b>	<b>\$ 4,820,404</b>	<b>5,100,053</b>	<b>4,899,553</b>	<b>5,107,959</b>
<b>Revenues:</b>				
Charges For Services	\$ 1,020,008	640,410	640,410	690,000
Miscellaneous	3,390	2,000	2,000	2,000
Transfers	948,251	985,000	985,000	974,000
<b>Revenue Totals</b>	<b>\$ 1,971,649</b>	<b>1,627,410</b>	<b>1,627,410</b>	<b>1,666,000</b>
<b>Number of FTE's</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>61.00</b>

## DEPARTMENT PURPOSE AND GOALS

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

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

## MAJOR ACCOMPLISHMENTS

The Revenue Department maintained one of the highest overall property tax collection rates in the

State at 99.59% collected on all real and personal property tax bills including registered motor vehicles.

The Revenue Department moved from the lower level of the Garland Jones Wake County office building to the second floor of One Bank of America Plaza at 421 Fayetteville Street in May of 2008. The move was accomplished successfully in phases over four days with no service interruptions via required office closures.

The Wake County Board of Equalization and Review met thirty-one days from April to October 2008 reviewing and ruling upon 4,088 formal appeals resulting from the January 1, 2008 real estate revaluation project.

Revenue Department staff worked extensively with other departments to elaborate, test and implement substantial software changes to accommodate new tax relief programs that became effective January 1, 2009.

## FY 2010 DISCUSSION

Reductions:

# Revenue Department

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As part of the FY 2010 budget process, the Revenue Department identified reductions totaling \$277,728; 5.5 percent of the FY 2009 Adopted Budget of \$5.10 million. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year and revenue generating initiatives, these reductions contribute to the FY 2010 Adopted Budget of \$5.11 million, which is 0.2% higher than last fiscal year's adopted budget. Reductions identified include elimination of 1.0 FTE, contracting reductions and transfers, and miscellaneous reductions in office supplies, and travel and training.

The Revenue Department identified a vacant Appraisal/Collection Manager position as a reduction for FY 2010 valued at \$88,128. This position was reclassified during FY 2009 from a Revenue Agent in order to better allocate the managerial workload and enable knowledge transfer in the appraisal group. Elimination of this position will not have a noticeable impact on operations as this was a new position which has been vacant. The Revenue Department will continue to carry a heavy managerial workload in this area.

Contracted Services were reduced as part of FY 2010 budget development. Elimination of a document imaging contract, in the amount of \$15,000, will potentially increase the amount of time required for Revenue Agents to research client inquiries. The contract provided for conversion of paper files to electronic files allowing for access to files at the desktop workstation. A portion of documents will have to be retrieved from file cabinets, as opposed to at the workstation. A real estate photography contract was reduced in half by \$12,500. This contract allows for an outside vendor to photograph new real estate parcels, businesses and homes and offers efficiency for the appraisal staff. New parcels are lower as a result of the economy and slow-down in new construction, thus the impact of reducing this contract will be minimal in FY 2010.

The Revenue Department appraises all real, business and personal property in the County. A portion of property owners will disagree with appraisal values and appeal. In the case of commercial properties, the

differences in perceived value can be substantial. MAI (Member of the Appraisal Institute) appraisals are utilized to protect the complex commercial real estate tax base from excess erosion at the State Property Tax Commission. A total of \$90,000 is reduced in the FY 2010 Adopted Budget. This contract will be transferred to the Revaluation Fund, as this function is a result of the Revaluation.

As part of the FY 2010 budget development process, the Revenue Department presented an expansion proposal to utilize a contract firm to supplement our full-time staff to perform business audits, and generate further revenue for the County. In FY 2010, \$300,000 has been budgeted for a pilot project with an auditing firm whom receives payment contingent on business tax discovery. A \$300,000 expenditure is estimated to generated \$1,000,000; a net of \$700,000 to Wake County.

## HORIZON ISSUES

The Revenue Department will be challenged going forward to balance the demands of working with citizens and businesses alike during challenging economic times while also protecting the property tax base and property tax revenues of Wake County and all municipalities in Wake County. An extensive public education program started in FY 2009 will carry on to inform citizens of important property tax issues and relief options.

# Revenue Department

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## Summary of Services and Performance Measures

### Service Area: Valuation & Listing of Real Property

**Description:** To help the County maintain a low and equitable tax rate by ensuring that all real property, including improvements and new construction, is listed and valued in accordance with the schedule of values on an annual basis.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of taxable real estate parcels	314,000	327,000	338,000	N/A

### Service Area: Collection of Current and Delinquent Taxes

**Description:** Properly receive, post and deposit current taxes and exercise every lawful method to collect delinquent taxes.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Real and personal property tax collection rate	99	99	99	99
Vehicle property tax collection rate	90	91	91	91
Combined property tax collection rate (real, personal, and vehicles)	99	99	99	99

### Service Area: Billing

**Description:** Provide taxpayers with tax bills that are professional, informative and accurate while providing a convenient payment method, notice of other payment options and notice of their tax obligation.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Total tax bills	1,098,000	1,120,000	1,142,000	N/A
<b>Efficiency</b>				
Cost per tax bill	5	5	5	5

# Community Services

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 17,672,754	18,919,882	18,700,610	19,743,296
Contractual Services	782,369	909,375	929,931	826,195
Supplies, Materials and Other Charges	5,669,795	5,925,772	5,527,123	4,451,013
Capital Outlay	65,964	12,500	7,306	2,700
Debt	22,145	34,000	34,000	35,300
<b>Expenditure Totals</b>	<b>\$ 24,213,027</b>	<b>25,801,529</b>	<b>25,198,970</b>	<b>25,058,504</b>
<b>Revenues:</b>				
Federal	\$ 59,810	50,000	50,000	–
State	580,501	552,000	552,000	497,000
Local	(5,822)	10,000	10,000	4,400
Charges For Services	1,443,254	1,337,677	1,337,677	1,148,974
Licenses & Permits	2,865,704	4,097,217	2,797,217	2,916,269
Interest Income	2,238	–	–	–
Miscellaneous	81,833	118,036	118,036	158,978
<b>Revenue Totals</b>	<b>\$ 5,027,518</b>	<b>6,164,930</b>	<b>4,864,930</b>	<b>4,725,621</b>
<b>Number of FTE's</b>	<b>327.00</b>	<b>334.00</b>	<b>335.00</b>	<b>319.00</b>

## DEPARTMENT PURPOSE AND GOALS

Wake County Community Services Department administers five divisions: Geographic Information Services, Planning and Development Services, Libraries, Parks/Recreation/Open Space and the Veterans Services Office. The department is dedicated to enhancing the quality of life by promoting health, safety, environmental protection and leisure activities as well as providing the information and education opportunities needed by citizens to make sound decisions.

last fiscal year's adopted budget. Reductions identified include reductions in temporary staffing for Parks, Recreation and Open Space; elimination of 8.0 FTEs in Planning and Development Services; 1.0 FTE in Geographical Information Services; elimination of one bookmobile, elimination of systemwide events including Wake Storytelling Festival, Wake Reads Together Community Reading Program, the Adult Summer Reading Club and the Urban Libraries Council and a reduction of service hours for the Wake County Public Library system.

## FY 2010 DISCUSSION

As part of the FY 2010 budget process, Community Services has identified reductions of \$2,374,451 which is 9.2 percent of the FY 2009 Adopted Budget of \$25,801,529. After factoring in the department's need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$25,058,504 which is 2.9 percent less than

# Community Services

## Division Summary - Community Services Management And Budget Office

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	474,694	542,204	578,089	555,962
Contractual Services	-	500	500	500
Supplies, Materials and Other Charges	17,794	17,550	15,050	15,550
<b>Expenditure Totals</b>	<b>\$ 492,488</b>	<b>560,254</b>	<b>593,639</b>	<b>572,012</b>
<b>Number of FTE's</b>	6.00	6.00	7.00	7.00

### DIVISION PURPOSE AND GOALS

The Community Services Management and Budget office is responsible for the general administration of all Community Services divisions. The primary role of the office is to make operational and policy decisions, and to administer the financial and personnel functions for the department. The Community Services Director and his staff provide department direction, communication and coordination of strategic initiatives, and provide efficient management of the departmental workforce and resources.

### MAJOR ACCOMPLISHMENTS

Created and implemented a balanced scorecard at the departmental level and directed the development of divisional scorecards. The result is a balanced scorecard with a department-wide strategic planning and management system. It is a strategy-based system that aligns the work people do with Community Services' mission and vision, communicates strategic intent throughout the department and externally to stakeholders, and provides a basis for better aligning strategic objectives with resources while measuring accomplishments along the way.

Completed initial work to consolidate the County's planning and development services groups into one centralized unit. The central unit will provide a "one stop" service shop to Wake County citizens. Once completed, Community Services will absorb the Planning department, and roughly a third of the Environmental Services Department.

### FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Community Services Administrative office has identified reductions of \$2,000. Reductions identified are miscellaneous reductions in travel, training and supplies.

### HORIZON ISSUES

Fully implement that Balanced Scorecard to ensure that the services in Community Services are focusing on satisfying the customer and collecting the data needed to make intelligent decisions.

Work with the staff in the planning and development services functions to further integrate the services they provide to create a seamless delivery system for the customer.

# Community Services

## Division Summary - Parks, Recreation and Open Space

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,646,231	1,752,285	1,741,583	1,720,804
Contractual Services	58,369	64,625	106,639	42,345
Supplies, Materials and Other Charges	1,000,493	1,079,715	996,088	480,551
Capital Outlay	44,143	11,500	6,806	1,700
<b>Expenditure Totals</b>	<b>\$ 2,749,236</b>	<b>2,908,125</b>	<b>2,851,116</b>	<b>2,245,400</b>
<b>Revenues:</b>				
Local	(8,068)	3,500	3,500	400
Charges For Services	137,573	121,477	121,477	117,249
Interest Income	295	-	-	-
Miscellaneous	250	-	-	-
<b>Revenue Totals</b>	<b>\$ 130,050</b>	<b>124,977</b>	<b>124,977</b>	<b>117,649</b>
<b>Number of FTE's</b>	25.50	25.50	25.50	25.50

### DIVISION PURPOSE AND GOALS

Wake County Parks, Recreation and Open Space provides outdoor recreation and educational opportunities while promoting environmental and cultural resource stewardship through a managed system of parks and open spaces.

The Division's Core Service Areas are:

**Open Space** - lands that preserve natural resources, wildlife, and help provide clean air and drinking water. Open spaces help conserve Wake County's natural resources and provide a place for citizens to enjoy passive recreation like hiking.

**Recreation and Leisure** - facilities and amenities that allow citizens to enjoy more active recreation including trails, volleyball courts, boat rentals, picnic shelters, fishing, etc.

**Environmental & Cultural Education** - site based cultural and environmental education programs, which introduce citizens to the history and natural environments in Wake County.

### MAJOR ACCOMPLISHMENTS

The Parks, Recreation, and Open Space Division (PROS) continues to foster partnerships with area organizations. Specifically, Lake Crabtree County Park worked with Triangle Off Road Cyclists to construct a pump track; Crowder District Park partnered with Wake County Cooperative Extension to complete construction of rainwater retention/wetland area and installation of rainwater collection system; PROS partnered with local hospital Rex Healthcare to provide heart-healthy screenings at Blue Jay Point County Park, Historic Yates Mill County Park, and the American Tobacco Trail; and the Open Space Program maintains its relationship with The Nature Preserves Partnership to identify, protect, and steward the most valuable natural areas in Wake County.

PROS received national and local recognition for its parks, programs, and staff. Blue Jay Point County Park received a Certificate of Appreciation for 10 Years of International Migratory Bird Day to honor its annual Songbird Celebration; Blue Jay Point County Park also won the Nickelodeon Parents' Pick Award for "2008 Best Park for Big Kids!"; and the North Carolina Museums Council named Historic

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Oak View County Park's Sara Drumheller the 2008 Early Career Professional of the Year.

The demand for services, as well as the selection of programs, continued to grow. Historic Oak View County Park opened its "Farmer's Corner" for children and received a record 5,474 people attending its Heritage Day. Total visitation topped one million people with 1,003,605 visitors.

The Open Space Program purchased 687.5 acres of open space including the Proctor Farm, which at 563 acres, is the County's largest single Open Space purchase.

PROS completed the Master Plan for Lake Myra County Park, as well as secured a signed letter of intent, to lease the lake itself as part of the park. The lease will give lake management responsibilities to the County and ensures public access to the lake once the park is built.

## **FY 2010 DISCUSSION**

### Reductions:

As part of the FY 2010 budget process, Parks, Recreation and Open Space has identified reductions of \$656,084 in temporary staffing and supplies and materials. In addition, the division will no longer be the pass-through for the Community Use of Schools funding, and instead, monies will now be directly appropriated to Wake Tech Community College.

Parks, Recreation and Open Space reduced their operational expenses for summer programming materials, maintenance materials, and landscape supplies. Reductions in operational expenses will significantly impact the maintenance in each park. Not only will the appearance of each park be affected by the reduction in temporary staffing, but the reduction in landscape supplies results in a decrease in plants, mulch, straw, etc. purchased and placed throughout the year. Additionally, supplies for educational programming will be reduced thus affecting the number of educational programs offered through the year at each park.

Additionally, Parks, Recreation and Open Space reduced their budget for temporary staffing by reducing 4,576 temporary hours which will result in decreased service levels for educational programming at all parks. Temporary staff is responsible for providing educational programs along with aiding permanent park staff in maintaining the County parks. Citizens will not only see a decline in the educational programs provided but they may also see a delay in service delivery, especially in the summer months due to fewer temporary workers. Permanent staff will also see an increase in their work load as they will be required to take on some of the duties typically provided by temporary staffing.

Parks, Recreation and Open Space also eliminated funding for Community Use of Schools which provide lifelong learning to citizens of Wake County. Wake Technical Community College and Wake County Public Schools work together to provide extended education, GED and ESL courses offered at Wake County Public high schools. This funding will now be reflected as a direct appropriation of \$295,000 to Wake Technical Community College to offset utility and janitorial costs at the Wake County high schools.

### Other Issues:

Manage environmental issues which include the education and remediation of the PCB contamination at Lake Crabtree County Park and the collaboration with Progress Energy in response to the potential rise in lake level at Harris Lake County Park.

Construction and operation of the Piney Woods Trail System in conjunction with Harris Lake County Park.

Manage service demands in light of reduced temporary staff. PROS anticipates additional visitation at the American Tobacco Trail once the Chatham County section is complete in the summer of 2009, which will create new management challenges as a regional trail; as well as an increase in demand on all parks to host races, tournaments and other exclusive-use events.

# Community Services

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Implementation of initiatives to better serve patrons and manage PROS, including an online reservation system, which was placed on hold in FY 2009 due to budget reductions; marketing services, facilities, and revamped website; continuation of County park facility assessments due to aging infrastructure; and balanced scorecard, a method to strategically direct, monitor, and measure performance.

Management of a myriad of Open Space initiatives, including identification of funding for future open space land acquisitions, park development, and master planning; prioritization of open space acquisition in an effort to guide the allocation of any uncommitted acquisition funds, and to serve as a tool to evaluate future land acquisitions in an objective, scientific manner; sale of currently authorized Open Space bonds; and adequate management and stewardship of open space properties.

## **HORIZON ISSUES**

Evaluation of environmental issues, such as education and remediation of the PCB contamination at Lake Crabtree County Park and collaboration with Progress Energy to potentially respond to an increase in lake level at Harris Lake County Park.

Collaboration with the City of Raleigh on the Little River Reservoir and Little River County Park.

Management of a variety of Open Space Program initiatives, including evaluation and revision of the Recreation Land Dedication Ordinance; identification of funding for future open space land acquisitions, park development, and master planning; long-term management and stewardship of open space properties; establishment of plan to potentially transition open spaces to developed parks; and exploration of a potential open space acquisition and park development bond.

Assessment of a variety of staff matters, including developing a staffing model for current and future parks; balancing staffing shortages and the ability to grow or maintain programs; and addressing staff training, retention, and succession planning needs.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Open Space

**Description:** Manage and maintain existing parks to provide quality facilities.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Total park visitation based on car count at all seven units of Wake County's Park System.	1,003,605	963,460	1,000,000	1,000,000
Number of Acres acquired per year by Wake County's Open Space Program	940	125	749	1,000
Total number of Acres acquired to date by Wake County's Open Space Program	4,406	4,531	5,600	10,000
Number of volunteer hours committed to all seven units of Wake County's Park System.	1,451	1,872	2,000	2,000

### Service Area: Environmental and Cultural Education

**Description:** Provide pertinent, accurate, and age appropriate environmental and cultural educational opportunities.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of program participants at all seven units of Wake County's Park System.	128,150	119,180	150,000	150,000
Number of educational programs provided at all seven units of Wake County's Park System.	2,787	2,536	3,000	3,000
Number of volunteer hours at all seven units of Wake County's Park System.	4,968	4,471	5,000	5,000

### Service Area: Recreation & Leisure

**Description:** Manage and maintain existing parks to provide recreation and leisure opportunities to the citizens of Wake County and beyond.

# Community Services

<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Output</b>				
Number of picnic shelters rented at Lake Crabtree, Oak View, Crowder and Harris Lake County Parks.	712	800	720	800
Number of boats rented at Lake Crabtree and Blue Jay Point County Parks.	4,636	6,000	5,563	6,000
Number of recreation and leisure events at all seven units of Wake County's Park System.	32	30	29	30
Number of volunteer hours at all seven units of Wake County's Park System.	1,480	1,500	1,095	2,000

# Community Services

## Division Summary - Planning and Development Services

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	2,378,920	2,658,654	2,618,977	3,609,458
Contractual Services	368	2,000	2,000	12,000
Supplies, Materials and Other Charges	345,694	399,216	349,926	372,577
Capital Outlay	1,389	1,000	500	1,000
Debt	-	-	-	1,300
<b>Expenditure Totals</b>	<b>\$ 2,726,371</b>	<b>3,060,870</b>	<b>2,971,403</b>	<b>3,996,335</b>
<b>Revenues:</b>				
Charges For Services	589,667	538,200	538,200	363,725
Licenses & Permits	2,863,983	4,097,217	2,797,217	2,916,269
Miscellaneous	1,426	-	-	-
<b>Revenue Totals</b>	<b>\$ 3,455,076</b>	<b>4,635,417</b>	<b>3,335,417</b>	<b>3,279,994</b>
<b>Number of FTE's</b>	40.00	39.00	39.00	51.00

### DIVISION PURPOSE AND GOALS

In FY10, the organization and structure in which the County provides services to the development community will be consolidated into one division within the Community Services Department. The new division, Planning & Development Services, will provide services as it relates to the following: building permits and inspections in accordance with the North Carolina State Building.

### MAJOR ACCOMPLISHMENTS

**Inspections Timeout:** Maintained next day turn around on required inspections throughout the year, despite the increasing number of inspections. Actual time out for inspections was 0.92 days. The number is just under one day as many inspections were performed on same day as requested.

**Wake County Public School System Inspections:** In fiscal year 2009 Wake County assumed responsibility for plan permitting and inspections of all schools within the County. Wake County Public School System delivered plans for 13 projects to be reviewed the first day. Staff worked with municipality staff and Wake County Public Schools to develop processes to meet the needs of the planning and zoning depart-

ments of the different municipalities. Field inspectors continue to work with contractors to provide single point contact for problem resolution. In the first half of fiscal year 2009 Wake County Special Projects Team has worked on 44 school projects including six new schools, 22 modular buildings and 16 renovations. The program has been successful due to the coordinated efforts of Wake County Public Schools, the staff of all the associated municipalities.

**Permits and Inspections Software:** An economic downturn necessitated placing the Permits and Inspections Software project on hold. Partnered with affected departments to meet with Information Services to determine possible changes and improvements to the Mainframe permitting system as a stopgap measure. The goal of this is to improve workflow, interoffice communication, accuracy and customer service. This challenge encompasses not just maintaining current levels of customer service, but improving the level of service provided with current staffing levels.

**Continuing Education:** Continued acting as an educational sponsor for continuing education of Inspection Certificates from the NC Department of Insurance. Developed syllabi for five classes to

# Community Services

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achieve the required two hours for new code updates and the additional four hours of standard continuing education for each trade level. All continuing education classes held in-house during regular work hours without extra budget funds. Six hours of continuing education instruction for eighty-two certificates totaling 492 hours of in-house training. The division also helped train the new Investigative Office for the NC Department of Insurance/State Fire Marshall Division.

Raleigh-Durham International Airport: Responsible for state-mandated code enforcement on Raleigh-Durham Airport Authority property. Phase 1 of Terminal 2, the largest RDU Airport project in recent memory was completed in FY2009 providing numerous challenges for Plan Review and Inspections. Phase 2 has begun and when complete the total project includes upfits for five major airlines, 32 boarding gates, retail concession areas, restaurants, baggage handling area, moving walkways and TSA security stations. At completion Terminal 2 will be 920,000 square feet with 60 ticketing counters, and 32 boarding gates accommodating up to 11.4 million passengers each year. Responsible to ensure structural, health and life safety for this building with one of the highest occupant loads in the State of North Carolina.

Staffing Review: A review of staffing levels for the projected changes in workloads and in development for the unincorporated areas and the contract municipalities continues. Area lines have been shifted and staffing assignments were adjusted according to the changing work locations. Special projects team continues to work on projects in the Research Triangle Park, Raleigh Durham International Airport and Wake County Public Schools.

Subdivision tracking - Phase I implemented.

Released 42 letters of credit because of NCDOT adopting a phase subdivision.

Reformed exempt subdivision review process reducing review time from 15 to 7 working days.

100+ total text and ordinance amendments approved by Board of Commissioners.

Continued workflow cross-training and public speaking skill sets to increase staff versatility and visibility.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Planning and Development Services has identified reductions of \$337,898. Reductions identified include elimination of two General Inspectors, one Plan and Permit Technician, one Inspections Supervisor, one Planner II, one Planning Technician and one planning director. Additionally, reductions in contract services, equipment and other miscellaneous operating expenses were also identified.

Due to the decline in building permits, subdivision reviews, and zoning activities, 8.0 FTEs were identified as reductions. These include two General Inspectors, one Plan and Permit Technician, one Inspections Supervisor, one Planner II and one Planning Technician. Building inspections have fallen approximately 51 percent in FY 2009 from their peak in FY 2006 while planning permits have fallen 25 percent from FY 2008. Staff typically averages 10.7 inspections per day (excluding special projects) as opposed to 15.7 per day conducted in FY 2006, the peak of the market. Job duties generally include inspecting new structures, pools, renovations of current structures and any changes in occupancy. Due to the slowdown in workload experienced in FY 2009, it is anticipated that these duties can be fulfilled with the proposed staffing levels in FY 2010. Additionally, as a result of the consolidation of development-related functions in the County, the Planning Director position was eliminated.

Other Issues:

Budget constraints have temporarily shelved the contract issuance and development of the enterprise permitting and inspections application. This requires

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the various services/divisions/departments comprising the Development Services Team to determine possible improvements to the Mainframe permitting system as a stopgap measure toward improvements in workflow, interoffice communication, accuracy and customer service.

Continued cooperation and support for the contracting municipalities as needed to enhance and provide continuity of services to the development community within Wake County. Educational and technical support options continue to be reviewed with the current four contract municipalities. Quarterly meetings with staff of each municipality are taking place. These efforts are of particular importance if there becomes a need for Wake County to provide contract inspections services for additional municipalities.

Continue to review its organizational structure to provide improved service levels and communication with internal partners. With the planning and implementation of the balanced scorecard on the divisional level it is expected that all section staff will achieve a more thorough understanding of the organizational strategies leading to improved customer service. Improving communications internally and externally, by understanding the needs of our customers and by continuing staff development will help attain this. Staff will meet to design the division's balanced scorecard and its implementation. In addition, staff has formed a task force to comment on current operations and suggest ideas for improvement of the current work process, staff recruitment/retention and work environment.

Will continue development of resources and training to assist the citizens of Wake County in times of man-made and natural emergencies. Options for GPS camera systems are being reviewed with GIS and Bradshaw Consultants. Simple automated recording tools that tie to the County/City GIS system are being reviewed with the City of Raleigh and the County of New Hanover. Training on the systems developed by the Applied Technology Council is scheduled throughout 2010.

Pre-2010 Census Coordination and Data Requirements - The Census Bureau has held briefings informing interested parties of upcoming 2010 related activities and data needs. The Bureau will begin organizing the state's regional Complete Count Committees in 2009. The Bureau will begin its request for updated local streets and address databases. Consolidated municipal boundary adjustments and data submission will begin and the Complete Count Committee will begin work and begin to address, among other things, the Census Tracts Boundary Changes.

ETJ Extension Requests - Municipalities in Wake County will want to expand planning jurisdiction (ETJ) in order to better plan for future growth. Knightdale, Fuquay-Varina, Holly Springs, and Rolesville have all submitted substantial ETJ acreage requests, and future requests are imminent. Staff will review these current requests with anticipated presentations to the Board of Commissioners in 2009.

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

Demographics and Data Analysis - The section will continue to research and document demographic trends and their implication for service delivery and capital needs in Wake County. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence. Staff will continue to define demographic dynamics driving the growth in Wake County.

Continue Leadership Role in Multi-Jurisdictional Coordination for Planning Issues - Quarterly municipal planners meetings. Continue working with the

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Triangle J COG on its Center of the Region (CORE) plan. Continue working with Knightdale and Wendell planning agencies to develop a US 64/64 Bypass Interchange Study and Scope Project.

CAMPO Projects - Coordination with the Capital Area MPO on its Comprehensive Long-Range Transportation Plan, the Socioeconomic data update, the NC 50 Corridor Study in Wake and Granville Counties, and the US 1 Memorandum of Understanding Planning Council development proposal reviews.

Watershed Development Issues - Little River - The section will be facilitating discussions with municipal planners in the Towns of Rolesville, Wendell, and Zebulon to develop a Major Corridor Land Use and Design Study for the Little River Watershed Area.

## HORIZON ISSUES

Education and training for both continuing education and advance education employees. In specific skill areas, should continue seeking closer internal and external partnerships with those involved in the development and review process. Review whether Wake County Building Permits & Inspections can assist or provide services for other municipalities.

Seek accreditation from the International Code Council for the division and its operations. The International Accreditation Service arm of ICC certifies the programs and operations of independent third party inspection firms, governmental inspection agencies, construction fabricators and testing labs and product certification agencies. This will require almost one full year of review and investigation of the division.

Continue to promote public education and continue to provide training opportunities to well contractors, builders, realtors, etc.

Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Pre-2010 Census Coordination and Data Requirements

The Complete Count Committee will continue and conclude its work and receive the census tract boundary changes and municipal boundary adjustments data. A report will be printed and released by April 1, 2010 - Census Day.

Wake County Area Land Use Plan 5-year Updates - The Wake County Land Use Plan requires comprehensive reviews of the whole document every five years. This is to ensure that the Land Use Plan remains an active document that is updated frequently. The East Raleigh-Knightdale Area Plan, Southeast Wake Area Plan, and Falls Lake Area Plan will need to be updated.

Little River Corridor Plans for US 401, NC96, and NC97 - Water supply watershed policies will come into question. The critical need to protect a finite resource, and how the non-urban areas that surround the existing and proposed water supplies should develop, will require current policies to be evaluated. Pending the adoption of the Little River Interlocal Agreement, the section will begin to work with Rolesville, Wendell, and Zebulon planning departments to develop land use plans and design standards for development along the major corridors traversing through the proposed Little River Watershed. This process normally takes 12 to 18 months to complete.

Code Enforcement - The UDO requires a higher degree of administration and enforcement than what currently exists. By adopting the UDO, the BOC established regulations that match the policy guidelines in the County's adopted Land Use, Transportation, and other plans that regulate development in the County's planning jurisdiction. To meet the new standards and projected increase activities related to code enforcement, the future expansion of staff may be necessary.

Demographics and Data Analysis - The department will continue to research and document demographic trends and their implication for service delivery and capital needs in Wake County. Staff will continue its ongoing study of population growth by age, gender, race, ethnicity, household types, and previous place of residence. Staff will continue to define demographic dynamics driving the growth in Wake County.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Field Inspections

**Description:** The purpose of field inspections 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 County also provides inspections services through inter-local agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. The field inspectors perform mandated inspections for construction of new struc-

tures and alteration/renovation of existing structures and change of occupancy type. Other duties include posting of floor loads, maximum occupancy loads, stop work orders and unsafe structures. Inspectors must inspect and approve child day-care centers, foster homes, business wishing to obtain ABC permits and adult day-care facilities prior to the State of North Carolina issuing operations licenses.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Measures the time out for inspections to be performed.	1	1	1	1
Percentage of rejections for field inspections	23	20	21	22
<b>Effectiveness</b>				
Percentage of satisfied customers	97	97	96	96

### Service Area: Construction Plan Review

**Description:** All construction plans are reviewed for life, safety, code compliance 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.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of plans reviewed	2,805	2,224	2,000	3,000
<b>Efficiency</b>				
Timeout for first review	4	2	2	4

### Service Area: Permitting

**Description:** Permitting staff processes, updates and issues building permits for new single-family dwellings and commercial structures, additions, renovations, accessory structures, and mobile homes located within the unincorporated areas of Wake County. As part of the application process, staff verifies zoning and jurisdiction authority, checks site plans for buffers, FEMA flood soils, easements, and right-of-way and gathers information concerning the

scope of the permit. Permitting staff works closely with the Zoning and Subdivision Division of the Planning Department; Well and Waste Water, Flood and Stormwater Divisions of Environmental Services; and the Geographical Information Services Division of Community Services.

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<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Efficiency</b>				
Measure the % of time that permit applications are completed within a 3 day window	76	55	95	2
Measure of time that IDPP is able to issue a permit within 2 days of completion of all requirements	3,743	2,916	3,000	3,000

# Community Services

## Division Summary - Veterans Services

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	217,282	233,907	233,907	240,679
Contractual Services	377	-	-	-
Supplies, Materials and Other Charges	14,150	18,590	16,090	16,590
<b>Expenditure Totals</b>	<b>\$ 231,809</b>	<b>252,497</b>	<b>249,997</b>	<b>257,269</b>
<b>Revenues:</b>				
State	2,000	2,000	2,000	2,000
<b>Revenue Totals</b>	<b>\$ 2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Number of FTE's</b>	4.00	4.00	4.00	4.00

### DIVISION PURPOSE AND GOALS

The Wake County Veterans Services Office (VSO) assists veterans and their families with obtaining local, state and federal benefits. The VSO helps them discover the benefits to which they are entitled and assists them with the application process.

The VSO functions to serve the veterans of Wake County in every capacity including but not limited to the following: Assisting veterans and their dependents in filing claims for non-service connected pensions, service-connected disabilities, and other benefits; assisting veterans and their dependents in identifying medical treatment, transportation, necessary medicines, prosthetic items and adaptive equipment; payment of medical bills; assisting veterans and their dependents in filing for educational benefits at universities, junior colleges, vocational institutions, correspondence courses, and job training; assisting veterans in obtaining VA Home Loan information; assisting veterans in obtaining military records, correcting military records, and upgrading of discharges; assisting veterans in formulating appeals when VA benefits are denied; visiting veterans and their dependents in their private homes, hospitals, and nursing homes to conduct business concerning their benefits; conducting weekly information sessions to veterans and their dependents and providing an updated web link to Wake County's website to inform the public about services available for veterans and their dependents.

### MAJOR ACCOMPLISHMENTS

Completed the paperless office initiative by scanning all client files to electronic database. Continue to implement performance measures. Initiated a point of service survey for clients. Initiated the Balanced Scorecard for VSO. Initiated new outreach programs by holding office hours at the three Wake County Regional Centers (Northern, Eastern, and Southern).

### FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Veterans Service Office has identified reductions of \$2,000. Reductions identified are miscellaneous reductions in travel, training and supplies.

### HORIZON ISSUES

The de-escalation of Operation Iraqi Freedom/Operation Enduring Freedom will result in a large number of soldiers leaving the military and processing out from one of North Carolina's military installations - Camp Lejeune, Cherry Point, Fort Bragg, Pope AFB or Seymour Johnson AFB. It is unknown what impact this will have on the Wake County VSO office. Staff will continue to monitor the statistics over the next year.

# Community Services

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## Summary of Services and Performance Measures

### Service Area: Veterans Services

**Description:** The purpose of Veterans Services (VSO) is to assist veterans and their families with obtaining local, state and federal benefits unique to veterans. The Veterans Services office helps them to discover the benefits to which they are entitled and assists them with the application process.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number clients served per quarter	1,500	1,900	2,100	2,500
Number of clients actually processed each month by VSO office	1,140	1,200	1,500	2,000
Number of clients telephoned each month	2,988	7,200	3,500	5,000

# Community Services

## Division Summary - Geographic Information

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,403,676	1,463,150	1,463,150	1,439,386
Contractual Services	163,132	192,000	213,974	145,000
Supplies, Materials and Other Charges	111,713	133,565	79,665	78,501
<b>Expenditure Totals</b>	<b>\$ 1,678,521</b>	<b>1,788,715</b>	<b>1,756,789</b>	<b>1,662,887</b>
<b>Revenues:</b>				
Miscellaneous	12,391	5,636	5,636	6,578
<b>Revenue Totals</b>	<b>\$ 12,391</b>	<b>5,636</b>	<b>5,636</b>	<b>6,578</b>
<b>Number of FTE's</b>	20.00	20.00	20.00	19.00

### DIVISION PURPOSE AND GOALS

Wake County Geographic Information Services (GIS) strives to be a service driven central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

Geographic Information Services has a primary responsibility to develop and maintain core geographic databases needed by our customers. Once the data is accurate, current, and complete, GIS serves as a central distributor for the data and a clearinghouse of the data to and from other agencies. In order to accomplish these two business services, GIS staff provides technical support to our users. This support includes needs analyses, programming/application development, hardware/software support, database development, training, project management, and coordination with other agencies concerning the technical infrastructure and support needed to provide and maintain the information, services, databases, and capabilities that our customers need.

GIS's primary customer groups are Wake County governmental agencies, other governmental jurisdictions, the citizens and private sector. As with any service organization, service level changes with the needs of our customers. During leaner economic times, our customers increasingly rely on geospatial analyses and services to effectively enhance and extend their services.

### MAJOR ACCOMPLISHMENTS

MAPS Phase II - A new version of the MAPS application with increased functionality was distributed to the desktops of approximately 80 users in 13 departments/divisions. Each user was also invited to participate in a briefing that introduced them to the application's new features.

Open Space Prioritization Project - Worked with Parks, Recreation, and Open Space Division to develop a model for identifying and prioritizing parcels for open space acquisition. Criteria is based on factors such as size and location of property, proximity to existing open space, historical value, groundwater recharge potential, endangered species, and wetland protection.

Global Positioning System (GPS) Expansion - Continued expanding the use of GPS and handheld computers for field data collection beyond on-site wastewater and wells. Expanded the use of GPS to Soil and Water Conservation, Sediment and Erosion Control, Parks, Recreation and Open Space, and Emergency Management.

Sheriff's Office Sex Offender Location Application - Staff developed a browser-based application that allows Sheriff's Department personnel to enforce the Jessica Lunsford Act for NC. The application allows the staff to locate and map a potential residence for a convicted sex offender and quickly determine

## Community Services

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whether the offender would be living within a 1000 foot radius of a school, day care center, or other prohibited facility.

In-Vehicle Navigation Project for EMS - Made substantial improvements to Wake County's vehicle-routing attributes in order to model more efficient routing of ambulances along the street centerline network when responding to emergency events. At the request of EMS, staff incorporated routing to out-of-county facilities such as Duke and UNC Hospitals.

Supported the Raleigh-Wake E911 System with GIS layers and database tables that provide accurate location of incidents and recommendation of emergency response vehicles.

Wake/Franklin County Line - Continued working with Franklin County and the North Carolina Geodetic Survey (NCGS) in anticipation of both Wake and Franklin County Boards of Commissioners approving the survey prepared by NCGS to locate the Wake / Franklin County line. NCGS has also installed geodetic monuments along the line. Both Wake and Franklin Counties will have to adopt zoning for parcels that have switched from one jurisdiction to the other. Tentative effective date is January 1, 2010.

Implementation of ParcelSync 4.4 - Implemented a new version of the property mapping application that is capable of integrating with Wake County's Computer Assisted Mass Appraisal (CAMA) system and that includes database changes and workflow improvements compatible with ArcGIS 9.2 SP6 or ArcGIS 9.3.

Service Analyses (using ESRI's Business Analyst Software) - Staff began using an ArcMap extension that allows for complex analyses of "markets" and "customers," including drive time analysis, demographics, spider line maps, and distance decay analysis. The program is being used to analyze libraries and the proximity of their patrons as well as emergency shelters, including the drive times and demographics of potential shelter users.

Fireview Software implementation for EMS - Staff provided project management for the implementation of this software, which allows EMS to import and analyze 911 call data from the E911 Computer Aided Dispatch (CAD) system as well as their respective records management systems.

Human Services Client Service Zones - Staff assisted Human Services in redesigning their 7 Client Service Zones to 8 Zones. These zones are widely used throughout Human Services to aid in determining case loads, density of disease outbreaks, etc. as well in other departments (EMS).

Siren Route-Alerting for Emergency Management - Coordinated a project using ESRI's Network Analyst Software to create the most efficient drive-routes for manually alerting the public in the case of one or more siren failures around the Harris Nuclear plant. This contingency plan is mandated by FEMA. Deliverables included maps with point-to-point routes for each siren as well as written directions.

US Census Bureau's Boundary and Annexation Survey (BAS) - Worked with the municipalities that participated in the consolidated BAS and ensured that all of the annexations that occurred during 2008 were included in the digital file that was submitted to the US Census Bureau.

User/ Customer Survey - Staff composed, distributed, and analyzed an on-line survey of internal GIS users and customers, inquiring about unmet needs, data needed, and applications used. Staff will follow up with users by conducting Focus Groups.

System Efficiencies - Staff continued to employ more sophisticated system tools to increase flexibility and efficiency of application and system development and deployment. Two of the more useful technologies employed include the use of the LANDesk utility and virtual computing technologies. LANDesk allows for the remote deployment and configuration of new applications and software upgrades without a physical visit to individual user's workstation. Virtualization is a methodology that involves creating several virtual servers or desktop workstations on a single physical computer server. This technology saves

# Community Services

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money and time and allows for a far greater degree of flexibility as changes are needed.

HazMat Layer for Emergency Management - Geocoded the 2008 Hazardous Materials database and incorporated points for each of the NCSU buildings that contain hazardous materials.

Improved Data Inventory and Metadata [data about data] Definition - In cooperation with the City of Raleigh, staff developed an inventory of all data layers maintained by the City and County and completed basic metadata for each layer. Approximately 500 layers were included in the inventory, which will allow easy access by internal and external users to information about GIS data and its availability.

Supported Statewide GIS Initiatives - Anne Payne continued to serve on the North Carolina Geographic Information Coordinating Council and chairperson of the Statewide Mapping Advisory Committee. Eric John served on a statewide Seamless Parcel Project Committee. David Hunt served on a statewide Master Address Committee. Charles Friddle and Anne Payne served on committees for the North Carolina 2009 GIS Conference.

Parcel-Based Address Locator - Created a parcel-based address locator using the entire Wake County Land Records DataMart address table of over 430,000 addresses. This provides for increased positional accuracy of geocoded address tables.

Digital submission of recorded surveys (pilot project) - Four surveying companies provided digital computer aided design/drafting (CADD) files of recorded surveys that they prepared during April of 2008. By importing the files, staff saved time on the parcel mapping process by cutting out the data entry part.

Conversion of Avenue Scripts to Visual Basic - With the help of a consultant, completed the rewrite of Computer Aided Dispatch (CAD) processing programs from ESRI's Avenue programming language to Visual Basic in order to run in the ArcGIS environment.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Geographic Information Services(GIS) has identified reductions of \$149,224. Reductions identified include elimination of Customer Service Technician, reduction in contract services and other miscellaneous reductions.

GIS has eliminated one Customer Service Technician position, 1.0 FTE. This position is responsible for supporting the mapping team, performing geospatial analysis and managing the customer service counter. The elimination of this position will mean GIS data will be updated less frequently and will decrease the mapping team to two people including a mapping technician and a supervisor.

GIS has also included a decrease in contract services for application development, database design, needs analysis/consulting and problem resolution assistance for issues not included in the software/hardware maintenance contracts. GIS relies heavily on computer based support to its user and must constantly maintain up-to-date programs. In the past, GIS has seen a decline in the contract necessary to support their computer based systems. Therefore, GIS proposes reducing the FY 2010 budget to more accurately capture the cost of these contracts.

Other Issues:

Wake/Franklin County Line - Continue to work with Franklin County and the North Carolina Geodetic Survey (NCGS) to finalize details for the two counties to adopt new zoning for parcels that have switched from one jurisdiction to the other. Tentative effective date for the located line is January 1, 2010.

Parcel Sync Property Mapping Application - Work with vendor (Hart InterCivic) and the Revenue Department to implement full GIS and CAMA system integration.

Following the completion of GIS/CAMA integration, discuss and document standards on property mapping currency and data completeness with users.

# Community Services

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Provide ongoing maintenance of the E911 System with periodic geofile updates.

Continue to provide support for the Public Safety Automated Vehicle Locator (AVL) and In-Vehicle Navigation (IVN) Systems - Incorporate out-of-county routing to Louisburg and Smithfield Hospitals in Franklin and Johnston Counties, respectively.

Aerial Photography Update Project - Contract with an aerial mapping firm to produce new orthophotos of Wake County, outside of Raleigh's jurisdiction in February / March of 2010.

US Census Bureau Boundary and Annexation Survey (BAS) - Work with municipalities that are participating in the Consolidated BAS and submit the updated 2009 Boundary and Annexation Survey data to the US Census Bureau.

US Census Bureau Local Update to Census Addressing (LUCA) - Review, edit, and approve Census feedback regarding our address file submittal in 2008.

ArcServer Applications Development - Investigate and implement the capabilities of ESRI's ArcGIS Server technology to replace or enhance web applications and interfaces for smaller applications.

Addresser Implementation - Work with consultant to customize and implement software that will assist with the editing and attribution of centerlines and development of an address point layer.

Mapping Easements - Work with Wake County agencies to determine the need to map easement types found on recorded book of maps. Based on the need, develop and implement a plan for creating and maintaining easement layers in the GIS database.

Homeland Security Critical Infrastructure Mapping / Photographing - GIS will conduct a project to collect GPS coordinates and current digital photography for 12 facilities deemed by Wake Emergency Management as "Critical Infrastructure Facilities" and create an application that hyperlinks the GPS points to

images for quick viewing of the facilities from multiple perspectives: oblique aerial photography, orthophoto, and street level.

Wake/Johnston County Line - Begin work with the North Carolina Geodetic Survey and Johnston County to monument the existing agreed upon Wake/Johnston County line.

Wake/Harnett County Line - Begin work with the North Carolina Geodetic Survey and Harnett County to locate and monument the Wake / Harnett County line and have both Boards approve the location of the line and new zoning for parcels that switched jurisdictions.

Disaster Damage Assessment Application - Assist Emergency Management, Planning and Development Services, and Environmental Services investigate and evaluate software and procedures for assessing the amount of damage from a disaster and managing recovery efforts such as debris removal.

Planning and Permitting System Investigation - Continue to support the multi-department team investigating the implementation of a new Planning and Permitting System and integrating it with the GIS and other data systems.

Investigate technology - such as Optical Character Recognition and digital plat submission.

Continue to evaluate and provide for the analytical and mapping needs of departments and the public, looking for opportunities to expand the types of products offered.

Promote and support GIS as a visualization and decision-support tool to appointed and elected Boards that deal with County functions, such as the Land Acquisition Review Committee (LARC) and the Board of Commissioners.

Manage reductions in operating budgets due to Countywide budget reductions.

# Community Services

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## HORIZON ISSUES

Aerial Photography Update Project - Complete 2010 orthophotography project.

US Census Bureau Data Integration - As the 2010 Census data for the County is delivered, GIS will be challenged with integrating the new data into the GIS database and assisting users with incorporating the new data into analyses and projects.

Investigate technology for new Computer Aided Dispatch (CAD) System.

Continue to evaluate and provide for the analytical and mapping needs of departments and the public, looking for opportunities to expand the types of products offered.

Wake / Granville County Line - Project to locate and install geodetic monuments for the Wake / Granville County line.

Mashups - The new data integration technique of "mashups" will become more and more popular for data analysis and visualization. Staff will employ mashups for the purpose of integration of local, state, federal and private data resources via the web, without local storage of the data.

Support increased Demand for Browser-Based GIS Applications

Address Points Database - Revisit the project to determine if it is now feasible to develop an address points.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Clearinghouse / Central Distributor of GIS Information

**Description:** To be a service-focused central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Wake County and/or other government agencies	102	87	90	100
General Public Special Projects	34	23	33	50
Number of visits to GIS iMAPS web as well as Planning's and GIS's PDF Webpages	1,911,375	1,437,718	1,416,600	N/A
<b>Input</b>				
"Walk-in" requests for information	1,684	1,064	1,176	1,300
requests for info phone and email	7,432	6,386	6,594	7,500

### Service Area: Maintain and Support Geographic Databases

**Description:** To be a service-focused central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of parcels mapped	8,911	5,701	6,660	11,100
Number of addresses assigned	1,724	1,034	1,210	1,500
Number of centerline street segments mapped annually	2,115	1,177	1,377	1,750
Number of street centerline segments mapped	N/A	N/A	N/A	N/A
Number of annual updates to CAD Geofile	5	5	5	5
<b>Effectiveness</b>				
Percentage of annexation ordinances mapped as of the effective date of the annexation	100	100	100	100

# Community Services

## Division Summary - Libraries

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	11,551,951	12,269,682	12,064,904	12,177,007
Contractual Services	560,123	650,250	606,818	626,350
Supplies, Materials and Other Charges	4,179,951	4,277,136	4,070,304	3,487,244
Capital Outlay	20,432	-	-	-
Debt	22,145	34,000	34,000	34,000
<b>Expenditure Totals</b>	<b>\$ 16,334,602</b>	<b>17,231,068</b>	<b>16,776,025</b>	<b>16,324,601</b>
<b>Revenues:</b>				
Federal	59,810	50,000	50,000	-
State	578,501	550,000	550,000	495,000
Local	2,246	6,500	6,500	4,000
Charges For Services	716,014	678,000	678,000	668,000
Licenses & Permits	1,721	-	-	-
Interest Income	1,943	-	-	-
Miscellaneous	67,766	112,400	112,400	152,400
<b>Revenue Totals</b>	<b>\$ 1,428,001</b>	<b>1,396,900</b>	<b>1,396,900</b>	<b>1,319,400</b>
<b>Number of FTE's</b>	210.50	219.50	219.50	212.50

### DIVISION PURPOSE AND GOALS

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center and bridges the technology gap. The system operates six regional libraries, 11 community branch libraries, three specialty libraries (Athens Drive High School Public Library, Electronic Information Center, Olivia Raney Local History Library and Bookmobile services). The County has complete control over both program and funding decisions.

There are other libraries within the county, however, they target the higher education community. Public library service is the sole responsibility of WCPL. Library services are supportive of the Commissioner's goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries promote the love of reading and foster the pursuit of knowledge among the residents in the County. They are a vital component of a

community's life. According to surveys completed for the 2007 Master Plan 91 percent of library customers rate their Wake County Library experience as excellent or good. Community support for the libraries is strong with an annual door count of 4,841,800, annual program attendance of 242,000 and 70 percent voter bond approval.

### MAJOR ACCOMPLISHMENTS

Service achievements: Published The History of Wake County Volume 2; The replacement Bookmobile was placed into service; Sponsored annual Library book sale generating \$140,000 for the County.

Capital achievements: Began the Leesville and Northeast program and design phase and began the planning phase for the Wake Forest Library expansion; Located a site for Leesville Community Library and selected the Leesville Branch Manager; Selected architects for the 2007 Library Bond projects.

# Community Services

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Technological Achievements: Public Wi-Fi available at all library branches; expanded self-check presence in all libraries; Maintained the replacement/upgrade of PC's, printers, laptops, and other peripherals at current replacement rate of 20 percent; LAN Desk, Web reporter server and application, and ILLiad web application implementation.

Financial Achievements: Received E-Rate Funding decision of approximately \$80,000; Began redefinition of EIC and accepted \$72,000 HUD Grant.

Administrative Achievements: Internship program started with area universities for students focused on IT careers in libraries; Business Continuity Plan, Phase 1 completed; Visited Mecklenburg County, Hennepin County, and Fairfax County library systems to assess their building program, collection development, and staffing models.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Wake County Public Libraries has identified reductions of \$1,227,245. Reductions identified include elimination of systemwide events, elimination of one bookmobile, reduction of service hours, a reduction in library books and other miscellaneous reductions.

Since North Carolina laws prohibit daycares from transporting students to libraries, the bookmobiles are used to primarily serve daycare centers throughout the County. The bookmobile that is to be eliminated was placed into service in 1998 and it is anticipated that it will be replaced within five years. The second bookmobile, which will continue to serve children in daycare, was placed into service in 2007. This reduction also includes a reduction of 2.0 FTEs.

Currently, all large community branch libraries are open 63 hours per week, regional libraries are open 71 hours per week and smaller community libraries are open 52 hours per week while specialty library hours vary. In FY 2010, Wake County Public Libraries will reduce library hours county wide. Large community libraries will now be open 59 hours per week regional libraries will be open 67 hours per

week and small community branches will be open 51 hours per week. Citizens may experience a level of inconvenience due to shortened hours especially after working hours. This reduction also includes a reduction in 9.0 FTEs.

Wake County Public Libraries is eliminating systemwide events including the Wake Storytelling Festival, Wake Reads Together Community Reading Program, the Adult Summer Reading Club and the Urban Libraries Council. These events are some of the most costly events to Wake County Public Libraries due to honorariums for storytellers, authors and speakers.

Additionally, Wake County Public Libraries has reduced the purchase of library books in FY 2010. This one-time reduction equates to fewer books placed into circulation in FY 2010; however, it is anticipated that Wake County Public Libraries has enough book supply in the current system to sustain demand in FY 2010. This reduction is a one-time reduction and cannot be sustained beyond FY 2010.

Other Issues:

Implementing balanced scorecard for Libraries.

Monitor the security needs in the Wake County Public Library branches. As the environment of Wake County becomes more urban, additional libraries will have the need for on-site security on a permanent basis.

Continue to replace PC's at the rate of 20 percent per year.

Meet ADA compliance for library technologies.

Update the Library book study.

Develop new cash handling procedures for Library Branches.

Continue to promote efficiencies related to Library IT including: increased promotion of email customer notification, utilizing receipt printers with less paper consumption for customer book requests, implementing a "no receipt" option at all self-check units in

# Community Services

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library branches and new software to allow for increased accountability for public and staff printing volume and cost.

Transition to new public copiers in all branches. Revised copier contract with vendor that includes fee increase.

Continue the design phase of the Wake Forest Library expansion and Northeast Regional Library.

Explore contract options for library printers using vendors to supply printers and cartridges.

Acquire and implement new centralized door counter hardware and software for all library branches.

## HORIZON ISSUES

Service Projections: Cameron Village Library will host the Abraham Lincoln exhibition in July 2010 and Progressive Era exhibition in May 2010 through June 2010; Holly Springs Library will Begin planning to host "Pride and Passion: The African American Baseball Experience" which will take place in Spring 2011.

Capital Projections: Open Leesville Road Library to the public, and begin operating costs; Select Northeast Regional Library Supervisor; Begin planning phase for Middle Creek, North Hills, Cary and Fuquay Library; Begin Richard B. Harrison Library Renovation; and begin Wake Forest Library expansion construction phase; and select Wake Forest Library Librarian and Library Assistants; Complete Library Administration Building minor CIP; begin Electronic Information Center minor CIP; Select Northeast Regional Librarians and Library Assistants, open Northeast Regional to the public, and begin operating costs; Expanded Wake Forest Library opened to the public and begin operating costs; Select Middle Creek Branch Manager; Begin Olivia Raney Library Renovation.

Technological Projections: Establishment and implementation of the new Library Active Directory Organizational Unit in conjunction with Information Services; Maintain the replacement/upgrade of PC's, printers, laptops, and other peripherals at current

replacement rate of 20 percent; Research and test solutions for electronic payment of library fees, fines, and services including printing that can be available to customers.

Financial Projections: Locate and establish a site for the Annual Book Sale.

Administrative Projections: Establish new administrative structure.

# Community Services

## Summary of Services and Performance Measures

### Service Area: Regional Libraries

**Description:** To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Annual circulation	6,510,634	7,029,569	7,802,822	8,505,076
Annual door count	2,618,824	2,749,765	2,887,253	3,031,617

### Service Area: Community Libraries

**Description:** To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Annual circulation	3,284,336	3,548,472	3,938,804	4,293,296
Annual door count	1,745,904	1,833,199	1,924,859	2,021,102

### Service Area: Bookmobiles and Outreach

**Description:** To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Annual circulation	103,221	124,645	112,293	135,863
Annual door count	20,374	22,463	21,393	22,586

### Service Area: Specialty Libraries

**Description:** To accomplish the five priorities outlined in the Library's Business Plan: Services To Children, Recreational Reading, Lifelong Learning, Library as Community Center and Bridging the Technology Gap.

# Community Services

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<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Output</b>				
Annual circulation	112,138	539,009	598,300	652,147
Annual door count	226,114	237,420	249,291	261,756

# Environmental Services

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 7,003,738	7,391,216	6,520,285	6,279,659
Contractual Services	1,021,685	883,953	869,602	784,480
Supplies, Materials and Other Charges	1,234,843	1,286,801	1,122,351	947,886
Capital Outlay	–	12,500	7,544	–
<b>Expenditure Totals</b>	<b>\$ 9,260,266</b>	<b>9,574,470</b>	<b>8,519,782</b>	<b>8,012,025</b>
<b>Revenues:</b>				
Federal	\$ (400)	–	–	–
State	48,668	44,000	44,000	44,000
Local	16,860	15,000	15,000	15,000
Charges For Services	1,451,856	1,303,151	1,013,151	963,368
Licenses & Permits	1,081,748	1,066,270	828,270	839,950
Interest Income	371	–	–	–
Miscellaneous	5,870	1,500	1,500	1,500
Transfers	–	–	–	92,000
<b>Revenue Totals</b>	<b>\$ 2,604,973</b>	<b>2,429,921</b>	<b>1,901,921</b>	<b>1,955,818</b>
<b>Number of FTE's</b>	<b>106.00</b>	<b>111.00</b>	<b>104.00</b>	<b>108.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department exists to administer and enforce rules and regulations that protect public health and preserve natural resources in Wake County. The department defines success as eliminating environmental conditions that can result in (a) the spread of disease, and (b) the degradation of natural resources, especially water quality. To accomplish these goals, as well as others prescribed by the Board of Commissioners and the County Manager, the department consists of five divisions: Administration, Environmental Health and Safety, Water Quality, Cooperative Extension, and Solid Waste.

## FY 2010 DISCUSSION

### Reductions:

During the FY 2010 budget process, the Environmental Services Department identified reductions netting \$882,687, or 9.2 percent of the FY 2009

Adopted Budget of \$9,574,470. The reductions do not include those in the Soil and Water Conservation District which was moved to Non-departmental during FY 2009. After factoring in Environmental Services' need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for a FY 2010 Adopted Budget of \$8,124,563, which is 15.1 percent less than the FY 2009 Adopted Budget. Reductions identified include abolishing 7.0 FTE's, reducing planned municipal reimbursements for animal sheltering, consulting fees, and various administrative expenses including, but not limited to, supplies, computer equipment and software, printing, postage, and communications.

The Environmental Services Administration Division abolished a vacant Environmental Planner position (1.0 FTE) which coordinated environmental emergency response programs, special projects, and managed website content relating to the department. Elimination of this position will require these duties to be distributed to current department staff. Other

## Environmental Services

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reductions with the division include a software application that catalogs test results in geographic information systems (GIS) and miscellaneous administrative expenses (i.e. postage, supplies and printing).

The department also charged half of the department director's salary and benefits to the Solid Waste fund. The Environmental Services Director is serving in an increased capacity for the fund while the Solid Waste Director position remains vacant.

The Water Quality Division identified six (6) of the seven (7) abolished positions. These reductions are due primarily to a decline in development-related service workload. From FY 2008 to FY 2009 projected year end, Water Quality experienced a 26 percent decrease in the number of permits and inspections. The decrease is lead with falling requests for well permits, grout inspections, abandonment inspections, wastewater permitting and repairs, and wastewater final inspections. Other areas identified within Water Quality for reductions include computer equipment replacement and software upgrades.

The Environmental Health and Safety Division budget includes reductions in planned reimbursements to Cary and Raleigh for sheltering animals at an outside facility, owned and operated by the Wake County Society for the Prevention of Cruelty to Animals (SPCA). The reimbursements are based on the number of animals brought to the SPCA facility. Based on trends in recent years, the division believes that it may provide the necessary reimbursements for sheltering services provided to the City of Raleigh. The Town of Cary has the option to deliver animals to the Wake County Animal Shelter. Therefore, reimbursements for Cary's animals were reduced from the department's FY 2010 budget.

The Environmental Health and Safety Division will also eliminate an X-ray Fluorescence Analyzer used to test surfaces for the presence of lead and offers immediate results. Beginning in FY 2010, the division will send samples to a state operated facility for testing. The reduction may lead to longer wait periods for test results.

# Environmental Services

## Division Summary - Environmental Services Administration

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	633,539	770,580	487,275	686,171
Contractual Services	68,393	115,000	86,290	46,351
Supplies, Materials and Other Charges	304,270	386,325	337,150	177,721
<b>Expenditure Totals</b>	<b>\$ 1,006,202</b>	<b>1,271,905</b>	<b>910,715</b>	<b>910,243</b>
<b>Revenues:</b>				
State	15,250	-	-	-
Charges For Services	42	-	-	-
Licenses & Permits	(200)	-	-	-
Transfers	-	-	-	92,000
<b>Revenue Totals</b>	<b>\$ 15,092</b>	<b>-</b>	<b>-</b>	<b>92,000</b>
<b>Number of FTE's</b>	106.00	111.00	104.00	108.00

## DIVISION PURPOSE AND GOALS

The Administration Division is the primary point of contact for the Wake County Board of Commissioners and the Office of the County Manager, and is responsible for the overall performance and operation of the Department. The Wake County Board of Commissioners and the Office of the County Manager establish goals and objectives for Wake County, and the Administration Division is responsible for implementing the specific programs, products and services required to accomplish the prescribed goals and objectives. All matters related to Department staffing, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the department Call Center.

# Environmental Services

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## Division Summary - Environmental Health & Safety

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	2,816,567	3,011,681	3,036,340	3,177,417
Contractual Services	511,886	566,872	597,365	515,050
Supplies, Materials and Other Charges	510,682	488,537	482,208	485,278
Capital Outlay	–	5,000	7,544	–
<b>Expenditure Totals</b>	<b>\$ 3,839,135</b>	<b>4,072,090</b>	<b>4,123,457</b>	<b>4,177,745</b>
<b>Revenues:</b>				
State	33,418	44,000	44,000	44,000
Local	16,860	15,000	15,000	15,000
Charges For Services	402,765	336,325	326,325	364,525
Licenses & Permits	285,475	262,500	224,500	286,600
Miscellaneous	3,314	1,500	1,500	1,500
<b>Revenue Totals</b>	<b>\$ 741,832</b>	<b>659,325</b>	<b>611,325</b>	<b>711,625</b>

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## DIVISION PURPOSE AND GOALS

The Environmental Health and Safety Division ensures protection of the public health through education and outreach activities, and by enforcing rules and regulations that address situations and behaviors that have potential adverse outcomes for our citizens. These rules address quality construction and operation of food service establishments, child day-care facilities, adult day service facilities, nursing homes, schools, hospitals, lodging facilities, public pools, and tattoo artists. The Division also protects the public health and safety of citizens in Wake County through the enforcement of animal-related rules and regulations, rabies control, and dangerous dogs. Other services provided by the Environmental Health and Safety Division include investigations of child lead exposure, environmental asthma triggers, and methamphetamine laboratory decontamination. Each of the Division's services addresses health and safety concerns in the citizen's natural and built environment.

# Environmental Services

## Summary of Services and Performance Measures

### Service Area: Food Sanitation

**Description:** The Food Sanitation Section protects the public health through the enforcement of State rules and regulations enacted for the safe and sanitary operation of regulated food service establishments. These responsibilities are delegated to Wake County from the State of North Carolina through a Consolidated Agreement executed by the Wake County

Manager and the State Health Director on an annual basis. In accordance with the Consolidated Agreement, Wake County agrees to provide public health services in compliance with applicable program rules contained in the North Carolina Administrative Code, as well as all applicable Federal and State laws and regulations.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of Food Establishment Inspections Performed	4,058	5,598	6,500	8,272
Percent of Inspection Coverage for Food Establishments	50	60	75	100
Number of Quality Assurance Visits	20	50	50	75
Average Number of Inspections per Env. Health Specialist	406	430	440	540

### Service Area: Specialty Programs

**Description:** The Specialty Programs Section protects the public health through the enforcement of State and County rules and regulations enacted for the safe and sanitary operation of regulated facilities and individuals such as: child day-care facilities, adult day-care facilities, lodging facilities, jails, hospi-

tals, summer camps, and tattoo artists. In addition, the Specialty Program Section is also responsible for conducting special investigations related to methamphetamine lab decontamination, asthmas triggers, and child lead poisoning.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of Inspections Performed	1,188	1,275	1,275	1,622
Number of Inspections per Env. Health Specialist	457	642	450	450
Number of Indoor Air Quality Consultations	186	120	50	100
Percent of Tattoo Artists Permitted on First Inspection	97	97	98	100
Percent of Elevated Blood Lead (EBL) Cases Investigated within Seven Days	98	100	100	100

### Service Area: Plan Review/Recreational Sanitation

**Description:** The Plan Review and Recreational Sanitation Section protects the public health through the enforcement of State and County rules and regulations enacted for the construction of food service

establishments (temporary and permanent), child day-care facilities, adult day-care service facilities, lodging facilities, and public swimming pools. The objective is to ensure that facilities are constructed in

## Environmental Services

accordance with State and County regulations and codes, and that the facilities are safe and sanitary, and can operate in accordance with adopted standards and requirements. The enforcement of State and

County rules and regulations is accomplished through plan reviews, construction inspections, and issuance of operating permits.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of Swimming Pools Permitted	977	1,032	1,060	1,060
Number of Pool Inspections Performed	5,332	2,500	2,500	4,275
Number of New Food Plans Reviewed	477	486	450	450
Number of Pool Plans Reviewed	102	100	90	90
Number of Restaurant Construction Visits	701	816	800	800
Number of Temporary Food Establishments Permitted	463	450	450	450
Pool Inspections per Technician per year	27	N/A	29	29
Number of Pool Complaints per year	25	N/A	100	100

### Service Area: Animal Control

**Description:** Wake County Animal Control Officers protect public health and animal welfare through the enforcement of State rules and Wake County ordinances enacted for rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, and at-large animals. In addition, Wake County Animal Control Officers provide support to municipal law enforce-

ment and emergency medical personnel in cases where animals must be seized or rescued to support the primary agency responding to the emergency dispatch. Service is provided in all jurisdictions of Wake County with the exception of Cary, Holly Springs, Garner and Raleigh - each of which has independent animal control agencies.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of Animal Service Calls	12,549	10,000	12,000	12,000
Number of Service Calls per Officer per year	1,476	1,667	1,200	1,200

### Service Area: Animal Care and Adoption

**Description:** The Wake County Animal Care, Control and Adoption Center is used to house and contain seized, stray, homeless, quarantined, abandoned and unwanted animals in Wake County. The standard of care requirements for animals housed and contained at the Wake County Animal Center are established and enforced by the North Carolina Department of Agriculture through the Animal Welfare Act (NCGS, Chapter 19A, Article 3). Wake County's authorization to operate the Wake County Animal Center is provided by the North Carolina Department of Agriculture through the issuance of a

certificate of registration, which is valid for one year and renewable on an annual basis. Wake County enjoys a unique partnership with the North Carolina State University College of Veterinary Medicine, which provides the County with high quality veterinary care and surgical services, while providing veterinary students an opportunity to perform spay/neuter surgeries.

# Environmental Services

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<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Efficiency</b>				
Number of Animals Impounded	11,318	12,500	13,000	13,000
Animal Adoption Percent Rate	28	28	30	40
Owner Reclaim Percent Rate	6	6	10	10
Euthanasia Percent Rate	62	62	60	50
Animals Moved to Other Facilities	650	700	1,000	1,000

# Environmental Services

## Division Summary - Water Quality

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	3,553,632	3,608,955	2,996,670	2,416,071
Contractual Services	441,406	202,081	6,866	28,998
Supplies, Materials and Other Charges	419,891	411,939	283,445	268,857
Capital Outlay	–	7,500	–	–
<b>Expenditure Totals</b>	<b>\$ 4,414,929</b>	<b>4,230,475</b>	<b>3,286,981</b>	<b>2,713,926</b>
<b>Revenues:</b>				
Federal	(400)	–	–	–
Charges For Services	1,049,049	966,826	686,826	598,843
Licenses & Permits	796,473	803,770	603,770	553,350
Interest Income	371	–	–	–
Miscellaneous	2,556	–	–	–
<b>Revenue Totals</b>	<b>\$ 1,848,049</b>	<b>1,770,596</b>	<b>1,290,596</b>	<b>1,152,193</b>

## DIVISION PURPOSE AND GOALS

The Water Quality Division protects public health in Wake County through the enforcement of rules and regulations enacted for individual groundwater wells and non-municipal wastewater systems. In addition, the Water Quality Division protects water resources in Wake County through the enforcement of rules and regulations for stormwater management, floodplain management and erosion and sediment control. The Water Quality Division is also responsible for the implementation of a watershed management program, which is designed to (a) collect information and data to monitor the health and condition of Wake County water resources, (b) analyze and quantify specific causes and sources of water resource problems in Wake County, and (c) develop specific recommendations to solve and correct the identified problems. Specialty services provided by the Water Quality Division include mobile home park inspections, migrant labor camp inspections, mosquito abatement, and emergency response for hazardous materials spills.

# Environmental Services

## Summary of Services and Performance Measures

### Service Area: Groundwater Protection

**Description:** The Groundwater Program is targeted at protecting, preserving, and restoring the quality and quantity of water resources for the County's private, residential, small business, and community

well water systems not regulated by North Carolina Department of Environment and Natural Resources (NCDENR), Public Water Supply Section.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Number of Groundwater Permit Applications	972	504	525	525
Number of Well Construction Inspections	1,076	984	1,000	1,000
Number of Private Well Samples	1,872	1,485	1,500	1,500
Number of Investigations/Consultations	178	148	130	130

### Service Area: Watershed Management

**Description:** The Watershed Management Section protects water resources in Wake County through the enforcement of rules and regulations for stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for (a) collecting

information and data to monitor the health and condition of Wake County's water resources; (b) analyzing and quantifying specific causes and sources of water resource problems; and (c) developing specific recommendations to solve and correct the identified problems.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Percent of Plan Reviews Completed within Required Timeline	95	97	98	98
Number of Site Inspections per Month	385	720	800	800
Number of Land Disturbing Construction Plans Approved	310	344	350	350

### Service Area: Wastewater Management

**Description:** The Wastewater Management Program protects the public health through the enforcement of State and County laws and rules enacted for the safe and sanitary siting, construction, operation, maintenance, abandonment, repair and replacement of land-based waste disposal facilities for communities and individual properties.

# Environmental Services

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<b>Key Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimated</b>	<b>FY 2010 Target</b>	<b>Desired Level</b>
<b>Efficiency</b>				
Number of Applications Submitted	1,077	500	500	N/A
Number of Final Operation Permits	1,173	734	750	N/A
Number of Final Subdivision Reviews	106	100	100	N/A
Number of Operations and Maintenance Inspections of Surfaced Systems	426	305	305	305
Average Turnaround Time for Permit Applications (days)	9	8	7	7

# Environmental Services

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## Division Summary - Cooperative Extension

		FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>					
Contractual Services		-	-	179,081	194,081
Supplies, Materials and Other Charges		-	-	19,548	16,030
<b>Expenditure Totals</b>	\$	-	-	<b>198,629</b>	<b>210,111</b>
<b>Revenues:</b>					
<b>Revenue Totals</b>	\$	-	-	-	-

## DIVISION PURPOSE AND GOALS

The Cooperative Extension Division is responsible for developing and delivering quality public education and outreach programs and services related to the protection of human health and water resources in Wake County. The role of the Cooperative Extension Division is to work with other divisions in the department, and other departments in Wake County Government as necessary, to change the community's attitudes and behaviors related to the protection of public health and water resources. The overall objective of the Cooperative Extension Division is to ensure that the department is disciplined and focused in (a) targeting and delivering public education and outreach programs to protect public health and water resources in Wake County, and (b) measuring and reporting the benefits and successes of the efforts.

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# General Services Administration

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 7,468,559	7,913,497	7,832,651	7,967,471
Contractual Services	4,472,066	4,990,426	4,972,260	4,617,342
Supplies, Materials and Other Charges	9,860,260	4,981,309	4,407,965	11,291,236
Capital Outlay	3,045,303	5,913,021	6,635,635	3,935,822
Debt	99,702	100,600	100,600	100,600
Budget Reserves	–	5,247,749	5,247,749	(891,513)
<b>Expenditure Totals</b>	<b>\$ 24,945,890</b>	<b>29,146,602</b>	<b>29,196,860</b>	<b>27,020,958</b>
<b>Revenues:</b>				
Charges For Services	\$ 3,672,789	3,644,677	3,584,677	3,550,010
Interest Income	474,327	519,686	394,686	–
Miscellaneous	161,004	581,443	581,443	447,590
Other Financing Sources	–	–	879,421	–
<b>Revenue Totals</b>	<b>\$ 4,308,120</b>	<b>4,745,806</b>	<b>5,440,227</b>	<b>3,997,600</b>
<b>Number of FTE's</b>	<b>132.00</b>	<b>134.00</b>	<b>134.00</b>	<b>132.00</b>

## DEPARTMENT PURPOSE AND GOALS

The General Services Administration (GSA) department manages Wake County owned and leased facilities, the Wake County fleet, provides criminal justice support, and supports a number of General Government business units. GSA is dedicated to insuring safe, productive work environments; safe, reliable vehicles; and consistent corporate support to assigned business units. The department is organized into six major organizational service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, (5) physical plant and (6) security & safety services. These service organizations support the four core businesses of GSA: facility management, fleet management, general government and criminal justice support. Additionally, these four core businesses are comprised of twenty-six discreet strategic business units. A business unit is a component of the department that is large enough to have its own well-defined market, customer base and requires dedicated resources. Business units also have unique business plans with strategies for accomplishing established goals.

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

Business unit direction is developed through the individual workgroup's business plans and the department's most significant documents, the Corporate Facility Plan and the Corporate Fleet Plan. These plans were developed with the purpose to increase competition (approximately 65 percent of GSA budget is outsourced), to improve performance and measurement, and to provide quality, reliable, cost effective facility and fleet services to Wake County Government. General Government and

# General Services Administration

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Criminal Justice Support services are defined solely by business plans and are generally specialized. All plans are reviewed no less than annually to adapt to the changing business environment, to understand cost, all while providing quality, efficient service. These Corporate Plans represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

## **FY 2010 DISCUSSION**

The FY 2010 budget includes department reductions of \$3,198,383, or 10.8 percent of the FY 2009 Adopted Budget of \$29,146,602. After factoring in the Department's need to budget for operational cost increases that it will incur during the new fiscal year, these reductions are largely responsible for an FY 2010 Adopted Budget of \$27,020,958, which is 7.3 percent less than last fiscal year's adopted budget. Reductions identified include reductions in lease rates charged to departments; elimination of utility, janitorial and maintenance costs of decommissioned facilities; reduction of downtown mail courier to one delivery per day; reduction in project work for janitorial contracts; and other miscellaneous reductions in contract services and office supplies.

# General Services Administration

## Division Summary - Administration / Support

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	695,405	523,895	676,332	635,716
Contractual Services	428,737	198,454	283,729	178,000
Supplies, Materials and Other Charges	219,394	283,064	302,340	261,013
Capital Outlay	-	30,000	30,000	15,000
Debt	8,597	8,600	8,600	8,600
<b>Expenditure Totals</b>	<b>\$ 1,352,133</b>	<b>1,044,013</b>	<b>1,301,002</b>	<b>1,098,329</b>
<b>Revenues:</b>				
<b>Revenue Totals</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>

### DIVISION PURPOSE AND GOALS

The Administrative Division insures that standard work processes are applied to uncommon business environments (detention, health care, entertainment, etc.). Department administration, portfolio management, business and technology planning and system administration of GSA's various engineered control and facility/fleet systems are managed by this division. The portfolio team tracks the County space inventory and logs all County moves. The department head discharges court liaison responsibilities and is the staff to the Citizens' Energy Advisory Commission.

Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses. Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of the Court, Sheriff, CCBI, and Public Defender), Detention Security Support, and Alterations, Major Repair and Replacement coordination. In addition to the staffed Administration division, the group manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have significant funds expended, but no dedicated FTE's. These areas include the following:

**Court Facility Operations:** To provide criminal justice support to the 10th Judicial District, and related agencies by providing administration, facilities, moves & relocations, furnishings, Courthouse and detention electronic security support. Court facility revenues are posted in this account.

**Utilities/Life Safety/Environmental:** Provides a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save public money. Wake County utility bill processing is paperless and has used an Internet service bureau to receive and pay bills electronically, since 1998. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches are funded here as well as the monthly check of fire extinguishers, exit lights and AED (Automated Electronic Defibrillator). Environmental testing and remediation is funded from this source.

**County Building Agreements:** Provides a corporate account or repository for leases where the county is the lessor or the lessee in order to optimize public funding of private sector space and to leverage space to meet the business unit needs while allocating resources in the most practical manner. Leased

# General Services Administration

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space management is a Portfolio Management function.

## MAJOR ACCOMPLISHMENTS

Continued to develop GSA's web-based Maximo work order system by creating workflow and escalations to insure significant work is accomplished and critical failures are corrected. These improvements help GSA personnel receive and respond to work requests timelier and prioritize their work more efficiently. Request Center and Security Center staff were trained on the new business processes.

Established a pilot team to test the Maximo Mobile software on various mobile devices (PDA's, laptops, tablets, and notepads) to leverage GSA's work order system. Staff have been able to receive work orders, track and assign work orders using this mobile software. They have also been able to report their hours worked and replicate a timesheet. Will bring hardware results to Applied Technology for corporate approval.

Continued support to the renovation of the Courthouse and moved eleven courtrooms to three floors in April 2009. Approximately 30,000 square feet are under renovation each year. Coordinated and supported all after hour building system shutdowns including fire protection, automatic smoke protection, mechanical and potable water systems to support the renovation effort.

Relocated the Register of Deeds department to their new leased location (One Bank of America). This move helped facilitate vacating the Garland H. Jones Building for demolition on schedule.

Coordinated the renaming of the Public Safety Center to the John H. Baker Jr. Public Safety Center in honor of former Wake County Sheriff John Baker in support of the Wake County Board of Commissioner Renaming action.

Achieved funding through Applied Technologies and developed the County's moves management application within the County's CAFM (computer aided facility management application) or space management system. As a building block to FM Interact, this

web-enabled application allows the customer to manage their individual or major move projects on a web browser, track the move and view floor plans of areas affected; then organizes all effected service and support groups from multiple departments to coordinate the moves. Moves posted update the county corporate directory.

Managed the installation of detention video visitation by interconnecting the County's three detention facilities with real time audio and video. Using the same technical infrastructure to implement the court preliminary hearings (first appearance) video system. Each technology eliminates transportation of the inmates either to the visitation area on another floor or the courtroom, saving time and enhancing safety of the court or detention officers. Two courtrooms are connected to the Wake County Jails. One juvenile courtroom is connected to the state Juvenile Detention Center for secure custody hearings; precluding transfers, reducing escape attempts and eliminating traffic in the central business district. The system was significantly modified in FY 2009 to manage all visitations or video court to inmates in the Hammond Detention Center from the Public Safety Center (PSC) or the Hammond Annex while the public stations are off line due to construction of the new Hammond Expansion.

Located and leased facility for the Library's annual book sale. GSA provided facility, support, and life safety services in support of the Library system.

Established digital video standard for replacing analog closed circuit television security systems.

Completed the installation (the last of a multi-year CIP project) of electronic security to the following facilities: Cary Library, Harris Lake, EMS Stations.

Successfully opened the new Wake County Parking Deck, a 991 space, high rise facility in February 2009.

Continued to collaborate with Board of Elections (BOE) on obtaining leased space to store one-stop election equipment, supplies and materials.

# General Services Administration

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Led the Swinburne Security Steering Committee for making security improvements to the facility. This includes the installation of electronic security on the first and fourth floors to separate public and staff spaces and the design of interview rooms on these floors. High-risk clients, after-hours meetings and appointments will take place on the first floor. The interview rooms are designed to meet the County's security standard. Floors two, three and five will have electronic security installed by end of FY 2009.

Successfully incorporated security designs in EMS stations, Animal Control Shelter, Mental Health Continuum of Care and the Sheriff's Training Facility.

Established the Security and Safety division. The emphasis on combined security and safety within the County. A division structure for staffing and services, including the newly transferred safety program, will save time, Countywide, by combining safety and security training into a single event strengthening the corporate safety program.

Worked with Applied Technologies, GIS, Parks, Recreation and Open Space (PROS) on an Open Space initiative that interfaces existing databases to deliver organized land data currently unavailable in any single system.

Worked with Human Services and FDC to locate space in the Mini City/Brentwood area to better serve their clients. A property located on 2809 Millbrook Road was leased and up fitted. GSA and IS moved Human Services personnel into their new space in March 2009.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, General Service Administration/Support has identified reductions of \$53,754. Reductions identified include miscellaneous reductions in travel, training and supplies.

Other Issues:

Providing quality services to a growing inventory while cutting cost to support the County and its citizens in this difficult economic time. The County will increase its building portfolio by 165,000 square feet in FY 2010 and GSA will meet the challenge and support the County's financial goals.

Refining the department's personnel, business processes, building systems, workflow, and technology to prepare for the significant, complex building inventory increase represented by the criminal justice facilities. Criminal Justice facilities alone represent an additional 1.2 million square feet of space.

Supporting and implementing the E-Wake project - HR system and its various interfaces to FM: Systems, including training all key staff within GSA.

Improving inventory management systems associated with tracking and accounting for fixed assets and tagging equipment.

Converting of the County building plans library to digital documents including as-built drawings sets, operations and maintenance manuals, specifications, shop drawings, facility documents and warranties, in a document management, archiving and retrieval library.

## HORIZON ISSUES

Hiring and training staff in FY 2011 thru FY 2013 to aid in the commissioning and maintenance of the criminal justice facilities - 1.2 million square feet. Develop staff knowledge critical to managing complex building inventory. Preparing for the non-criminal justice expansions of building inventory additions in the Human Services, and Library areas which added to the Criminal Justice components exceed 1.5 million additional square feet by 2014.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Portfolio Management

**Description:** To provide a corporate framework that captures, uses, and manages critical facility information. To allocate resources, optimize business value, and provide a healthy work environment that encourages organizational production. Portfolio Manage-

ment maintains the strategic alignment between GSA and the mission and goals of the County by deliberately maintaining central business and technology functions while delivering those functions to the operating divisions for production.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Rentable square footage managed	3,111,666	3,172,330	3,152,953	N/A

# General Services Administration

## Division Summary - Physical Plant

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	2,932,795	3,025,341	2,945,341	3,025,882
Contractual Services	76,136	-	-	-
Supplies, Materials and Other Charges	2,324,087	2,399,299	2,178,911	1,931,888
<b>Expenditure Totals</b>	<b>\$ 5,333,018</b>	<b>5,424,640</b>	<b>5,124,252</b>	<b>4,957,770</b>
<b>Revenues:</b>				
Miscellaneous	482	-	-	-
<b>Revenue Totals</b>	<b>\$ 482</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	54.00	54.00	54.00	53.00

### DIVISION PURPOSE AND GOALS

The Physical Plant Division provides facility maintenance to maintain Wake County's physical building assets, life safety systems and infrastructure. The end result is to maximize county staff productivity by providing efficient and reliable working environments within the building envelope through applied engineering, use of technology, exceptional customer service, and professional staffing. Physical Plant division provides facility management and general government services. Services include engineering, mechanical, electrical, general maintenance, and plumbing/piping trades; life safety/environmental, alterations major repair and replacement.

### MAJOR ACCOMPLISHMENTS

Completed 100+ projects of various size and complexity. These projects included renovations associated with the courthouse restack. Physical Plant was responsible for building out 60 percent of the effected 100,000 square feet.

Continued support to the existing 10-year Courthouse renovations (year 6). This requires the Mechanical, Electrical and Plumbing (MEP) trades groups to coordinate numerous after-hours shut-downs related to major building systems and perform follow-up inspections of work for acceptance and to ready the building to operate Court the next day.

Continued retrofitting plumbing fixtures (showers and faucets) to water efficient units.

Supported CIP projects with technical and trade's expertise, i.e. the Security Center upgrade, Wake County Court House (WCCH) fiber infrastructure, and phase IV security installations.

Processed 16,000 work requests out of the departments 24,000.

Managed the Minor CIP projects. Most notable projects include: Southern Regional Center renovation; Swinburne rewiring project design phase; GSA Fleet lift installation; WCCH first floor Clerk of Court Renovation; WCCH twelfth floor office renovation; WCCH eighth floor HVAC Upgrade; Wake County Office Building (WCOB) thirteenth floor HVAC Upgrade; WCOB Data Center Fire Protection Upgrade.

### FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Physical Plant has identified reductions of \$406,825. Reductions identified include one-time vacancy savings, reductions in supplies, materials and contracts due to decommissioned facilities, reductions in other supplies, materials and contracts.

# General Services Administration

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In FY 2009, the Garland Jones and adjacent parking deck were decommissioned as County facilities due to the opening of the new parking deck located at Davie and Cabarrus Streets as well as starting the construction phase of the new Criminal Justice Center. Due to these facilities being decommissioned, supplies, materials and contracts are no longer required to maintain the facilities.

In addition, Physical Plant further reduced their supplies, materials, and contract services. The reduction equates to fewer lamps, ballasts, ceiling tiles, plumbing materials, etc. that will be available for repairs and projects. Physical Plant is confident that their current inventory of supplies is sufficient to provide maintenance and repairs throughout FY 2010 and beyond.

## Other Issues:

Implementing the mobile computing solution for personnel using GSA's work order system, MAXIMO.

Providing support for CIP projects managed by Facilities, Design & Construction (FDC) through coordinated shutdowns and commissioning.

Upgrading and refining building management and SCADA control technologies to gain efficiencies and effectiveness.

Refining the control of the Chilled Water Interconnect that interconnects all downtown County buildings with a chilled water loop in order to effect maximum utility savings.

## **HORIZON ISSUES**

Match staffing levels to manage facility and inventory growth.

Preparing staff for the commissioning of the new justice center and parking structures in the central business district and Hammond Road expansions.

# General Services Administration

## Division Summary - Central Services

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	827,035	1,033,631	1,006,964	986,908
Contractual Services	518,161	475,437	472,811	459,967
Supplies, Materials and Other Charges	2,292,109	2,623,204	2,482,402	2,401,870
Capital Outlay	283,746	2,000	5,266	2,000
Debt	91,105	92,000	92,000	92,000
<b>Expenditure Totals</b>	<b>\$ 4,012,156</b>	<b>4,226,272</b>	<b>4,059,443</b>	<b>3,942,745</b>
<b>Revenues:</b>				
Charges For Services	62,282	65,000	65,000	60,650
Miscellaneous	34,407	32,000	32,000	19,500
<b>Revenue Totals</b>	<b>\$ 96,689</b>	<b>97,000</b>	<b>97,000</b>	<b>80,150</b>
<b>Number of FTE's</b>	23.00	23.00	23.00	17.00

### DIVISION PURPOSE AND GOALS

Central Services Division provides multiple facility management, general government, and criminal justice support business services. Services include: housekeeping, window washing, pest control, surplus property management, mail and courier, move management, building recycling, and reprographics.

### MAJOR ACCOMPLISHMENTS

Created an audiovisual feed from the TV Production system to the GRANICUS system to enable the Board of Commissioner's meeting to be seen through online Cablevision.

The Wake County Office Building (WCOB) and the Public Safety Center (PSC) conference centers were upfitted with the corporate standard audiovisual system in 2008. The system in this conference center was configured in FY 2009 to provide a direct audio and visual connection with the Board of Commissioners' boardroom. This space is often used as overflow for capacity crowds attending the Board of Commissioners' meetings.

The Wake County Commons building was upfitted with the corporate standard audiovisual system in 2008. In addition to the standard design, special

equipment configurations and sophisticated software enhancements were added in FY 2009 to better prepare the facility to be used for a very large-scale event such as an Emergency Operations Center.

The equipment in the C170 Conference Center, located in the John H. Baker, Jr. Public Safety Center, was upgraded so that this location could be used as an overflow space for the public to watch the Board of Commissioners' meetings via Cable Television.

Replaced the Reprographics photo plate maker with a Computer to Plate system. This was a required upgrade due to ageing equipment and technology. The new system eliminates the need to photograph hard copy documents that were created on the computer. Digital files are sent directly to the plates used on the offset presses. Hard copy originals can be scanned into electronic files for submission and then archiving.

Purchased an offset printing press from state surplus for Reprographics to postpone the need to purchase a new unit last fiscal year.

Staff implemented new procedures to insure compliance with new USPS postal regulations.

# General Services Administration

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Installed a repurposed X-Ray scanner in the Mail Center. All mail is scanned before delivery to County facilities.

Outsourced larger more complex moves. This has helped in scheduling moves and has put a large inventory of trucks and equipment at our disposal. Movers are given a 24-hour notice to assign staff to the move projects.

Awarded service contract for in-house recycling to include office waste paper, telephone books, newspapers, magazines, aluminum cans, and corrugated cardboard. New contract standardized existing services while providing for service accountability and cost effectiveness.

Developed improved databases to trend and quantify benchmark cost data for all service contracts.

Implemented direct purchase reimbursable module for the Eastern Region similar to that of the Downtown Region which was implemented last year, thereby creating significant cost savings/accountability.

Revised bid specifications and developed a new bid form in preparation for bidding the following service contracts in FY09:

Janitorial: Downtown Region, IMAX/Marbles, Eastern Region and Outlying Region (bid January, 2009); and Other Services: Bio-Waste, Metal Refurbishment and Waste and Recycling.

The Pest Control contract was successfully bid and was awarded in January, 2009.

Successfully implemented FM Moves as a companion module to FM Interact for managing move process.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Central Services has identified reductions of \$276,980. Reductions identified include a reduction in the mail courier from two deliveries per day to one, reductions

in janitorial contracts and reductions in miscellaneous operating expenses including travel and training, printing, and cellular communications.

Central Services has identified a reduction in mail courier service, which will mean the mail courier will deliver once a day rather than the previous two deliveries per day. The mail courier will deliver mid-morning (10a.m.) rather than the previous 8a.m. and 12p.m. delivery times.

In addition, Central Services has identified a reduction in janitorial services. Of this reduction, 37.5 percent is due to reductions realized due to decommissioned facilities. Of the remaining reduction of 62.5 percent, Central Services will reduce project work such as requested cleaning projects or carpet shampooing, which is 702,000 square feet of cleanable space.

Other Issues:

Implementing a countywide space use policy that is backed up by a corporate conference room reservation system to optimize space utilization, provide consistency in use agreements and improve the accountability of managing fees.

Develop inventory management systems associated with tracking and accounting for fixed assets and surplus property.

Expanding audiovisual technology, using the County standard, to Human Services Boardroom and the large conference rooms within the Swinburne and Sunnybrook buildings. This technology will also be included in the new Sheriff's Training Facility.

## HORIZON ISSUES

Staffing levels to manage facility and inventory growth.

Preparing for the maintenance of the new courthouse and parking structures in the downtown business district.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Housekeeping

**Description:** Housekeeping is positioned to provide clean, comfortable, safe and well-maintained facilities for county personnel, customers, and visitors within county facilities. Housekeeping consists of routine janitorial services, floor care, pest control and window washing services.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Cleanable square footage maintained	2,220,159	2,421,563	2,411,656	2,458,322

### Service Area: Courier

**Description:** The Mail Center serves as an agent of the US Postal Service and serves Wake County departments and its tenants. The GSA mail center strives for 100% accuracy in sorting; distributing and mailing all in/out bound mail for the County. Mail is metered for all outgoing US mail using the most economical methods of mailing including pre-sort services.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Pieces of mail processed	1,066,224	1,080,000	1,090,000	1,080,000

### Service Area: Reprographics

**Description:** Reprographics is dedicated to offering printing, copying and graphic services to County departments and associated agencies.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of impressions	13,352,146	13,200,000	13,000,000	12,000,000

# General Services Administration

## Division Summary - Fleet Operations

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	732,608	776,530	718,871	849,893
Contractual Services	31,959	158,200	174,035	99,200
Supplies, Materials and Other Charges	(4,525,043)	(10,648,385)	(10,356,020)	(3,379,066)
Capital Outlay	2,612,167	5,787,611	6,341,241	3,869,000
Budget Reserves	–	5,247,749	5,247,749	(891,513)
<b>Expenditure Totals</b>	<b>\$ (1,148,309)</b>	<b>1,321,705</b>	<b>2,125,876</b>	<b>547,514</b>
<b>Revenues:</b>				
Charges For Services	238,519	236,177	236,177	236,177
Interest Income	474,327	519,686	394,686	–
Miscellaneous	120,022	547,943	547,943	425,590
Other Financing Sources	–	–	879,421	–
<b>Revenue Totals</b>	<b>\$ 832,868</b>	<b>1,303,806</b>	<b>2,058,227</b>	<b>661,767</b>
<b>Number of FTE's</b>	14.00	14.00	14.00	15.00

### DIVISION PURPOSE AND GOALS

The purpose of Fleet Operations is to provide a well-managed, competitive, environmentally responsible fleet to Wake County and its customers. The Services division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset Management, Fleet Maintenance and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

### MAJOR ACCOMPLISHMENTS

Opened the new Wake County Parking Deck; located at the corner of McDowell and Davie Street. Customers (public, jurors and employees) were transitioned from the Garland H. Jones deck to the new deck. All parking systems and deck operations were tested, access cards programmed and databases archived to successfully open the deck on February 5, 2009.

The Garland Jones Deck was decommissioned in preparation for its demolition on February 15, 2009. All parking equipment (gates, controllers, etc) and security equipment (cameras, card readers, emer-

gency blue phones, etc) were salvaged for future County needs.

Developed bid specifications and awarded the Parking Management contract for the new Wake County Parking Deck in FY 2009.

Developed bid specifications for a life cycle Fuel Management software replacement. This replacement has partnering potential with the City of Raleigh so both the City and County may share fuel sites with consistent reporting, billing, and accountability. This will offer each government more fueling sites within the City and County limits at a reduced cost.

Increased the number of alternative fuel capable vehicles in Wake County's fleet from 25 to 33 percent.

Asset Management Shop was developed to manage contractors who install and maintain specialized equipment for County vehicles, especially for Public Safety. Currently, the County departments individually handle their own installations and specialty service. This process does not allow for bulk bidding power or centralized management. This facility will

# General Services Administration

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deliver new vehicles to the road faster and surplus vehicles quicker, maximizing a capital asset.

Replaced seven vehicular lifts in February 2009 without any service interruption to our customers.

Maintained the in-house warranty program authorization which includes Chrysler Fleet, Ford and GEM Warranty Certification. This expands Fleet's ability to lower the need to subcontract work to outside vendors for routine warranty repairs, therefore, decreasing vehicle downtime and costs.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Fleet Operations has identified reductions of \$1,609,000. Reductions identified include reduction of lease rates countywide and various contract reductions.

In December 2009, the County moved to a unit-based lease rate which calculated annual lease rates based upon the usage of each unit incorporating miles traveled by unit and standard care of each vehicle based upon that unit. This model is a more efficient determinant of County vehicle costs as opposed to the previous class-based model which calculates lease rates based upon industry standards for a particular vehicle class. Overall, the County was able to reduce lease rates in FY 2009 and FY 2010 with the implementation of a unit-base model for calculating vehicle lease rates.

Other Issues:

Analyze the data from the Parking Study and new Wake County Parking Deck to evaluate the optimum fee schedule while balancing parking needs for the visiting public, jurors and employees.

Communicate with Fleet customers to learn how we can increase our customer service.

Manage the upgrade of the new fuel management software to increase data integrity, security and reliability.

Continue to pursue potential Ethanol Fueling sites in downtown area.

Make information accessible from the Fleet Information System to County users.

## HORIZON ISSUES

Preparing for the construction of the new courthouse and parking structures in the downtown business district and Hammond Road. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Fleet: Asset Management/ Service/ Fuel

**Description:** To provide a well managed, low cost, environmentally friendly Fleet to Wake County and its customers.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of gallons of fuel consumed	938,593	972,380	962,876	978,083
Number of vehicles per mechanic	112	117	116	100

# General Services Administration

## Division Summary - Security and Safety

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	865,216	968,779	959,890	899,216
Contractual Services	2,311,222	2,543,860	2,411,790	2,358,859
Supplies, Materials and Other Charges	383,372	471,754	466,501	467,463
Capital Outlay	-	2,910	25,373	-
<b>Expenditure Totals</b>	<b>\$ 3,559,810</b>	<b>3,987,303</b>	<b>3,863,554</b>	<b>3,725,538</b>
<b>Revenues:</b>				
Miscellaneous	1,910	1,500	1,500	2,500
<b>Revenue Totals</b>	<b>\$ 1,910</b>	<b>1,500</b>	<b>1,500</b>	<b>2,500</b>
<b>Number of FTE's</b>	1.00	2.00	2.00	6.00

### DIVISION PURPOSE AND GOALS

Security and Safety Services Division provides facility management and criminal justice support business services. Services include: contract security, life safety, electronic security-CCTV, card access, fire and intrusion alarms, photo id/badging, key and hardware program for Corporate and Courthouse Security. The County safety officer and corporate safety program operate in this division.

### FY 2010 DISCUSSION

#### Reductions:

As part of the FY 2010 budget process, Security and Safety identified reductions of \$264,216. Reductions were met primarily through reductions in security contracts, a reduction of a law enforcement officer at Human Services Swinburne and through amounts carried over from the previous year not necessary in the FY 2010 Adopted Budget.

Security and Safety was able to realize cost savings through implementation of electronic security at several County locations which allowed a reduction in various security contracts. This reduction equates to a reduction of 135 security hours which will affect the Alcohol Treatment Center, the Courthouse egress post, one security officer at Human Services Swinburne and hours at Community Services Center and

Human Services Sunnybrook. New electronic security and current security posts should offset any security threats at these facilities.

In addition, Security and Safety was able to eliminate one of two law enforcement officer posts at Human Services Swinburne. Currently, there is electronic security on the first and fourth floors of Swinburne while the second, third and fifth floors are 50 percent complete to offset any security threats at Human Services Swinburne. Also, reconfiguration of the interview rooms so that clients and Human Services staff are separate, allow for better security measures and will help alleviate the need for two law enforcement officers at Human Services Swinburne.

#### Other Issues:

Creating the Security Division to oversee the safety and security of all visitors, employees, and property within Wake County; division will continue to manage the 24/7/365 Wake County security center, and administer electronic security, keys and hardware, access control, security program assessments and all security personnel. In addition, new functional areas will include: security personnel engagement of groups with high-risk clients; safety function transfer; providing or arranging training for County departments on required and recommended safety and security topics; implementing magnetometer

# General Services Administration

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(metal detector) replacement in the Courthouse and Public Safety Center (PSC); creating a RFP for contract security services and competitively bid this service; and managing the security CIP projects in FY 2009 and future years.

## **HORIZON ISSUES**

Horizon issues include: Staffing levels to manage facility and inventory growth and preparing for the construction of the new courthouse and parking structures in the central business district and Hammond Road. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Corporate Security

**Description:** Security is a corporate service that is positioned to implement security procedures and physical security safeguards needed for the protection of county personnel, visitors and assets within county facilities. Security is comprised of two business units: corporate security and courthouse security.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of security incident reports investigated	1,467	1,614	1,775	N/A
Number of seized weapons and/or contraband	15,008	15,754	16,537	N/A
Number of access card holders in system	26,172	27,648	30,100	N/A

# General Services Administration

## Division Summary - Criminal Justice/General Government

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	–	39,876	24,033	–
Contractual Services	269,605	781,674	802,065	784,695
Supplies, Materials and Other Charges	510,409	63,950	80,340	30,555
Capital Outlay	101,227	–	93,112	–
<b>Expenditure Totals</b>	<b>\$ 881,241</b>	<b>885,500</b>	<b>999,550</b>	<b>815,250</b>
<b>Revenues:</b>				
Charges For Services	3,107,541	3,053,500	2,993,500	2,963,183
Miscellaneous	10	–	–	–
<b>Revenue Totals</b>	<b>\$ 3,107,551</b>	<b>3,053,500</b>	<b>2,993,500</b>	<b>2,963,183</b>
<b>Number of FTE's</b>	0.00	1.00	1.00	0.00

### DIVISION PURPOSE AND GOALS

Criminal Justice Support: The provision of mandated and additional support to the courts and detention. The GSA administrator chairs the court space committee and is the County's liaison to the 10th Judicial District of the General Court of Justice. This service provides mandated support (space and furnishings) plus court security role in support of the Sheriff, detention electronic security, and detention and court video solutions.

### FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Criminal Justice/General Government has identified reductions of \$54,395, met through miscellaneous reductions in operating expenses including furniture installation, books, and contracted services to be negotiated at a lower rate.

# General Services Administration

## Division Summary - Field Services

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,415,500	1,545,445	1,501,219	1,569,856
Contractual Services	641,302	695,898	690,927	624,718
Supplies, Materials and Other Charges	756,731	965,793	915,433	882,177
Capital Outlay	47,793	90,500	140,644	49,822
<b>Expenditure Totals</b>	<b>\$ 2,861,326</b>	<b>3,297,636</b>	<b>3,248,223</b>	<b>3,126,573</b>
<b>Revenues:</b>				
Charges For Services	750	-	-	-
Miscellaneous	4,173	-	-	-
<b>Revenue Totals</b>	<b>\$ 4,923</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	31.00	31.00	31.00	31.00

### DIVISION PURPOSE AND GOALS

Field Services Division provides facility management and general government services. Services include Landscape and Hard Surface Maintenance, Horticulture, Exterior Construction, Flood Control, Irrigation, Corporate and Road Name Signage, Ponderosa, and Land Stewardship.

### MAJOR ACCOMPLISHMENTS

Provided support with the opening of the new Parking Deck which opened February 2009 and began regular maintenance and daily cleaning.

Established and followed water conservation measures in each workgroup to preserve drinking water. Met or exceeded each municipal recommendation water restrictions for irrigation purposes. Upgraded the Irrigation Central Controller field unit CPU's to latest version of ICC software.

Performed landscape modifications during the winter to meet conditions of the Security Vulnerability assessment. Landscape maintenance has replaced plant material (shrubs and trees) during the scheduled winterization maintenance which has been damaged or died from disease or natural causes. Reduced the number of flower beds installed with seasonal annuals.

Installed prototype signs in the field for test and feasibility purposes to comply with new federal guidelines for road signs mandated by Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) to be completed by 2013. As a practice, staff will install signs meeting the new standards as damaged signs are replaced. New regulation for testing and assuring the quality of the reflectivity of road signs are under review.

Completed a multi-year plan to survey, assess and conduct life-cycle replacement of flood control structures and began first phase of EAP of all flood control sites. Continued to work on all flood control structures EAP and completed the second phase of EAP of all flood control sites. Continue to have consultants work on providing sediment survey of identified structures as funding is available.

Partnered with Facilities, Design & Construction (FDC) on Land Stewardship properties - installed signs on the boundaries of the property and cleaned up environmental waste allowing the County to receive reimbursement from Clean Water Act.

Restricted hunting on County owned property in the Little River Reservoir and worked with private property owner adjacent to County owned property.

# General Services Administration

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Assisted the County Attorney's office in applying for a registered trademark of the county logo to enable Wake County to manage and control the use of the County logo.

GSA/Field Services successfully completed CIP contract (\$156k) of Asphalt Repairs for the following facilities, Blue Jay Point county Park, Crowder District Park, Harris Lake County Park, Penny Road Elementary School Park, Lake Crabtree county Park-park trails and parking area, Eva H. Perry Library, A.A. Thompson, Cornerstone, General Services Center, Health/Youth Services.

## FY 2010 DISCUSSION

### Reductions

As part of the FY 2010 budget process, Field Services has identified reductions of \$172,593. Reductions identified include reductions in miscellaneous supplies, equipment and in contract services.

Reductions in supplies and equipment include deferral of capital equipment purchases and a reduction in materials and supplies for repairs and maintenance. Additionally, reductions in contract services include reductions in landscaping, power washing, repairs, and partnership agreements to service school parks. Landscaping contracts will continue to include routine maintenance but will eliminate non-essential items such as flowers and shrubs. Power washing and repairs will function on an as-needed basis rather than regular scheduled events.

### Other Issues

Continue to work with Environmental Services staff in developing possible reclaimed water use for other County facilities.

Continue to use the Security Vulnerability assessment as a tool when reviewing construction drawings of new facilities.

Continue to work with FDC and City of Raleigh Parks & Recreation, in the process of locating the Resource for Seniors building within the Community Services Center site.

Continue to work with FDC on a master plan for a fuel center to be located within North Wake Landfill area, to supply fuel for Wake County and possible partnership with City of Raleigh.

Continue development of inventory management systems associated with tracking and accounting for equipment and supplies.

Continuing to assist in FDC construction projects - Wake County Justice Center, Hammond Road Detention 1-B, continue daily maintenance of Mixed-Use parking deck tracking, North Wake Landfill Master Plan, South Wake Landfill Entrance, Five County Stadium field and wall renovations, Parks Recreation & Open Space minor CIP, and maintain facilities when construction is completed.

Continue to study the use of electronic directories or informational signage in high-rise facilities. Continue to inventory in GIS Road Sign inventory and tie to work order system.

## HORIZON ISSUES

Economic conditions will require a push for user groups to take on level 4 Joint Use Agreement (JUA) on School Parks or a downgrade of standards will be required for some school park facility.

Preparing for the maintenance of the Wake County Justice Center, Hammond Road Detention 1-B, and mental health facilities and the myriad of associated environmental impacts.

Participating in various master plans in development including: North Wake Landfill, EMS, Parks, Recreation and Open Space, Human Services, Library Bond referendum, Sheriff's Training Facility and facility condition assessments.

Addressing and implementing FHWA-MUTCD guidelines for road name signage; the North Carolina Department of Environmental and Natural Resources (DENR) guidelines for Emergency Action Plans for flood control structures; the North Carolina Department of Agriculture (NCDA) guidelines for pesticide-restricted use; and the impacts of tree conservation maintenance.

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Land Stewardship

**Description:** This is a new program that will provide land management of all Wake County purchased, leased, deeded, and easement properties that are not developed. It will be a collaborative effort between General Services Administration, CS/Parks/Recreation & Open Space, Wake Soil & Water Conserva-

tion, and Facilities Design & Construction. This business plan addresses those components and tasks to be managed by GSA. This service will protect and maintain the natural resources owned by the County. The current amount of properties, less developed ones, is approx. 4,400 + acres.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of acres landscaped	617	645	673	673

### Service Area: Road Name Signs

**Description:** The Road Name Sign program fabricates, installs and maintains road name signs (street signs) within all of Wake County's unincorporated areas and all municipal ETJs (not corporate limits)

except for Raleigh, Cary, and Wake Forest. Road Name signs identify roads and streets for 911 emergency services and general public navigation.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of road name signs repaired/replaced	2,801	2,124	2,500	2,500

# General Services Administration

## Division Summary - Utilities/Life Safety/Environmental

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Contractual Services	175,469	136,903	136,903	111,903
Supplies, Materials and Other Charges	6,808,634	7,325,607	6,862,350	7,028,867
<b>Expenditure Totals</b>	<b>\$ 6,984,103</b>	<b>7,462,510</b>	<b>6,999,253</b>	<b>7,140,770</b>
<b>Revenues:</b>				
Charges For Services	8,656	10,000	10,000	10,000
<b>Revenue Totals</b>	<b>\$ 8,656</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Number of FTE's</b>	0.00	0.00	0.00	0.00

### DIVISION PURPOSE AND GOALS

To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money. Wake County utility bill processing is paperless and uses an internet service bureau to receive and pay bills electronically, since 1998. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches are funded here, as well as the monthly check of fire extinguishers, exit lights and AED (Automated Electronic Defibrillator) checks. Environmental testing and remediation is funded from this source.

reduce the FY 2010 budget by the corresponding amount.

Additionally, Utilities/Life Safety/Environmental identified reductions in miscellaneous service contracts including contracts on efficiencies achieved in current phone usage and alarm testing at decommissioned facilities.

### FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Utilities/Life Safety/Environmental has identified reductions of \$321,740, which include reductions in utilities associated with decommissioned facilities, reductions in contract services and amounts carried over from the previous year not necessary in FY 2010.

Utilities/Life Safety/Environmental have reduced their budget for utility costs associated with decommissioned facilities. The County is no longer required to pay utility costs for the Garland Jones building and adjacent parking deck and can therefore

# General Services Administration

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## Summary of Services and Performance Measures

### Service Area: Utility Management

**Description:** To provide a corporate solution that captures, uses, and manages the critical information obtained in the process of utility payment and applying that information to find opportunities to conserve resources and save money.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of buildings with corporate recycling	51	54	56	56
Number of facilities with building control systems	40	42	42	42

### Service Area: Life Safety/Environmental

**Description:** To insure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percentage of facilities free of regulatory violations	99	99	99	100
<b>Input</b>				
Number of facilities with SCADA controls (MOSCAD)	34	36	36	36

# General Services Administration

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## Division Summary - County Building Agreements

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Contractual Services	19,475	-	-	-
Supplies, Materials and Other Charges	1,090,567	1,497,023	1,475,708	1,666,469
Capital Outlay	370	-	-	-
<b>Expenditure Totals</b>	<b>\$ 1,110,412</b>	<b>1,497,023</b>	<b>1,475,708</b>	<b>1,666,469</b>
<b>Revenues:</b>				
Charges For Services	255,041	280,000	280,000	280,000
<b>Revenue Totals</b>	<b>\$ 255,041</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>
<b>Number of FTE's</b>	0.00	0.00	0.00	0.00

### DIVISION PURPOSE AND GOALS

To provide a corporate account or repository for leases where the County is the Lessor or the Lessee in order to optimize public funding of private sector space and to leverage this space to meet the business unit needs while allocating resources in the most prudent manner. Leased space management is a Portfolio Management function.

# Human Services

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 100,317,153	105,713,177	105,525,311	104,754,177
Contractual Services	114,340,232	116,050,684	118,510,939	108,617,839
Supplies, Materials and Other Charges	12,622,328	17,666,655	15,120,367	13,090,736
Capital Outlay	387,000	417,790	495,319	889,400
Debt	6,392	6,000	6,000	–
Budget Reserves	–	100,443	50,588	–
Transfers Out	3,016,541	163,000	163,000	122,250
<b>Expenditure Totals</b>	<b>\$ 230,689,646</b>	<b>240,117,749</b>	<b>239,871,523</b>	<b>227,474,402</b>
<b>Revenues:</b>				
Federal	\$ 7,964,375	7,970,568	9,264,717	8,802,221
State	101,370,113	104,542,999	108,123,011	109,901,634
Local	1,220,362	1,185,500	1,185,000	1,177,500
Charges For Services	28,471,094	31,245,512	28,082,659	31,991,805
Interest Income	32,322	68,558	68,558	23,654
Miscellaneous	55,137	26,050	26,050	34,550
<b>Revenue Totals</b>	<b>\$ 139,113,403</b>	<b>145,039,187</b>	<b>146,749,995</b>	<b>151,931,364</b>
<b>Number of FTE's</b>	<b>1,789.80</b>	<b>1,797.80</b>	<b>1,814.37</b>	<b>1,748.55</b>

## DEPARTMENT PURPOSE AND GOALS

Wake County Human Services' (WCHS) overarching Vision Statement is that "all Wake County residents will have full and easy access to high quality and effective health and human services and access to opportunities to improve their quality of life." It is the Mission of WCHS that it will, in partnership with the community, anticipate and respond to the public health, behavioral health, and the economic and social needs of Wake County Residents. WCHS will coordinate and sustain efforts that assure safety, equity, access, and well being for all. This is done through service delivery and partnerships that promote physical and behavioral health, economic self-sufficiency, family and youth success, improvements in housing, and access to transportation.

Services are provided at 25 county facilities and approximately 50 partnering sites. WCHS has a highly dedicated workforce of roughly 1,750 employees, and also accomplishes objectives through

over 2,000 contracts. Of the \$227 million dollar budget, 33% is county-funded, and 67% is funded through federal and state funds, grants, fees, and other contributions.

### Goals:

Transform WCHS from primarily being a Safety Net to also becoming a Human Capital Development Agency, contributing to promoting quality of life in Wake County.

Re-structure the agency to make it more horizontal and less vertical to allow for better use of talents and participation.

Provide population-based and consolidated services through a Regional Centers concept.

Increase accountability and impact by becoming a consumer focused, data driven and outcome based agency.

# Human Services

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Bring 21st century technology to the agency, working towards becoming E-WCHS.

Expand the scope and outreach by fully utilizing a "tool kit" and a co-production approach that includes staff, Wake County, partners, contracts, volunteers and self-sufficient consumers.

Implement the upper mobility initiative under the name Human Capital Development Initiative.

Provide WCHS employees with an enriching and enjoyable working environment, which allows them to learn and grow, develop successful careers and contribute to society.

Becoming a high quality and state of the art Human Services entity recognized as a national model for several best practices.

# Human Services

## Department Summary By Division

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
HS Administration	4,785,427	4,436,340	4,488,105	3,718,496
Adult Services	18,995,524	19,183,386	19,917,750	19,971,950
Child Welfare/Mental Health	23,549,364	26,890,686	26,636,741	25,834,189
Clinic Services	12,388,522	13,948,624	13,424,673	13,711,519
Community Health	8,293,347	9,228,164	9,646,694	8,847,323
Economic Self Sufficiency	41,127,165	36,942,600	37,028,377	22,631,802
Family Support	54,004,441	57,038,936	59,754,880	60,161,325
Local Managing Entity	9,223,304	9,356,705	9,188,189	10,486,987
Operations	14,426,210	14,094,280	13,865,077	14,271,115
Transportation	1,167,744	1,579,391	1,577,366	2,086,932
LME Purchase of Service	38,578,460	42,499,629	39,451,346	40,974,195
HS Housing	4,150,138	4,919,008	4,892,324	4,778,569
<b>Expenditure Totals</b>	<b>\$ 230,689,646</b>	<b>240,117,749</b>	<b>239,871,523</b>	<b>227,474,402</b>
<b>Revenues:</b>				
HS Administration	87,173	–	127,500	127,500
Adult Services	7,406,578	7,105,359	7,450,098	7,303,423
Child Welfare/Mental Health	11,999,922	14,331,357	14,734,357	14,566,492
Clinic Services	8,038,821	8,158,192	8,071,192	8,842,429
Community Health	4,013,669	3,804,408	4,347,475	4,371,047
Economic Self Sufficiency	13,002,463	13,953,620	14,733,720	15,221,770
Family Support	47,645,379	46,860,119	49,968,762	50,561,052
Local Managing Entity	8,650,285	8,563,375	8,122,053	8,409,400
Operations	7,384,202	6,653,103	6,452,070	6,893,517
Transportation	1,615,603	1,573,711	1,573,711	2,198,110
LME Purchase of Service	28,792,438	33,298,411	30,431,525	32,711,165
HS Housing	476,870	737,532	737,532	725,459
<b>Revenue Totals</b>	<b>\$ 139,113,403</b>	<b>145,039,187</b>	<b>146,749,995</b>	<b>151,931,364</b>

## MAJOR ACCOMPLISHMENTS

Wake County Human Services provided over 120,000 individual clients and customers with public health, social and behavioral health services. Many more receive the benefit of educational messages and the benefit of living in a county with a strong capacity for emergency and disaster response. The following are a few examples of the accomplishments of staff and community partners.

Human Capital Development was the number one priority for the Wake County Board of Commissioners for the 2008 calendar year, and remains a priority for the 2009 calendar year. As of May 2009, 100 participants have been engaged in the Middle Class Express (MCE) pilot program. Seventy-three percent have experienced positive progress on the employment continuum. Seventy three percent of those who were uninsured have been screened and referred for a health assessment, and 70% are living in

# Human Services

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stable housing. Thirty four percent of participants have already developed a life plan. A strong evaluation component has been developed for the MCE to track progress of participants during the 5-year time-frame set for each participant to reach a middle class lifestyle.

WCHS passed all financial audits from the state for social services, Local Managing Entity services, and public health services.

A Human Services Center opened on Millbrook Road in April 2009. This satellite location is providing WIC, Medicaid, public health, and youth services. Partnerships with businesses, faith communities, libraries, parks and recreation facilities and other partners will increasingly leverage more services for residents in the immediate area, and will provide some relief for services in the Sunnybrook and Swinburne buildings where services are working at or above capacity.

Holly Hill Hospital has opened 44 additional beds to increase the capacity to address the inpatient psychiatric needs of County residents.

A Behavioral Health Collaborative was launched on August 25, 2008 with 70 mental health providers and stakeholders representing the criminal justice system, homelessness services, public health and other areas of the continuum of care. The Collaborative sponsored an event with the LME on "Business Practices in Times of Economic Crisis" and developed recommendations on how to support provider sustainability, given the current economic downturn. (A Public Health Collaborative that will be community-driven is also being formed, under the leadership of a representative from the John Rex Foundation.)

The Wake Criminal Justice-Mental Health Partnership team (Interceptors) now assures that 100% of inmates in the jail now receive a brief mental health screening at intake. Since July 1, 2008, WCH has assigned 5 full time positions to provide services to mental health and substance abuse clients in the jail and the community.

There have been several accomplishments in the area of housing services. The Affordable Housing Program provided 488 people with safe, affordable housing in 2008. Eleven homes were brought up to code and made safe and sanitary, 20 emergency repairs were done, and 177 rental units were provided for households earning below \$30,000 per year. 180 people who were homeless and have a disability were assisted through federal and local voucher programs in finding safe places to live, and over 100 men graduated from the S. Wilmington Street Center Men's Transitional Program, moving from the Shelter to permanent housing.

WCHS HIV clinic and outreach services has developed a sophisticated, consumer focused, outcome based tracking system. In the last fiscal year, the WCHS Clinic had 752 active clients of which 95% maintained their CD4 count and viral load, indicating no progression in disease.

The Tuberculosis Outbreak and Control Program successfully conducted a TB outbreak investigation involving 370 exposed persons. The investigation incorporated new technology (the Quantiferon Gold in-tube test), in collaboration with Duke University and Labcorp as partners. This was the first demonstration of the feasibility of the new technology in North Carolina.

Transportation Services worked with the Transit Authority and the Town of Wake Forest to develop a new seamless public transportation service in the northern region of Wake County. Transportation Services has coordinated with most of the municipalities to expand existing TRACS services through additional town funds and a supplemental NCDOT grant.

## FY 2010 DISCUSSION

Reductions:

Overall, the Human Services budget will decrease by roughly \$12.5 million dollars from \$240.1 million to \$227.5 million.

County funding for Human Services will decrease by \$19.5 million from \$95 million in the FY 2009

# Human Services

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Adopted Budget to \$75.5 million in FY 2010. Fourteen million of this decrease is the removal of Medicaid Match expenditures. As part of the State's assumption of Medicaid costs, in FY 2009, the State took over one-half of the County's Medicaid costs and also assumed a portion of sales tax revenues. The FY 2010 budget implements the next phase of the Medicaid swap, as the State assumes 100% of the County's Medicaid costs, and assumes a larger portion of sales tax revenues.

The remaining \$5.5 million in budget decreases were carefully considered reductions selected to reach a balanced FY 2010 budget. Most of these reductions are elimination of vacant positions. Human Services staff carefully reviewed all services, weighing departmental priorities, the relative need for vacant positions, and options to reduce expenditures while minimizing the service impact to clients. The Recommended Budget proposes the elimination of 65 positions.

The FY 2010 budget continues Wake County's commitment to mental health services by budgeting an additional \$500,000 for service with Holly Hill Hospital. We continue to work with Holly Hill and our other community partners to implement a mental health system that provides quality healthcare and is cost-effective.

Lastly, the Recommended Budget makes no adjustments to Human Services' budget for anticipated reductions in State funding. At this time, the State legislature is working with the Governor to balance the State budget. The State has not identified which specific funding streams will be reduced, or by how much. It is very likely that, after the State completes its budget, Wake County will need to adjust its budget to lower revenues and expenditures to correspond to the State funding reductions.

## Other Issues:

WCHS is seeing an increase in service demand, due to the economic downturn. From October 2007 to October 2008, the number of Food and Nutrition Services cases increased 10% from 18,930 to 20,953. In the same period, Adult Medicaid caseloads

increased by 3%. There was a 17.5% increase in active Family and Children's Medicaid cases from September 2007 to September 2008. These increases are expected to continue into the 2009-2010 fiscal year, at a time when revenues are decreasing at the state and county levels. WCHS is faced with the immediate challenge of altering service delivery strategies or adjusting the level of services for these populations in need. The Agency will also need to work closely with County and State officials to leverage any stimulus package resources in the areas of housing, health care and transportation that may be available at the local level.

With the existing economic downturn, both government and community resources are fewer. It is imperative that large, comprehensive community partnerships be supported to ensure that children and families in need across our County can still receive needed services. WCHS will continue to be the catalyst for convening the Behavioral Health Collaborative, the Public Health Collaborative, and the Children and Youth Collaborative. The Agency will also work to maintain and strategically support the 1,500 partnerships that allow the County to expand its service delivery reach and resources, and strategically continue to utilize community volunteers engaged in human services delivery.

During FY09 the Wake LME has undergone a period of transformation. A review of the LME in February 2008 found that the LME was not efficient in performing several required functions, and had an insufficient firewall between the divisions of WCHS that provide services funded and monitored by the LME. In response to these audit results, the organizational structure was redesigned and partially implemented. FY10 strategic objectives are in place to ensure that the reorganization is completed and the essential functions of the LME are performed effectively.

Human Capital Development (HCD) continues to be a priority for the Board of Commissioners, and a strategy that is being integrated throughout Human Services. WCHS, in partnership with the community, will continue to use existing resources to imple-

# Human Services

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ment HCD strategies to move families toward self-sufficiency.

WCHS is scheduled to go through a Public Health Accreditation Process in FY09 and FY10. Existing staff resources will be used to assure that public health core functions are in place, including documented policies and procedures, evaluation methodology, and reporting mechanisms needed for the successful attainment of accreditation status.

## **HORIZON ISSUES**

Wake County Human Services will continue to work with Workforce Development, JobLink Centers, community colleges and universities to re-design job training to respond to the changes in the types of employment available in our community from the economic downturn. These partners will have to quickly assess the areas (such as healthcare) where jobs are still available, and begin to train those unemployed in the prolonged economic downturn in those areas.

Continued growth in our County's vulnerable adult population - Further assessment will be done to quantify the number of individuals and families moving into the County needing human services. As the economy continues to decline, Wake County continues to grow. WCHS needs to work with other County departments and community partners to quantify the continued level of growth in the county, and the impact on human services.

# Human Services

## Summary of Services and Performance Measures

### Service Area: Adult Economic Services

**Description:** Includes Medicaid, Special Assistance, adult care home/assisted living facility), and Food Stamps for senior and disabled adults. (a program which helps pay for the cost of care in an

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of Medicaid application processed in accordance with State time guidelines.	194	N/A	194	180
Percent accuracy of application and case reviews related to assistance programs	98	98	96	100

### Service Area: Child Protective Services (CPS) Treatment

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of new families referred for CPS treatment	741	700	700	700

### Service Area: Child Protective Services (CPS) Intake/ Investigation

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of reports and assist screenings as a requirement for a CPS assessment	6,061	4,700	6,000	6,000

### Service Area: Foster Care

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of children in foster care	580	570	600	N/A

### Service Area: Maternal Health

**Description:** Provide comprehensive health care to uninsured and underinsured pregnant citizens.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Infant mortality rates	7	7	6	N/A

# Human Services

## Service Area: Women's Health Clinic

**Description:** Provide preconceptual, family planning, postpartum and cancer screening to women of child-bearing age and uninsured women unable to

secure care. This clinic is the provider of last resort for these citizens.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Teen pregnancy rates in Wake County (per 1,000 population)	43	43	40	N/A

## Service Area: HIV/STD Community and Clinic

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of persons tested for HIV and Syphilis	3,150	3,000	3,000	N/A

## Service Area: Child & Family Medicaid

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of family Medicaid recipients	45,300	51,812	55,439	N/A

## Service Area: Communicable Disease

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Percent of specific population immunized	93	90	90	100
Percent of communicable diseases appropriately investigated and reported	97	95	95	100

## Service Area: Housing & Community Revitalization (HCR)

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Number of families benefiting from public facility improvements	N/A	2,068	300	N/A

# Medical Examiner

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## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Contractual Services	\$ 234,800	200,000	200,000	200,000
<b>Expenditure Totals</b>	<b>\$ 234,800</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

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 State Medical Examiner in Chapel Hill has the responsibility to select the Medical Examiner(s) for the County.

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# Emergency Medical Services

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	9,679,615	10,969,917	10,905,734	11,277,568
Contractual Services	1,476,550	1,577,107	1,445,107	1,640,928
Supplies, Materials and Other Charges	5,026,922	6,159,654	6,241,561	5,308,535
Capital Outlay	110,756	191,810	52,141	12,000
Debt	5,753	7,000	7,000	7,000
<b>Expenditure Totals</b>	<b>\$ 16,299,596</b>	<b>18,905,488</b>	<b>18,651,544</b>	<b>18,246,031</b>
<b>Revenues:</b>				
Local	17,933	20,000	20,000	20,000
Charges For Services	9,469,931	9,309,101	9,728,101	11,248,326
Miscellaneous	(40)	-	-	-
<b>Revenue Totals</b>	<b>\$ 9,487,824</b>	<b>9,329,101</b>	<b>9,748,101</b>	<b>11,268,326</b>
<b>Number of FTE's</b>	<b>136.00</b>	<b>161.00</b>	<b>162.00</b>	<b>165.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Department of Emergency Medical Services consists of the Division of Emergency Medical Services, the Office of Medical Affairs, an EMS Executive Officer, and five contract EMS agencies. Emergency medical care is provided in partnership with the Cary and Raleigh-Wake 9-1-1 centers and firefighter first responders. The primary purpose of the Department is to improve the outcomes for patients who suffer emergent medical conditions or traumatic injuries in the prehospital environment. Secondly, the Department seeks to provide excellent customer service and has begun efforts to reduce the incidence of emergency medical conditions as well as offer destinations besides an emergency department for patients with substance abuse and mental health conditions.

## MAJOR ACCOMPLISHMENTS

The EMS System has continued to adapt to the growth in Wake County and the current economic environment. The specific initiatives are listed below:

1. Clinical Care: The EMS System has continued to enjoy a very high survival rate from out-of-hospital cardiac arrest, saving 59 lives in calendar year 2008.

Our nearly 40% survival for adult victims of ventricular fibrillation arrests remains among the best in the nation. Additionally, for the first time, the Wake EMS System achieved an average scene time for victims of major trauma of less than 10 minutes, a testament to the interagency cooperation between fire and EMS as well as to the dedication of our EMS System to the traumatically injured patient. In addition to our continued national recognition for cardiac arrest patients, the care for heart attack victims who need to go emergency for cardiac catheterization has also been recognized at the national level.

2. Advanced Practice Paramedics (APP): This unique program has enjoyed many successes in the short time it has been active. While it is too early to provide statistically meaningful analysis, the experience on the street strongly suggests that the citizens of and visitors to Wake County are benefiting from this program. Over 125 individuals are already enrolled in the "well-person check" program, a component of the APP delivery model whereby patients with chronic conditions such as diabetes receive a phone call or home visit while they are well to hopefully prevent an emergency before it happens. The APPs have responded to many high acuity patient encounters and provided assistance, in one

# Emergency Medical Services

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case helping prevent the death of a 5-year old boy. Finally, in cooperation with Wake County Human Services, patients with substance abuse and/or mental health emergencies have been referred directly from their homes to clinics and other services rather than to an emergency department.

3. Operational: Consistent with the County Commission Goals for this year, all members of the Department of EMS committed significant time and energy evaluating the risks and benefits of mergers and consolidations. As a result of these efforts, Apex EMS will merge with the Apex Fire Department and the EMS unit operated by the Holly Springs Fire Department will be absorbed in the Wake County EMS Division. At this time, no other mergers or consolidations are planned; the EMS system will continue to evaluate system design on a regular basis and make appropriate future recommendations.

## FY 2010 DISCUSSION

### Reductions:

As part of the FY 2010 budget process, Wake Emergency Medical Services (EMS) has identified expenditure reductions of \$1,264,661, or 6.7 percent of the FY 2009 Adopted Budget of \$18,905,488. These reductions coupled with contractual obligations and other allowable budget increases result in a decrease of \$659,000 from the Adopted FY 2009 Budget (3.5 percent). When increased revenues from fees are factored in, the net County contribution to EMS is decreasing by nearly \$2.6 million, or 27 percent from Adopted FY 2009.

Through gaining efficiencies and renegotiating contracts, the EMS system was able to offer these reductions with minimal service impacts to the public. Further reductions would require removing ambulances from the road. Each of the five contracted EMS squads fully participated in the reduction process. Reductions will impact the amount of overtime funding available, many categories in the regular operating budget such as food, travel, equipment maintenance, employee and volunteer recognition, uniforms, supplies and fuel, and mild impacts will be realized with training. Wake EMS successfully negotiated a decrease in the

contract with the billing vendor resulting in a savings of more than \$126,000.

### Other Issues:

**Advanced Practice Paramedic Program:** Based on our initial estimates, the APP program is at 1/3 of the total strength necessary for full implementation. Due to the budgetary issues associated with the worldwide economic downturn, we are unable to continue the planned expansion of the program this year. This creates both an opportunity and a burden. Regarding the former, we will be able to more fully evaluate the program and make a more evidence-based recommendation for expansion in future years. Regarding the latter, we have insufficient resources for the APPs to arrive in a timely manner for all dispatches and thus some patients may not benefit as greatly from the program as they will once the program is more fully implemented. As always, we will work to mitigate the impact of this until the program can be expanded.

**Durant Rd EMS Facility:** We have been working closely with General Services and Facilities Planning and Design as we attempt to improve service in this area. This has been difficult due to high real estate costs and lack of facilities for lease that can accommodate EMS without significant upgrades. We will continue to look for potential interim solutions as we pursue a permanent solution as part of the capital improvement plan (CIP).

**Educational opportunities/class room space:** As our system continues to grow, we are utilizing all available space in our current training center. For some programs, we are able to partner with Wake Technical Community College and utilize space in their Public Safety Center. We will continue to explore these and other options in order to provide appropriate educational opportunities for our prehospital providers

**Performance measures:** Beginning in calendar year 2010, all EMS Systems in North Carolina are required to report and analyze 60 performance measures. Approximately half of these measures are generated based upon data submitted via the electronic call report (ECR) to the North Carolina EMS Perfor-

# Emergency Medical Services

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mance Improvement Center. Our current ECR vendor has been purchased and the product is being phased out, so we will have to analyze our options, up to and including replacement of the current ECR system. We are utilizing the eGov process to assist us with this endeavor. Additionally, there are no standard reporting measures for much of the work being done by our APPs; we will work over the next year to develop and solidify these measures.

Cooperation with Human Services: The APP program has enhanced the already strong bond between EMS and Human Services. Over the next year, we will continue to improve upon this relationship, including in the areas of pandemic preparedness and care for patients with mental illness/substance abuse.

## **HORIZON ISSUES**

Wake County has demonstrated the value of using data to scientifically manage the EMS system, particularly in the scheduling and deployment of EMS resources. However, we have reached the limits of available technology, and further progress will depend upon the acquisition of emergency vehicle deployment simulation software.

The adequacy of EMS facilities remains an issue for the system. A detailed EMS station capital improvement plan was developed during FY 2008 and implementation will require several years. Phase I of this master plan, including eight facilities, is budgeted in the FY 2010-15 CIP.

Inasmuch as service is improved by eliminating "clustered" EMS stations housing multiple EMS units, the system must pursue facilities to permit further distribution of EMS units in those areas where multiple units presently operate from a single station (downtown Raleigh, Mini City, and the Lynn - Leadmine area).

# Emergency Medical Services

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## Summary of Services and Performance Measures

### Service Area: Patient Care Service Delivery

**Description:** Provide prompt, compassionate, clinically excellent patient care throughout Wake County.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percent of Call Processing interval of 90 seconds met with accurate classification per MPDS	90	90	90	90
Percentage that Ambulance Response Time is Within 11 min 59 Seconds	89	86	90	90
Percentage of Calls with Unit Reflex Interval in 90 Seconds or Less	87	87	90	90

### Service Area: EMS System Support/Management

**Description:** Provide Coordination, Management, Training/Professional Development, Medical Direction, and Quality Improvement to the EMS System.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Cardiac arrest survival rate	35	37	37	40
Number of Minutes to Trauma Scene	10	8	10	10
STEMI Compliance Rate	79	85	90	90
Stroke Compliance Rate	68	76	90	90

# Fire-Emergency Management

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,699,137	1,884,279	1,737,815	1,626,810
Contractual Services	15,078	17,560	20,290	17,780
Supplies, Materials and Other Charges	869,885	410,704	417,425	302,167
Capital Outlay	186,967	–	19,995	–
Debt	2,899	6,240	6,240	2,740
Transfers Out	138,145	–	–	–
<b>Expenditure Totals</b>	<b>\$ 2,912,111</b>	<b>2,318,783</b>	<b>2,201,765</b>	<b>1,949,497</b>
<b>Revenues:</b>				
Federal	65,725	53,502	53,502	50,050
Charges For Services	312,988	289,125	289,125	290,890
<b>Revenue Totals</b>	<b>\$ 378,713</b>	<b>342,627</b>	<b>342,627</b>	<b>340,940</b>
<b>Number of FTE's</b>	<b>24.50</b>	<b>24.50</b>	<b>23.50</b>	<b>22.00</b>

### DEPARTMENT PURPOSE AND GOALS

The Department of Fire and Emergency Management includes the Fire Services Division and the Emergency Management Division. The Department was formed in 2009. The Department's mission is to preserve the quality of life and property throughout Wake County through activities that build, sustain and improve capabilities that mitigate, prevent, prepare for, respond to and recover from all hazards.

The strategic goals of the Department are to:

Provide, coordinate and integrate activities to build, sustain and improve the capability of citizens, governments and critical facilities to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters, acts

Protect life, property and the environment through fire prevention and code enforcement.

Prepare public and private agencies that play a role in the public safety system through professional and consistent education, exercises and critical feedback.

Provide technological systems to improve the effectiveness and efficiency of the public safety community.

Support the efforts of Wake County's emergency response system to promote delivery of efficient and effective emergency services.

Provide and coordinate activities to ensure compliance with off-site response plans for the Shearon Harris Nuclear Power Plant.

# Fire-Emergency Management

## Division Summary - Fire Services

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,267,645	1,391,075	1,361,030	1,255,530
Contractual Services	7,711	4,560	4,560	4,280
Supplies, Materials and Other Charges	584,153	179,356	149,506	139,645
Debt	2,732	2,740	2,740	2,740
<b>Expenditure Totals</b>	<b>\$ 1,862,241</b>	<b>1,577,731</b>	<b>1,517,836</b>	<b>1,402,195</b>
<b>Revenues:</b>				
Charges For Services	312,988	289,125	289,125	290,890
<b>Revenue Totals</b>	<b>\$ 312,988</b>	<b>289,125</b>	<b>289,125</b>	<b>290,890</b>
<b>Number of FTE's</b>	18.50	18.50	18.50	17.00

### DIVISION PURPOSE AND GOALS

Fire and Rescue Services will ensure the delivery of the highest quality of professional service in fire code enforcement, emergency response, fire investigations, planning, fire/rescue training, and readiness for emergencies. Fire and Rescue accomplishes its mission through five program areas: (a) Fire/Rescue Administration; (b) Fire Code Enforcement/Fire Prevention; (c) Fire/Rescue Training; (d) Emergency Response; (e) Fire Suppression.

### MAJOR ACCOMPLISHMENTS

For the first time since the Division began plans review, fire prevention achieved the performance goal of reviewing 90% of plans received within seven working days. This achievement improved our level of customer service to those submitting plans for permitting and other purposes.

Construction on RDU Terminal 2 was completed in FY 09. Plans have been submitted and approved for the South Concourse expansion project (Phase 3). When construction is completed for Phase 3, Terminal 2 will become one of the largest buildings in Wake County. During the course of this 4+ year project, Fire/Rescue staff conducted 307 inspections to ensure code compliance prior to the October, 2008 grand opening.

The first Wake County Fire Academy Recruit Class graduated January 2009. The academy offers an opportunity for career and volunteer firefighters to complete a nineteen-week program and obtain certifications and training necessary for employment with county fire departments. Twelve graduates of the first class represented eight different fire departments in Wake County.

Developed a weeklong Basic Fire Investigation School for local fire investigators from Wake County Fire Services, Wake County Sheriff's Office, Raleigh Fire Department, Cary Fire Department, local contracting fire departments and local law enforcement agencies. Fifty students from throughout Wake County attended the course to improve their skills in fire origin and cause investigations and better share information related to fire investigations in Wake County. Instructors were from North Carolina State Bureau of Investigation, United States Bureau of Alcohol, Tobacco and Firearms, Wake County District Attorney's Office, and Wake County Fire Services.

Fiscal Year 2008 was the third year in a row that the Division reached a 100% collection rate for fire incident reports.

Wake County Board of Commissioners approved the purchase of land on Raynor Road for construction of

# Fire-Emergency Management

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a fire station to extend fire insurance district boundaries to an area of southeastern Wake County that is not currently in a rated fire insurance district. Wake County and the Town of Garner approved an inter-local agreement that provides the details of the partnership between the County and Town to purchase the land and build and operate the fire station. The site will be a co-location site with facilities to house an Emergency Medical Services ambulance.

The Wake County Board of Commissioners approved creation of the Cary Suburban Fire Insurance District and authorized an agreement with the Town of Cary Fire Department to serve the unincorporated fire insurance district. The North Carolina Office of State Fire Marshal has approved the certification for the Cary Suburban District.

Fire/Rescue performed 160 fire investigations in FY 2008. This number of fire investigations is a 29% increase from the prior year. Although the number of fire investigations is projected to decrease for FY 09, the FY 09 projection is the second highest number of fire investigations in the last five years.

Discontinued training services for private fire brigades from outside Wake County. To reduce costs for lp gas used in live fire training, private fire brigades are no longer trained at the County's fire training center.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Fire Services Division of Fire and Emergency Management has identified reductions of \$103,724, or 6.6 percent of the FY 2009 Adopted Budget of \$1,577,731. These reductions coupled with some fleet savings and merger efficiencies, as well as contractual obligations and other allowable budget increases result in a decrease of about \$175,000 from the FY 2009 Adopted Budget (11.1 percent).

The Fire Services Division primarily consists of personnel costs. Therefore, any meaningful budget reduction for FY 2010 had to include personnel. Some operating funds were trimmed, but the

substantial reductions include the loss of 1.5 FTE's. One FTE is a vacant Deputy Fire Marshall Public School Inspector. This position had been added in anticipation of several new Wake County schools coming online. Due to the economy, Wake County Public Schools has been forced to slow down their capital program, so the current workload can be handled by current personnel. The other half FTE is a Deputy Fire Marshall Commercial Inspector. A temporary employee in this division is also included in the reduction. This will decrease the number of occupied commercial structures that can be inspected in FY 2010. This half position had been added to accelerate the timeline for compliance with inspection guidelines. Compliance without the position is now expected to occur in 2012.

Other Issues:

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated inspection schedule.

Complete second Wake County Fire Academy. The first Fire Academy graduated twelve recruits with all the certifications required by the Wake County Fire Service Compensation Plan.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts.

Coordinate with Facilities, Design and Construction Department to design and begin construction of a fire station to serve an area of southeastern Wake County that is not currently in a rated fire insurance district. Wake County purchased the land for the co-location station in FY 2009.

The 2009 edition of the North Carolina State Fire Prevention Code may provide authority for fire prevention staff to regulate open burning in unincorporated areas. Staff will evaluate the new fire code and coordinate with the North Carolina Office of State Fire Marshal to interpret the code provisions related to open burning.

Continue coordination efforts with the Wake County Sheriff's Office, the Wake County District Attorney's

# Fire-Emergency Management

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Office, and other law enforcement agencies to address the increase in intentionally set fires.

## **HORIZON ISSUES**

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. The Fire Commission continues its long range planning efforts to meet the needs of urbanizing unincorporated areas.

The historic drought that impacted Wake County is anticipated to result in a more active wildland fire season. The 2009 edition of the North Carolina State Fire Prevention may provide sufficient authority to regulate open burning in unincorporated areas. However, additional strategies to regulate open burning may be pursued if the Office of State Fire Marshal determines the code cannot be used to regulate open burning.

# Fire-Emergency Management

## Summary of Services and Performance Measures

### Service Area: County Firefighter Program

**Description:** Fire and Rescue strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of Daytime Rolesville responses	458	469	480	500
Number of Daytime Stony Hill responses	324	335	340	350

### Service Area: Contract Fire Departments

**Description:** Provide a minimum recognized level of service countywide, to the extent that 90% of Wake County is located in a rated fire insurance district with a minimum rating of 9S.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of emergency incidents responded to by contractors	27,690	28,380	29,074	30,000
Number of fire incidents responded to by contractors	14,237	14,592	14,948	15,800
Number of medical first responder incidents responded to by contractors	13,453	13,788	14,126	14,200
<b>Effectiveness</b>				
Percentage of emergency incidents responded to by contractors within 9.2 minutes or less	95	95	90	90

### Service Area: Fire/Rescue Operations and Fire Investigation

**Description:** Fire and Rescue strives to ensure the delivery of the highest level of effective and efficient fire protection and related emergency services with a focus on customer service.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of Fire/Rescue Responses	241	247	250	250
<b>Effectiveness</b>				
Percentage of Calls responded to within 45 minutes or less	97	91	90	90
Percentage of determinations listed as Under Investigation	17	20	15	15

# Fire-Emergency Management

## Service Area: Fire Prevention Services

**Description:** Maintain and improve the physical and economic quality of life for those that live, work, play and travel in Wake County through comprehensive fire prevention services.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Square Footage Inspected	235,278,511	487,987,431	300,000,000	300,000,000
Public School Square Footage Inspected	96,989,292	13,964,640	143,137,498	143,137,498
Number of fire code enforcement activities	4,788	5,673	4,900	4,900
Number of construction plans reviewed	744	N/A	800	800
<b>Effectiveness</b>				
Percentage of one-year occupancies inspected	99	99	100	100
Percentage of two-year occupancies inspected	47	53	50	50
Percentage of three-year occupancies inspected	44	33	33	33
Percentage of schools buildings on schedule	84	100	100	100
Percentage of plans reviewed within seven calendar days	81	90	90	90
Percentage of fire code enforcement activities that are reinspections	12	5	5	10
Percentage of complaints investigated within two business days	80	90	90	90

## Service Area: Fire Incident Reporting System

**Description:** Improve the ability of contractors and other public safety partners to communicate and transfer data with and among each other, and increase the use of data in decision support processes.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Percentage of months of fire report data collected	100	95	100	100

## Service Area: Fire/Rescue Training

**Description:** Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

# Fire-Emergency Management

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of course hours	42,112	37,743	42,000	42,000
Number of student contact hours	2,414	2,316	2,450	2,450
Number of Fire Officer courses offered	N/A	1	2	2
Number of maintenance hours at WCFRTC	1,716	1,389	1,300	1,300
<b>Effectiveness</b>				
Percentage of course attendees that score below 70% on a course pre-test, score 70% or higher on a post-test	98	98	95	90
Number of ICS courses delivered	7	6	6	6

## Service Area: Hazardous Materials Response Program

**Description:** Improve the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of Haz Mat Team responses	4	5	5	5

# Fire-Emergency Management

## Division Summary - Emergency Management

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	431,492	493,204	376,785	371,280
Contractual Services	7,367	13,000	15,730	13,500
Supplies, Materials and Other Charges	285,732	231,348	267,919	162,522
Capital Outlay	186,967	-	19,995	-
Debt	167	3,500	3,500	-
Transfers Out	138,145	-	-	-
<b>Expenditure Totals</b>	<b>\$ 1,049,870</b>	<b>741,052</b>	<b>683,929</b>	<b>547,302</b>
<b>Revenues:</b>				
Federal	65,725	53,502	53,502	50,050
<b>Revenue Totals</b>	<b>\$ 65,725</b>	<b>53,502</b>	<b>53,502</b>	<b>50,050</b>
<b>Number of FTE's</b>	6.00	6.00	5.00	5.00

### DIVISION PURPOSE AND GOALS

The Division of Emergency Management is responsible for the governmental function that coordinates and integrates all activities to build, sustain and improve the capability to prepare for, protect against, respond to, recover from or mitigate against threatened or actual natural disasters, acts of terrorism or other man-made disasters.

To accomplish this purpose, Emergency Management (EM) places a heavy emphasis on planning and coordinating efforts with the private sector and municipal, regional, state and federal partners. Through this coordination, EM identifies steps to effectively accomplish its goals.

EM is available on a 24/7 basis to assist first responders, assure continuity in response efforts, activate and lead the Emergency Operations Center (EOC) and provide informed recommendations on emergency actions and procedures.

### MAJOR ACCOMPLISHMENTS

Successfully merged with the Fire/Rescue Division of the former Public Safety Department creating the Fire/Emergency Management Department

Activated and operated the EOC in six events

Collaborated with Public Affairs Office in the continuation of a public education campaign known as "Ready Wake"

Continued development of a logistical support program providing equipment and supplies such as cots, pillows and blankets for emergency shelters, portable area lighting units, communications caches and support tools and emergency response logistical equipment

Collected approximately 920 chemical facility reports providing locations, inventories and other data on specific chemicals; performed Quality Assurance checks on 100% of the submitted reports and distributed the information to first responders for emergency pre-planning and response activities

Coordinated all activities of the Local Emergency Planning Committee including the Business Environmental Safety and Training (BEST) Conference

Completed the established requirements surrounding the Harris Nuclear Power Plant including the bi-annual Federal Emergency Management Agency's evaluated exercise

# Fire-Emergency Management

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## FY 2010 DISCUSSION

### Reductions:

As part of the FY 2010 budget process, the Emergency Management Division of Fire and Emergency Management has identified reductions of \$78,324, or 10.6 percent of the FY 2009 Adopted Budget of \$741,052. These reductions coupled with fleet savings and merger efficiencies including the elimination of one position during FY 2009, result in a decrease of \$193,750 from the FY 2009 Adopted Budget (26.1 percent).

The Emergency Management Division realized several efficiencies from its merger with Fire and Rescue in FY 2009, so FY 2010 reductions primarily consist of savings from these efficiencies. A position was eliminated as part of the merger, and a small amount of general operating costs related to that position are being reduced. The need to carry budget for property rental in Emergency Management no longer exists, so over \$50,000 was reduced for that. Finally, some temporary part time administrative dollars were reduced as departmental resources were pooled.

### Other Issues:

In FY 2010, Emergency Management will strive to fulfill mandated requirements with a reduced staff.

Attempt to seek and leverage grant funds to fulfill Business Plan goals and objectives including acquiring equipment to adequately support Wake County's existing shelter sites and pursuing agency accreditation through the Emergency Management Accreditation Program.

Continue to work with the County's emergency response partners. Emergency Management will act as the primary liaison in leading the effort in tracking credentialed ICS personnel, pursuing status as an Urban Area Security Initiative (UASI) jurisdiction and enhancing regional public safety collaboration efforts.

Continued development of WebEOC, an information sharing, web-based software that will extend EM's

ability to communicate, collaborate and efficiently achieve goals with our partners. Training with Geographic Information Services software will provide first responders with additional tools to be used in planning, response and recovery activities.

Maintenance of the logistical support program

Transfer the existing Tier II chemical reporting database maintained by Wake County, to a state-wide reporting mechanism called E-Plan

Evaluate the Target Capabilities List

Update numerous plans and procedures

Provide a limited number of National Incident Management System (NIMS) classes to our community partners

Provide support to the Local Emergency Planning Committee including SARA Title III and Tier II reporting requirements

## HORIZON ISSUES

Much of EM's programs are driven by risk, threat and vulnerability. As the population of the county continues to grow, critical industry continues to move to and expand in the county and, known and newly discovered risks and threats present themselves. EM will work diligently to mitigate, prepare for, respond to and recover from hazards and events. Primary in these opportunities will be the continued development/enhancement of the new Fire/EM Department; working closely with Progress Energy as the company pursues expansion of the Harris site; continued assessment of Homeland Security's Target Capabilities List; establishment of our region as an Urban Area Security Initiative (regional project) site; pursuit of resources to enhance the capabilities of the Emergency Operations Center (EOC) and establishing staff to oversee a needed training and exercise program. In order to leverage our resources, EM will continue to explore emerging technologies; strengthen our partnerships in the community and explore unique avenues to complete our goals.

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# Public Safety Communications

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Contractual Services	339,742	542,415	415,709	395,397
Supplies, Materials and Other Charges	711,633	468,383	553,626	550,259
Capital Outlay	20,161	52,000	52,000	75,000
<b>Expenditure Totals</b>	<b>\$ 1,071,536</b>	<b>1,062,798</b>	<b>1,021,335</b>	<b>1,020,656</b>
<b>Revenues:</b>				
Charges For Services	734,337	993,808	893,808	1,011,556
Interest Income	1,789	-	-	-
<b>Revenue Totals</b>	<b>\$ 736,126</b>	<b>993,808</b>	<b>893,808</b>	<b>1,011,556</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

Emergency Communications is responsible for coordination of public safety platforms including the 800 MHz radio system which is used by municipal police, fire, county law enforcement and emergency medical services. Computer Aided Dispatch (CAD) services are also supported by this function. Emergency Communications strives to provide seamless and efficient communications services for emergency personnel in Wake County. Additionally, Emergency Communications manages both an alphanumeric and a tone and voice paging system. EMS and Fire service agencies rely heavily on alphanumeric and tone and voice pagers for dispatch information from CAD and to provide redundant alert and notification to personnel both paid and volunteer.

## MAJOR ACCOMPLISHMENTS

Completed a project to relocate the 800 MHz radio tower facility located on Highway 55 near Kitt Creek Road (RTP tower site). Economic development around this facility had prompted interest to move this site. The goal of this project was to build a fully redundant tower; relative in all aspects, to the existing Wake County radio tower. Once the structure was built, and accepted, the service was switched from the old site to the new one. The old site has been decommissioned and removed.

Completed the Wake Forest 800 MHz multicast site conversion to simulcast technology. This project involved acquiring the "old" simulcast equipment that was available after the RTP tower site was moved. The old equipment was used to upgrade the Wake Forest 800 MHz multicast site to simulcast.

Completed the addition of simulcast paging at the RTP tower site for the Tone and Voice paging platform. This project involves adding simulcast paging capability to the RTP tower site to alleviate in-building coverage issues in the Morrisville, Cary and Apex area.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, Emergency Communications has identified reductions of \$247,925, or 11.9 percent of the FY 2009 Adopted Budget of \$2,078,578. These reductions coupled with some increases due to contractual obligations results in a decrease of \$98,196 from the FY 2009 Adopted Budget (4.7 percent). These savings are realized by the County Departments and Municipal Users who use the 800 MHz and CAD systems.

This budget was able to be reduced without significantly impacting emergency communications services. The major decreases resulted from renegoti-

# Public Safety Communications

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ating contracts with Motorola. Response times for repairs will no longer be guaranteed, but past experience has shown that this assurance is not necessary. External site maintenance will be done less frequently, and the County is taking advantage of a pooled contract arrangement for CAD maintenance that lowers those costs. The County realized further savings as FY 2009 was the final year that the County subsidized CAD for the other users. Each user now pays their proper share for CAD.

## Other Issues:

Automatic Vehicle Location (AVL) and In Vehicle Navigation (IVN) technology was recently implemented for Wake County EMS, Wake County Sheriff and municipal law enforcement agencies. These platforms integrate into the CAD system utilized by Raleigh-Wake Emergency Communications and are intended to save valuable time by dispatching the closest emergency response unit (AVL) and providing the most direct route to the incident (IVN). Continued monitoring of these platforms is required to evaluate their effectiveness in reducing incident response times.

Portions of the 800 MHz plan are funded in the FY 2009-15 County Capital Improvement Plan (CIP). This includes improvements to system infrastructure as well as field equipment replacement. Federal grant funding (such as COPS grant funding) is being sought to fund several projects that are not currently funded by the County CIP.

## **HORIZON ISSUES**

The 800 MHz platform is aging, and currently Motorola plans to discontinue hardware and software maintenance support for the system in 2015. At that time, the existing 800 MHz platform reaches end of life. Because of the critical nature of the voice traffic that traverses the County 800 MHz system, it is imperative the County operates a platform that is fully supported from a hardware and software perspective. Replacement of the platform is estimated to cost \$45,000,000 and has been identified as a horizon issue in the County CIP.

# City-County Bureau of Identification

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 3,642,381	3,743,454	3,713,111	3,656,954
Contractual Services	75,843	91,580	91,895	97,900
Supplies, Materials and Other Charges	624,857	708,435	524,538	396,119
Capital Outlay	62,498	4,775	32,880	4,775
Debt	5,131	–	4,601	–
<b>Expenditure Totals</b>	<b>\$ 4,410,710</b>	<b>4,548,244</b>	<b>4,367,025</b>	<b>4,155,748</b>
<b>Revenues:</b>				
Charges For Services	\$ 989,012	1,065,080	980,080	1,079,200
Miscellaneous	25	–	–	–
<b>Revenue Totals</b>	<b>\$ 989,037</b>	<b>1,065,080</b>	<b>980,080</b>	<b>1,079,200</b>
<b>Number of FTE's</b>	<b>64.00</b>	<b>66.00</b>	<b>66.00</b>	<b>64.00</b>

## DEPARTMENT PURPOSE AND GOALS

City-County Bureau of Identification (CCBI) is a law enforcement agency that provides services to all law enforcement agencies in Wake County, the District Attorney's Office, and the public. Its staff of 25 sworn law enforcement officers and 42 civilian employees provides services 24 hours per day, 7 days per week. It is unique in the state of North Carolina, and the only other agency that replicates some of its services is the NC State Bureau of Investigation. CCBI's mission is to deliver the highest level of forensic crime scene and identification services.

Services fall into six general areas: (1) investigate and process crime scenes and collect and analyze physical evidence; (2) determine whether drug samples are controlled substances; (3) examine fingerprints, footwear impressions, tire impressions, and fabric impressions to attempt to identify a suspect; (4) fingerprint, photograph, and create computerized files on all Wake County arrestees; (5) create photo line ups and perform criminal history checks for law enforcement agencies; and (6) provide fingerprinting and criminal background checks for citizens upon their request.

## MAJOR ACCOMPLISHMENTS

City-County Bureau of Identification (CCBI) possesses a finger and palm-print system (SPEX) that compares unknown prints to a database of known prints. The addition of this tool has had dramatic results. In 2008, SPEX has resulted in 628 suspect identifications; in 2008, state-AFIS has resulted in 323 suspect identifications; manual comparisons identified an additional 51 suspects thus resulting in 1,002 identifications. 2008 was the highest number of identifications in the 72 year history of CCBI.

Although Agents are currently meeting their response time goals, CCBI is always looking for ways to improve our service to both law enforcement officers and citizens by reducing our response time as much as possible. In 2008, CCBI Agents responded to 74% of all crime scene calls within 60 minutes.

Using the staff assigned to the CCBI Processing Unit over a period of two and one half years they populated the SPEX database with over 150,000 historical arrest palm print cards dating back to the early 1970's. Had this project been outsourced to the vendor the cost would have been over \$265,000.00. Now that this historical arrest data is in a searchable database, latent palm prints from unsolved crimes

# City-County Bureau of Identification

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which occurred over the past four decades can now be searched, which should result in numerous old crimes being solved with modern technology. Additionally, CCBI no longer populates the SPEX database manually. The database is populated automatically from the LiveScan computers located in the Processing Unit which are used to capture the finger and palm impressions of everyone arrested in Wake County. Linking the LiveScan technology with the SPEX technology now results in every arrestee's full hand impressions being searched automatically against every latent print from the scene of a crime that remains unsolved. The SPEX database now contains the finger and palm impressions of over 300,000 individuals who have been arrested in Wake County.

Four (4) Forensic Technician positions were developed and staffed with existing employees in an effort to encourage longevity and cross-training at CCBI. These positions also allow for promotional opportunities for subordinate staff. These individuals provide technical support for Latent Examiners, thus allowing Examiners to devote more time to print comparison.

The Forensic Drug Chemist received approximately 1,000 drug cases and analyzed over 1,800 unknown controlled drug samples in 2008, while testifying as an expert in state and federal court. In 2008, the average time to analyze a drug case was one week in Wake County. The average Wake County drug analysis was completed 83 days faster than anywhere else in the state.

CCBI staff has attended numerous hours of non-mandated training to further expand forensic services to the law enforcement community. CCBI employees have attended a number of advanced training courses including: Advanced Shooting Reconstruction; Advanced Blood Spatter Analysis; Advanced Buried Bodies and Surface Skeletons; Evidence Management Procedures; Advanced Photographic Methods; Certification Course for Forensic Computer Examination; and Administrative Officers Management Program.

CCBI has initiated the self-assessment phase for national accreditation with the Commission on

Accreditation for Law Enforcement Agencies (CALEA). While the ultimate goal is national accreditation, CCBI is in the process of evaluating and modifying all Bureau policies and procedures.

## FY 2010 DISCUSSION

### Reductions:

As part of the FY 2010 budget process, the City County Bureau of Identification (CCBI) has identified reductions of \$382,616, or 8.4 percent of the FY 2009 Adopted Budget of \$4,548,244. These reductions coupled with some fleet savings and increases due to contractual obligations results in a decrease of \$392,496 from the FY 2009 Adopted Budget (8.6 percent).

Most of these reductions in FY 2010 will have a modest impact on services. Overtime funds are being reduced, which could result in longer wait times for CCBI agents to arrive at crime scenes, and for arrestees to be processed at busy times. A vacant Latent Print Examiner position is being eliminated. Filling this position would have allowed CCBI to handle identification requests faster. Other reductions include an administrative position, some training, some equipment, supplies and other operating costs. Other key positions will be retained, and the impact on services should be minimal.

### Other Issues:

CCBI currently employs a temporary part-time Forensic Drug Chemist and would like to convert this to a permanent part-time position. The temporary part-time Drug Chemist is currently funded by lapse salary and CCBI would like to establish permanent funding for this position. The part-time Drug Chemist also conducts peer reviews for quality assurance on 20 percent of the drug cases worked by our full-time Drug Chemist, which is the industry standard for forensic drug analysis.

With the five existing in-house Forensic Technicians, extensive training is required to ensure personnel are trained to meet CCBI's standards. Field Agents and other Forensic Examiners for CCBI must also attend continuous training to be proficient in forensic disci-

# City-County Bureau of Identification

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plines and to maintain required certifications. Reduction in budgetary funds would have a major impact on CCBI maintaining compliance with law enforcement standards.

## **HORIZON ISSUES**

In FY 2009 or FY 2010 (depending on when the Photo Lab project is completed), CCBI will be responsible for annual maintenance contracts on the software package, printers, scanners, and two computers associated with this project. It is unknown at this time what that cost will total. Wake County Information Services will be responsible for the annual maintenance contracts on the Storage Area Network itself.

Each Crime Scene Agent is issued a digital camera for use on crime scenes. These cameras have a limited life span, and it is anticipated that five (5) cameras per year will require replacement at a total cost of \$6800 per year.

Annually, CCBI replaces filters for the Forensic Work Station, Drying Cabinets, and CyanoSafe Fuming Chambers. Filters must be replaced annually at a cost of \$7,000 per manufactures mandated schedule. CCBI continuously uses operating funds to cover this required expense.

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# Sheriff

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	\$ 46,122,000	47,638,546	47,616,830	47,895,985
Contractual Services	5,915,438	6,227,160	6,243,638	5,757,188
Supplies, Materials and Other Charges	8,369,469	9,124,554	8,306,559	7,733,508
Capital Outlay	110,713	113,974	144,613	62,760
Debt	3,227	2,500	2,500	2,500
Transfers Out	221,013	58,000	72,760	126,765
<b>Expenditure Totals</b>	<b>\$ 60,741,860</b>	<b>63,164,734</b>	<b>62,386,900</b>	<b>61,578,706</b>
<b>Revenues:</b>				
Federal	\$ 592,261	363,514	363,514	523,514
State	518,423	523,180	535,658	455,658
Local	6,936	15,000	15,000	5,000
Charges For Services	4,100,525	4,081,100	4,081,100	4,350,000
Licenses & Permits	155,025	110,000	110,000	160,000
Interest Income	8,374	300	300	300
Miscellaneous	(31,801)	9,000	9,000	4,000
<b>Revenue Totals</b>	<b>\$ 5,349,743</b>	<b>5,102,094</b>	<b>5,114,572</b>	<b>5,498,472</b>
<b>Number of FTE's</b>	<b>803.00</b>	<b>812.00</b>	<b>812.00</b>	<b>810.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County, being elected by the voting citizens of Wake County. The Sheriff has jurisdiction throughout the County including both the incorporated and the unincorporated areas. This office provides primary law enforcement for the unincorporated areas of the county and civil process serving in all County jurisdictions. The public safety of citizens is a high priority for any local government. Wake County is no exception to this assumption. As the population of the County grows, demands for the Sheriff's Office services increase also. The Sheriff and his staff are dedicated to the philosophy that "serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this county to the best of one's ability; serving these citizens is and will always be the purpose of the organization." The Sheriff provides requested assistance and support to other local law enforcement depart-

ments and to state and federal law enforcement agencies.

The Sheriff's Office consists of 814 personnel (4 are funded through grants) organized into five organizational divisions: Administration, Judicial Services, Patrol, Investigations, and Detention. For budgetary purposes, detention is a separate account, while the other four divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

# Sheriff

## Division Summary - Law Enforcement

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	24,847,427	26,315,489	26,290,815	25,996,538
Contractual Services	347,419	303,800	307,800	221,350
Supplies, Materials and Other Charges	6,386,367	6,743,600	5,923,354	5,458,244
Capital Outlay	48,002	13,974	44,613	12,760
Debt	3,227	2,500	2,500	2,500
Transfers Out	221,013	58,000	72,760	126,765
<b>Expenditure Totals</b>	<b>\$ 31,853,455</b>	<b>33,437,363</b>	<b>32,641,842</b>	<b>31,818,157</b>
<b>Revenues:</b>				
Federal	193,724	113,514	113,514	123,514
State	92,389	80,000	80,000	-
Local	6,936	15,000	15,000	5,000
Charges For Services	1,490,256	1,256,100	1,256,100	1,414,500
Licenses & Permits	155,025	110,000	110,000	160,000
Interest Income	8,374	300	300	300
Miscellaneous	(32,039)	9,000	9,000	4,000
<b>Revenue Totals</b>	<b>\$ 1,914,665</b>	<b>1,583,914</b>	<b>1,583,914</b>	<b>1,707,314</b>
<b>Number of FTE's</b>	399.00	405.00	405.00	403.00

### DIVISION PURPOSE AND GOALS

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's Office also provides radio communications, evidence and property control services related to investigations of criminal activity, and transports involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff's Office 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 the city limits of Raleigh, Wake Forest, Fuquay-Varina, and Zebulon, and two 9th grade centers in Wake Forest. These officers are considered as vital resources in the safety and security of students, faculty and staff of the Wake

County Public School System. The School System shares in the cost of this service for the high schools.

The Sheriff's Office is responsible for serving civil and criminal processes issued by the courts. The service of these processes 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.

The Sheriff's Office also is responsible for courtroom security in the thirty-one District and Superior courtrooms in Wake County. Courtroom security includes the physical security of the courtroom, the personal safety of all who attend court proceedings, and the control and supervision of persons in custody when brought for court appearances.

Other duties of the Sheriff's Office include: Issuing pistol purchase permits and concealed handgun carry permits, registering sexual offenders and predators

# Sheriff

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residing in Wake County (including investigating their current address) and issuing of parade and picketing permits in the unincorporated areas of the county.

## MAJOR ACCOMPLISHMENTS

Implemented Cover Your Assets software program, an integrated scheduling system for on-duty assignments, special event management, and secondary employment (off-duty) assignments.

Participate as one of the lead agencies with the NC Department of Crime Control and Public Safety's NCAWARE, (NC Automated Warrant Repository) project. The NCAWARE system will provide an automated, web-based statewide warrant repository to maintain and track criminal processes and offender information. A primary goal of this project has been the migration of the existing Magistrate System from a client-server platform to a web browser-based environment, providing secure, broad access to all of the criminal justice and law enforcement communities.

Sheriff appointed by the legislature to sit on task force for NC Criminal Justice Data Integration Pilot program. This is an on-going program in the development stages.

Expanded detention transport team to reduce number of hours patrol deputies spend transporting prisoners to hospitals in order for deputies to return to patrol duties.

Completed WCSO 19th Basic Law Enforcement Training Academy with 15 graduates.

Provided law enforcement experience for 60 middle school students in the 4th Annual Law Enforcement Adventure Camp.

Assumed responsibility for managing public operations of the Firearms Education Training Center and increased public training classes 169%, new members by 252%, public usage of the actual range by 59%, and doubled the revenues received.

Began construction of the new Law Enforcement Training Center.

Installation of new Video/Audio recording system for interview rooms.

## FY 2010 DISCUSSION

Reductions:

As part of the FY 2010 budget process, the Law Enforcement Division of the Office of the Sheriff has identified reductions of \$748,384, or 2.2 percent of the FY 2009 Adopted Budget of \$33,437,363. These reductions coupled with significant fleet savings and minor increases due to contractual obligations results in a decrease of \$1,619,206 from the FY 2009 Adopted Budget (4.8 percent). When increased revenues are factored in, the net County funding of the Law Enforcement Division is decreasing by more than \$1.7 million or 5.5%.

The Office of the Sheriff proposed possible FY 2010 budget reductions in the Law Enforcement Division by first offering items that cause minimal impact on services to the public. Reductions include: Two administrative positions, a major reduction in temporary courthouse positions, reduction of other temporary employees, and several operating reductions such as clothing allowance, office supplies, travel, etc. Reducing the Law Enforcement budget further would require reducing critical positions such as Deputies, Investigators, and Pre-Trial Services.

Other Issues:

Current budget year issues include: Implement automated property inventory/order system; Courthouse deputy coverage due to the loss of funding for temporary part-time deputies; Moving into new Law Enforcement Training Center with existing staff; Renovation of Firearms Education Training Center to accommodate move; Identify locale for interim location of property room to allow for renovation to accommodate move of WCSO communications center from City Hall to Public Safety Center.

## HORIZON ISSUES

Horizon issues include: Upgrade records/crimes management and jail management systems from mainframe application to windows/web based appli-

# Sheriff

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cation; Additional renovation of FETC; Renovation of property room and move communications center from City hall to PSC; Training expansion needs; Upgrade Computer Aided Dispatch to work more closely with Law enforcement reporting programs; Evaluation of 911 center and the appropriate management entity; K9 dog replacements as they age out.

# Sheriff

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## Summary of Services and Performance Measures

### Service Area: Patrol

**Description:** Patrol units respond to calls for service, churches, or residences, investigate break-ins, serve provide routine security checks of businesses, warrants, and enforce traffic regulations.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Effectiveness</b>				
Response time (received to dispatch) in minutes	5	5	5	4
Response time (dispatch to arrival) in minutes	10	10	10	8
<b>Input</b>				
Numbers of calls for service	53,898	55,600	60,000	N/A
Number of building and community security checks	71,759	66,300	75,000	N/A

### Service Area: Criminal Investigations Division (CID)

**Description:** Criminal investigation detectives officers include the Special Response Team, K-9 investigate crimes against persons, identity theft, team, and highway drug interdiction team. narcotics, and property crimes. Special operations

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of concealed handgun permits processed	1,460	3,600	1,500	N/A
Number of pistol permits processed	11,748	22,000	12,000	N/A
<b>Input</b>				
Number of registered sex offenders	540	519	530	N/A

### Service Area: Judicial Services

**Description:** Judicial service officers serve judicial notices, warrants, and domestic protection orders. This unit also provides courthouse security.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Output</b>				
Number of civil papers for service received and processed	89,000	95,100	95,000	N/A
<b>Input</b>				
Number of warrants, summons and arrest orders	8,200	7,650	8,200	N/A

# Sheriff

## Division Summary - Detention

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	21,274,573	21,323,057	21,326,015	21,899,447
Contractual Services	5,568,019	5,923,360	5,935,838	5,535,838
Supplies, Materials and Other Charges	1,983,102	2,380,954	2,383,205	2,275,264
Capital Outlay	62,711	100,000	100,000	50,000
<b>Expenditure Totals</b>	<b>\$ 28,888,405</b>	<b>29,727,371</b>	<b>29,745,058</b>	<b>29,760,549</b>
<b>Revenues:</b>				
Federal	398,537	250,000	250,000	400,000
State	426,034	443,180	455,658	455,658
Charges For Services	2,610,269	2,825,000	2,825,000	2,935,500
Miscellaneous	238	-	-	-
<b>Revenue Totals</b>	<b>\$ 3,435,078</b>	<b>3,518,180</b>	<b>3,530,658</b>	<b>3,791,158</b>
<b>Number of FTE's</b>	404.00	407.00	407.00	407.00

### DIVISION PURPOSE AND GOALS

North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex). The Sheriff's Office also transports prisoners to and from court appearances to the various units of the North Carolina Department of Corrections across the state, and to and from other sheriffs' offices. Medical care for the inmates is provided by a full-time physician employed by the Sheriff's Office, two physician assistants, a full-time nursing staff on duty twenty-four hours each day, and through contracts with external medical providers.

### MAJOR ACCOMPLISHMENTS

Expanded detention transport team to reduce number of hours patrol deputies spend transporting prisoners to hospitals in order for deputies to return to patrol duties.

Held one Detention Academy with 20 graduates.

Employed second physician's assistant in order to provide physical evaluations of inmates at time of intake.

Fully implemented 287(g) program, a cooperative program between the WCSO and the US Dept. of Homeland Security's Immigration and Customs Enforcement agency. Major construction phase began at the WC Detention Center. Preliminary stage begun was the parking deck. When the full construction phase is completed in 2013, it will add 672 additional beds to the existing bed count of 1312

Created a special inmate property unit that improves accountability in the handling of inmate property.

Modified shift operations by creating a "swing shift" that operates from 11:00 a.m. until 11:00 p.m. As a result, the amount of overtime being paid was reduced.

Implemented an agreement with Western Union to provide for direct wiring of funds to inmate trust accounts. This has improved the efficiency of deposit

# Sheriff

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operations and improved ability of family members to deposit funds in inmates' accounts.

## **FY 2010 DISCUSSION**

### Reductions:

As part of the FY 2010 budget process, the Detention Division of the Office of the Sheriff has identified reductions of \$450,000, or 1.5 percent of the FY 2009 Adopted Budget of \$29,727,371. These reductions coupled with increases due to contractual obligations results in an increase of \$33,178 from the FY 2009 Adopted Budget (0.1 percent). When increased revenues are factored in, the net County funding of the Detention Division decreases by about \$240,000 or 1%.

About \$200,000 of this reduction is a result of a decrease in the per meal rates for the food service contract. The other \$250,000 involves several operating expense items that will have minimal impacts on the Detention Division. No other reductions were taken because they would have involved reducing personnel such as Detention Officers. Reducing staff would just increase the need for overtime, which is more expensive, because the detention center must be fully staffed at all times.

### Other Issues:

Budget year issues include: Will need to hold at least three (3) detention academies; Finalize operational cost estimates for Phase 2 of the Wake County Detention facility; Continue planning design of Phase 2 of the Wake County Detention facility; Contain medical costs of inmates within budget framework; Investigating and possibly implementing a debit card program for inmate funds disbursement upon the release of an inmate from the Wake County detention facilities.

## **HORIZON ISSUES**

Horizon issues include: Hire staff for new detention facility; Procure electronic medical records systems.

# Sheriff

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## Summary of Services and Performance Measures

### Service Area: Detention

**Description:** North Carolina General Statutes 153A-218 authorizes a county to establish, maintain, and operate a local confinement facility. N.C. General Statutes 162-22 provides that the Sheriff has the care and custody of the jail. The Wake County

Sheriff's Office is responsible for keeping and maintaining three separate detention facilities: the Public Safety Center Detention facility (Wake County Detention Center on Hammond Road, and the Hammond Road Detention Annex).

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Average length of stay of inmate population in days	23	26	23	N/A
<b>Input</b>				
Average daily inmate population	1,250	1,390	1,312	N/A

# Non-departmental

## Public Agencies

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Aid To Community Agencies	599,998	600,000	600,000	540,000
North Carolina Symphony	34,000	34,000	34,000	30,600
Other Public Agencies	50,000	–	–	–
Wake County Arts Council	350,000	350,000	343,700	315,000
East Wake Education Foundation	50,000	50,000	50,000	45,000
Communities In Schools	75,000	75,000	75,000	67,500
PLM	300,000	–	–	–
Contribution to Marbles	1,000,000	1,000,000	982,000	900,000
St. Augusta Missionary Baptist Church Family Life Center	50,000	–	–	–
The Healing Place	500,000	500,000	491,000	450,000
Wake Forest Centennial Celebration	–	–	40,000	–
Town of Fuquay Varina Centennial Celebration	–	–	40,000	–
African American Cultural Festival	200,000	200,000	20,000	75,000
Agency Expenditures-Non Taxable Payments	3,338	–	–	–
Service Award/Recognition	3,276	–	–	–
<b>Expenditure Totals</b>	<b>\$ 3,215,612</b>	<b>2,809,000</b>	<b>2,675,700</b>	<b>2,423,100</b>

## Memberships

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Raleigh-Durham Airport Authority	12,500	12,500	12,500	12,500
Triangle J Council of Governments	187,000	203,361	198,925	190,556
CAMPO (Capital Area Metro Planning Organization)	128,154	133,487	133,487	133,487
Institute Of Government	79,656	85,795	85,795	85,795
National Association Of Counties	11,253	11,253	11,253	11,253
NC Association Of County Commissioners	66,313	70,955	70,955	67,377
<b>Expenditure Totals</b>	<b>\$ 484,876</b>	<b>517,351</b>	<b>512,915</b>	<b>500,968</b>

## Contracts

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Economic Dev - Chamber Of Commerce	295,000	305,000	305,000	289,500
Soil and Water Conservation District	–	–	633,600	420,691
Other Contracted Services	796,111	559,979	457,092	228,422
Vacancy Rate	–	(1,389,460)	(1,781,460)	–
<b>Expenditure Totals</b>	<b>\$ 1,091,111</b>	<b>(524,481)</b>	<b>(385,768)</b>	<b>938,613</b>

# Non-departmental

## Health Benefits

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Healthcare - Contra	-	(21,420,000)	(21,420,000)	(23,926,000)
Dental - Contra	-	(1,269,000)	(1,793,000)	(1,284,000)
Contracted Services	-	100,000	100,000	100,000
Health Self Insurance Claims	-	19,326,000	19,326,000	21,575,000
Wellness Program	-	70,000	70,000	-
Dental Self Insurance Claims	-	1,184,500	1,708,500	1,199,500
Dental Self Insurance Admin Costs	-	84,500	84,500	84,500
Retiree Health - County Contribution	-	2,500,000	2,500,000	2,500,000
Health Self Insurance Admin Costs	-	2,292,000	2,292,000	2,292,000
<b>Expenditure Totals</b>	\$ -	<b>2,868,000</b>	<b>2,868,000</b>	<b>2,541,000</b>

## Risk Management - Cost of Claims

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
WC Excess Liability Premium	-	-	-	188,186
Brokerage Fees	-	-	-	40,000
Consulting Fees	-	-	-	5,000
Purchased Insurance & Bonding	-	-	-	600,889
Self Insurance Claims	-	-	-	2,404,000
<b>Expenditure Totals</b>	\$ -	-	-	<b>3,238,075</b>

# Non-departmental

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## Contingencies

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
School Contingency	–	3,000,000	–	–
<b>Expenditure Totals</b>	<b>\$ –</b>	<b>3,000,000</b>	<b>–</b>	<b>–</b>

## Transfers

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Transfer To C/P Co Construction Fund	39,378,000	25,023,000	25,023,000	22,000,000
Transfer To C/P Schools	16,000,000	30,000,000	30,000,000	15,000,000
Transfer To Debt Service (property tax)	124,003,000	119,706,000	119,706,000	129,874,000
Transfer To Debt Service (sales tax)	–	25,032,000	25,032,000	27,721,000
Transfer To Revaluation Reserve	1,100,000	1,100,000	1,100,000	850,000
Transfer To Grants Fund	120,000	–	–	–
Transfer To Wake Tech Capital Fund	–	5,050,000	5,050,000	10,690,000
<b>Expenditure Totals</b>	<b>\$ 180,601,000</b>	<b>205,911,000</b>	<b>205,911,000</b>	<b>206,135,000</b>

# Non-departmental

## Non Departmental Revenue Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Revenues:</b>				
Property Taxes	\$ 559,425,641	619,606,000	619,171,000	626,761,300
Sales Tax	156,037,557	145,744,000	137,100,559	122,633,000
Other Taxes	148,843	-	-	-
Lease/Rental Vehicle Tax	2,623,409	2,500,000	2,500,000	2,500,000
Payment in Lieu of Taxes	1,282,897	1,201,000	1,201,000	1,201,000
Other	10,500	-	-	-
Beer & Wine	797,700	750,000	750,000	750,000
Human Services	-	4,707,000	3,250,000	-
Other	1,721,688	2,900,000	2,900,000	1,500,000
ABC Board	2,000,000	2,000,000	2,000,000	2,000,000
Other Local	3,000	-	-	-
Reimbursements	11,164	-	-	-
Other	175,379	520,000	520,000	370,000
Licenses	57,220	55,000	55,000	55,000
Interest	4,076	-	-	-
Sale of Materials & Fixed Assets	121,968	-	-	-
Miscellaneous Revenue	57,473	-	-	-
Appropriated Fund Balance	-	8,758,706	12,049,931	-
Transfers From	7,426,460	200,000	200,000	200,000
<b>Revenue Totals</b>	<b>\$ 731,904,975</b>	<b>788,941,706</b>	<b>781,697,490</b>	<b>757,970,300</b>

# Wake County Public School System

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Wake County Schools Allocations	300,744,100	316,200,000	310,500,000	313,503,224
Direct Appropriation	300,744,100	316,200,000	310,500,000	313,503,224
Debt Service	122,879,447	156,248,114	156,248,114	165,164,236
<b>Expenditure Totals</b>	<b>\$ 423,623,547</b>	<b>472,448,114</b>	<b>466,748,114</b>	<b>478,667,460</b>

## DEPARTMENT PURPOSE AND GOALS

The Wake County Public School System (WCPSS), the largest K-12 education agency in North Carolina and the 18th largest nationwide, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS currently operates 99 elementary schools, 30 middle schools, 23 high schools on 20 different campuses, and four special/optional schools.

The Wake County Board of Commissioners, through the appropriation process, provides general policy management and oversight of the school system, consistent with policies and regulations enacted by the State. The Wake County Board of Commissioners provides 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 Wake County Board of Commissioners includes appropriations for increased instructional and non-instructional personnel, salary supplements, and other operating support.

## FY 2010 DISCUSSION

The FY 2009 Adopted County appropriation to WCPSS was \$319.2 million with \$3.0 million held in reserve, to be provided if enrollment exceeded 139,039 students for the 20th day count. WCPSS enrollment did not reach this threshold and the effective appropriation was \$316.2 million. When

adjusted for actual 20th day enrollment, the adopted per pupil expenditure of \$2,197 translates into \$313.5 million.

During the 2009 fiscal year, WCPSS participated in the countywide reduction process, reducing their planned spending by \$5.7 million for an amended FY 2009 appropriation of \$310.5 million. WCPSS based their FY 2010 request on this amended budget, or roughly \$600,000 over the FY 2009 Adopted Budget. Their request included increases for salaries and benefits, and a portion of their increased cost for utilities.

The FY 2010 appropriation for the school system is \$313.5 million; \$3.3 million or 1.0 percent less than the Board of Education's request of \$316.8 million. Given this year's budget constraints, the County held the WCPSS appropriation constant, since the FY 2009 appropriation was not based on actual student enrollment.

The FY 2010 budget also includes \$165.2 million for debt service in support of WCPSS, CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 6.0 percent increase from FY 2009.

### Other Issues:

In 2009-2010, WCPSS expects membership of 140,012, an increase of 2,306 students or a 1.7 percent increase from the 2008-2009 20th day student enrollment of 137,706.

During the 2008-2009 school year, 4,990 students were enrolled in charter schools; WCPSS anticipates that charter school enrollment will increase by 250

# Wake County Public School System

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students for the 2009-2010 school year. 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 four new schools during FY 2010: Lake Myra Elementary, Herbert Akins Elementary, Wendell Middle (permanent location) and Heritage High School (swing space for Wake Forest-Rolesville in FY10). These schools, and other renovations such as Lacy, Root and Smith Elementary, will add a combined facilities area of approximately 804,000 additional square feet. The total estimated operating costs for these new facilities is \$3.5 million.

# Wake Technical College

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Wake Technical College Allocation	17,548,165	17,025,000	16,718,550	16,718,550
Communities In Schools	-	-	-	295,000
Direct Appropriation	17,548,165	17,025,000	16,718,550	17,013,550
Debt Service	3,801,076	5,634,442	5,634,442	7,921,872
<b>Expenditure Totals</b>	<b>\$ 21,349,241</b>	<b>22,659,442</b>	<b>22,352,992</b>	<b>24,935,422</b>

## DEPARTMENT PURPOSE AND GOALS

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 and to serve as an instrument of economic growth for the County. Curriculum programs in more than 164 vocational, technical and college transfer specialties offer two-year associate degrees, one-year diplomas, or single-semester certificates. Continuing education programs include training for public service officers (law enforcement, fire protection and emergency medical services), high school equivalency classes, entrepreneurship and small business classes, noncredit courses for personal and professional development and customized workforce training for new and expanding industries.

Wake Tech serves all of Wake County through six primary sites: (1) the Main Campus on U.S. Highway 401 South near Garner; (2) the Northern Wake Campus on U.S. 401 North (Louisburg Road) near I-540; (3) the Health Sciences Campus adjacent to WakeMed; (4) the Adult Education Center on Capital Boulevard, which is home to the basic skills curriculum and the English as a Second Language (ESL) program; (5) the Western Wake Campus in Cary, which provides curriculum and continuing education classes and houses the Business and Industry Center, providing customized employee training for businesses and specialized programs to assist displaced workers; and (6) the Public Safety Training Center on Chapanoke Road south of the Beltline. Wake Tech also offers classes at more than 60 other sites across the county including public schools, churches, cham-

bers of commerce, senior citizen centers and other community facilities.

Wake Technical Community College priorities include: (1) promote economic growth and development in Wake County through educational partnerships with business and industry; (2) maximize the use of existing facilities and develop additional facilities to serve Wake County's rapidly growing population; (3) locate new facilities more convenient to the population base; and (4) ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the global economy.

## MAJOR ACCOMPLISHMENTS

**Facilities:** Completed construction on third instructional building which will accommodate over 2,000 students and design for a fourth instructional building at Northern Wake Campus; purchased land for permanent Western Wake Campus; continued design work for Phase 2 of the Public Safety Training Center and for a sixth building at the Health Sciences Campus; started renovation for a cosmetology lab on Main campus and roof replacement at the Public Safety Training Center.

**Instruction:** Served over 68,000 adults in Wake County; added a library at the Western Wake, Cary campus; received campus designation for our Northern and Western Wake campuses after successful SACS review; signed articulation agreements with five additional four year institutions to provide transfer options for AAS program students; added Global Logistics Technology, Interventional

# Wake Technical College

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Cardiac and Vascular Technology and Geographic Information Science curriculums.

College-Wide: Fielded teams competing in soccer, volleyball and golf in Region X of the NJCAA; tobacco-free initiative expanded to all Wake Tech campuses; started an ROTC program in cooperation with North Carolina State University; enhanced employee wellness program with gym affiliation agreements; established Futures Institute funded by a grant from SunTrust Bank.

## FY 2010 DISCUSSION

Reductions:

The FY 2010 Adopted budget for Wake Technical Community College is \$17,013,550 which is a decrease of 0.07 percent over the FY 2009 Adopted Budget of \$17,025,000. As part of the FY 2010 budget process, the Wake Technical Community College appropriation includes an increase of \$295,000 for the Community Use of Schools. This program promotes lifelong learning in Wake County through courses offered at Wake County public high schools. Funding will be used to offset janitorial and utility costs at Wake County public high schools.

The Wake Technical Community College appropriation also includes funding of \$16,718,550. Wake Technical Community College will absorb costs associated with opening new facilities, as well as funding County positions with state funds and reallocating a portion of minor capital funding to operating funds. Additionally, the County contributes annual debt service to Wake Technical Community College. Therefore, total County contribution to Wake Technical Community College for FY 2010 is \$24,935,422 including fund of \$7,921,872 for debt service.

Other Issues:

Facilities: Start construction on a fourth instructional building and additional parking at Northern Wake Campus and a new building and parking deck at Health Sciences Campus; begin master planning for the first building at the new Western Wake campus; begin Phase 2 renovations at Public Safety Training Center; Continue renovation and repair

projects on Main Campus, including roofing, boilers/chillers, HVAC and parking lots.

Instruction: Recruit difficult to hire faculty for Health Sciences, Information Technologies, Spanish, sciences and math; Add Cosmetology, Skin Care & Spa Management Programs; expand course offerings for individuals over age 50; expand "Green Collar" job training programs.

## HORIZON ISSUES

Facilities: Review Master Plan for modifications; capital funding for facilities including planning for next bond Referendum; begin planning for Phase 2 of Northern Wake Campus; start construction on permanent Western Wake Campus; complete Health Sciences building and parking deck; complete Public Safety Training Center.

Instruction: Need for competitive employee salaries; plan for a Middle College Technical High School on the Main Campus.

# Debt Service

## Department Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Debt Service Principal	\$ 71,574,932	96,038,575	96,038,575	110,566,894
Debt Service Interest	65,460,529	80,755,905	80,755,905	81,357,260
Debt Service Fees	587,974	2,034,100	2,034,100	3,674,716
Salary / Benefits	109,633	110,846	110,846	127,776
Contractual Services	94,441	95,600	95,600	95,600
Supplies, Materials and Other Charges	4,558	1,754	1,754	1,754
Budget Reserves	–	1,747,220	1,747,220	–
<b>Expenditure Totals</b>	<b>\$ 137,832,067</b>	<b>180,784,000</b>	<b>180,784,000</b>	<b>195,824,000</b>
<b>Revenues:</b>				
State	\$ –	–	–	10,000,000
Interest Income	12,771,869	17,525,000	17,525,000	6,526,000
Miscellaneous	1,342	–	–	–
Other Financing Sources	–	16,595,000	16,595,000	19,572,000
Transfers	125,739,000	146,664,000	146,664,000	159,726,000
<b>Revenue Totals</b>	<b>\$ 138,512,211</b>	<b>180,784,000</b>	<b>180,784,000</b>	<b>195,824,000</b>
<b>Number of FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Debt Service Expenditures by Entity

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
WCPS Debt Service	122,879,447	156,248,114	156,248,114	165,164,236
WTCC Debt Service	3,801,076	5,634,442	5,634,442	7,921,872
Other Debt Service	10,160,752	17,910,444	17,910,444	21,746,892
Debt Service/5 County Stadium	990,792	991,000	991,000	991,000
<b>Expenditure Totals</b>	<b>\$ 137,832,067</b>	<b>180,784,000</b>	<b>180,784,000</b>	<b>195,824,000</b>

## Debt Service

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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, 2008 the outstanding general obligation principal indebtedness of the County totaled \$1.435 billion.

In October 2008, the County issued \$300 million of general obligation bond anticipation notes. In March 2009, the County issued \$501.32 million of general obligation bonds, consisting of \$135 million school and community college bonds, \$300 million bonds to refund the bond anticipation notes, and \$66.32 million to refund 1998 general obligation bonds for \$4.8 million present value savings. The table above summarizes the purpose and amount of bonds issued as of June 30, 2008.

In late summer 2009, the County plans to issue additional bonds for Criminal Justice projects in an amount expect to be between \$70 - \$200 million.

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 2009 totals approximately \$195.82 million.

# Debt Service

## Legal Debt Margin Information Historical Information

	Fiscal Years 2003	2004	2005	2006	2007	2008
Assessed Value of Property	\$66,454,852,090	\$68,427,053,895	\$71,124,912,096	\$75,134,720,561	\$78,844,604,531	\$83,122,951,280
Debt Limit, 8% of Assessed Value (Statutory Limitation)	5,316,388,167	5,474,164,312	5,689,992,968	6,010,777,645	6,307,568,362	6,649,836,102
Amount of Debt Applicable to Limit						
General Obligation Bonds	926,625,000	1,123,210,000	1,049,485,000	1,020,850,000	1,505,200,000	1,434,595,000
General Obligation Commercial Paper	-	-	-	58,250,000	-	-
Other Long Term Debt	3,240,143	12,313,719	11,008,343	9,799,477	9,413,588	9,943,657
Bonds Authorized not Issued	20,000,000	403,600,000	718,510,000	718,500,000	1,058,390,000	911,000,000
Total net debt applicable to limit	949,865,143	1,539,123,719	1,779,003,343	1,807,399,477	2,573,003,588	2,355,538,657
Legal Debt Margin	\$4,366,523,024	\$3,935,040,593	\$3,910,989,625	\$4,203,378,168	\$3,734,564,774	\$4,294,297,445
Total net debt applicable to limit as a percentage of debt limit	17.87%	28.12%	31.27%	30.07%	40.79%	35.42%

**Note:** The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8 percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

## SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2008

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2007	Net Additions (Retirements)	Debt Outstanding June 30, 2008
<b>GENERAL OBLIGATION BONDS:</b>						
1998 Public Improvement	02/03/98	4.40-4.60%	\$159,000,000	\$87,000,000	\$(8,000,000)	\$79,000,000
2000 School bonds	02/01/00	5.20-5.75%	24,000,000	3,000,000	(1,000,000)	2,000,000
2001 Criminal justice facility bonds	02/01/01	4.40-4.75%	8,000,000	6,200,000	(300,000)	5,900,000
2001 School bonds	02/01/01	4.50-5.25%	150,000,000	82,600,000	(5,700,000)	76,900,000

# Debt Service

## SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT

As of June 30, 2008

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2007	Net Additions (Retirements)	Debt Outstanding June 30, 2008
2002 Public improvement bonds	03/01/02	4.00-4.75%	188,000,000	145,500,000	(8,500,000)	137,000,000
2003A Public improvement bonds	04/01/03	3.00-5.00%	122,890,000	64,000,000	(8,000,000)	56,000,000
2003B Public improvement	04/08/03	variable	55,000,000	55,000,000	-	55,000,000
2003C Public improvement	04/08/03	variable	45,000,000	45,000,000	-	45,000,000
2003 Criminal Justice Facilities Refunding series 2003A	11/01/03	3.00-5.00%	8,000,000	6,800,000	(400,000)	6,400,000
2004 Public improvement bonds	04/01/04	3.00-5.00%	130,000,000	100,000,000	(10,000,000)	90,000,000
School 2004A	04/21/04	variable	67,000,000	67,000,000	-	67,000,000
School 2004B	04/21/04	variable	57,000,000	57,000,000	-	57,000,000
Refunding series 2004	11/01/04	4.00-5.00%	114,380,000	108,295,000	(11,935,000)	96,360,000
Refunding series 2005	04/01/05	3.00-5.00%	33,020,000	32,905,000	(70,000)	32,835,000
2005 School bonds	11/01/05	3.25-5.00%	41,000,000	39,500,000	(1,500,000)	38,000,000
2007 Public improvement bonds	03/08/07	4.25-5.00%	455,000,000	455,000,000	-	455,000,000
School 2007A	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
School 2007B	03/08/07	variable	50,000,000	50,000,000	-	50,000,000
Total General Obligation Bonds				1,505,200,000	(70,605,000)	1,434,595,000
OTHER LONG-TERM DEBT:						
Installment purchase				7,778,972	693,528	8,472,500
Qualified zone academy bonds				1,634,616	(163,461)	1,471,155
Capitalized equipment leases				571,090	(151,672)	419,418
Compensated absences				10,972,810	874,488	11,847,298
Total other long-term debt				20,957,488	1,252,883	22,210,371
TOTAL GOVERNMENTAL LONG-TERM DEBT				\$1,526,157,488	\$(69,352,117)	\$1,456,805,371

# Debt Service

## SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of June 30, 2008

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2009	\$83,186,339	\$141,551,528	\$10,538,661	\$16,137,872	\$93,725,000	\$157,689,400
2010	83,125,700	137,525,124	10,529,300	15,638,888	93,655,000	153,164,012
2011	83,860,855	134,305,008	9,829,145	14,449,279	93,690,000	148,754,287
2012	84,884,872	131,368,855	9,665,128	13,815,401	94,550,000	145,184,256
2013	84,744,939	127,098,617	9,840,061	13,520,496	94,585,000	140,619,113
2014	84,378,922	122,803,535	10,086,078	13,308,078	94,465,000	136,111,613
2015	84,276,128	118,805,365	10,148,872	12,900,148	94,425,000	131,705,513
2016	87,749,753	118,372,213	8,540,247	10,840,358	96,290,000	129,212,571
2017	85,947,944	112,471,700	8,412,056	10,324,108	94,360,000	122,795,808
2018	90,586,801	112,471,700	4,063,199	5,592,361	94,650,000	118,547,732
2019-2023	341,263,736	404,291,086	20,936,264	25,933,943	362,200,000	430,225,029
2024-2026	119,538,462	127,264,278	8,461,538	9,032,692	128,000,000	136,296,970
Total Bonded Debt	<u>1,313,544,450</u>	<u>1,788,812,680</u>	<u>121,050,550</u>	<u>161,493,624</u>	<u>1,434,595,000</u>	<u>1,950,306,304</u>
<b>OTHER LONG-TERM DEBT:</b>						
Total capitalized leases, installment purchases, and qualified zone academy bonds:						
2009	163,461	163,461	1,134,414	1,627,848	1,297,875	1,791,309
2010	163,461	163,461	1,166,837	1,612,487	1,330,298	1,775,948
2011	163,461	163,461	1,144,554	1,543,690	1,308,015	1,707,151
2012	163,461	163,461	1,104,355	1,460,673	1,267,816	1,624,134
2013	163,461	163,461	1,132,708	1,447,686	1,296,169	1,611,147
2014-2018	653,850	653,850	3,209,050	4,077,256	3,862,900	4,731,106
Total Other Long-Term Debt	<u>1,471,155</u>	<u>1,471,155</u>	<u>8,891,918</u>	<u>11,769,640</u>	<u>10,363,073</u>	<u>13,240,795</u>
TOTAL LONG- TERM DEBT	<u>\$1,315,015,605</u>	<u>\$1,790,283,835</u>	<u>\$129,942,468</u>	<u>\$173,263,264</u>	<u>\$1,515,184,678</u>	<u>\$1,963,547,099</u>

On the Statement of Net Assets as of June 30, 2008, the amounts reported as liabilities for general obligation bonds - schools also includes premiums on issuance of bonds of \$45,256,275 which will be amortized over the life of its related debt.

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# Capital Area Workforce Development

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,283,852	720,638	1,438,415	1,166,096
Contractual Services	2,287,314	2,934,362	2,480,318	2,520,344
Supplies, Materials and Other Charges	931,654	–	(151,920)	–
Capital Outlay	3,584	–	–	–
Budget Reserves	–	1,000,000	888,187	313,560
Transfers Out	–	–	–	–
<b>Expenditure Totals</b>	<b>\$ 4,506,404</b>	<b>4,655,000</b>	<b>4,655,000</b>	<b>4,000,000</b>
<b>Revenues:</b>				
Federal	4,467,548	4,655,000	4,481,824	4,000,000
State	–	–	173,176	–
Local	–	–	–	–
Charges For Services	16,194	–	–	–
Miscellaneous	–	–	–	–
Transfers	–	–	–	–
<b>Revenue Totals</b>	<b>\$ 4,483,742</b>	<b>4,655,000</b>	<b>4,655,000</b>	<b>4,000,000</b>
<b>Number of FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>17.00</b>	<b>17.00</b>

## DEPARTMENT PURPOSE AND GOALS

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 services; conducts quality assurance; and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board. The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) increasing occupational skill attainment to improve the quality of the workforce, (2) reducing welfare dependency and (3) enhancing the productivity and competitive-

ness of the regional economy. Capital Area WDB is responsible for grant administration, providing policy guidance and conducting oversight of all workforce activities.

Additionally, this Board's responsibilities include chartering and enhancing the area's JobLink Career Centers, which is part of the national network of one-stop career service centers; Administration of Incumbent Worker Training grant funds; and Partnering with economic development in providing assistance with new and expanding business and industry. 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, dislocated workers and companies experiencing layoffs and closings.

# Capital Area Workforce Development

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

implementation of stimulus funds to aid the economy and the operation of the summer youth employment program.

## MAJOR ACCOMPLISHMENTS

CAWDB had a number of accomplishments this year, including 1) Received Youth Build Grant to assist high school dropouts and other at-risk populations ages 17-24 years old in obtaining their GED and gaining construction skills training; 2) Opened 5 Share Network Access Points in community and faith-based organizations that provide JobLink core services in their neighborhoods and communities; 3) Awarded AmeriCorps Grant from the North Carolina Commission on Volunteerism and Community Service which engages individuals in meaningful service opportunities assisting persons with disabilities and/or significant barriers to employment; 4) Recognized for 2 JobLink Career Centers achieving higher chartering status and receiving \$50,000 in incentive funds; 5) Served over 137,000 customers through our JobLink Career Center System; 6) Sponsored 2 JobLink Career Fairs serving over 1400 customers and 185 employers; 7) Initiated a Senior Workforce Initiative that focuses on providing services to the older worker population; 8) Published a Return on Investment report that shows a net return of over \$10 for every dollar spent in providing program services; 9) Received incentive funds for exceeding performance measures; 10) Assisted 22 businesses with dislocated worker services due to plant closures or layoffs; 11) Eight local businesses were awarded incumbent worker grants to train their workers (total of 525 employees received training). 12) Met and exceeded Board Standards as defined by the North Carolina Department of Commerce, Division of Workforce Development; recognized as an Outstanding Board at the North Carolina Commission on Workforce Development February 2009 meeting.

## FY 2010 DISCUSSION

Challenges include the current economic crisis with the unprecedented unemployment rates, successful

# Emergency 911

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## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Supplies, Materials and Other Charges	1,223,916	-	-	-
Transfers Out	628,383	-	-	-
<b>Expenditure Totals</b>	<b>\$ 1,852,299</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues:</b>				
Taxes	449,114	-	-	-
Charges For Services	313,709	-	-	-
Interest Income	27,919	-	-	-
Transfers	-	-	-	-
<b>Revenue Totals</b>	<b>\$ 790,742</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

The 911 fund consists of previously collected revenue from a 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. Legislative changes have made the County's continued involvement very limited with this function. The City of Raleigh was required to handle 911 surcharge issues after January 1, 2008.

# Fire Tax District

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	-	-	-	-
Contractual Services	14,303,381	14,798,177	14,984,209	15,409,365
Supplies, Materials and Other Charges	147,040	830,750	830,750	796,676
Budget Reserves	-	1,310,073	1,124,041	684,959
Transfers Out	3,536,000	3,373,000	3,373,000	3,440,000
<b>Expenditure Totals</b>	<b>\$ 17,986,421</b>	<b>20,312,000</b>	<b>20,312,000</b>	<b>20,331,000</b>
<b>Revenues:</b>				
Taxes	17,690,441	20,285,000	20,285,000	20,285,000
Charges For Services	-	-	-	-
Interest Income	281,700	-	-	-
Miscellaneous	-	-	-	46,000
Other Financing Sources	-	27,000	27,000	-
<b>Revenue Totals</b>	<b>\$ 17,972,141</b>	<b>20,312,000</b>	<b>20,312,000</b>	<b>20,331,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

The County contracts with 20 departments to provide fire suppression and emergency services in the Fire Tax District. Fourteen departments are non-profit corporations and six are municipal fire departments. The Fire Tax District includes most of the unincorporated areas of the County and the Town of Wendell. Departments use a combination of full-time staff, part-time staff, and compensated volunteers. Besides providing essential fire protection services, the departments also respond to a significant number of medical first responder calls, prepare for technical rescues, provide fire prevention services, and assist other emergency and law enforcement agencies in their districts. Each department also strives to maintain high insurance ratings to save property owners on fire insurance premiums.

## MAJOR ACCOMPLISHMENTS

In January 2005, the Fire Commission unanimously recommended the first version of the Wake County Fire Tax District Long-Range Business Plan to the Board of Commissioners, which adopted the plan in February 2005. In January 2008, the Fire Commis-

sion developed and recommended the final components of the plan consisting of facility and staffing. During FY 2009, the Fire Commission began implementing components of the staffing plan based on available funding sources. This includes a total of ten new firefighter positions in the following departments: Garner, Hopkins, Rolesville, Stony Hill, and Wendell. Two additional firefighter positions are funded for FY 2010 but have not yet been placed in departments.

The Apparatus Committee completed a review of the current apparatus replacement plan examining actual use, condition, and total department/station fleet. Based on this information, some apparatus replacements were delayed saving over \$7.3 million in the seven year replacement schedule. In addition, the committee completed countywide purchase specifications for tanker apparatus that includes new EPA emissions standards.

The Compensation Committee completed an evaluation of pay-bands with support of the Wake County Human Resources Department. The revised pay bands were adopted by the Wake County Fire

# Fire Tax District

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Commission and will become effective July 1, 2009. In prior years, the Compensation Committee had developed a plan for standardized retirement funding among all the contracted departments. In FY 2010, the budget provides to departments a minimum of 9.87 percent funding for retirement and/or 401(k) benefits. These benefits are extended to eligible full-time staff.

The Turnout Gear Committee was renamed the Equipment Committee and was converted to a standing committee. The Fire Commission recognizes that equipment repair and replacement is likely to become a greater share of future Fire Tax District budgets. The Equipment Committee will develop and oversee the equipment replacement programs such as turnout gear, air bottles, defibrillators, thermal imaging cameras, and breathing apparatus.

With significant assistance from Facilities, Design and Construction staff, the Fire Facilities Committee has completed the purchase of land for Garner Station #4 and schematic design of the joint Fire/EMS station. The new station will be located on Spaceway Court near Raynor Road and will provide fire services to areas in southeastern Wake County, some of which is outside of a rated insurance district.

## FY 2010 DISCUSSION

The Fire Commission identified four fire stations for closure consideration. Those stations include Bay Leaf Station #3, Falls Fire Department, Wake New Hope Station #1, and Western Wake Station #1. During FY 2009, staff gathered the necessary information and began negotiations with Raleigh and Cary to provide fire protection services in limited unincorporated areas. Once options are identified, the Fire Commission will develop a recommendation on each station on possible closure.

The Fire Facilities Committee will continue work on station dormitory renovations. Also, the committee was approached by the Town of Fuquay-Varina regarding a renovation of their downtown headquarters station.

## HORIZON ISSUES

Many fire departments that rely on volunteers are continuing to experience a decline in volunteer rosters. If volunteer member shortages intensify, the Fire Commission will need to identify strategies to provide manpower through full-time career staff, part-time staff, or other volunteer programs.

The Fire Tax District planned for flat revenue growth in FY 2010 and faces the possibility of decreasing revenue in FY 2011. Likely causes include slowing residential growth, municipal annexations (mostly voluntary), and increasing eligibility for tax relief programs (i.e. farm use, disabled veterans). If revenue growth remains flat or decreases in years beyond FY 2011, the Fire Tax District may need to identify strategies to achieve levels of service goals with decreasing funds.

The Fire Facilities Committee has identified the need for future renovations at existing fire stations including Hopkins Fire Department. In addition, if the Fire Tax District is able to fund new career staffing, additional dormitory projects may be required. Finally, several stations are in need of vehicle exhaust systems in the apparatus bay areas.

# Fire Tax District

## FY 2010 Fire Tax Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Fire Tax Revenue</b>				
Operating	13,423,206	16,431,000	16,431,000	16,431,000
Operating--Debt Service	551,235	508,000	508,000	460,000
Capital	3,716,000	3,346,000	3,346,000	3,394,000
<b>Subtotal</b>	<b>17,690,441</b>	<b>20,285,000</b>	<b>20,285,000</b>	<b>20,285,000</b>
Apparatus Sales (a)	-	27,000	27,000	46,000
Interest	281,700	-	-	-
<b>Total Revenues</b>	<b>17,972,141</b>	<b>20,312,000</b>	<b>20,312,000</b>	<b>20,331,000</b>
<b>Expenditures</b>				
Department Appropriations				
Personnel and Operating	13,761,419	14,290,000	14,468,000	14,949,000
Contingent Expansions	-	1,310,000	1,132,000	394,000
Department Debt Service	551,235	508,000	508,000	460,000
<b>Subtotal</b>	<b>14,312,654</b>	<b>16,108,000</b>	<b>16,108,000</b>	<b>15,803,000</b>
Fixed Costs				
CAD Fire Costs	6,862	9,000	9,000	8,000
800 MHz Fire Costs (b)	71,486	136,000	136,000	127,000
Fire Service Training	-	343,000	343,000	324,000
HAZMAT Program	-	92,000	92,000	87,000
NC Forestry--Wildfire Prevention	59,419	65,000	65,000	64,000
RWCC Dispatch	-	186,000	186,000	186,000
Reserve for Future Appropriation	-	-	-	292,000
<b>Subtotal Operating</b>	<b>14,450,421</b>	<b>16,939,000</b>	<b>16,939,000</b>	<b>16,891,000</b>
Appropriation to Capital	2,791,000	2,438,000	2,438,000	2,300,000
Transfer to Debt Service Fund	745,000	935,000	935,000	1,140,000
<b>Subtotal Capital</b>	<b>3,536,000</b>	<b>3,373,000</b>	<b>3,373,000</b>	<b>3,440,000</b>
<b>Total Expenditures</b>	<b>17,986,421</b>	<b>20,312,000</b>	<b>20,312,000</b>	<b>20,331,000</b>
<b>Difference</b>	<b>\$ (14,280)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) Includes costs for system and equipment maintenance, repairs, and battery replacement.

# Fire Tax District

## Summary of Appropriations by Department Fund Summary

Department	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Bayleaf FD	1,321,645	1,367,558	1,367,558	1,353,845
Durham Highway FD	676,143	696,849	696,849	723,194
Eastern Wake FD	1,418,801	1,469,830	1,469,830	1,544,683
Fairview FD	851,095	869,466	869,466	892,538
Falls FD	322,579	319,301	319,301	314,715
Garner FD	1,173,899	1,172,244	1,190,161	1,235,620
Hopkins FD	600,854	591,758	624,340	671,444
Rolesville FD	433,128	448,289	487,683	522,190
Stony Hill FD	839,632	868,583	927,506	961,921
Swift Creek FD	487,326	518,029	518,029	522,440
Wake Forest FD	332,732	347,457	347,457	352,484
Wake-New Hope FD	851,990	844,328	844,328	865,119
Wendell FD	1,197,479	1,241,643	1,278,527	1,371,906
Western Wake FD	607,760	559,818	559,818	576,299
<b>Total - Rural</b>	<b>11,115,063</b>	<b>11,315,153</b>	<b>11,500,852</b>	<b>11,908,398</b>
Apex FD	540,528	614,025	614,025	620,959
Cary FD	–	49,950	50,283	55,927
Fuquay Varina FD	1,188,478	1,243,796	1,243,796	1,245,921
Holly Springs FD	352,424	380,941	380,941	380,941
Morrisville FD	734,999	773,162	773,162	773,162
Zebulon FD	381,205	421,150	421,150	424,057
<b>Total - Municipal</b>	<b>3,197,634</b>	<b>3,483,024</b>	<b>3,483,357</b>	<b>3,500,967</b>
<b>TOTALS:</b>	<b>14,312,697</b>	<b>14,798,177</b>	<b>14,984,209</b>	<b>15,409,365</b>

# Grants and Donations

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,451,934	1,370,110	1,505,582	1,529,920
Contractual Services	3,063,143	1,394,502	2,449,419	1,115,718
Supplies, Materials and Other Charges	1,273,399	676,088	1,823,154	1,022,362
Capital Outlay	191,964	-	284,030	-
Debt	6,002	8,300	8,300	-
Budget Reserves	-	-	(26,963)	74,000
Transfers Out	-	-	-	120,000
<b>Expenditure Totals</b>	<b>\$ 5,986,442</b>	<b>3,449,000</b>	<b>6,043,522</b>	<b>3,862,000</b>
<b>Revenues:</b>				
Federal	3,664,625	1,504,923	3,730,566	1,105,570
State	2,316,883	1,255,863	1,524,734	1,629,482
Local	898,430	571,214	668,526	557,633
Charges For Services	151,077	-	3,266	304,300
Licenses & Permits	1,908	-	-	-
Fines & Forfeitures	52	-	-	-
Interest Income	12,754	-	54	-
Miscellaneous	155,069	-	(15,384)	-
Other Financing Sources	-	-	-	120,000
Transfers	569,699	117,000	131,760	145,015
<b>Revenue Totals</b>	<b>\$ 7,770,497</b>	<b>3,449,000</b>	<b>6,043,522</b>	<b>3,862,000</b>
<b>Number of FTE's</b>	<b>34.20</b>	<b>34.20</b>	<b>29.50</b>	<b>29.50</b>

## Summary by Source and Department

Department	Grants	Forfeitures	Totals
Community Services	\$3,250	-	\$3,250
Human Services	2,442,295	-	2,442,295
Fire and Emergency Management	221,000	-	221,000
Sheriff	775,455	300,000	1,075,455
Non Departmental	120,000	-	120,000
<b>Totals</b>	<b>\$3562,000</b>	<b>\$300,000</b>	<b>\$3,862,000</b>

Human Services grants fund 24.5 FTEs

Public Safety grants fund 1.0 FTE

Sheriff grants fund 4.0 FTEs

# Grants and Donations

## Planned Use of Funds in FY 2010

Revenue Source	Description	FY 2010 Budget
Forfeitures		
Sheriff		
Forfeitures--US Department of Justice	RICO Act funds to purchase surveillance equipment	\$300,000
Subtotal, Forfeitures		\$300,000
Grants		
Community Services		
Gates Foundation	The Opportunity Online Hardware Grant provides technological resources. Wake County Public libraries will use the grant to purchase two computers to be used for internet access at Wendell Public Library. This is phase 1 of 2.	\$3,250
Human Services		
Annie E. Casey Foundation	This grant supports the 'Family to Family' initiative, funded by the Annie E Casey Foundation. Wake County is an anchor site for the Annie E Casey Foundation's Family to Family program and works with Family to Family to reduce racial disparities in child welfare. The Foundation provides \$120,000 which is supplemented with \$108,376 from the State and a local match of \$18,250.	246,626
North Carolina Department of Health and Human Services	This grant supports the 'Family Finding' program, funded by the NC Dept. of Health and Human Services. The NC DHHS has requested that Wake County participate with five other counties in a 'family finding' initiative funded through a grant secured by the state from the Duke Endowment. Family Finding is an intensive approach intended to help children in foster care regain lost connections with members of their extended families and support systems.	66,000
Susan G. Komen Foundation	This grant supports the Educate Our Women program, funded by the Susan G Komen Foundation. Provides education and mammogram screening outreach services to African American and Latino women in eastern and southern Wake County.	84,633
Smart Start	This grant supports the Health, Safety and Nutrition Technical Assistance program, funded by Smart Start. Funds allow child care health consultants to provide health, safety, and nutrition consultations to 150 one-star to three-star rated child care centers and homes.	393,254
North Carolina Department of Health and Human Services	The Farmworkers Health Grant is funded by NC DHHS. Provides funding to support the primary health care for migrant farmworkers.	161,736
Piedmont HIV Health Consortium	Piedmont HIV Health Consortium grant provides funding to HIV infected individuals for nutrition, oral health, eye service, and transportation services.	16,956
Smart Start	The Nutrition and Physical Activity Self-Assessment for Child Care (NAPSACC) project (funded by Smart Start) is an intervention in 3-5 star child care centers aimed at improving the environments, policies and practices of nutrition and physical activity through self-assessment and technical assistance targeting young children ages two to five.	24,884
North Carolina Department of Health and Human Services	Migrant Dental grant is funded by NC DHHS. Provides funding to support oral health care for migrant farmworkers.	12,000

# Grants and Donations

## Planned Use of Funds in FY 2010

Revenue Source	Description	FY 2010 Budget
Ryan White Foundation	Ryan White Title III grant provides outpatient, early-intervention primary care and support services to persons living with HIV/AIDS. The following services must be provided either on site or at another facility in the community: HIV counseling, testing, and referral; Counseling and education on living with HIV disease; Medical evaluation and clinical care; Oral health care, mental health care, outpatient substance abuse treatment, nutritional services, and specialty medical care directly or by referral.	292,500
North Carolina Department of Mental Health	The SuperSeed project is a substance use prevention program targeting high risk youth. The project is funded by NC Dept. of Mental Health.	141,150
Smart Start	The Consultation/Support for Children w/Special Needs program is funded by Smart Start to provide prevention, intervention and therapeutic services and community consultation for children ages 0-5 with emotional or behavioral problems and their families.	96,610
Smart Start	The Intensive Home Visiting program is funded by Smart Start to provide case management to families with children 0-5 residing in the southwestern and northeastern areas of Wake County.	104,893
ABC Foundation	The Teens and Adults Preventing Substance Abuse (TAPS) program is a collaborative effort between WCHS and WCPSS to implement science based substance use prevention curricula to students and the development of a Leadership & Peer Educator Club at Wake Forest/ Rolesville High School.	60,000
North Carolina Department of Juvenile Justice and Delinquent Programs	The Support Our Students Grant is funded by NC DJJDP. A collaborative effort with numerous Wake County community agencies to provide curriculum support, technical assistance, and training to enhance and improve the availability and quality of non-school hour programs throughout the County.	211,123
U.S. Department of Housing and Urban Development (HUD)	HOPWA is used to provide housing and services for people with HIV/AIDS and their families who are earning at or below 80% of area median income (currently \$61,500 for a family of 4). HOPWA ensures that people with HIV/AIDS have access to affordable housing, medical care, case management and other services as needed. The US Dept. of HUD requires that the HOPWA dollars be spent in Wake, Johnston and Franklin Counties. Wake County contracts with nonprofit organizations that serve people with HIV/AIDS to provide the housing and services. The organizations that we currently contract with are: The Alliance for AIDS Services-Carolina, Community Service Network and Community-Based Learning Alternatives. These nonprofits offer varied services, such as supportive housing with services, case management, personal care assistance, rental assistance and emergency rent and utilities assistance. Wake County's Under One Roof program will also provide rental assistance vouchers for human services clients that qualify.	459,880
Donations	The Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	3,600

# Grants and Donations

## Planned Use of Funds in FY 2010

Revenue Source	Description	FY 2010 Budget
Donations	The Tart/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	700
Donations	The 4H Overnight Camp is an escrow account supported by parent donations and external contributions. Every year, Wake County 4-H reserves the 3rd or 4th week in June to take up to 168 children and youth to camp at the Betsy-Jeff Penn 4-H Center in Reidsville, NC.	59,000
Donations	The Kid First Fund is supported by donations and external contributions to provide childcare assistance to eligible families in Wake County.	6,750
Fire and Emergency Management		
Progress Energy	Progress Energy funds one position and operating costs to plan and prepare for potential emergencies involving the Shearon-Harris Nuclear Power Plan.	221,000
Sheriff		
ABC Board	\$3,000 from the Board of the Wake County Alcohol and Beverage Control as partial funding for the 2009 Summer Adventure Camp. These funds are provided to incorporate substance abuse awareness in the curriculum of the Adventure Camp for these middle school students.	3,000
Governor's Highway Safety Program (GHSP)	Third year of STOP Program, which funds four positions focusing on speed limit enforcement, Driving Under the Influence (DUIs), and seatbelt laws. Funds for this program originate from the federal government (\$126,675) and are matched with a like amount in local funds.	253,530
US Department of Justice	Included in the 2009 Federal Recovery Act are \$416,925 of funds allocated to the Edward Byrne Memorial Justice Assistance Grant (JAG) Formula Program. This program allocated over \$1.5 million to local law enforcement agencies in Wake County. Additionally, the normal Byrne/JAG award of \$102,000 is included. These funds will be used to purchase various law enforcement equipment that we will not be able to purchase with general funds. These funds will also be used to continue the annual Summer Adventure Camp for at risk middle school students.	518,925
Non Departmental		
Fund Balance	Beginning in FY 2010, the County will fund Business Incentive Grants through the seven year Community Improvement Plan (CIP). These funds are being transferred from the Grants Fund to the CIP in accordance with this new policy. The funds will be used for economic incentive payments for local companies to meet the local investment and job growth thresholds. This transfer from the grants fund will be used to partially fund the Credit Suisse business incentive grant award in FY 2010. The appropriation in FY 2010 will allow for the transfer.	120,000
Subtotal, Grants		\$3,562,000
FUND TOTAL		\$3,862,000

# Housing and Community Revitalization

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	439,786	420,808	416,997	429,449
Contractual Services	1,689,168	3,348,739	3,291,386	3,820,565
Supplies, Materials and Other Charges	114,021	59,453	120,617	63,986
Capital Outlay	5,000	-	-	-
Transfers Out	-	-	-	-
<b>Expenditure Totals</b>	<b>\$ 2,247,975</b>	<b>3,829,000</b>	<b>3,829,000</b>	<b>4,314,000</b>
<b>Revenues:</b>				
Federal	2,461,339	2,566,000	2,566,000	3,289,903
State	-	-	-	-
Local	-	-	-	-
Charges For Services	341,627	159,000	159,000	270,097
Interest Income	73,988	-	-	-
Miscellaneous	3,117	-	-	-
Transfers	1,104,000	1,104,000	1,104,000	754,000
<b>Revenue Totals</b>	<b>\$ 3,984,071</b>	<b>3,829,000</b>	<b>3,829,000</b>	<b>4,314,000</b>
<b>Number of FTE's</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

## DEPARTMENT PURPOSE AND GOALS

Affordable housing continues to be a great need in Wake County. Human Services' Housing and Community Revitalization (HCR) program receives federal and County funds to mitigate this need. The HCR Fund has three primary revenue sources: Federal Community Development Block (CDBG) grant funds, Federal Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, the Fund receives Federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS funds. Finally, the HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government. The most recent five-year action plan was approved by the Board of Commissioners in April 2005. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

Since the demand for affordable housing in Wake County exceeds the production capability of the HCR program budget, the five-year plan establishes priorities for spending. These are homeowners earning less than \$30,000 per year, renters earning less than \$30,000 per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected by the Housing Committee of the Human Services Board for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

# Housing and Community Revitalization

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**Housing Production:** Wake County solicits proposals from 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 income. Developers repay the loans over a 20-30 year period. HCR estimates that it will serve approximately 60 families in FY 2009 through rental unit production.

**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 provides loans for 15-18 families per year.

**Public Facilities and Infrastructure Improvements:** HCR makes grants to towns and non-profits for public facilities improvements and rehabilitation of buildings used for public purposes. HCR estimates that it will serve approximately 1,040 families in FY 2009 through public facility improvements.

**Rental Subsidies:** HCR funds 25 rental subsidies for persons with mental illness. This enables disabled and low-income people to afford safe, decent, stable housing.

## MAJOR ACCOMPLISHMENTS

During FY 2008, HCR completed the following projects, which are funded by the program's three primary funding sources (CDBG, HOME, and CIP):

**Community Development Block Grant:** Repaired the homes of 15 low-income families; made 25 emergency grants to very-low income families to help with emergency repairs to their homes; completed a housing affordability study to document affordable housing need in Wake County; and completed the infrastructure for an 18-unit subdivision for affordable housing in Fuquay-Varina.

**HOME:** Two families became homeowners with down payment assistance through the American Dream Down payment Initiative; completed Wakefield Hills in Raleigh-80 units for low-income fami-

lies; and two infill homes sold in Fuquay-Varina to low-income home buyers.

**County Capital Funds:** Completed Crest Commons apartments in Raleigh-19 units for low-income and disabled persons; completed Hester St. Apartments in Knightdale-8 units for persons with severe and persistent mental illness; and provided funding for 25 rental subsidies for persons with a mental illness.

## FY 2010 DISCUSSION

As part of the one-year action plan presented to the Board of Commissioners in May 2008, HCR outlines the outcomes that it expects to achieve in FY 2009. These includes plans to help 18 homeowners repair substandard housing and help 10 homeowners with emergency repairs, pave a road, install lighting and sidewalks in Wake Forest, install infrastructure for a 10-unit subdivision in Wendell, provide funds to support the repair of the Davis Armory in Zebulon for use as a community center, provide funds for 60 additional affordable rental units, and continue funding for 25 rental subsidies for persons with a mental illness.

# Major Facilities

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Carolina Ballet	150,000	100,000	200,000	–
Cary Hold Harmless - Occupancy	712,305	747,000	747,000	670,000
Centennial - Debt Service	5,035,497	5,209,000	5,209,000	5,208,000
Centennial Authority Facility Improvements	1,000,000	1,000,000	1,500,000	1,000,000
Centennial Authority Operation 7%	1,829,733	1,892,000	1,892,000	1,907,000
Convention Center	13,117,463	13,814,000	13,814,000	13,987,000
Greater Raleigh Convention And Visitors Bureau	3,808,771	3,982,000	3,982,000	3,595,000
Green Square	–	–	1,900,000	700,000
NC Museum of Art	6,000,000	1,000,000	1,000,000	1,000,000
Occupancy Rev and 3% Adm	–	–	–	–
Raleigh Annual Distribution - \$1M	1,000,000	1,000,000	1,000,000	1,000,000
Raleigh Hold Harmless - Occupancy	680,004	680,000	680,000	680,000
St. Augustine's Athletic Facility	–	–	300,000	100,000
Transfer To Debt Service	991,000	991,000	991,000	991,000
Transfer to GF-Food Admin	507,650	523,000	523,000	560,000
Transfer to GF-Occ Admin	440,601	462,000	462,000	414,000
Reserve for RBC Facilities	–	400,000	400,000	500,000
Wake Annual Transfer To CIP	1,000,000	1,000,000	1,000,000	1,000,000
<b>Expenditure Totals</b>	<b>\$ 36,273,024</b>	<b>32,800,000</b>	<b>35,600,000</b>	<b>33,312,000</b>
<b>Revenues:</b>				
Interests on Monthly Prepared Food/Occupancy	931,475	–	–	–
Occupancy Rev and 3% Adm	14,686,700	15,400,000	15,400,000	13,806,000
Prepared Food & Beverage Tax Div	16,925,265	17,400,000	17,400,000	18,674,000
Unallocated and Other	–	–	–	832,000
<b>Revenue Totals</b>	<b>\$ 32,543,440</b>	<b>32,800,000</b>	<b>35,600,000</b>	<b>33,312,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

Occupancy and Prepared Food and Beverage taxes are levied, according to State statutes, to participating governmental agencies and jurisdictions for the purpose of promoting tourism in the County. The fund was created in 1992 with proceeds from 6% occupancy taxes. In 1993 the fund began collecting 1% prepared food and beverage taxes. The distribution of tax proceeds planned for fiscal year 2009 is in the table above in accordance with various interlocal agreements.

Major projects have been funded in the past via interlocal agreements between the City of Raleigh and Wake County. These projects include the RBC Center, Marbles Children's Museum and IMAX Theater, the Raleigh Convention Center, Five County Stadium, BTI Performing Arts Center, SAS Soccer Complex, NC Museum of Natural Sciences, American Tobacco Trail Park and Yates Mill Pond Park. The ninth amendment to the interlocal agreement between the City of Raleigh and Wake County allocates 85% of funds not committed to other projects to the construction of the new Raleigh Convention

# Major Facilities

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Center. The remaining 15% is currently being held in reserve for future projects.

The thirteenth amendment to the interlocal agreement between the City of Raleigh and Wake County identifies six projects to be funded from the 15% being held for future projects. A summary of the projects along with anticipated funding amounts is included below.

The thirteenth amendment also authorized capital funding for the RBC Center. The funding is contingent upon funding and contract agreements with North Carolina State University and the Carolina Hurricanes.

The fifteenth amendment, approved by the Board of Commissioners in January 2009, rearranged the funding of selected projects. Funding previously committed to a Cary Aquatics Center was moved back to FY 2013-2019, while funding in FY 2009-2016 will be reallocated to the North Carolina Museum of Natural Sciences Green Square Project.

## **FY 2010 DISCUSSION**

In FY 2009 proceeds from the taxes are expected to decline by approximately \$950,000 from FY 2008 actuals. The Occupancy Tax is expected to decrease by 6% from FY 2008 actuals, reflecting the economic downturn. The Prepared Food and Beverage Tax, however, remains strong and should increase by 5% over FY 2008. In FY 2010, the Occupancy Tax is expected to remain flat, with no change from FY 2009 actuals. The Prepared Food and Beverage is expected to continue to increase during FY 2010 at a consistent 5% over FY 2009 actuals.

The decrease in Occupancy Tax revenue does not affect the timing of any approved projects. The decline does, however, limit discretion to award funds to new project proposals.

# Major Facilities

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## MAJOR FACILITIES -- Fund Projects to be Funded from 15% Uncommitted Funds (May 2009)

Fiscal Year	NC Art Museum	RBC Center **	NC Museum of Natural Sciences	St. Augustine's College Track	NC Ballet	Cary Aquatics Center *	Falls Whitewater Park *
2008	6,000,000	1,000,000	-	-	150,000	-	-
2009	1,000,000	1,500,000	1,900,000	300,000	100,000	-	150,000
2010	1,000,000	1,500,000	700,000	100,000	-	-	-
2011	1,000,000	1,000,000	900,000	100,000	-	-	-
2012	1,000,000	1,000,000	900,000	100,000	-	-	-
2013	1,000,000	1,000,000	800,000	100,000	-	400,000	-
2014	1,000,000	1,000,000	200,000	100,000	-	1,000,000	-
2015	1,000,000	1,000,000	200,000	100,000	-	1,000,000	-
2016	1,000,000	1,000,000	400,000	100,000	-	1,300,000	-
2017	1,000,000	1,000,000	-	-	-	1,700,000	-
2018	-	2,000,000	-	-	-	2,600,000	-
2019	-	2,000,000	-	-	-	2,000,000	-
2020	-	5,000,000	-	-	-	-	-
2021	-	6,000,000	-	-	-	-	-
2022	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>15,000,000</b>	<b>26,000,000</b>	<b>6,000,000</b>	<b>1,000,000</b>	<b>250,000</b>	<b>10,000,000</b>	<b>150,000</b>

\* Appropriations have not yet been made and are pending executed funding agreements.

\*\* \$500,000 in appropriations for FY10 are contingent on available fund balance at the end of FY 2009.

# Revaluation Reserve

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	1,344	-	-	-
Contractual Services	2,274,415	826,327	826,327	576,327
Supplies, Materials and Other Charges	150,776	273,673	273,673	273,673
Capital Outlay	-	-	-	-
Debt	3,968	-	-	-
<b>Expenditure Totals</b>	<b>\$ 2,430,503</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>850,000</b>
<b>Revenues:</b>				
Interest Income	26,163	-	-	-
Other Financing Sources	-	-	-	-
Transfers	1,100,000	1,100,000	1,100,000	850,000
<b>Revenue Totals</b>	<b>\$ 1,126,163</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>850,000</b>
<b>Number of FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## DEPARTMENT PURPOSE AND GOALS

Chapter 105, Section 286 of the North Carolina General Statutes requires counties to reappraise taxable real property at least every eight years. Wake County performed a revaluation during fiscal year 2008; the last revaluation was effective January 1, 2000. To pay for these revaluations, Chapter 153A, Section 150 requires the County to establish 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. 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.

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# Solid Waste Management

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	992,076	1,139,699	1,139,699	910,321
Contractual Services	14,640,597	7,911,900	9,112,517	8,528,560
Supplies, Materials and Other Charges	1,458,410	1,249,201	1,249,201	638,839
Capital Outlay	1,054	–	–	–
Debt	1,785	2,200	2,200	10,280
Transfers Out	2,141,000	3,059,000	2,312,000	2,624,000
<b>Expenditure Totals</b>	<b>\$ 19,234,922</b>	<b>13,362,000</b>	<b>13,815,617</b>	<b>12,712,000</b>
<b>Revenues:</b>				
Federal	4,800	–	–	–
State	1,195,044	910,000	910,000	852,196
Charges For Services	18,613,981	7,050,900	7,050,900	7,038,659
Licenses & Permits	8,500	14,000	14,000	8,500
Interest Income	1,843,402	714,000	714,000	420,000
Miscellaneous	892,776	200,000	200,000	1,200,645
Other Financing Sources	–	4,005,100	4,042,717	2,220,000
Transfers	294,032	468,000	884,000	972,000
<b>Revenue Totals</b>	<b>\$ 22,852,535</b>	<b>13,362,000</b>	<b>13,815,617</b>	<b>12,712,000</b>
<b>Number of FTE's</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>12.00</b>

## DEPARTMENT PURPOSE AND GOALS

The Solid Waste County Operations section is responsible for the operation of 11 convenience centers and two multi-material disposal and recycling centers. In addition, the Solid Waste County Operations section is responsible for managing post-closure care services for one municipal solid waste landfill and two construction and demolition debris (C&D) landfills. Finally, the Solid Waste County Operations section is responsible for administering and enforcing the Wake County Solid Waste Ordinance.

# Solid Waste Management

## Summary of Services and Performance Measures

### Service Area: Solid Waste - County Operations

**Description:** The Solid Waste County Operations section is responsible for the operation of 11 convenience centers and two multi-material disposal and recycling centers. In addition, the Solid Waste County Operations section is responsible for managing post-closure care services for one munic-

ipal solid waste landfill and two construction and demolition debris (C&D) landfills. Finally, the Solid Waste County Operations section is responsible for administering and enforcing the Wake County Solid Waste Ordinance.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Efficiency</b>				
Dollars Collected through the Sale of Recyclable Materials	986,498	726,097	900,000	1,000,000
<b>Effectiveness</b>				
Number of Days Open for Household Hazardous Waste (HHW) Collection	24	40	327	327
Tons of Recyclables Diverted from Landfill	11,640	10,324	11,500	12,000
<b>Input</b>				
Tons Collected at Convenience Centers (including recyclables and solid waste)	51,517	51,763	51,500	52,000
Tons Collected of Household Hazardous Waste (HHW)	472	550	500	500
Tons Collected of White Goods	1,068	709	1,000	1,000

# South Wake Landfill

## Fund Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Expenditures:</b>				
Salary / Benefits	51,641	319,267	248,172	250,839
Contractual Services	2,410,816	9,722,612	10,170,000	9,464,780
Supplies, Materials and Other Charges	1,328,415	4,730,121	4,394,485	4,346,181
Capital Outlay	–	–	–	–
Budget Reserves	–	360,000	378,400	397,200
Transfers Out	708,978	468,000	884,000	972,000
<b>Expenditure Totals</b>	<b>\$ 4,499,850</b>	<b>15,600,000</b>	<b>16,075,057</b>	<b>15,431,000</b>
<b>Revenues:</b>				
Charges For Services	2,832,743	15,600,000	15,600,000	15,431,000
Interest Income	(31,137)	–	–	–
Miscellaneous	–	–	–	–
Other Financing Sources	–	–	475,057	–
Transfers	414,946	–	–	–
<b>Revenue Totals</b>	<b>\$ 3,216,552</b>	<b>15,600,000</b>	<b>16,075,057</b>	<b>15,431,000</b>
<b>Number of FTE's</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership section is responsible for the operation of one Subtitle D municipal solid waste landfill (South Wake Landfill) and one municipal solid waste transfer station (East Wake Transfer Station). These facilities are operated in partnership with 11 other local governments within Wake County through an Interlocal Agreement (ILA).

The ILA was developed to: 1) allow partners to disposal of their municipal solid waste at South Wake Landfill through direct-haul or use of the transfer station; 2) establish the term of the ILA to 25 years or the life of the landfill, whichever is lower; 3) allow the County to establish commercially reasonable tipping fees for the landfill, after partner due consideration; 4) establish that net revenues from landfill and transfer station operation will be distributed among the partners proportionally based upon use; 5) allow the City of Raleigh to benefit from a \$3 per ton volume discount; 6) ensure all partners will share in any potential liability arising from operation of the

landfill; and 7) ensure that the partners may not withdraw from the agreement without consent of all other partners and that no additional partners may join the partnership after the ILA is executed.

# South Wake Landfill

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## Summary of Services and Performance Measures

### Service Area: Solid Waste - Partnership Operations

**Description:** The Solid Waste Partnership Operations section is responsible for the operation of one Subtitle D municipal solid waste landfill and one municipal solid waste transfer station. These facilities are operated in partnership with 11 other local governments within Wake County.

Key Measures	FY 2008 Actual	FY 2009 Estimated	FY 2010 Target	Desired Level
<b>Input</b>				
Tons Received at South Wake Landfill	95,521	443,000	430,000	440,000
Number of Trucks across East Wake Transfer Station Scales	12,817	43,700	42,406	43,400
Number of Trucks across South Wake Landfill Scales	3,760	40,700	39,700	38,400

# Introduction and Highlights

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## Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens. Continuing this tradition, the FY 2010-2016 Community Improvement Plan (CIP) is long-term oriented, anticipates future needs, and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and that require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is acquired to preserve Open Space, and not designated as part of a capital improvement project.

The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$902.4 million. Of this amount, \$423.7 million represents the FY 2010 capital budget.

Wake County's capital program is funded through a variety of sources including transfer from the general fund (cash), general obligation bonds, and other sources of debt financing. The CIP also includes funding from the Fire Tax, Major Facilities Fund, and the Solid Waste Fund. Some sources of funding, like the portion of sales tax devoted to WCPSS capital, are the result of state statutes. Other sources are in accordance with the Board of Commissioner's financial policies, such as the devotion of a portion of the property tax rate to be transferred to fund current and future capital expenditures and debt service payments.

Wake County has had to respond to a different economy than what was projected during the development of some of the projects included in the FY 2010 - FY 2016 CIP. Property tax growth, which had averaged growth of 5.5 percent annually, and which projects were based on 3.5 percent annual growth, is now projected to only grow by one percent for FY 2010. Projections do not show property tax growth of 3.5 percent until FY 2014. Sales tax growth, which had averaged 7 percent, and which projects were based on 4.5 percent growth, is now projected to only

grow by 1.5 percent for FY 2010. Projections do not show sales tax growth reaching 4.5 percent growth; sales tax approaches 4 percent growth in FY 2015.

The FY 2010 - FY 2016 CIP addresses slower economic growth by modifying previously planned bond issuances so that projects are stretched over a longer period in the FY 2010 - FY 2016 CIP. This has resulted in project schedule changes for all areas of the Community Improvement Plan, including the Criminal Justice Center, Libraries, Open Space, Wake Technical Community College, and the Wake County Public School System.

In addition to slower economic growth, commercial markets for general obligation bonds were unavailable to Wake County during Fall 2008. To continue projects that were in the middle of construction, the county obtained a bond anticipation note in anticipation of bonds being issued once general obligation bonds were available to Wake County at favorable rates. Wake County did sell bonds at favorable rates in March 2009.

Market events during Fall 2008 have influenced changes made in the FY 2010 - FY 2016 CIP. Wake County has changed its capital budget practices in order to be better prepared for instability in the debt market. Appropriations for projects, and the revenue to support those projects, will no longer follow anticipated cash-flow schedules of expenditures. Instead, appropriations will be made to fully cover anticipated contractual obligations. This approach will ensure that the County has sufficient funds on hand prior to the award of a contract. Accordingly, the County will be able to meet all contractual obligations regardless of unanticipated shifts in the commercial bond market. In the future, if debt markets are unavailable, the County will not have to be faced with obtaining short-term financing in order to avoid shutting-down projects. Contract awards will be structured such that revenues will be realized before construction packages are awarded.

The FY 2010 - FY 2016 CIP maintains the County's strategic, long-term approach to capital facilities. Even with the County's response to market events in Fall 2008 and slower economic growth, the CIP

# Introduction and Highlights

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supports the County's financial policies. The FY 2010 - FY 2016 CIP maintains the County's policy regarding the ratio of debt-to-cash financing of capital projects and maintains sustainable debt repayment schedules.

## Highlights of the FY 2010-2016 CIP

The \$902.4 million FY 2010-2016 CIP is a mix of routine and non-routine capital projects. A routine capital project is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements Element. A non-routine capital project typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of Phase II of Hammond Road Detention Center. Most non-routine capital projects in the FY 2010-2016 CIP are driven by the County's rapid growth.

Highlights of the seven-year plan are presented below. More information about projects can be found in their respective sections of this document.

### Criminal Justice

The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY 2010 - FY 2016 CIP includes \$383.4 million for Justice facilities, including Hammond Road Detention Center Phase II (\$164.0 million), the new Justice Center (\$190.8 million), and general criminal justice (\$28.6 million). The FY 2010 - FY 2016 CIP includes appropriation changes for both Hammond Road Detention Center Phase II and the new Justice Center. The remaining appropriations, of which the majority is to be funded by debt, have been moved up in the CIP instead of appropriated in a manner such that appropriations would mirror expenditures. Accordingly, because the amount of debt to be issued in the CIP has been shifted to earlier years, and because of the economic slow down, debt planned in the earlier years in other elements (such as libraries and open space) has had to be shifted to later years in the CIP.

The construction of the remaining bid packages for Hammond Road Phase II is contingent upon successful debt sales in Summer 2009. The construction of the new Justice Center, to begin in the end of FY 2010, is contingent upon a successful debt transaction in January 2010.

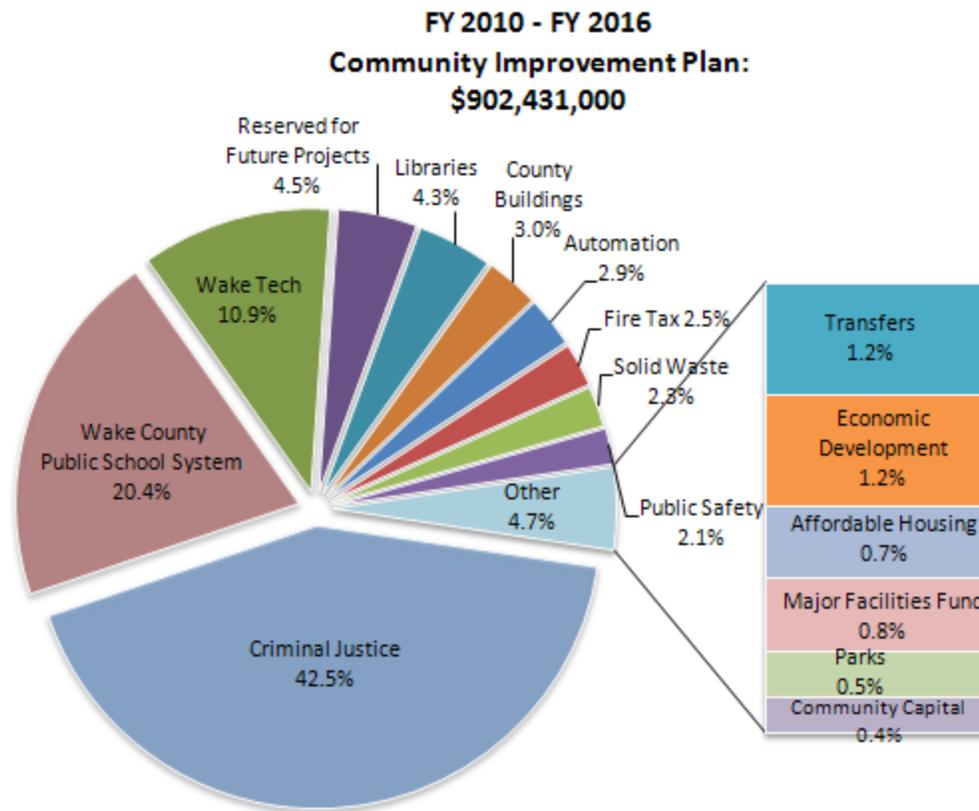
### Wake County Public School System

The Wake County Public School System (WCPSS) is the largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past two years, enrollment is still projected to grow by at least 2,300 students for the 2009-2010 school year. Enrollment, excluding charter schools, is projected at approximately 140,000 students for the 2009-2010 school year; by 2018 as the economy improves, updated student population projections show that over 208,000 students will be enrolled in the system. The vast majority of the \$183.8 million of school construction funds in the FY 2010-2016 CIP consists of the remaining funds for CIP 2006 that was approved by the voters in November 2006. The first five new schools and four renovation projects that were funded from CIP 2006 opened for the 2008-2009 school year. For the 2009-2010 school year, another four schools will open and seven renovation projects will be completed; the remaining six new schools and three comprehensive renovation projects will open in future years. To accommodate the restructuring of appropriations and slower economic growth, the schedule of bond sales has been modified such that construction of three new schools (Walnut Creek Elementary, Rolesville Middle, Forest Ridge High) and the renovation of Wilburn Elementary, all previously scheduled for construction in 2009, will begin in 2010 and 2011.

### Wake Technical Community College

The FY 2010 - FY 2016 Community Improvement Plan continues appropriations in support of the 2007 Building Program. These projects are supported by \$92 million in bonds approved by the voters in October 2007 as well as cash funding. The CIP includes funding for renovations at the Main Campus and Public Safety Center as well as new facilities at the North Campus and Health Sciences Campus. The CIP also includes funds for other repair,

# Introduction and Highlights



renovations and systems maintenance projects. The schedule of bond sales has been modified such that the construction of the Health Sciences II building has been delayed one year and now will begin in FY 2011.

## Libraries

The FY 2010 - FY 2016 CIP includes the final appropriation of bonds approved by voters from the October 2003 library referendum; these will be used to fully fund construction of Northeast Regional Library. However, the FY 2010 - FY 2016 CIP includes several significant schedule changes for library projects approved by voters in October 2007 as part of the libraries bond referendum. Due to slower economic growth and modifications to the County's bond sale schedules, construction and/renovation of six library and several facility upgrade projects will now start in FY 2011 instead of FY 2009 and will stretch until FY 2015.

## Mental Health Continuum of Care

The Board of Commissioners is committed to assuring a broad range of quality mental health services (the "mental health continuum of care"). Responding to the State's mental health reform efforts, including the possible closure of the state-run Dorothea Dix Hospital in Raleigh, Wake County continues planning for and developing a full continuum of care, including substance abuse treatment and short-term mental health crisis beds. The CIP includes \$2.5 million to supplement the previous \$22.5 million appropriation for capital costs of the continuum, of which \$5 million is a grant from the Alcoholic Beverage Control Board.

## Emergency Medical Services Master Plan

A facilities master plan for Emergency Medical Services was developed over the past two years to address needs through FY 2015 and beyond. An allocation of \$2 million was appropriated in FY 2008 to

# Introduction and Highlights

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begin funding the Durant Road Substation, the Fuquay-Varina co-location facility and a portion of the Southeast Wake County co-location facility. An additional \$8.2 million is proposed to complete Phase I of the plan, which includes six planned facilities through FY 2015.

## **County Buildings**

The FY 2010 - FY 2016 maintains the County's commitment to continuing to care for existing County facilities before investing in new facilities and new programs. The CIP includes funds for re-roofing and mechanical projects at County buildings, for minor renovations, and for facility condition assessments that will allow the County to plan for future repairs.

## **800 MHz Master Plan**

Wake County developed an 800 MHz Master Plan to prepare for necessary replacements and upgrades of emergency communication equipment. The plan includes replacing paging and radio equipment as well as upgrading simulcast technology. Portions of the cost are paid from the Fire Tax CIP, with the County receiving Federal COPS Grants funding to offset much of the cost associated with equipment used by Law Enforcement personnel. The plan also includes \$445,000, which will be funded by Sprint-Nextel, for interface reconfiguration work for 800 MHz radios.

## **Open Space**

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preservation program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water now and for years to come. During November 2007 the voters of Wake County approved a \$50 million bond referendum to continue the program's efforts and maintain exemplary status, as one of the nation's best Open Space preservation initiatives. Due to the economic slow down, open space transactions will begin after January 2011, contingent upon successful bond sales.

# Capital Budget Process

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The County develops and manages its long-term community improvement plan in three steps: Needs assessment, project prioritization and in-depth cost estimation and funding capacity analysis.

## Needs assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

## Comprehensive Master Planning

Comprehensive needs assessments for non-routine capital projects are often undertaken through a facility 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. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY 2010-2016 CIP are driven by master plans. The “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in Judicial Facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for routine capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments ensure the County allocates funding to make these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

## Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery. One example of a project added to the CIP through this process is the expansion and improvement of the county animal shelter. This improvement will allow the facility to handle increased animal housing capacity (part of the County Buildings element).

## Project Prioritization

Within limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the 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 user teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

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.

Provide operating expense savings. Investments such as energy-saving projects in buildings or constructing

# Capital Budget Process

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libraries instead of leasing space provide long-term operating costs savings.

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

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

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 governmental centers, open space preservation and school construction.

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

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

## In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration 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, uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; 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 plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside a portion 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 the General Fund to the capital plan. 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 ensure 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 also funds the capital plan with long-term debt. 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) from all three rating agencies, 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 share the cost and benefits of the facilities.

## Financial Planning Model

The County uses 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 of decisions on three primary goals:

Maintain the debt service fund balance at a minimum level of 19% of the next year's debt service expenditures;

Maintain a debt-to-cash funding ratio between 70% and 85% over the life of the seven year plan; and

## Capital Budget Process

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Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A copy of the financial planning model is behind the “Financial Planning Model” tab within this book.

# How to Read the Community Improvement Plan

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two

elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues, general obligation bonds, or certificates of participation. Other revenue sources may include grants, water/sewer loan repayments, and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Open Space Preservation Parks and Recreation Public Safety Economic Development
Education	Education Capital projects are generally debt funded. Other funding comes from a transfer from the General Fund.	Wake County Public School System Wake Technical Community College
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	These projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

Throughout the document, the following information is presented for each element:

**Financial Summary:** Presents the FY 2010 appropriation (a financial commitment by the Board of Commissioners), FY 2011-2016 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2011-2016 will be refined as design, engineering, and cost studies are completed during FY 2010 and beyond.

**Seven-Year CIP Summary:** A synopsis of each element’s physical and financial scope, and the time-frame for completing major projects and phases.

**History/Background:** This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.

**Project Accomplishments in FY 2009**

**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 useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

# How to Read the Community Improvement Plan

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When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project. This includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The Operating Budget Impact table (highlighted later within section) shows the known operating impact on the General Fund for the projects planned in the FY 2010-2016 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate a storage area into usable offices will have minimal impact on the cost of maintaining the space and will not require additional staff. However, the construction of Phase II of the Hammond Road Detention Center will require new operating funds for both staff and facility maintenance. In some cases, operating impacts are provided for equipment acquisition. In these instances, the increased cost reflects additional resources needed to maintain the new equipment.

# FY 2010 Appropriations and Funding Sources

FY10 Capital Uses		FY10 Capital Uses (cont'd)	
County Capital Fund		Major Facilities Capital Trust Fund	
Affordable Housing	\$650,000	Five County Stadium	\$667,000
Automation	3,625,000	Marbles Children's Museum	113,000
Community Capital Projects	500,000	Imax	120,000
County Building Improvements	8,552,000	Reserve for Future Major Facilities Projects	83,000
Criminal Justice		Solid Waste Capital Fund	
Detention Facilities (Note 1)	152,553,000	Solid Waste	\$4,020,000
Justice Center (Note 1)	178,078,000		
General Criminal Justice	3,392,000		
Parks and Recreation		TOTAL FY 2010 USES	
Community Use of Schools	300,000		\$423,701,000
Existing Parks Facility Improvements	250,000	<b>FY10 Capital Sources</b>	
Randleigh Farm	300,000	Transfer In - Ad Valorem Tax	
Public Safety		Transfer In - County Capital	
EMS Facilities	553,000	Transfer In - Solid Waste Enterprise	
EMS Defibrillators	800,000	Transfer In - Grants Fund	
800 Megahertz System	402,000	Bonds - Authorized	
CAD Improvements	709,000	Bonds Authorized and Unissued (Note 2)	
Economic Development		Other Debt to be Issued (Note 1)	
On Site Water and Sewer	30,000	Federal ARRA Funds (Note 1)	
Economic Incentives	138,000	Fire Tax District Revenue	
Transfer to Wake Tech Capital	1,500,000	Hotel/Motel & Prepared Food Tax	
Reserve for Future Projects	212,000	Charges for Services (Sprint-Nextel)	
Subtotal: County Capital	\$352,544,000	Appropriated Fund Balance	
Education		Non-Pooled Investments	
Wake County Public School System	\$15,068,000	TOTAL FY 2010 SOURCES	
Wake Technical Community College (Note 2)	47,295,000	\$423,701,000	
Fire Tax District Capital Fund			
Fire/Rescue	\$3,774,000		

Note 1: Debt funded appropriations for Criminal Justice are not in the CIP Ordinance; funds will be appropriated after successful debt transactions.

Note 2: Debt funded appropriations for Wake Tech are not in the CIP Ordinance; funds will be appropriated after successful debt transactions.

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Affordable Housing</b>								
Affordable Housing Transfer	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,650,000
<b>Subtotal: Affordable Housing</b>	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,650,000</b>
<b>Automation</b>								
Business Applications	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
Computer Equipment	913,000	1,300,000	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	11,313,000
Enterprise Infrastructure	1,562,000	1,089,000	1,126,000	1,963,000	1,250,000	1,250,000	1,250,000	9,490,000
Major Projects	1,000,000	350,000	500,000	500,000	500,000	850,000	350,000	4,050,000
<b>Subtotal: Automation</b>	<b>3,625,000</b>	<b>2,889,000</b>	<b>3,376,000</b>	<b>4,363,000</b>	<b>3,650,000</b>	<b>4,250,000</b>	<b>3,750,000</b>	<b>25,903,000</b>
<b>Community Capital</b>								
Alliance Medical Ministry	250,000	250,000	95,000	–	–	–	–	595,000
Hospice of Wake County	250,000	250,000	250,000	250,000	250,000	–	–	1,250,000
Reserve for Future Projects	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
<b>Subtotal: Community Capital</b>	<b>500,000</b>	<b>3,500,000</b>						
<b>County Building Improvements</b>								
Animal Shelter	1,700,000	–	–	–	–	–	–	1,700,000
Major Building Renovations	1,976,000	1,949,000	2,026,000	2,026,000	1,464,000	–	–	9,441,000
Mechanical, Electrical and Plumbing Projects	888,000	130,000	21,000	–	144,000	412,000	140,000	1,735,000
Mental Health Continuum of Care	2,500,000	–	–	–	–	–	–	2,500,000
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Southeast Raleigh Reclaimed Water	–	700,000	–	–	–	–	–	700,000
Roofing Projects	56,000	596,000	–	–	167,000	1,787,000	–	2,606,000
Security Improvements County Buildings	232,000	–	–	–	–	–	–	232,000

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Subtotal: County Building Improvements</b>	<b>8,552,000</b>	<b>4,575,000</b>	<b>3,247,000</b>	<b>3,226,000</b>	<b>2,975,000</b>	<b>3,399,000</b>	<b>1,340,000</b>	<b>27,314,000</b>
<b>Criminal Justice</b>								
Detention Facilities	152,553,000	–	10,500,000	–	–	972,000	–	164,025,000
General Criminal Justice	3,392,000	4,627,000	4,306,000	8,651,000	4,115,000	3,505,000	–	28,596,000
Justice Center Complex	178,078,000	–	–	11,000,000	1,700,000	–	–	190,778,000
<b>Subtotal: Criminal Justice</b>	<b>334,023,000</b>	<b>4,627,000</b>	<b>14,806,000</b>	<b>19,651,000</b>	<b>5,815,000</b>	<b>4,477,000</b>	<b>–</b>	<b>383,399,000</b>
<b>Economic Development</b>								
Economic Incentives	138,000	1,885,000	1,091,000	1,068,000	1,039,000	884,000	726,000	6,831,000
Off-site Water and Sewer	30,000	2,679,000	30,000	5,000	–	–	–	2,744,000
On-site Water and Sewer	–	–	300,000	300,000	300,000	–	–	900,000
<b>Subtotal: Economic Development</b>	<b>168,000</b>	<b>4,564,000</b>	<b>1,421,000</b>	<b>1,373,000</b>	<b>1,339,000</b>	<b>884,000</b>	<b>726,000</b>	<b>10,475,000</b>
<b>Libraries</b>								
Cary Regional Library	–	200,000	694,000	12,240,000	–	–	–	13,134,000
Upgrades to Existing Library Facilities	–	1,082,000	613,000	349,000	717,000	428,000	–	3,189,000
Fuquay-Varina Library	–	2,102,000	2,585,000	–	–	–	–	4,687,000
Middle Creek Library	–	3,580,000	771,000	–	–	–	–	4,351,000
Morrisville Library	–	–	291,000	4,634,000	–	–	–	4,925,000
Northeast Regional Library	–	3,517,000	–	–	–	–	–	3,517,000
North Hills Library	–	281,000	4,477,000	–	–	–	–	4,758,000
<b>Subtotal: Libraries</b>	<b>–</b>	<b>–</b>	<b>9,431,000</b>	<b>17,223,000</b>	<b>717,000</b>	<b>428,000</b>	<b>–</b>	<b>38,561,000</b>
<b>Parks</b>								
Existing Parks Facility Improvements	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Randleigh Farm	300,000	–	–	–	–	–	–	300,000
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
<b>Subtotal: Parks</b>	<b>850,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>4,150,000</b>

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Program-wide Projects</b>								
Reserve for Future Projects	212,000	7,725,000	(622,000)	(7,088,000)	10,267,000	5,892,000	16,675,000	33,061,000
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
<b>Subtotal: Program-wide Projects</b>	<b>1,712,000</b>	<b>9,225,000</b>	<b>878,000</b>	<b>(5,588,000)</b>	<b>11,767,000</b>	<b>7,392,000</b>	<b>18,175,000</b>	<b>43,561,000</b>
<b>Public Safety</b>								
800 Megahertz System	402,000	2,045,000	1,978,000	1,978,000	–	–	–	6,403,000
CAD Improvements	709,000	–	–	–	–	–	–	709,000
EMS Defibrillators	800,000	828,000	–	–	–	800,000	828,000	3,256,000
EMS Projects	553,000	216,000	1,671,000	1,728,000	1,645,000	2,438,000	–	8,251,000
<b>Subtotal: Public Safety</b>	<b>2,464,000</b>	<b>3,089,000</b>	<b>3,649,000</b>	<b>3,706,000</b>	<b>1,645,000</b>	<b>3,238,000</b>	<b>828,000</b>	<b>18,619,000</b>
<b>Total: County Capital Uses</b>	<b>352,544,000</b>	<b>41,781,000</b>	<b>39,480,000</b>	<b>53,092,000</b>	<b>29,958,000</b>	<b>26,118,000</b>	<b>26,869,000</b>	<b>569,842,000</b>

## County Capital: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Law Enforcement	–	1,928,000	1,180,000	–	–	–	–	3,108,000
Appropriated Fund Balance	709,000	–	–	–	–	–	–	7,797,000
Authorized and Unissued	–	7,245,000	9,431,000	17,223,000	717,000	428,000	–	35,044,000
Transfers From General Fund	22,000,000	27,315,000	27,756,000	28,731,000	29,241,000	25,690,000	26,869,000	187,602,000
Reserve for Replacements	–	–	441,000	–	–	–	–	441,000
Other	3,000,000	–	–	–	–	–	–	3,000,000
Transfers From Grant Fund	120,000	–	–	–	–	–	–	120,000
Municipalities	–	1,726,000	–	–	–	–	–	1,726,000
Transfer From Capital Reserve	–	–	622,000	7,088,000	–	–	–	8,332,000
Criminal Justice Debt	326,420,000	–	–	–	–	–	–	326,420,000
Outside Agencies	295,000	50,000	50,000	50,000	–	–	–	445,000

# Detailed Seven-Year Summary of Sources and Uses

## County Capital: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Library	-	3,517,000	-	-	-	-	-	3,517,000
<b>Total: County Capital Sources</b>	<b>352,544,000</b>	<b>41,781,000</b>	<b>39,480,000</b>	<b>53,092,000</b>	<b>29,958,000</b>	<b>26,118,000</b>	<b>26,869,000</b>	<b>569,842,000</b>

## Education: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Wake Technical Community College</b>								
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech Renovation Projects	3,553,000	2,948,000	-	-	-	-	-	6,501,000
Wake Tech Public Safety Training Center	12,917,000	-	-	-	-	-	-	12,917,000
Wake Tech Health Sciences Phase II	12,021,000	35,446,000	-	-	-	-	-	47,467,000
Wake Tech Northern Campus	17,304,000	3,460,000	-	-	-	-	-	20,764,000
<b>Subtotal: Wake Technical Community College</b>	<b>47,295,000</b>	<b>43,354,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>98,149,000</b>
<b>Wake County Public School System</b>								
CIP 2006	15,000,000	54,101,000	113,500,000	-	-	-	-	182,601,000
Reserve for Future Projects	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Subtotal: Wake County Public School System</b>	<b>15,068,000</b>	<b>54,170,000</b>	<b>113,708,000</b>	<b>214,000</b>	<b>220,000</b>	<b>227,000</b>	<b>234,000</b>	<b>183,841,000</b>
<b>Total: Education Uses</b>	<b>62,363,000</b>	<b>97,524,000</b>	<b>115,208,000</b>	<b>1,714,000</b>	<b>1,720,000</b>	<b>1,727,000</b>	<b>1,734,000</b>	<b>281,990,000</b>

## Education: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Transfers From CP/ Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Authorized and Unissued	25,103,000	83,798,000	113,500,000	-	-	-	-	222,401,000

# Detailed Seven-Year Summary of Sources and Uses

## Education: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Generic Bond Proceeds	10,002,000	–	–	–	–	–	–	10,002,000
Transfers From General Fund	25,690,000	12,157,000	–	–	–	–	–	37,847,000
Non-Pooled Investments	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Total: Education Sources</b>	<b>62,363,000</b>	<b>97,524,000</b>	<b>115,208,000</b>	<b>1,714,000</b>	<b>1,720,000</b>	<b>1,727,000</b>	<b>1,734,000</b>	<b>281,990,000</b>

## Fire Rescue: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Fire/Rescue</b>								
Fire Apparatus and Vehicles	806,000	1,876,000	1,234,000	337,000	1,888,000	2,738,000	1,456,000	10,335,000
Fire Facilities	2,040,000	68,000	68,000	68,000	308,000	2,716,000	–	5,268,000
Reserve for Future Projects	–	–	–	–	–	–	395,000	395,000
Fire Equipment and Small Capital	928,000	1,545,000	1,194,000	1,266,000	487,000	671,000	503,000	6,594,000
<b>Subtotal: Fire/Rescue</b>	<b>3,774,000</b>	<b>3,489,000</b>	<b>2,496,000</b>	<b>1,671,000</b>	<b>2,683,000</b>	<b>6,125,000</b>	<b>2,354,000</b>	<b>22,592,000</b>
<b>Total: Fire Rescue Uses</b>	<b>3,774,000</b>	<b>3,489,000</b>	<b>2,496,000</b>	<b>1,671,000</b>	<b>2,683,000</b>	<b>6,125,000</b>	<b>2,354,000</b>	<b>22,592,000</b>

## Fire Rescue: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Debt to be Authorized	–	754,000	579,000	–	1,214,000	3,677,000	896,000	7,120,000
Appropriated Fund Balance	1,474,000	964,000	582,000	377,000	198,000	1,159,000	–	4,754,000
Transfers From Special Districts Fund	2,300,000	1,771,000	1,335,000	1,294,000	1,271,000	1,289,000	1,458,000	10,718,000
<b>Total: Fire Rescue Sources</b>	<b>3,774,000</b>	<b>3,489,000</b>	<b>2,496,000</b>	<b>1,671,000</b>	<b>2,683,000</b>	<b>6,125,000</b>	<b>2,354,000</b>	<b>22,592,000</b>

# Detailed Seven-Year Summary of Sources and Uses

## Major Facilities: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Major Facilities Capital Trust Fund</b>								
Five County Stadium	667,000	648,000	694,000	–	–	–	–	2,009,000
IMAX	120,000	–	–	–	–	–	–	120,000
Reserve for Major Facilities Future Projects	83,000	280,000	133,000	840,000	1,000,000	1,000,000	1,000,000	4,336,000
Marbles Children's Museum	130,000	72,000	173,000	160,000	–	–	–	535,000
<b>Subtotal: Major Facilities Capital Trust Fund</b>	<b>1,000,000</b>	<b>7,000,000</b>						
<b>Total: Major Facilities Uses</b>	<b>1,000,000</b>	<b>7,000,000</b>						

## Major Facilities: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total: Major Facilities Sources</b>	<b>1,000,000</b>	<b>7,000,000</b>						

## Solid Waste: Uses

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
<b>Solid Waste</b>								
Multi-material and Convenience Centers	800,000	2,000,000	2,000,000	–	–	–	–	4,800,000
South Wake Landfill	1,220,000	–	1,200,000	1,326,000	7,630,000	–	–	11,376,000
Permanent Storm Debris Site	–	1,500,000	–	–	–	–	–	1,500,000
Landfill Gas Development	2,000,000	80,000	500,000	–	–	750,000	–	3,330,000
<b>Subtotal: Solid Waste</b>	<b>4,020,000</b>	<b>3,580,000</b>	<b>3,700,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>750,000</b>	<b>–</b>	<b>21,006,000</b>
<b>Total: Solid Waste Uses</b>	<b>4,020,000</b>	<b>3,580,000</b>	<b>3,700,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>750,000</b>	<b>–</b>	<b>21,006,000</b>

## Detailed Seven-Year Summary of Sources and Uses

### Solid Waste: Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Appropriated Fund Balance	800,000	–	300,000	–	–	–	–	1,100,000
Miscellaneous	1,000,000	–	200,000	1,326,000	4,930,000	–	–	7,456,000
Transfers From Solid Waste Enterprise	2,220,000	1,580,000	3,200,000	–	2,700,000	750,000	–	10,450,000
Sale of Fixed Assets	–	2,000,000	–	–	–	–	–	2,000,000
<b>Total: Solid Waste Sources</b>	<b>4,020,000</b>	<b>3,580,000</b>	<b>3,700,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>750,000</b>	<b>–</b>	<b>21,006,000</b>

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# Operating Budget Impact

## New General Fund Operating Impact

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY2016	TOTAL
<b>County Capital Elements</b>								
Automation	-	-	265,000	260,000	254,000	-	-	779,000
County Building Improvements	27,000	93,000	-	-	-	-	-	120,000
Criminal Justice	-	-	6,495,000	13,969,000	6,045,000	-	-	26,509,000
Libraries	378,000	40,000	1,122,000	944,000	1,094,000	1,167,000	711,000	5,456,000
Public Safety	97,000	119,000	141,000	163,000	186,000	216,000	-	922,000
<b>Education Elements</b>								
Wake County Public Schools	3,450,000	3,259,000	-	1,065,000	1,326,000	-	-	9,100,000
Wake Technical Community College	18,000	415,000	255,000	293,000	229,000	-	-	1,210,000
Fire Tax District*	-	-	-	-	-	-	-	-
Solid Waste*	-	-	-	-	-	-	-	-
<b>Total Operating Budget Impact</b>	<b>3,970,000</b>	<b>3,926,000</b>	<b>8,278,000</b>	<b>16,694,000</b>	<b>9,134,000</b>	<b>1,383,000</b>	<b>711,000</b>	<b>44,096,000</b>

Some operating costs associated with certain elements (like the Fire Tax District and Solid Waste, which are denoted with an asterisk) are not borne by the General Fund and are therefore, not shown here.

When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the known operating impact on the General Fund for the projects planned in the FY 2010-2016 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements

project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of Phase II of the Hammond Road Detention Center will require new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for equipment acquisition. In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

## Horizon Issues

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The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as horizon issues for future Community Improvement Plans; more discussion of horizon issues may be found on some of the respective element pages.

Element	Project	Cost Estimate
Automation	Sheriff's Office Migration to OSSI Product Line	\$1,200,000
	Rapid ID and Safe ID (Infrastructure and Mobile Use)	1,000,000
	Child Care Subsidy System	1,100,000
	PCMS Replacement	1,000,000
	Planning and Permitting System	3,500,000
	Windows Laptop/PC Operating System	900,000
	Telecom Improvements	5,840,000
	Document Management	2,000,000
County Building Improvements	Electronic Security Improvements	1,083,000
	North Wake Landfill Refueling Station	835,000
	Space Planning County Buildings	300,000
	Alcoholism Treatment Center Building Reuse	1,600,000
	Firearms Training Center	1,000,000
	Future Facility Condition Assessments	TBD
Parks	Future Park Construction	26,300,000
	Park, Recreation and Open Space Master Planning	305,000
Public Safety	Replacement of the 800 MHz Communication System	45,000,000
	Sheriff's Communication Center	2,100,000
Total	All Horizon Projects	\$95,063,000

# Community Improvement Plan Projects

Community Improvement Plan Project Balances as of April 30, 2009

The FY 2010 - FY 2016 Community Improvement Plan is composed of specific projects, which are rolled up to programs and elements, that are presented in the FY 2010 Adopted Budget book. For example, project 006A (Mental Health System Migration) is part of the business applications program, which is part of the Automation Element. Often appropriations support projects that are currently underway. In other instances, projects may be fully appropriated in one fiscal year, but take several fiscal years to complete. The following is a list of project balances as of April 30, 2009 for both revenues and expenditures for all County Capital Projects. Please note that the unrealized revenue column represents revenue that has not yet been received. In some instances, this involves appropriations that were made, but because of economic conditions, bond and other debt sales have not occurred, and thus the projects are currently unfunded. The available expenditure budget may not include obligations or encumbrances that have not yet been entered in the County's financial system.

Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
<b>Automation CIP</b>					
<b>Business Applications</b>					
002A General Business Applications	5,393.56	0.00	5,393.56	5,393.56	0.00
006A Mental Health System Migration	2,147,000.00	0.00	2,147,000.00	1,487,431.48	658,961.40
010A Finance/Hr System Replacement	8,983,000.00	0.00	8,983,000.00	8,675,433.70	307,566.30
017A Major System Replacements	3,993,924.39	0.00	3,993,924.39	327,880.20	3,666,044.19
028A Emergency Sys Upgrade @ \$161,725	183,031.79	0.00	183,031.79	183,031.79	0.00
030A CCBI Photo Lab Project	112,565.00	0.00	112,565.00	100,888.88	11,676.12
058A Planning and Permitting System	238,945.00	-0.44	238,945.00	238,945.44	-0.44
129A TAS REPLACEMENT PROJ @ \$28,800	28,800.00	0.00	28,800.00	0.00	28,800.00
132A ANIMAL CONTROL MANAGEMENT SYSTEM	74,403.00	0.00	74,403.00	58,501.74	15,901.26
133A Provider Management Catalog	11,655.00	0.00	11,655.00	4,983.72	6,671.28
134A Onsite Septic Systems Tracking Database	92,268.00	0.00	92,268.00	60,922.50	31,345.50
202A Revenue Circuit Breaker Project	99,000.00	0.00	99,000.00	89,236.00	9,764.00
203A Sheriff On Duty - Off Duty Scheduling System	25,000.00	0.00	25,000.00	25,000.00	0.00
204A Risk Management System	100,000.00	0.00	100,000.00	0.00	100,000.00
205A VSO Service Management System	3,500.00	0.00	3,500.00	2,000.00	1,500.00
<b>Business Applications Total</b>	<b>16,098,485.74</b>	<b>-0.44</b>	<b>16,098,485.74</b>	<b>11,259,649.01</b>	<b>4,838,229.61</b>
<b>Computer Equipment</b>					
198A New Equipment 2009	1,440,147.20	0.00	1,440,147.20	1,325,634.34	114,512.86
199A Maintenance Library 2009	677.50	0.00	677.50	1,197.59	-520.09
200A Upgrade 2009	15,365.86	0.00	15,365.86	19,415.20	-4,049.34
201A Telephone Equipment 2009	22,723.07	0.00	22,723.07	3,126.94	19,596.13
<b>Computer Equipment Total</b>	<b>1,478,913.63</b>	<b>0.00</b>	<b>1,478,913.63</b>	<b>1,349,374.07</b>	<b>129,539.56</b>
<b>Enterprise Network</b>					
113A TELECOMMUNICATIONS STRATEGIC PLAN	369,500.00	0.00	369,500.00	369,500.00	0.00
116A LIBRARIES HARDWARE/SOFTWARE 2008	16,868.00	0.00	16,868.00	0.00	16,868.00
119A SECURITY 2008	60,196.58	0.00	60,196.58	43,619.15	16,577.43
187A MS Office Acquisition	415,000.00	0.00	415,000.00	407,690.04	7,309.96
188A Security Strategy Implementation	200,000.00	0.00	200,000.00	28,662.50	171,337.50
189A Swinburne Re-Wiring	1,020,000.00	0.00	1,020,000.00	446,713.01	573,286.99
192A Business Applications 2009	51,219.46	0.00	51,219.46	1,219.46	50,000.00
193A Customer Service Projects 2009	35,000.00	0.00	35,000.00	0.00	35,000.00
194A GIS Hardware/Software 2009	75,000.00	0.00	75,000.00	29,121.97	45,878.03
195A Security 2009	85,000.00	0.00	85,000.00	62,670.65	22,329.35
196A Servers 2009	262,000.00	0.00	262,000.00	249,962.86	12,037.14
197A Wide Area Network 2009	171,000.00	0.00	171,000.00	104,998.84	66,001.16
<b>Enterprise Network Total</b>	<b>2,760,784.04</b>	<b>0.00</b>	<b>2,760,784.04</b>	<b>1,744,158.48</b>	<b>1,016,625.56</b>
<b>Major Automation Projects</b>					
191A Lotus Notes Upgrade	1,200,000.00	0.00	1,200,000.00	715,474.68	482,977.50
<b>Major Automation Projects Total</b>	<b>1,200,000.00</b>	<b>0.00</b>	<b>1,200,000.00</b>	<b>715,474.68</b>	<b>482,977.50</b>
<b>Automation CIP Total</b>	<b>21,538,183.41</b>	<b>-0.44</b>	<b>21,538,183.41</b>	<b>15,068,656.24</b>	<b>6,467,372.23</b>

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances as of April 30, 2009

Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
<b>Community Capital Projects</b>					
<b>Community Capital Projects</b>					
001C General Community Planned Projects	0.00	0.00	0.00	0.00	0.00
007C Hospice of Wake County	750,000.00	0.00	750,000.00	750,000.00	0.00
<b>Community Capital Projects Total</b>	<b>750,000.00</b>	<b>0.00</b>	<b>750,000.00</b>	<b>750,000.00</b>	<b>0.00</b>
<b>County Building Improvements</b>					
<b>County Building Security Projects</b>					
127B Security Improvements-Phase 5	1,009,654.66	0.00	1,009,654.66	1,076,249.21	-66,594.55
128B Security Improvements-Phase 6	888,481.90	0.00	888,481.90	770,540.64	117,941.26
<b>County Building Security Projects Total</b>	<b>1,898,136.56</b>	<b>0.00</b>	<b>1,898,136.56</b>	<b>1,846,789.85</b>	<b>51,346.71</b>
<b>Energy Conserving Projects</b>					
007B Energy Conserving Projects - General	376,697.00	0.00	376,697.00	376,697.00	0.00
015B PSC Andover Controller Upgrade	606,833.44	0.00	606,833.44	606,833.44	0.00
<b>Energy Conserving Projects Total</b>	<b>983,530.44</b>	<b>0.00</b>	<b>983,530.44</b>	<b>983,530.44</b>	<b>0.00</b>
<b>Major County Building Projects</b>					
019B Facilities Condition Assessment	402,248.87	0.00	402,248.87	401,488.54	760.33
026B PSC Improvements - Phase 5	1,170,924.57	0.00	1,170,924.57	1,075,291.51	95,633.06
151B FIREARMS ED TRAINING CTR IMPROVEMENTS	300,000.00	0.00	300,000.00	0.00	300,000.00
164B Youth & Health Services - BLDG Improve	600,000.00	0.00	600,000.00	509,404.02	90,595.98
166B WCOB Domestic Water System	175,000.00	0.00	175,000.00	142,933.38	32,066.62
188B Facility Condition Upgrades	795,000.00	0.00	795,000.00	14,720.00	780,280.00
198B Animal Shelter Expansion	607,365.46	0.00	607,365.46	213,196.85	394,168.61
200B Mental Health Continuum	22,500,000.00	2,000,000.00	22,500,000.00	6,454,317.43	16,045,682.57
<b>Major County Building Projects Total</b>	<b>26,550,538.90</b>	<b>2,000,000.00</b>	<b>26,550,538.90</b>	<b>8,811,351.73</b>	<b>17,739,187.17</b>
<b>Mechanical, Electrical And Plumbing</b>					
080B Mechanical, Electrical & Plumbing - Gen	-492.58	0.00	-492.58	-492.58	0.00
090B General Services Center	374,131.60	0.00	374,131.60	343,167.30	30,964.30
150B PSC ELECTRONIC WATER SAVING PROJ	268,000.00	0.00	268,000.00	24,659.24	243,340.76
172B Youth & Health Services - HVAC	964,195.00	0.00	964,195.00	772,931.07	191,263.93
204B PSC Chiller Replacement	70,000.00	0.00	70,000.00	65,000.00	5,000.00
205B Swinburne HVAC Replacement	67,000.00	0.00	67,000.00	0.00	67,000.00
<b>Mechanical, Electrical And Plumbing Total</b>	<b>1,742,834.02</b>	<b>0.00</b>	<b>1,742,834.02</b>	<b>1,205,265.03</b>	<b>537,568.99</b>
<b>Minor CIP Projects</b>					
037B General Bld Renov - Minor-General	0.00	0.00	0.00	0.00	0.00
052B General Bld Renov- Minor- WCOB Oil Pipe	85,135.86	0.00	85,135.86	85,135.86	0.00
148B Willow Springs FD Well, Pump & Tank	28,525.37	0.00	28,525.37	19,025.37	9,500.00
149B HS Swinburne/Auto Entrance Doors	50,000.00	0.00	50,000.00	6,500.00	43,500.00
157B SOUTHERN REGIONAL CENTER RENOVATION	394,906.57	0.00	394,906.57	349,589.62	45,316.95
159B CSC INSULATION REPAIR	1,477.50	0.00	1,477.50	0.00	1,477.50
160B FY08 ASPHALT IMPROVEMENTS	88,797.52	0.00	88,797.52	88,797.52	0.00
161B WCCH 7TH FLOOR TOILET UPGRADES	25,000.00	0.00	25,000.00	2,275.00	22,725.00
162B WCOB DATA CNT SPRINKLER SYSTEM	70,978.00	0.00	70,978.00	70,978.00	0.00
191B WCCH 8th Floor Mechanical Upgrade	78,480.00	0.00	78,480.00	78,070.00	410.00

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances as of April 30, 2009

	Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
192B	Swinburne Ice Harvester Replacement	7,500.00	0.00	7,500.00	7,500.00	0.00
193B	HS Swinburne Security Upgrades	191,147.78	0.00	191,147.78	30,904.00	160,243.78
194B	GSA Mechanical Replacement Design	88,439.87	0.00	88,439.87	61,572.00	26,867.87
195B	WCOB Elevator Cab Finish Upgrades	812.00	0.00	812.00	812.00	0.00
201B	SRC Finish Upgrades	108,500.00	0.00	108,500.00	108,500.00	0.00
202B	WCOB 13th Floor HVAC Upgrade	90,388.11	2,408.11	90,388.11	90,388.11	0.00
207B	WCCH 12th Floor Office Renovation	45,596.27	0.00	45,596.27	45,596.27	0.00
	<b>Minor CIP Projects Total</b>	<b>1,355,684.85</b>	<b>2,408.11</b>	<b>1,355,684.85</b>	<b>1,045,643.75</b>	<b>310,041.10</b>
	<b>Roofing Projects</b>					
098B	Roof Replacements - General	271,185.71	0.00	271,185.71	1.01	271,184.70
107B	Fellowship House Roof Replacement	32,426.06	0.00	37,305.06	9,710.06	27,595.00
109B	Fire Training Center	21,000.00	0.00	21,000.00	2,000.00	19,000.00
167B	PSC Roof Replacement	1,412,604.00	0.00	1,412,604.00	1,215,859.23	196,744.77
168B	OakView - Main House Roof Replace	14,000.00	0.00	14,000.00	580.00	13,420.00
169B	Southern Regional Center Roof Replacement	309,562.00	0.00	309,562.00	296,937.05	12,624.95
170B	Farm History Ctr Roof Replacement	49,635.00	0.00	49,635.00	4,670.00	44,965.00
196B	Crosby-Garfield Center Roof Replacement	325,000.00	0.00	325,000.00	186,420.36	138,579.64
206B	Cornerstone Roof Replacement	100,000.00	0.00	95,121.00	9,158.19	85,962.81
	<b>Roofing Projects Total</b>	<b>2,535,412.77</b>	<b>0.00</b>	<b>2,535,412.77</b>	<b>1,725,335.90</b>	<b>810,076.87</b>
	<b>County Building Improvements Total</b>	<b>35,066,137.54</b>	<b>2,002,408.11</b>	<b>35,066,137.54</b>	<b>15,617,916.70</b>	<b>19,448,220.84</b>
	<b>Criminal Justice CIP</b>					
	<b>Detention Facilities</b>					
007J	Detention Phase 2 Hammond Site	23,760,845.52	19,285,259.54	23,760,845.74	19,655,010.76	4,105,834.98
008J	Detention Phase 2 PSC Site	612,151.72	0.00	612,152.06	308,012.97	304,139.09
	<b>Detention Facilities Total</b>	<b>24,372,997.24</b>	<b>19,285,259.54</b>	<b>24,372,997.80</b>	<b>19,963,023.73</b>	<b>4,409,974.07</b>
	<b>Detention Security</b>					
013J	Programmable Controller	573,142.57	0.00	573,142.57	68,379.88	504,762.69
014J	PSC Cameras	356,565.89	0.00	356,565.89	356,565.89	-111,830.08
	Detention and Security Assessment Improvements	263,273.81	0.00	263,273.81	75,202.24	188,071.57
055J	Hammond Road Digital Video	150,000.00	0.00	150,000.00	0.00	150,000.00
	<b>Detention Security Total</b>	<b>1,342,982.27</b>	<b>0.00</b>	<b>1,342,982.27</b>	<b>500,148.01</b>	<b>731,004.18</b>
	<b>Judicial Facilities</b>					
018J	General Judicial Facilities Planned Proj	709,468.74	0.00	709,467.94	709,467.94	0.00
031J	Davie St Parking Deck	29,744,361.66	0.00	29,744,361.66	29,424,610.77	319,750.89
033J	CTHS HVAC Improvements	2,500,799.95	0.00	2,500,799.95	2,373,712.46	127,087.49
034J	CTHS Elevators 6/7 Modifications	146,022.24	0.00	146,022.29	39,870.20	106,152.09
036J	CTHS 7th Fl Renovation	2,192,763.22	0.00	2,192,763.03	2,125,113.82	67,649.21
040J	CTHS 3rd Floor Renovation	4,007,753.72	0.00	4,007,754.00	3,687,773.81	319,980.19
041J	Criminal Court Displacements	2,364,000.00	0.00	2,364,000.00	1,781,025.81	582,974.19
042J	Justice Center	19,231,812.07	12,696,128.50	19,231,812.23	18,251,537.96	980,274.27
047J	CTHS Penthouse Renovations	31,960.00	0.00	31,960.00	28,728.29	3,231.71
049J	Courthouse 10th Floor Renovation	1,075,540.06	0.00	1,075,540.06	729,224.09	346,315.97
021J	Judicial-Update Of Master Plan	67.50	67.50	67.82	67.50	0.32
	<b>Judicial Facilities Total</b>	<b>62,004,549.16</b>	<b>12,696,196.00</b>	<b>62,004,548.98</b>	<b>59,151,132.65</b>	<b>2,853,416.33</b>
	<b>Criminal Justice CIP Total</b>	<b>87,720,528.67</b>	<b>31,981,455.54</b>	<b>87,720,529.05</b>	<b>79,614,304.39</b>	<b>7,994,394.58</b>

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances as of April 30, 2009

Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
<b>Public Libraries CIP</b>					
<b>Library Projects</b>					
003L Master Libraries	88,714.51	14,080.75	88,714.51	88,714.51	0.00
008L Leesville Branch Library	4,034,486.00	1,993,276.48	4,034,486.00	3,335,286.61	699,199.39
009L Northeast Regional Library	8,283,685.77	-3,517,000.00	8,283,685.77	2,187,760.80	6,095,924.97
014L Northeastern Regional Library - Books	1.00	-0.01	1.00	1.01	-0.01
015L Leesville Library - Books	905,001.00	515,659.35	905,001.00	708,839.73	196,161.27
019L City of Raleigh/Leesville Branch	900,000.00	402,464.00	900,000.00	560,347.79	339,652.21
022L EIC HUD Grant	0.00	0.00			
023L Wake Forest Library	2,636,000.00	2,392,313.25	2,636,000.00	346,342.02	2,289,657.98
024L Wake Forest Library - Books	709,000.00	709,000.00	709,000.00	0.00	709,000.00
025L Middle Creek Library (Construction)	268,000.00	268,000.00	268,000.00	0.00	268,000.00
026L Fuquay Varina Library (Construction)	315,000.00	315,000.00	315,000.00	0.00	315,000.00
027L North Hills Library - Land & Construction	4,400,000.00	4,400,000.00	4,400,000.00	0.00	4,400,000.00
028L Harrison Library FCA	515,000.00	515,000.00	515,000.00	0.00	515,000.00
029L Olivia Raney Library FCA	65,000.00	65,000.00	65,000.00	0.00	65,000.00
999L Library Bond/BAN Revenue	0.00	-2,466,834.83			
<b>Library Projects Total</b>	<b>23,119,888.28</b>	<b>5,605,958.99</b>	<b>23,119,888.28</b>	<b>7,227,292.47</b>	<b>15,892,595.81</b>
<b>Public Libraries CIP Total</b>	<b>23,119,888.28</b>	<b>5,605,958.99</b>	<b>23,119,888.28</b>	<b>7,227,292.47</b>	<b>15,892,595.81</b>
<b>Open Space</b>					
<b>Open Space</b>					
017G Jeffcoat/Penny Road Tract Open Space	1,296,479.21	264,723.85	1,296,479.21	1,066,422.42	230,056.79
018G Randleigh Tract Open Space	1,803,866.01	151,985.15	1,803,866.01	1,803,777.86	88.15
027G Open Space Administration	295,623.85	0.00	295,623.85	293,763.94	1,859.91
036G Unallocated Open Space	0.00	0.00	0.00	0.00	0.00
037G Futrell Property/Swift Creek Open Space	699,763.41	0.00	699,763.41	699,763.41	0.00
008G Pleasants Tract Open Space	2,418,733.77	0.00	2,418,733.77	2,418,733.77	0.00
002G Open Space Phase 1	10,601,567.64	349,999.55	10,601,567.64	10,601,567.64	0.00
999G Open Space Bond/BAN revenue	0.00	0.00			
046G Little River Reimbursement - Raleigh	0.00	-1,000,000.00			
<b>Open Space Total</b>	<b>17,116,033.89</b>	<b>-233,291.45</b>	<b>17,116,033.89</b>	<b>16,884,029.04</b>	<b>232,004.85</b>
<b>Open Space Total</b>	<b>17,116,033.89</b>	<b>-233,291.45</b>	<b>17,116,033.89</b>	<b>16,884,029.04</b>	<b>232,004.85</b>
<b>Parks And Recreation CIP</b>					
<b>Community Use Of School/Parks</b>					
004R General Community Use Of Schools	3,001.17	0.00	3,001.17	3,001.17	0.00
027R River Bend Elementry (E-19)	250,000.00	0.00	250,000.00	20,948.09	229,051.91
028R Cary Elementary (E-22)	250,020.00	20.00	250,020.00	250,020.00	0.00
029R Raleigh Area Elementary (E-24)	450,000.00	0.00	450,000.00	450,000.00	0.00
051R Fuquay Varina Area Elementary (E-27)	46,058.99	0.00	46,058.99	6,000.00	40,058.99
060R Comm Use of Sch/Wendell Area Elem/E-34	250,000.00	0.00	250,000.00	49,682.00	200,318.00
061R Apex Area Elem/E-32	250,000.00	0.00	250,000.00	250,000.00	0.00
<b>Community Use Of School/Parks Total</b>	<b>1,499,080.16</b>	<b>20.00</b>	<b>1,499,080.16</b>	<b>1,029,651.26</b>	<b>469,428.90</b>
<b>County Parks</b>					
035R Southeast Regional Wake Co Park	2,566,089.64	713,997.66	2,566,089.64	2,014,604.68	551,484.96
062R East Wake Regional Park ( Little River)	1,644,576.02	0.00	1,644,576.02	1,155,365.83	489,210.19
<b>County Parks Total</b>	<b>4,210,665.66</b>	<b>713,997.66</b>	<b>4,210,665.66</b>	<b>3,169,970.51</b>	<b>1,040,695.15</b>

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances as of April 30, 2009

	Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
	<b>Existing Park Facility Improvements</b>					
052R	PARK FACILITY IMPROVEMENTS	703,315.76	0.00	703,315.92	616,609.39	86,706.53
	<b>Existing Park Facility Improvements Total</b>	703,315.76	0.00	703,315.92	616,609.39	86,706.53
	<b>Other Park Projects</b>					
033R	Recreation Fees	0.00	-1,495,725.98			
	<b>Other Park Projects Total</b>	0.00	-1,495,725.98			
	<b>Parks And Recreation CIP Total</b>	6,413,061.58	-781,708.32	6,413,061.74	4,816,231.16	1,596,830.58
	<b>Public Safety CIP</b>					
	<b>800 MHZ Radio Communications</b>					
	Alphanumeric Paging Infrastructure					
036P	Replacement	100,000.00	0.00	100,000.00	0.00	100,000.00
037P	Simulcast Paging Addition	125,000.00	0.00	125,000.00	97,255.51	27,744.49
	Wake Forest Multicast Site Conversion to					
040P	Simulcast Site	678,093.00	415,319.88	678,093.00	656,273.12	21,819.88
	<b>800 MHZ Radio Communications Total</b>	903,093.00	415,319.88	903,093.00	753,528.63	149,564.37
	<b>EMS</b>					
012P	EMS Defibrillators	1,348,534.96	0.00	1,348,534.96	1,315,747.72	32,787.24
039P	Durant Road Substation	1,250,000.00	0.00	1,250,000.00	0.00	1,250,000.00
041P	Garner #4, EMS Portion	680,000.00	0.00	680,000.00	0.00	680,000.00
	<b>EMS Total</b>	3,278,534.96	0.00	3,278,534.96	1,315,747.72	1,962,787.24
	<b>Public Safety</b>					
022P	EMS Projects	124,778.05	0.00	124,778.05	82,595.42	42,182.63
026P	Former 911 Emergency Fund	0.00	-1,253,130.55			
	<b>Public Safety Total</b>	124,778.05	-1,253,130.55	124,778.05	82,595.42	42,182.63
	<b>Sheriff</b>					
020P	Sheriff's Training Facility	10,988,000.00	400,000.00	10,988,000.00	9,642,432.84	1,345,567.16
	<b>Sheriff Total</b>	10,988,000.00	400,000.00	10,988,000.00	9,642,432.84	1,345,567.16
	<b>Public Safety CIP Total</b>	15,294,406.01	-437,810.67	15,294,406.01	11,794,304.61	3,500,101.40
	<b>Water And Sewer</b>					
	<b>Little River Reservoir</b>					
032S	Little River Reservoir	16,953,448.65	0.00	16,953,448.65	16,791,522.65	161,926.00
033S	Little River Reimbursement - Raleigh	0.00	0.00			
	<b>Little River Reservoir Total</b>	16,953,448.65	0.00	16,953,448.65	16,791,522.65	161,926.00
	<b>RTP Water Reclamation</b>					
005S	General Planned Projects For Onsite Infr	750,000.00	0.00	750,000.00	36,556.55	713,443.45
	<b>RTP Water Reclamation Total</b>	750,000.00	0.00	750,000.00	36,556.55	713,443.45

# Community Improvement Plan Projects

## Community Improvement Plan Project Balances as of April 30, 2009

Project Name	Revenue Budget	Unrealized Revenue	Expenditure Budget	Total Expenditures & Obligations	Available Expenditure Budget
008S General RTP Offsite Infrastructure Plan	3,050,385.15	0.00	3,050,385.15	448,110.63	2,602,274.52
009S RTP Offsite Infrastructure Phase 3	3,220,981.84	0.00	3,220,981.84	3,220,981.84	0.00
010S Jordan Lake Water Allocation	290,000.83	0.00	290,000.83	236,908.53	53,092.30
019S Water Sewer Impact Fee Recovery	190,000.00	0.00	190,000.00	189,040.11	959.89
<b>W/S Plan Implementation Total</b>	<b>6,751,367.82</b>	<b>0.00</b>	<b>6,751,367.82</b>	<b>4,095,041.11</b>	<b>2,656,326.71</b>
<b>Watershed Planning</b>					
015S Jordan Lake Water Reclamation	9,257,900.00	5,830,162.35	9,257,900.00	1,237,363.92	8,020,536.08
030S Stormwater System H & H Modeling	275,000.00	0.00	275,000.00	275,000.00	0.00
<b>Watershed Planning Total</b>	<b>9,532,900.00</b>	<b>5,830,162.35</b>	<b>9,532,900.00</b>	<b>1,512,363.92</b>	<b>8,020,536.08</b>
<b>Water And Sewer Total</b>	<b>33,987,716.47</b>	<b>5,830,162.35</b>	<b>33,987,716.47</b>	<b>22,435,484.23</b>	<b>11,552,232.24</b>
<b>Program Wide Projects</b>					
<b>440 Co Construction - General - Revenue</b>					
001W Revenue Subfund For CIP	0.08	-3,409,509.24	0.00	0.00	0.00
002W 440 County Const. General Funding CIP	2,750,000.07	0.07	2,750,000.00	2,750,000.00	0.00
004W Transfer to Affordable Housing	3,500,000.00	0.00	3,500,000.00	3,500,000.00	0.00
005W RESERVED FOR FUTURE PROJECTS	0.00	0.00	0.00	0.00	0.00
006W Transfer to Wake Tech Capital Fund	1,500,000.00	0.00	1,500,000.00	1,500,000.00	0.00
<b>440 Co Construction - General - Revenue Total</b>	<b>7,750,000.15</b>	<b>-3,409,509.17</b>	<b>7,750,000.00</b>	<b>7,750,000.00</b>	<b>0.00</b>
<b>Land For Future Use</b>					
003W Randleigh Farm Acquisition	2,083,063.99	3.00	2,083,063.99	2,070,621.81	12,442.18
<b>Land For Future Use Total</b>	<b>2,083,063.99</b>	<b>3.00</b>	<b>2,083,063.99</b>	<b>2,070,621.81</b>	<b>12,442.18</b>
<b>Program Wide Projects Total</b>	<b>9,833,064.14</b>	<b>-3,409,506.17</b>	<b>9,833,063.99</b>	<b>9,820,621.81</b>	<b>12,442.18</b>
<b>Economic Development</b>					
<b>Economic Incentives</b>					
021D Credit Suisse	3,246,716.00	0.13	3,246,716.00	0.00	3,246,716.00
<b>Economic Incentives Total</b>	<b>3,246,716.00</b>	<b>0.13</b>	<b>3,246,716.00</b>	<b>0.00</b>	<b>3,246,716.00</b>
<b>Economic Development Total</b>	<b>3,246,716.00</b>	<b>0.13</b>	<b>3,246,716.00</b>	<b>0.00</b>	<b>3,246,716.00</b>
<b>Grand Total</b>	<b>254,085,735.99</b>	<b>40,557,668.07</b>	<b>254,085,736.38</b>	<b>184,028,840.65</b>	<b>69,942,910.71</b>

# Affordable Housing

## Element Summary: Affordable Housing

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Affordable Housing Transfer	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,650,000
<b>Total Uses</b>	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,650,000</b>
Transfers From General Fund	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,650,000
<b>Total Sources</b>	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,650,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

### Seven-Year CIP Summary

The FY 2010-2016 CIP includes \$6.7 million in transfers to the County's Housing and Community Revitalization Fund, of which \$650,000 is appropriated in FY 2010. The County portion of the portfolio is projected to generate \$150,000 in revenues through loan repayments in FY 2009; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. 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. The program is exploring ways to meet the increasing demand for housing for persons with mental illness that will come with the closing of Dorothea Dix Hospital.

### History/Background

Through annual contributions to the Housing and Community Revitalization Fund, the County works to increase 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 funds, HCR's annual budget also consists of federal Community Develop-

ment Block Grant (CDBG) funds and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, 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 included a number of recommendations, including increasing the supply of affordable rental units by creating an additional 80-100 units each year throughout the County, improving the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units, and improving 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.

Housing and Community Revitalization administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary:

**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

# Affordable Housing

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family income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 73 families in FY 2010 through rental unit production.

**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 15 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 complete housing rehabilitation and new construction. HCR estimates that it will serve approximately 95 families in FY 2010 through public facility improvements.

**Rental Subsidies:** HCR funds 40 rental subsidies for persons with mental illness. This enables people who are disabled and very low-income to afford safe, decent, stable housing.

Within the Housing Production and Housing Rehabilitation programs, the County focuses on maintaining a healthy receivables portfolio on these loans with a low rate of loan-repayment default. Currently, the receivables portfolio totals \$20 million (\$4.1 million of County funds and \$15.9 million of federal loan contributions).

## Project Accomplishments

During FY 2009, HCR completed the following projects, which are funded by the program's three funding sources (CDBG, HOME, and CIP):

**CDBG:** Repaired the homes of 4 low-income families and made 21 emergency grants to very-low income families to help with emergency repairs to their homes.

**HOME:** Completed Green Level Apartments (6 units for developmentally disabled adults) and Wakefield Manor Apartments (96 units for seniors).

**CIP:** Completed Georgies' Mews Apartments in Raleigh-26 units for low-income and disabled persons; completed Dacian Glen Apartments (63 units for families); and funded 25 rental subsidies for persons with a mental illness.

**Other Projects:** Funding was provided to the Town of Wake Forest for street improvements on Perry Street; funds were spent for renovations of the Zebulon Armory; construction was begun on a sidewalk project in Morrisville. Construction was completed on sidewalk projects in Zebulon and Apex.

## Operating Budget Impact

The operating impact (staff and materials) of the affordable housing program and of all capital investments is covered through the federal grant funding through the CDBG and HOME grants. For more information about the affordable housing program, see the "Housing and Community Revitalization" pages behind the Special Revenue Funds tab in this book.

# Affordable Housing

## Affordable Housing Transfer

The FY 2010-2016 CIP includes \$6.7 million in transfers to the County's Housing and Community Revitalization Fund, of which \$650,000 is appropriated in FY 2010. The County portion of the portfolio is projected to generate \$150,000 in revenues through loan repayments in FY 2010; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. 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.

### Project Summary: Affordable Housing Transfer

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Interfund Transfers Out	*	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,650,000
<b>Total Uses</b>	*	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,650,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,650,000
<b>Total Sources</b>	*	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,650,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

## Element Summary: Automation

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Enterprise Infrastructure	1,562,000	1,089,000	1,126,000	1,963,000	1,250,000	1,250,000	1,250,000	9,490,000
Computer Equipment	913,000	1,300,000	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	11,313,000
Major Projects	1,000,000	350,000	500,000	500,000	500,000	850,000	350,000	4,050,000
Business Applications	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
<b>Total Uses</b>	<b>3,625,000</b>	<b>2,889,000</b>	<b>3,376,000</b>	<b>4,363,000</b>	<b>3,650,000</b>	<b>4,250,000</b>	<b>3,750,000</b>	<b>25,903,000</b>
Transfers From General Fund	3,625,000	2,889,000	3,376,000	4,363,000	3,650,000	4,250,000	3,750,000	25,903,000
<b>Total Sources</b>	<b>3,625,000</b>	<b>2,889,000</b>	<b>3,376,000</b>	<b>4,363,000</b>	<b>3,650,000</b>	<b>4,250,000</b>	<b>3,750,000</b>	<b>25,903,000</b>
CIP Operating Impacts	-	-	265,000	260,000	254,000	-	-	779,000
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

### Seven-Year CIP Summary

The Automation CIP funds the acquisition, upgrading, and modernization of the County's technical infrastructure; of desktop and laptop computers and associated peripherals; and technical solutions for the County's business units. The FY 2010-2016 CIP budget includes approximately \$25.9 million to support automation investments for Computer Equipment, Enterprise Infrastructure, Business Applications, and Major Projects, including the eWake ERP system and the Property Tax System.

Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to handle the data demands and storage needs of the organization. The County will continue to focus on using technology to improve the delivery of information and services. These changes will affect both internal operations and how the County relates to the community. The County will also focus on serving 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.

### History/Background

The County's Automation program investments have been made in the following categories:

**Computer equipment:** Funding for replacement PC needs, associated network devices (such as network printers and plotters), and repair and refurbishment materials.

**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.

**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.

**Major projects and major systems replacement:** Funding to upgrade or replace major computer systems in use by County departments and to provide technology improvements which either benefit the entire organization, such as digital aerial photog-

# Automation

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raphy, or are of departmental nature and require significant investments in resources and time to implement, such as the eWake ERP system. As large systems are upgraded by vendors or are no longer supported and require replacement they will be scheduled with typical lead times of 18-24 months.

The County's approach to automation is shaped by the goals of the Board of County Commissioners, the County Manager's business plan and the business plans of all other County departments. The approach also reflects the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. The guiding principles of the Business Plan are that business drives the technology, government should be seamless, standards are important, data accuracy and availability are important, and we should maximize and leverage resources.

## Project Accomplishments

In FY 2009 IS has carried out several large initiatives to upgrade core services and provide improvements for business operations. These initiatives include:

**Lotus Notes Upgrade.** Lotus Notes/Domino software provides email and calendaring services for all staff and supports over 800 business functions. Because the new version required upgrades to desktop computers that were outside of the normal replacement through attrition, the project included improvements to or replacement of several hundred computers. The software itself is installed using automation technologies that IS deployed last year. The ability to "push" the installation to computers remotely was a key factor in moving forward with this project. Previously, the initiative had stalled because of the prohibitive requirement for the installations to be made directly by a technician. The project is proceeding on schedule and is expected to be completed by the end of the current fiscal year.

**Microsoft Office.** The Microsoft Office suite is the core productivity tool used by all staff and includes word processing, spreadsheets, and presentation software. This project was coordinated with the Notes upgrade to take advantage of the improvements to desktop computers. IS has been able to take advan-

tage of the same automated technologies to install the software. The project is proceeding on schedule and is expected to be completed by the end of the current fiscal year.

**Swinburne re-wiring and network upgrade.** A significant percentage of the County's workforce resides in Swinburne. Their work has been adversely affected by the type of wiring used for network connections because it restricts the network bandwidth. For example, the outdated wiring has interfered with their ability to fully use the new ERP system. To bring the building up to County standards requires physically replacing all of the wiring for data and the network equipment. The project began this year and will be completed in FY 2010.

**Telecommunications.** Information Services has been working with a consultant to develop a 10-year strategic plan for telecommunications. The plan was delivered in late 2008 and is now being reviewed to determine which projects should be pursued, their priority, and their timeframe for deployment. The first projects from this strategic plan - planning for replacement of Call Center platform technologies and planning for Unified Communications and voice mail platforms - have begun and are scheduled for completion in FY 2009.

## Operating Budget Impact

The equipment acquired through the CIP cannot be configured and deployed efficiently with just the staff assigned to desktop services. Short-term contractors are used to augment the core staff on an as-needed basis. Additionally, the equipment and software acquired through the CIP usually have associated annual maintenance and licensing fees.

The major systems also have associated annual maintenance and licensing fees and, in some instances, also need additional staff to provide system administration; to leverage, upgrade, or enhance the underlying system; or to provide other ongoing technical support. These are identified during project planning and in discussion with departments after the systems are in place.

# Automation

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The Major Projects element of the Automation CIP was new in FY 2009. In the FY 2009 budget process, two large requested projects, the replacement of the Planning and Permitting system and the acquisition of an Electronic Content Management system, prompted the creation of the Major Projects element. However, due to funding limitations, neither of these initiatives were approved, and the requests spurred the county's Senior Management Team (SMT) to reconsider its approval process for large enterprise projects.

The SMT instituted a process in FY 2009 to review each large project in two stages. The first stage is a high level overview of the proposed initiative to make a decision about whether it merits the effort to prepare a business case for it. If SMT determines that it does, the initiative will go through a business and technical review process and, if approved, then back to SMT for a review of and decision about the business case. These initiatives will all occur under the Major Projects category of the Automation CIP. If projects that are approved by SMT have license and maintenance fees, these are incorporated into the IS Operating Budget after their initial acquisition and will be handled as an allowable increase to the base operating budget.

The Business Applications software systems acquired through the CIP (for projects under \$100,000) often also have associated annual maintenance and licensing fees and, in some instances, the need for additional staff to provide system administration or other technical support. These are identified during project planning. If a project handled under the Business Applications fund has ongoing costs, like license and maintenance fees, associated with it, it will go through the same approval process with SMT as larger projects funded by the Major Projects element.

# Automation

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## Business Applications

The FY 2010-2016 CIP includes \$1.05 million for Business Applications. The Business Applications CIP projects support a centrally-managed procurement process for software and technology projects under \$100,000. These projects are designed 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, and automation of otherwise manual processes.

### Project Summary: Business Applications

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Purchased Services Construction	*	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
<b>Total Uses</b>	<b>*</b>	<b>150,000</b>	<b>1,050,000</b>						
<b>Funding Sources</b>									
Transfers From General Fund	*	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
<b>Total Sources</b>	<b>*</b>	<b>150,000</b>	<b>1,050,000</b>						
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>							
<b>CIP Operating Impacts - FTE</b>		<b>-</b>							

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

## Computer Equipment

The FY 2010-2016 CIP includes \$11.3 million to provide, maintain, and upgrade desktop and portable computers and associated peripherals throughout the County's operations. The County will focus on assuring that the business units have equipment that is appropriate to the technical needs of their business processes. The FY 2010 CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment.

Several factors are driving the funding requirements for Computer Equipment. These include the increasing number of county staff, new facilities, and the corresponding increase in devices to maintain and replace; an increase in types of devices deployed for specialized computing, such as in Public Safety, Geographic Information Services, General Services, and Information Services; an increase in the use of laptops in lieu of desktops to allow staff to be more mobile; and the replacement of equipment acquired through new facility building budgets, projects, and

grant funds that need replacement and for which replacement grant funds are not available.

### Project Summary: Computer Equipment

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Purchased	*	913,000	1,300,000	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	11,313,000
Services									
Construction									
<b>Total Uses</b>	<b>*</b>	<b>913,000</b>	<b>1,300,000</b>	<b>1,600,000</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>11,313,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	913,000	1,300,000	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	11,313,000
<b>Total Sources</b>	<b>*</b>	<b>913,000</b>	<b>1,300,000</b>	<b>1,600,000</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>11,313,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

## Enterprise Infrastructure

The FY 2010-2016 CIP includes approximately \$9.5 million 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. In addition, this fund is used to maintain specialized equipment and software for various County departments such as CCBI, the Sheriff's Office, Libraries, and Human Services. The Enterprise Infrastructure projects are based on a seven-year roadmap that is developed by Information Services and updated annually. The plan includes the timing and project

costs for upgrades, replacements, and acquisitions required for all aspects of the infrastructure.

FY 2010 includes funds to maintain, upgrade, replace, and modernize the equipment in the core infrastructure. These funds extend throughout the seven-year CIP. In FY10, funds are included for completing the upgrade of the Microsoft Office software used by the County.

### Project Summary: Enterprise Infrastructure

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Computer / Software Supplies	*	402,000	-	-	-	-	-	-	402,000
Purchased Services Construction	*	1,160,000	1,089,000	1,126,000	1,963,000	1,250,000	1,250,000	1,250,000	9,088,000
<b>Total Uses</b>	<b>*</b>	<b>1,562,000</b>	<b>1,089,000</b>	<b>1,126,000</b>	<b>1,963,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>9,490,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	1,562,000	1,089,000	1,126,000	1,963,000	1,250,000	1,250,000	1,250,000	9,490,000
<b>Total Sources</b>	<b>*</b>	<b>1,562,000</b>	<b>1,089,000</b>	<b>1,126,000</b>	<b>1,963,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>9,490,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	-	-	265,000	260,000	254,000	-	-	779,000
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Automation

## Major Projects

The FY 2010-2016 CIP includes about \$4 million for major information system projects. The CIP includes funds identified in previous years for the Digital Aerial Photography project. The County's digital ortho-imagery database (aerial photography) was last updated in FY 2005, and funding is provided to update it again in FY 2010 and FY 2015. These updates, recommended every five years by the County's Geographic Information Systems division (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.

The FY 2010-2016 CIP will provide funding for the maintenance and upgrading of two important systems - the new Finance, Human Resources, and Budgeting system (eWake) and the Property Tax System.

## Project Summary: Major Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Other Contracts	*	-	-	-	150,000	-	-	-	150,000
Purchased Services	*	500,000	350,000	500,000	350,000	500,000	350,000	350,000	2,900,000
Construction									
IT Services Contracts	*	500,000	-	-	-	-	500,000	-	1,000,000
<b>Total Uses</b>	<b>*</b>	<b>1,000,000</b>	<b>350,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>850,000</b>	<b>350,000</b>	<b>4,050,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	1,000,000	350,000	500,000	500,000	500,000	850,000	350,000	4,050,000
<b>Total Sources</b>	<b>*</b>	<b>1,000,000</b>	<b>350,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>850,000</b>	<b>350,000</b>	<b>4,050,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Community Capital

## Element Summary: Community Capital

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Reserve for Future Projects	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
Alliance Medical Ministry	250,000	250,000	95,000	–	–	–	–	595,000
Hospice of Wake County	250,000	250,000	250,000	250,000	250,000	–	–	1,250,000
<b>Total Uses</b>	<b>500,000</b>	<b>3,500,000</b>						
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	<b>500,000</b>	<b>3,500,000</b>						
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–

## Seven-Year CIP Summary

The FY 2010-2016 CIP includes approximately \$500,000 annually for Community Capital Projects, totaling \$3.5 million over the seven year period. These funds are allocated by the Board of Commissioners throughout the year in response to community needs. Other than the broad focus on addressing critical community problems with capital solutions, the selection of programs occurs on a case-by-case basis as funding permits. Funding in FY 2010 is allocated to Hospice of Wake County and Alliance Medical Ministry.

## History/Background

In FY 2002, the Board of Commissioners established a Community Capital Projects account to support capital investments in projects that address critical 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;

address critical countywide needs in a way that is financially-sustainable and effective; 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 whether an applicant's business plan meets the following criteria: Provides a comprehensive analysis of an unmet need in the countywide community; provides an analysis of alternative strategies for addressing the problem and recommends a project plan; researches or demonstrates a clear link between the project initiatives and resolution of the countywide problem; includes a mechanism to track and measure success and demonstrates a need for County capital investment for project success.

## Operating Budget 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. None of the projects funded in the FY 2010-2016 CIP require operating subsidies from Wake County.

# Community Capital



## Alliance Medical Ministry

The FY 2010-2016 CIP allocates \$595,000 to Alliance Medical Ministry to complete the purchase and renovation of a new facility adjacent to their former property. The new facility provides patient capacity of five-times the former capacity (approximately 25,000 patients). This in turn offers extended office space as well as helps Alliance Medical Ministry expand programs such as the Saturday clinic and community workshops for health and wellness education, both of which are offered in English and Spanish. The new facility was occupied in 2007.

Founded in late 2000 Alliance Medical Ministry provides an affordable primary medical care home to low-income, uninsured, working families in Wake County. Many of the programs offered through the Alliance Medical Ministry serve the working poor, families generally earning less than \$30,000 annually, who have no health insurance.

Currently, Alliance Medical Ministry provides a primary care, medical home to over 4,500 uninsured patients. That is an increase of around 73% from the first year of operation. It is Alliance Medical Ministry's mission to assist the estimated 100,000 people in Wake County who do not have adequate medical services due to the high cost of healthcare, and do not qualify for government insurance and/or assistance.

### Project Summary: Alliance Medical Ministry

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	105,000	-	-	-	-	-	-	-	-
Aid to Community Agencies	50,000	250,000	250,000	95,000	-	-	-	-	595,000
<b>Total Uses</b>	<b>155,000</b>	<b>250,000</b>	<b>250,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>595,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	155,000	250,000	250,000	95,000	-	-	-	-	595,000
<b>Total Sources</b>	<b>155,000</b>	<b>250,000</b>	<b>250,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>595,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Community Capital



counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY 2010-2016 CIP allocates \$1.25 million to partially fund a freestanding Hospice and Palliative Care Center. The Facility will have at least 8 acute patient beds and 6 residential beds, plus space to expand the Family Grief Center. The County will not assume any operating costs for the Hospice and Palliative Care Center.

## Hospice of Wake County

Hospice of Wake County is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through advance care planning, palliative (comfort) care, hospice care and bereavement services.

Hospice helps families deal with a life-limiting diagnosis, counsels families throughout their grief journey, and provides community education programs, and provides medical care and supportive services to over 1,500 families each year. To help meet the complex needs of families these services include:

### Project Summary: Hospice of Wake County

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	500,000	-	-	-	-	-	-	-	-
Aid to Community Agencies	250,000	250,000	250,000	250,000	250,000	250,000	-	-	1,250,000
<b>Total Uses</b>	<b>750,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>1,250,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	750,000	250,000	250,000	250,000	250,000	250,000	-	-	1,250,000
<b>Total Sources</b>	<b>750,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>1,250,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Community Capital

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## Reserve for Future Projects

The FY 2010-2016 CIP includes \$1.65 million in reserves for future Community Capital projects. Beginning in FY 2012 funds are available to address growing community infrastructure needs. Typically appropriated as part of the budget process and selected on a case by case basis, the projects usually include infrastructure development or renovations over a multi-year timeframe. These projects address critical community problems with capital solutions.

### Project Summary: Reserve for Future Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Aid to Community Agencies	*	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
<b>Total Uses</b>	*	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
<b>Funding Sources</b>									
Transfers From General Fund	*	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
<b>Total Sources</b>	*	–	–	155,000	250,000	250,000	500,000	500,000	1,655,000
<b>CIP Operating Impacts</b>	*	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>		–	–	–	–	–	–	–	–

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

## Element Summary: County Building Improvements

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Minor Building Projects	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Mental Health Continuum of Care	2,500,000	-	-	-	-	-	-	2,500,000
Major Building Renovations	1,976,000	1,949,000	2,026,000	2,026,000	1,464,000	-	-	9,441,000
Animal Shelter	1,700,000	-	-	-	-	-	-	1,700,000
Southeast Raleigh Reclaimed Water	-	700,000	-	-	-	-	-	700,000
Roofing Projects	56,000	596,000	-	-	167,000	1,787,000	-	2,606,000
Security Improvements County Buildings	232,000	-	-	-	-	-	-	232,000
Mechanical, Electrical and Plumbing Projects	888,000	130,000	21,000	-	144,000	412,000	140,000	1,735,000
<b>Total Uses</b>	<b>8,552,000</b>	<b>4,575,000</b>	<b>3,247,000</b>	<b>3,226,000</b>	<b>2,975,000</b>	<b>3,399,000</b>	<b>1,340,000</b>	<b>27,314,000</b>
Transfers From General Fund	8,552,000	4,575,000	3,247,000	3,226,000	2,975,000	3,399,000	1,340,000	27,314,000
<b>Total Sources</b>	<b>8,552,000</b>	<b>4,575,000</b>	<b>3,247,000</b>	<b>3,226,000</b>	<b>2,975,000</b>	<b>3,399,000</b>	<b>1,340,000</b>	<b>27,314,000</b>
<b>CIP Operating Impacts</b>	<b>27,000</b>	<b>93,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11</b>

### Seven-Year CIP Summary

A total of \$27.3 million is planned for County Building Improvements within the FY 2010-2016 CIP. As described in the following pages, this funding is used to maintain and improve County buildings so that they can continue meeting the public service needs of Wake County citizens. Funds are allocated for roofing and HVAC projects, major renovations, and security improvements for County buildings.

Funds are also being allocated for expansion and improvements at the Wake County Animal Care, Control & Adoption Center (WCACC&AC). Consolidation of Wake County animal control functions will require the expansion of the facility as some municipalities will now be bringing animals to the Wake

County shelter. Improvements are also being made for temperature, cleaning and lighting systems in response to recent changes in the North Carolina Administrative Code.

Another component of the County Building Improvement Element is the Mental Health Continuum of Care which seeks to place facilities for services that are related to mental health, in close proximity with one another. The plan has been developed over the past few years, land has been acquired, and construction is scheduled to begin in July 2009.

### History/Background

Wake County Government occupies or has facility responsibility for over 175 buildings, totaling over 3.4 million square feet of building space. Because many

# County Building Improvements

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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 County Building Renovations element supports many of the goals of the overall CIP. These projects help to provide a safe and secure environment for Wake County citizens, employees and customers; improve response times to suspicious activities and alarms through security improvements; locate staff and configure work space to achieve the most effective and efficient service delivery possible; reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

## Facility Master Plan

The County completed a Facility Master Plan in 1999 that has shaped the County's approach to the County Building Improvement Element. This Master Plan proposed various building renovation projects over the ensuing seven-year period. 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 periodic condition assessments are a key tool in the annual identification of top priorities for allocating capital funds. A Facility Planning Team conducts an annual review of priorities and identifies specific projects that are warranted. These recommendations are shared with the County Manager and the relevant departments for their review and concurrence. This master plan has now expired and development of a new plan is a horizon issue for this capital element.

## Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive onsite inspections of facility assets. This process is called Facility Condition Assessment. The primary objective is to provide a report of the findings of physical field assessments of exterior and interior building components and systems. All of the reviewed building components are given a condition rating based upon: serviceability; general condition (structural, utilities, finishes, etc.); useful remaining life of systems; suitability for the intended use; adequacy of life safety systems, repair/maintenance and renewal/replacement considerations. Comprehensive assessment and documentation of 10 percent of County facilities is typically completed yearly, however, due to the economic downturn, the assessment process was suspended for FY 2009. A total of 2,055,781 SF of facilities have now been assessed, or nearly 85 percent of the County's facility inventory of space included in this assessment program. All remaining assessments will be completed in FY 2010 to complete the first cycle of this program. Findings of these assessments are used to prioritize planned expenditures for building repairs and system replacements. Information gathered through this process is considered in the annual capital budget process, and the County continues to work towards developing and maintaining a strategy for addressing the findings of the Facility Condition Assessments.

## Operating Budget Impact

### General County Building Improvements

Since these expenditures primarily represent routine 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 Improvements



## Animal Shelter

The FY 2010-2016 CIP includes \$1.7 million to renovate and improve the Wake County Animal Care, Control, and Adoption Center (WCACC&AC). The WCACC&AC is used to house and contain seized, stray, homeless, quarantined, abandoned and unwanted animals in Wake County. Animals from Cary, Garner and Raleigh were previously housed and contained at the animal shelter owned and operated by the SPCA of Wake County. During FY 2007-2008, staff from Wake County, Cary, Garner, Raleigh and the SPCA of Wake County worked to develop a plan for consolidated sheltering of animals

at the WCACC&AC. The objective of consolidated sheltering is to increase the level and quality of service at a reduced service cost to the community.

Garner has begun delivering animals to the shelter, Cary will begin delivering animals in 2010, and Raleigh will begin delivering animals after the expansion of the WCACC&AC is completed. The facility expansion will include required site work, 75 additional dog kennels, 75 spaces for cats, and alterations required to meet North Carolina Administrative Codes regarding ambient air tempering and diurnal lighting. Notice to proceed for construction is scheduled for July 2009 and it is anticipated that the expanded facility will be available for service in June 2010.

## Project Summary: Animal Shelter

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	1,700,000	-	-	-	-	-	-	1,700,000
<b>Total Uses</b>	<b>*</b>	<b>1,700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,700,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	1,700,000	-	-	-	-	-	-	1,700,000
<b>Total Sources</b>	<b>*</b>	<b>1,700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,700,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>27,000</b>	<b>93,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>CIP Operating Impacts - FTE</b>		<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

## Major Building Renovations

The FY 2010-2016 CIP includes \$9.4 million to undertake major repairs and renovations at various County facilities and to assess the physical condition of other County buildings. Typically, a flat level of funding is provided annually, based on a formula to allow for the renovation of approximately 2% of the County's square footage per year, except for facilities that have separate renovation funding, such as criminal justice facilities and parks. A small portion of these funds have been reallocated to mechanical, electrical, and plumbing projects in FY 2010 and FY 2011 and a larger portion of these funds have been reallocated to re-roofing projects in FY 2014.

The capital budget includes funding to annually to assess the condition of County facilities through the

Facility Condition Assessment (FCA) program. The FCA program began in FY 2005, and the County will continue to use the results of recent assessments to develop a long-range financial plan for the County Buildings element.

The FY 2010-2016 CIP includes funds to make some important improvements. For FY 2010, funding is obligated for finishing the Wake County Office Building domestic water system riser replacement, installation of controllers at the Public Safety Center, life cycle replacement of central plant equipment at Swinburne, partial funding of renovations at Swinburne, fire alarm and electrical system upgrades at the Health and Youth Services Center.

### Project Summary: Major Building Renovations

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	1,976,000	1,949,000	2,026,000	2,026,000	1,464,000	-	-	9,441,000
<b>Total Uses</b>	*	<b>1,976,000</b>	<b>1,949,000</b>	<b>2,026,000</b>	<b>2,026,000</b>	<b>1,464,000</b>	-	-	<b>9,441,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	1,976,000	1,949,000	2,026,000	2,026,000	1,464,000	-	-	9,441,000
<b>Total Sources</b>	*	<b>1,976,000</b>	<b>1,949,000</b>	<b>2,026,000</b>	<b>2,026,000</b>	<b>1,464,000</b>	-	-	<b>9,441,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

## Mechanical, Electrical and Plumbing Projects

The FY 2010-2016 CIP includes \$1.7 million to replace heating, ventilation and air conditioning (HVAC) systems at County facilities. The County contracts with a consultant to assess its HVAC equipment and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent "surprise" expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient.

The replacement schedule suggests that HVAC equipment in the following County facilities should be considered for replacement in FY 2010: Public Safety Center, the Administration Area of the Wake County Animal Control and Adoption Center, the Cornerstone Center, the Main House and Farm History Center at Oakview County Park, and Blue Jay County Park.

### Project Summary: Mechanical, Electrical and Plumbing Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building Maintenance/Repair	*	888,000	130,000	21,000	–	144,000	412,000	140,000	1,735,000
<b>Total Uses</b>	<b>*</b>	<b>888,000</b>	<b>130,000</b>	<b>21,000</b>	<b>–</b>	<b>144,000</b>	<b>412,000</b>	<b>140,000</b>	<b>1,735,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	888,000	130,000	21,000	–	144,000	412,000	140,000	1,735,000
<b>Total Sources</b>	<b>*</b>	<b>888,000</b>	<b>130,000</b>	<b>21,000</b>	<b>–</b>	<b>144,000</b>	<b>412,000</b>	<b>140,000</b>	<b>1,735,000</b>
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements



## Mental Health Continuum of Care

The FY 2010-2016 CIP includes \$2.5 million in funds, in addition to \$22.5 million of prior year funds, for the Mental Health Continuum of Care project. To meet the challenges of Mental Health Reform, Wake County continued work on the Continuum of Care project in FY 2009.

The Board of Commissioners approved schematic design in August 2008, and approved the selection of a Construction Manager at Risk in November 2008. The project consists of two buildings totaling 58,846 SF located on a County-owned 19-acre site on Sunnybrook Road across the street from Holly Hill

Hospital. The site will be accessed from an entry drive that will connect to Sunnybrook Road at its intersection with Falstaff Road. A shared parking area will be provided for 125 cars.

The two proposed buildings are: (1) Crisis Assessment Unit (CAU) - two story building consisting of entry admissions area for assessment, referral, consultation, and medically supervised observation for under 24 hours on the first floor and a 16-bed facility based crisis unit and 16-bed detoxification unit for 3-5 day treatment sharing the second floor. (2) Substance Abuse Treatment Facility (SAU) - two story building consisting of a 16-bed voluntary inpatient facility for 10-14 day treatment.

The County obtained site plan approval from the City of Raleigh and a Certificate of Need from the State Department of Health Service Regulation to transfer beds from the existing Alcohol Treatment Center Facility to the new project. A sitework contract was awarded and clearing and earthwork operations began in May 2009. Building construction will begin in July 2009 and the facilities are scheduled to open in October 2010.

## Project Summary: Mental Health Continuum of Care

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	22,500,000	2,500,000	-	-	-	-	-	-	2,500,000
<b>Total Uses</b>	<b>22,500,000</b>	<b>2,500,000</b>	-	-	-	-	-	-	<b>2,500,000</b>
<b>Funding Sources</b>									
Pooled Investments	10,072,967	-	-	-	-	-	-	-	-
Transfers From General Fund	7,137,474	2,500,000	-	-	-	-	-	-	2,500,000
Mental Health	289,559	-	-	-	-	-	-	-	-
ABC Board	5,000,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>22,500,000</b>	<b>2,500,000</b>	-	-	-	-	-	-	<b>2,500,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

## County Building Improvements

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In addition to these building plans, the County also continues to develop community provider capacity to provide mental health services.

# County Building Improvements

## Minor Building Projects

The FY 2010-2016 CIP includes \$1.2 million annually for minor building projects, for a total of \$8.4 million over the seven year plan. This category includes repairs, replacements, alterations and renovations that typically cost under \$300,000. These funds are first allocated for repairs and replacement projects. Repairs and replacements are necessary to maintain a facility's function and value; these projects typically address life cycle replacement of building systems, environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often support, but are not limited to, the County's facility condition assessments program. After repairs/replacements, representatives from the County's various departments rank the alterations/renovations projects submitted by county departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County: 1) Federal or state mandates/ADA compliance; 2) Citizen impact; 3) Space configuration upgrade; 4) Redundancy; 5) Expected useful life; 6) Service delivery expansion; 7) Partnerships; 8) Efficiency/ cost savings; 9) Alignment with stated Board of Commissioner priorities. The committee provides

project priority, based on value based criteria, to apply a limited funding resource to the highest organizational need.

## Project Summary: Minor Building Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building Maintenance/Repair	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
<b>Total Uses</b>	*	<b>1,200,000</b>	<b>8,400,000</b>						
<b>Funding Sources</b>									
Transfers From General Fund	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
<b>Total Sources</b>	*	<b>1,200,000</b>	<b>8,400,000</b>						
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

## Southeast Raleigh Reclaimed Water

The City of Raleigh has planned the installation of a reclaimed water line from the City's Water Treatment Plant to the North Carolina State University Centennial Campus, to serve a variety of large projects such as the Walnut Creek Amphitheater, Lonnie Poole Golf Course, and Raleigh Country Club. This initiative provides an opportunity for Wake County to partner with the City to extend a section of this proposed reclaimed water line into areas of Southeast Raleigh to potentially serve County facilities.

Reclaimed water is nonpotable and is typically used for irrigation, cooling towers for mechanical tempering systems, fire suppression, and potentially for flushing toilet fixtures. The City is considering reclaimed water to be a third public utility, in addition to domestic water and sanitary sewer. Reclaimed water preserves the supply of potable water for drinking and other domestic uses, by reusing water for industrial or non-domestic uses.

Wake County is facilitating discussions with other potential partners considered to be high volume users including WakeMed and Wake Technical Community College, to determine their need and interest in participating in the funding of this proposed water line extension.

### Project Summary: Southeast Raleigh Reclaimed Water

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	-	-	700,000	-	-	-	-	-	700,000
<b>Total Uses</b>	-	-	<b>700,000</b>	-	-	-	-	-	<b>700,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	-	-	700,000	-	-	-	-	-	700,000
<b>Total Sources</b>	-	-	<b>700,000</b>	-	-	-	-	-	<b>700,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# County Building Improvements

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## Roofing Projects

The FY 2010-2016 CIP includes \$2.6 million for roof repairs or replacements on County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at county buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in accordance with the consultant's recommendations as to the useful life of each roof.

FY 2010 includes design funds for the roof replacement of the existing courthouse. Projects planned after FY 2010 include roof replacements at the existing courthouse, the Library Administration building, and the Wake County Commons building.

### Project Summary: Roofing Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building	*	56,000	596,000	–	–	167,000	1,787,000	–	2,606,000
Maintenance/Repair									
<b>Total Uses</b>	<b>*</b>	<b>56,000</b>	<b>596,000</b>	<b>–</b>	<b>–</b>	<b>167,000</b>	<b>1,787,000</b>	<b>–</b>	<b>2,606,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	56,000	596,000	–	–	167,000	1,787,000	–	2,606,000
<b>Total Sources</b>	<b>*</b>	<b>56,000</b>	<b>596,000</b>	<b>–</b>	<b>–</b>	<b>167,000</b>	<b>1,787,000</b>	<b>–</b>	<b>2,606,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>CIP Operating Impacts - FTE</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# County Building Improvements

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## Security Improvements County Buildings

The FY 2010 - FY 2016 CIP includes \$232,000 for security improvements at County buildings. Projects scheduled for FY 2010 include a digital video upgrade for the South Wilmington Street Center, hard separation of public spaces from client spaces in the Public Health Center, and continued security enhancements at the Swinburne Building.

### Project Summary: Security Improvements County Buildings

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	232,000	-	-	-	-	-	-	232,000
<b>Total Uses</b>	<b>*</b>	<b>232,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>232,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	232,000	-	-	-	-	-	-	232,000
<b>Total Sources</b>	<b>*</b>	<b>232,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>232,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Criminal Justice

## Element Summary: Criminal Justice

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Detention Facilities	152,553,000	–	10,500,000	–	–	972,000	–	164,025,000
Justice Center Complex	178,078,000	–	–	11,000,000	1,700,000	–	–	190,778,000
General Criminal Justice	3,392,000	4,627,000	4,306,000	8,651,000	4,115,000	3,505,000	–	28,596,000
<b>Total Uses</b>	<b>334,023,000</b>	<b>4,627,000</b>	<b>14,806,000</b>	<b>19,651,000</b>	<b>5,815,000</b>	<b>4,477,000</b>	<b>–</b>	<b>383,399,000</b>
Appropriated Fund Balance	–	–	–	7,088,000	–	–	–	7,088,000
Transfers From General Fund	4,603,000	4,627,000	14,806,000	12,563,000	5,815,000	4,477,000	–	46,891,000
Federal ARRA	3,000,000	–	–	–	–	–	–	3,000,000
Criminal Justice Debt	326,420,000	–	–	–	–	–	–	326,420,000
<b>Total Sources</b>	<b>334,023,000</b>	<b>4,627,000</b>	<b>14,806,000</b>	<b>19,651,000</b>	<b>5,815,000</b>	<b>4,477,000</b>	<b>–</b>	<b>383,399,000</b>
<b>CIP Operating Impacts</b>	<b>–</b>	<b>–</b>	<b>6,495,000</b>	<b>13,969,000</b>	<b>6,045,000</b>	<b>–</b>	<b>–</b>	<b>26,509,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

## Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$383.4 million over the next seven years. \$164.0 million of criminal justice funds will be invested in construction of Phase 2 of the Hammond Road Detention Center. \$190.8 million will fund a new Justice Center, which includes a criminal courthouse, and public records/administration buildings. Four smaller projects are funded under the category of General Criminal Justice. These projects include: 1) renovations to the existing courthouse, 2) public safety center renovations, 3) criminal courthouse displacements and 4) detention security.

Funding of \$16.5 million will be used to continue making improvements to the existing courthouse; \$3.5 million will cover facility leases through FY 2013 to temporarily house government functions recently displaced by construction of the new Justice Center; Beginning in FY 2013 three lower floors of the Public Safety Center will be renovated at a cost of \$7.8 million. This renovation is necessary to provide inmate holding areas, to support the new Justice Center, a special maximum security lock-up area, and

long term expansion for the Sheriff's Office. The final component is the Detention Security projects totaling \$779,000. These projects include updating existing security systems to integrate with new systems planned for the Hammond Road Detention Center and new Justice Center.

All of the Criminal Justice projects support the implementation of the County's Justice Facility Master Plan. The projects are also consistent with recommendations contained in the 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County.

## History/Background

The primary goals of the Criminal Justice element are to: Provide sufficient functional space to promptly process arrestees through booking and intake to release arresting law enforcement officers as soon as possible; provide adequate courtroom facilities for the judicial system to process caseloads in a timely and effective manner; provide adequate facilities that meet state standards for safety and to efficiently and effectively confine individuals who are awaiting court

# Criminal Justice

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appearance, trial, or sentencing, or who are serving sentences of less than 90 days; pursue facility-based initiatives that improve judicial and detention service-delivery efforts and reduce ongoing operational costs and provide safe, secure, reliable and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate court facilities for the judicial system to process its caseload in a timely and effective manner. In addition NCGS 153.A2-21 establishes standards for designing, building and operating jail facilities. To address these statutory requirements, a Court Facility Space Planning Committee was established in the 1980's to work with County representatives to plan and implement justice related capital projects. This committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. A comprehensive long-term Justice Facilities Master Plan was completed in FY 1999. This plan was updated in FY 2005 and formally presented to the Board of Commissioners.

The Justice Facilities Master Plan projects facility needs through 2030 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 and efficiency improvements; and a long-term plan for providing judicial and detention facilities by fiscal year (with phases and project details).

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County expressed support for the Justice Facilities Master Plan, and recommended that the County proceed with the capital improvement projects identified in the Plan. The Board of Commissioners has affirmed its support for Criminal Justice capital projects as part of its commitment to ensuring a safe community.

## Project Accomplishments

Hammond Road Detention Center (Phase 2): Design work was substantially completed and the regulatory

agency permitting process was initiated for this major expansion project. Bids were received and contracts were awarded for two of the five planned construction contracts. These contracts included grading, site infrastructure, and a 300-car parking deck. The total amount of these two contracts was \$11.53 million, which was \$2.2 million below budget. Construction of site infrastructure improvements was completed. Foundations have been completed for the parking deck. The remainder of construction for the entire project is to be bid and contracts awarded by end of second quarter of FY 2010.

Justice Center: Preparation of plans and specifications for this high-rise building in downtown Raleigh is approximately 90 percent complete. All regulatory permits and approvals needed prior to beginning building construction have been obtained with the exception of the final building permit. Bids were received and contracts awarded for two of the three planned construction contracts. Contracts were awarded for asbestos abatement, building demolition, site utilities, excavation, and shoring systems. The two contracts for this work totaled \$6.21 million, which was \$1.9 million below budget. With the exception of deep excavation and major shoring installation, all work included in the two initial construction contracts was completed. The remainder of excavation is anticipated to begin by Spring 2010. Bids for the balance of construction are scheduled to be received by December 2009 and presented to the Board of Commissioners for consideration in February 2010.

General Criminal Justice: This category is separated into the following four projects: 1) Detention Security Systems, 2) Existing Courthouse Improvements, 3) Criminal Courts Displacement, 4) Public Safety Center Renovations. Detention security improvements are currently underway and include conversion of analog video systems to digital at Hammond Road Detention Annex, video visitation/1st appearance court, and modernizing of detention door and lighting controls at the Public Safety Center. Approximately 70 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed. This work has been accomplished in numerous

# Criminal Justice

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phases over the past six years while keeping the over-crowded court system fully operational. All government operations previously located in old buildings on the site for the planned new Justice Center have been relocated to leased facilities on Fayetteville Street in downtown Raleigh. Register of Deeds, Revenue, Community Corrections, Workforce Development, Affordable Housing, Public Defenders have been relocated to other County owned or leased facilities.

## Operating Budget Impact

**Detention Facilities:** The FY 2010-2016 total estimated operating impact reflects operating budget costs recently developed for both the Sheriff's Office and General Services Administration (GSA) for Phase 2 of the Hammond Road detention complex. These costs represent both personnel and associated operating expenses for these two departments. Estimates will be further refined in future capital budgets as operating procedures are developed.

**Judicial Facilities:** The FY 2010-2016 total estimated operating impact reflects new operating budget costs recently developed for General Services Administration (GSA) for the Justice Center complex. Components of this complex include a new criminal courthouse, public records and administration facilities, and associated parking to support these functions. These costs represent both personnel and associated operating expenses for GSA and will be further refined in future capital budgets, as building construction progresses. In addition, future staffing needs of the Sheriff's Office relative to courtroom security will also be estimated in future capital budgets.

# Criminal Justice



In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. This plan, along with a funding strategy for the proposed capital improvements, was endorsed by the Board of Commissioners in FY 2006. Recommendations included in the Master Plan continue to guide decisions about current and long term detention capital improvements needed to meet state mandated jail standards.

Wake County owns 25.58 acres of land, comprised of two tracts, on Hammond Road near Tryon Road in Raleigh. All acreage was acquired for long term development to meet the County's detention facility

## Detention Facilities

### Project Summary: Detention Facilities

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	8,910,000	137,395,000	–	9,450,000	–	–	–	–	146,845,000
Professional Services	1,050,000	15,158,000	–	1,050,000	–	–	972,000	–	17,180,000
Unallocated Budget CIP	13,800,846	–	–	–	–	–	–	–	–
<b>Total Uses</b>	<b>23,760,846</b>	<b>152,553,000</b>	<b>–</b>	<b>10,500,000</b>	<b>–</b>	<b>–</b>	<b>972,000</b>	<b>–</b>	<b>164,025,000</b>
<b>Funding Sources</b>									
Pooled Investments	2,029,781	–	–	–	–	–	–	–	–
Debt to be Authorized	14,147,479	–	–	–	–	–	–	–	–
Transfers From General Fund	2,366,791	–	–	10,500,000	–	–	972,000	–	11,472,000
Criminal Justice	49,077	–	–	–	–	–	–	–	–
Other	–	3,000,000	–	–	–	–	–	–	3,000,000
Criminal Justice Debt	4,947,000	149,553,000	–	–	–	–	–	–	149,553,000
Municipalities	220,718	–	–	–	–	–	–	–	–
<b>Total Sources</b>	<b>23,760,846</b>	<b>152,553,000</b>	<b>–</b>	<b>10,500,000</b>	<b>–</b>	<b>–</b>	<b>972,000</b>	<b>–</b>	<b>164,025,000</b>
<b>CIP Operating Impacts</b>	–	–	–	6,495,000	11,233,000	1,672,000	–	–	19,400,000
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–	–

# Criminal Justice

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needs. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. This tract was fully built-out by 2001 as a minimum security inmate housing facility with a capacity of 416 inmates. The larger of these two tracts, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that the larger parcel be developed in multiple phases over 30-40 years as the demand for medium/maximum security inmate housing and support services dictated. In 2006, Phase I consisting of a two-story building with capacity for 416 medium security inmates was completed.

Design work began on the next phase (Phase 2) in FY 2008 and construction began in FY 2009. Phase 2 consists of a 415,000 square foot addition to the existing building. In addition, a 300 car parking deck containing 109,000 square feet, is included. When Phase 2 is completed, 672 beds will be added to the County detention system and 75% of inmates in the system will be incarcerated at the Hammond Road facilities. Intake, booking, processing, City County Bureau of Identification and magistrate functions will be relocated from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site during Phase 2. Kitchen, laundry and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (through 2030) will be constructed.

Design work was substantially completed and the regulatory agency permitting process was initiated for this major expansion project. Bids were received and contracts were awarded for two of the five planned construction contracts. These contracts included grading, site infrastructure, and a 300-car parking deck. The total amount of these two contracts was \$11.53 million, which was \$2.2 million below budget. Construction of site infrastructure improvements was completed. Foundations have been completed for the parking deck. The remainder of construction for the entire project is to be bid and contracts awarded by end of second quarter of FY 2010. Phase II of the Hammond Road Detention Center is scheduled to house inmates in October 2012.

Phase 2 will require additional funding in the operating budgets of both the Sheriff's Office and General Services Administration (GSA) for staffing needs and maintenance activities. These new operating costs have been initially estimated in this FY 2010-2016 capital plan. Both personnel and maintenance costs will be further refined and estimated in future capital plans.

# Criminal Justice

## General Criminal Justice

The FY 2010 - FY 2016 CIP includes \$28.6 million for General Criminal Justice Projects. Included in the program are four distinct projects: Detention Security Systems (\$779,000); Existing Courthouse Improvements (\$16.5 million); Criminal Courts Displacement (\$3.5 million); Public Safety Center Renovations (\$7.8 million).

### Detention Security Systems

Projects for FY 2010 - FY 2016 originate from two areas of need. The first is existing system life cycle replacements. The second is updating existing systems to integrate with the new systems planned for the Justice Center and Hammond Road Detention Center. Life Cycle Replacement projects include the upgrade of the original security systems in the Public Safety center, the conversion of the original analog video system to a digital system in Hammond Road Annex, the conversion of the Court and Detention video systems from analog to digital, and the card

access and guard tour replacement. Configuration of the Hammond Road expansion and new Justice Center provide an opportunity to standardize control systems in all county detention facilities. A modernized Public Safety Center door and lighting control system will come online in FY 2010.

### Existing Courthouse Improvements

The Wake County Courthouse is a twelve story building containing approximately 331,150 square feet with a mechanical penthouse and two additional lower parking levels. The building was constructed in the late 1960's to serve Wake County as a Courthouse, Office Building, and 170-bed jail. Since its original construction, the use of the Courthouse has substantially changed. There are currently 26 heavily used courtrooms, along with various support functions of the Tenth Judicial District, located in the courthouse that have substantially increased occupancy loads in the building.

## Project Summary: General Criminal Justice

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Security Systems	-	241,000	100,000	153,000	285,000	-	-	-	779,000
Court Displacement	-	772,000	795,000	821,000	1,069,000	-	-	-	3,457,000
Existing Courthouse	-	2,379,000	3,732,000	3,332,000	3,449,000	641,000	3,000,000	-	16,533,000
Public Safety Center Renovation	-	-	-	-	3,848,000	3,474,000	505,000	-	7,827,000
<b>Total Uses</b>	<b>-</b>	<b>3,392,000</b>	<b>4,627,000</b>	<b>4,306,000</b>	<b>8,651,000</b>	<b>4,115,000</b>	<b>3,505,000</b>	<b>-</b>	<b>28,596,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	-	3,392,000	4,627,000	4,306,000	8,651,000	4,115,000	3,505,000	-	28,596,000
<b>Total Sources</b>	<b>-</b>	<b>3,392,000</b>	<b>4,627,000</b>	<b>4,306,000</b>	<b>8,651,000</b>	<b>4,115,000</b>	<b>3,505,000</b>	<b>-</b>	<b>28,596,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Criminal Justice

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County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed Courthouse 10-year improvement plan of phased improvements to assure the building can continue to serve as a judicial facility for Wake County. These improvements include removal of asbestos containing materials, installation of fire sprinkler and alarm systems, bringing the building into compliance with current high-rise building codes, and providing additional building accommodations as required by the American with Disabilities Act (ADA). Mechanical and electrical systems will also be upgraded or will be replaced or refurbished. Implementation of the Courthouse 10 year improvement plan is an essential part of the 30-year Justice Facility Master Plan, which was endorsed by the Board of Commissioners in December 2004.

In FY 2009, renovations on the 3rd and 7th floors to replace four courtrooms, support spaces, and judicial offices were completed. Demolition/asbestos abatement of the entire 10th floor began in the fourth quarter of FY 2009. The completion of this work concludes all building improvements planned for the first six years of the 10 year improvement plan. Over 70 percent of the square footage of the entire building has been renovated, asbestos abated, and spaces have been fully refurbished with long-lasting durable materials. Mechanical, electrical, and fire protection systems have also been upgraded or replaced.

In FY 2010, renovations on the 10th floor to replace two courtrooms, support spaces, and judicial offices will be completed. Plans and specifications will be prepared for work planned on the 11th floor, roof penthouse, and exterior building envelope.

## Criminal Courts Displacement

One the site of the proposed new Justice Center structures existed that were built over 45 years ago. These structures have been demolished in preparation for building the Justice Center. Various governmental and public records functions had to be relocated in advance of demolition activities. These functions included Register of Deeds, Revenue, Community Corrections, Workforce Development, and Affordable Housing. They have been relocated

to various leased buildings in downtown Raleigh. Facility leases and related documents were approved by the Board of Commissioners in FY 2007 and FY 2008. These were multi-year full service leases that terminate on June 30, 2013. Funding in the CIP is designed to cover all relocation and facility leases costs through the full term of the various leases.

## Public Safety Center Renovations

In FY 2008, a study was commissioned of areas within the Public Safety Center that will need to be reconfigured to assure proper functional use once Hammond Road Detention Center Phase 2 and the new Justice Center open. The specific areas of the Public Safety Center that would be impacted from an operational and space needs perspective could not be accurately determined until the Building Programs for these two major facilities were finalized in FY 2008.

As part of the study, an architectural space program was developed for the ground, first, second, and third floors of the Public Safety Center. The space program, dated March 2008, contains details floor plans, cost estimates, and the proposed implementation timeline for the planned renovation project. The project includes renovating approximately 72,500 square feet of space in the public safety center and up fitting 10,400 square feet of the basement level of the Justice Center. Construction is planned in two phases to minimize impact on existing Sheriff Department operations. Phase one consists of renovations for evidence storage and satellite kitchen in the Public Safety Center. Also included is construction work associated with courts inmate holding and processing areas, service truck access improvements, and security surveillance equipment. Permitting is planned for FY 2012 and construction is to be completed in FY 2013. Phase two consists of renovations to 39,500 square feet of floor space on the first, second, and third floors of the Public Safety Center. Selected part of these floors will be reconfigured and renovated for property storage, six maximum security housing cells, expansion space for the Sheriff's department, and related support spaces. Design is planned for FY 2012 and permitting and construction is to be completed in FY 2015.

# Criminal Justice

## Justice Center Complex

Key components of the County's long-term Justice Facility Master Plan include courts and related administration, public records and parking to support these functions. Existing buildings housing these functions are at maximum capacity. In addition, some buildings have reached the end of their

useful life due to the age of the structures and building systems.

The Justice Facility Master Plan contemplates that the judiciary and public records will be housed primarily in two main facilities. These include the existing Courthouse and a new Justice Center, both located in downtown Raleigh.

### Project Summary: Justice Center Complex

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	13,958,533	160,270,000	-	-	9,900,000	1,530,000	-	-	171,700,000
Land Costs	42,033	-	-	-	-	-	-	-	-
Professional Services	3,072,494	17,808,000	-	-	1,100,000	170,000	-	-	19,078,000
Preliminary Development	36,250	-	-	-	-	-	-	-	-
Unallocated Budget CIP	2,122,503	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>19,231,812</b>	<b>178,078,000</b>	<b>-</b>	<b>-</b>	<b>11,000,000</b>	<b>1,700,000</b>	<b>-</b>	<b>-</b>	<b>190,778,000</b>
<b>Funding Sources</b>									
Pooled Investments	474,561	-	-	-	-	-	-	-	-
Debt to be Authorized	906,123	-	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	7,088,000	-	-	-	7,088,000
Transfers From General Fund	5,941,839	1,211,000	-	-	3,912,000	1,700,000	-	-	6,823,000
Criminal Justice	116,383	-	-	-	-	-	-	-	-
Transfers From Special Districts Fund	49,271	-	-	-	-	-	-	-	-
Criminal Justice Debt	11,743,635	176,867,000	-	-	-	-	-	-	176,867,000
<b>Total Sources</b>	<b>19,231,812</b>	<b>178,078,000</b>	<b>-</b>	<b>-</b>	<b>11,000,000</b>	<b>1,700,000</b>	<b>-</b>	<b>-</b>	<b>190,778,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,736,000</b>	<b>4,373,000</b>	<b>-</b>	<b>-</b>	<b>7,109,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Criminal Justice

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In FY 2008, design work began on a new Justice Center as proposed in the Justice Facility Master Plan. Early in the 1st quarter of FY 2008, the Board of Commissioners approved a comprehensive Architectural Building Program. This program identified goals, objectives, timeline, and budget for the Justice Center, along with specific governmental functions to be housed in the building. Judicial functions to be located in the building included 22 criminal courts, offices for Judges, Clerk of Court, District Attorney, Public D and various support spaces. Key county public records and administrative functions included Register of Deeds, Revenue, GIS, Budget, Board of Commissioners, County Manager, and County Attorney. In addition, security controlled underground parking for approximately 175 vehicles and space for a future central energy plan to support County buildings in downtown Raleigh were identified in the approved program.

Numerous public meetings were held in FY 2008 to review the proposed design and provide opportunities for citizens to comment on the proposed building. In March 2008, the Board of Commissioners approved schematic design for a new Justice Center to be built adjacent and connected to the north wall of the Wake County Public Safety Center. The approved design included an 11-story high-rise building with a base of 3-stories on the north and a 4-story low-rise on the west. There will be two below grade levels for parking and a tunnel will connect the Justice Center to the exiting Courthouse and Public Safety Center. With a total of 576,997 square feet, the new Justice Center will be the largest County owned building. The public records portion of the facility is currently scheduled to open in July 2013 while the

courts and related administration portion is scheduled to open in November 2013.

Operating impacts associated with the opening of the Justice Center will require additional Sheriff Office and GSA staff. Currently, there is \$7.1 million identified in the FY 2010 - FY 2016 CIP as operating impacts. However, during FY 2010, these costs will be further developed since the design is substantially complete.

# Economic Development

## Element Summary: Economic Development

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
On-site Water and Sewer	–	–	300,000	300,000	300,000	–	–	900,000
Economic Incentives	138,000	1,885,000	1,091,000	1,068,000	1,039,000	884,000	726,000	6,831,000
Off-site Water and Sewer	30,000	2,679,000	30,000	5,000	–	–	–	2,744,000
<b>Total Uses</b>	<b>168,000</b>	<b>4,564,000</b>	<b>1,421,000</b>	<b>1,373,000</b>	<b>1,339,000</b>	<b>884,000</b>	<b>726,000</b>	<b>10,475,000</b>
Transfers From General Fund	48,000	2,838,000	799,000	1,373,000	1,339,000	884,000	726,000	8,007,000
Transfers From Grant Fund	120,000	–	–	–	–	–	–	120,000
Municipalities	–	1,726,000	–	–	–	–	–	1,726,000
Transfer From Capital Reserve	–	–	622,000	–	–	–	–	622,000
<b>Total Sources</b>	<b>168,000</b>	<b>4,564,000</b>	<b>1,421,000</b>	<b>1,373,000</b>	<b>1,339,000</b>	<b>884,000</b>	<b>726,000</b>	<b>10,475,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–

## Seven-Year CIP Summary

The FY 2010-2016 CIP includes approximately \$10.5 million for water and sewer system upgrades and related economic development business grant payments. Funds are used to provide on-site and off-site water and sewer infrastructure, fund reclaimed water facilities in the Wake County portion of the Research Triangle Park (RTP) and to provide payments as approved by the Board of Commissioners for various business incentive grants.

## History/Background

### Research Triangle Park Water and Sewer

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 portion of RTP located in Wake County (RTP South). A master

utility plan was prepared for RTP and continues to guide the County in planning and funding capital improvement projects in RTP. The Town of Morrisville developed a plan in 2004-2005 that recommended joint facilities be installed. This plan is also a guiding document for the continued development of water and sewer infrastructure in RTP South. The 2003 agreement between Wake County, Town of Cary, and the Research Triangle Foundation provides for the funding and construction of water & sewer improvements by the County to serve RTP and the operation and maintenance of these improvements by the Town of Cary. In addition, the Wake County Water and Sewer Funding Policy provides for assistance to construct on-site water and sewer lines for industrial tenants within RTP for new or expanded facilities subject to the County's water and sewer fund policy.

### County Water/Sewer Plan

The 1998 Wake County Water/Sewer Plan (updated in 2006) provides the framework for long-term water

# Economic Development

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and sewer infrastructure development in the county. The Plan recommends initially establishing two utility systems in the County with the ultimate goal of consolidating into a single water and sewer utility system by 2015. As part of the Blue Ribbon Commission continued efforts to consolidate utility systems, funding priority is given to facility merger feasibility studies and preliminary engineering work.

the County's operating budget. As explained on the following project pages, the County does not assume the responsibility for operating or maintaining any of the water/sewer infrastructure funded here. Instead, the maintenance and operation of this infrastructure are the responsibility of our municipal or other partners.

## RTP Reclaimed Water

The October 2003 Interlocal Agreement between Wake County, the Town of Cary and Research Triangle Foundation 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, Wake County has been pursuing the design and construction of such a system. 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. The County has been awarded grant funds from the US EPA for this project.

## Economic Incentives

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business incentive grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business incentive grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements. The FY 2010 - FY 2016 CIP includes estimated business incentive grant payments for Credit Suisse, Novartis, and RBC.

## Operating Budget Impact

The capital improvements funded through the Water and Sewer element are expected to have no impact on

# Economic Development

## Economic Incentives

Wake County, through partnerships with the State of North Carolina, the Research Triangle Foundation, local municipalities, and other organizations, has historically participated in awarding business incentive grants to corporations who invest in infrastructure and equipment, create new jobs, and help grow the County's tax base. Business incentive grants are approved by the Board of Commissioners and are contingent upon meeting requirements established in the grant agreements.

The FY 2010 - FY 2016 CIP includes \$6.8 million in anticipated business incentive grant awards for Credit Suisse, Novartis, and RBC.

Credit Suisse has met the requirements as outlined in the November 2004 agreement approved by the Board of Commissioners. As of April 2009, Credit Suisse has created and retained over 600 new jobs, with an average annual wage exceeding \$70,000. Credit Suisse added over \$100 million in new investment to Wake County (including a data center which was sold to Fidelity Investments in October 2007).

Credit Suisse has also paid, in total, their property taxes in 2007-2008 and 2008-2009.

It is estimated that Novartis will be eligible to begin earning incentive payments in Spring 2011. Per the agreement approved by the Board of Commissioners in July 2006, Novartis is required to create an investment of at least \$100 million by December 31, 2010 and create 350 new jobs. It is anticipated that the combined value of building and personal property will equal an investment of \$352 million by December 31, 2010 and that 350 new jobs will be created.

It is estimated that RBC will be eligible to begin earning incentive payments in Spring 2012. Per the agreement approved by the Board of Commissioners in August 2006, RBC is required to invest \$40,000,000 for RBC's United States headquarters. RBC will meet the investment requirement in 2009, but because of a Brownfield agreement that allows partial exclusion from tax assessment for the first five taxable years is in place, RBC will qualify for incentive payments beginning in FY 2012.

## Project Summary: Economic Incentives

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Economic Development	-	138,000	1,885,000	1,091,000	1,068,000	1,039,000	884,000	726,000	6,831,000
<b>Total Uses</b>	<b>-</b>	<b>138,000</b>	<b>1,885,000</b>	<b>1,091,000</b>	<b>1,068,000</b>	<b>1,039,000</b>	<b>884,000</b>	<b>726,000</b>	<b>6,831,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	-	18,000	1,885,000	469,000	1,068,000	1,039,000	884,000	726,000	6,089,000
Transfers From Grant Fund	-	120,000	-	-	-	-	-	-	120,000
Transfer From Capital Reserve	-	-	-	622,000	-	-	-	-	622,000
<b>Total Sources</b>	<b>-</b>	<b>138,000</b>	<b>1,885,000</b>	<b>1,091,000</b>	<b>1,068,000</b>	<b>1,039,000</b>	<b>884,000</b>	<b>726,000</b>	<b>6,831,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Economic Development

## Off-site Water and Sewer

Off-site water and sewer includes funds for two main projects: reclaimed water and RTP off-site infrastructure.

Wake County received grant awards from the EPA totaling just under \$3.0 million for the design and installation of a water reclamation system in RTP South and the surrounding area on behalf of Durham County and the Town of Cary. An Interlocal Agreement (ILA) was established in 2006 for the environmental documentation and design of these facilities. The Finding of No Significant Impact (FNSI) was approved by the Environmental Protection Agency (EPA) and final design of the system is nearing completion. A revision to the ILA for construction purposes is anticipated in 2009. Subject to design review by the North Carolina Department of Environment and Natural Resources (DENR), construction of these facilities should start in late 2009 and the system should be operating in 2010. Some delays have been experienced on this project during the past year. Durham County and the Town of Cary are negotiating the terms of the operational aspects of this project. These issues must be resolved prior to any construction occurring.

Wake County is taking the lead in the development of the project and is being supported by both Cary and Durham County. The federal grant pays a maximum of 55 percent of the project costs. Wake County and the project partners will be responsible for the remaining 45 percent of the project costs and any shortfall in federal appropriations, which is expected on this project.

The remaining funds in the off-site water and sewer project are in support of the October 2003 agreement with Wake County, the Town of Cary, and the Research Triangle Foundation 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 be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP. 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. Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Cary in designing and installing these utilities.

## Project Summary: Off-site Water and Sewer

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	30,000	2,679,000	30,000	5,000	-	-	-	2,744,000
<b>Total Uses</b>	<b>-</b>	<b>30,000</b>	<b>2,679,000</b>	<b>30,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,744,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	-	30,000	953,000	30,000	5,000	-	-	-	1,018,000
Municipalities	-	-	1,726,000	-	-	-	-	-	1,726,000
<b>Total Sources</b>	<b>-</b>	<b>30,000</b>	<b>2,679,000</b>	<b>30,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,744,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Economic Development

## On-site Water and Sewer

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 Fund 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, Magnequench, and most recently Credit Suisse First Boston Global Business Center. Funding will be provided on an as-needed and as-requested basis.

The FY 2010 - FY 2016 CIP includes funds for future on-site water and sewer infrastructure starting in FY 2012.

### Project Summary: On-site Water and Sewer

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction	-	-	-	300,000	300,000	300,000	-	-	900,000
Costs									
<b>Total Uses</b>	-	-	-	300,000	300,000	300,000	-	-	900,000
<b>Funding Sources</b>									
Transfers From General Fund	-	-	-	300,000	300,000	300,000	-	-	900,000
<b>Total Sources</b>	-	-	-	300,000	300,000	300,000	-	-	900,000
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

# Libraries

## Element Summary: Libraries

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
North Hills Library	–	281,000	4,477,000	–	–	–	–	4,758,000
Upgrades to Existing Library Facilities	–	1,082,000	613,000	349,000	717,000	428,000	–	3,189,000
Middle Creek Library	–	3,580,000	771,000	–	–	–	–	4,351,000
Leesville Community Library	–	–	–	–	–	–	–	–
Morrisville Library	–	–	291,000	4,634,000	–	–	–	4,925,000
Cary Regional Library	–	200,000	694,000	12,240,000	–	–	–	13,134,000
Northeast Regional Library	–	3,517,000	–	–	–	–	–	3,517,000
Fuquay-Varina Library	–	2,102,000	2,585,000	–	–	–	–	4,687,000
<b>Total Uses</b>	<b>–</b>	<b>10,762,000</b>	<b>9,431,000</b>	<b>17,223,000</b>	<b>717,000</b>	<b>428,000</b>	<b>–</b>	<b>38,561,000</b>
Authorized and Unissued	–	7,245,000	9,431,000	17,223,000	717,000	428,000	–	35,044,000
Library	–	3,517,000	–	–	–	–	–	3,517,000
<b>Total Sources</b>	<b>–</b>	<b>10,762,000</b>	<b>9,431,000</b>	<b>17,223,000</b>	<b>717,000</b>	<b>428,000</b>	<b>–</b>	<b>38,561,000</b>
<b>CIP Operating Impacts</b>	<b>378,000</b>	<b>40,000</b>	<b>1,122,000</b>	<b>944,000</b>	<b>1,094,000</b>	<b>1,167,000</b>	<b>711,000</b>	<b>5,456,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>5</b>	<b>1</b>	<b>20</b>	<b>6</b>	<b>14</b>	<b>17</b>	<b>–</b>	<b>63</b>

### Seven-Year CIP Summary

The FY 2010-2016 CIP includes \$38.6 million to construct a variety of new, replacement, and expanded libraries. Of these funds, \$3.5 million is appropriated to fully fund Northeast Regional Library, the final project from the library program approved by voters in October 2003. The remaining funds are dedicated to projects identified in the County's 2007 Libraries Master Plan, which include construction of six major library projects and several existing facility upgrade projects, for which library bonds were approved by the voters in October 2007. Due to slower economic growth and modifications to the County's bond sale schedules, construction and renovations will not start as originally planned in FY 2009. Instead projects will begin in FY 2011 and will stretch through FY 2015.

### History/Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's 2007 updated Master Plan, received by the Board of Commissioners in June 2007 reaffirms the Division's focus on books, reading, and children and identifies no major changes to the system's service plan or priorities. In addition, the prototypes and operating models for community branches and regional libraries identified in the 2002 Libraries Master Plan do not require any changes. The 2007 Libraries Master Plan provides a long-range capital project implementation and funding plan, which led to the voter approved \$45 million bond in October 2007.

# Libraries

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## Project Accomplishments

Accomplishments include: Received bids, awarded contracts for construction, and made substantial progress on construction for Leesville Community Branch library; received bids but postponed construction of Northeast Regional Library and completed bid documents, but also postponed bidding and construction of Wake Forest Branch Library until FY 2011.

## Operating Budget Impact

The construction of a new library facility is a non-routine capital project that significantly impacts the County's service delivery and its operating budget. Opening new libraries will require that the County dedicate a portion of its expenditure growth each year to these new facilities. To fully understand the financial impact of these projects, the County has estimated the operating cost of all new and expanded libraries. These cost estimates use the library staffing standards that are part of the Library System Master Plan, along with estimates for each facility's usage of supplies and materials. Generally, the operating costs for new facilities are phased in over two or more fiscal years based on the timing of the library's opening. For example, a library opening late in the fiscal year will not incur a full year's worth of operating expenses until it operates for an entire fiscal year.

# Libraries



Cary to locate a replacement library across Academy Street in conjunction with the Town's planned cultural arts campus. The replacement library is scheduled to open in FY 2015.

The replacement library is expected to need approximately ten new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2014, 2015 and 2016), along with funds for supplies and materials.

## Cary Regional Library

The existing Cary Branch Library is 11,800 square feet and is exceeding its circulation capacity. The branch is operating at the level of a regional facility and is scheduled to be replaced with a 22,000 square foot regional prototype model. The site and building is currently leased from the Town of Cary. The County is working in partnership with the Town of

### Project Summary: Cary Regional Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	-	-	-	9,298,000	-	-	-	9,298,000
Professional Services	-	-	200,000	694,000	-	-	-	-	894,000
Library Materials	-	-	-	-	2,172,000	-	-	-	2,172,000
Furniture, Fixtures & Equipment	-	-	-	-	770,000	-	-	-	770,000
<b>Total Uses</b>	-	-	<b>200,000</b>	<b>694,000</b>	<b>12,240,000</b>	-	-	-	<b>13,134,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	200,000	694,000	12,240,000	-	-	-	13,134,000
<b>Total Sources</b>	-	-	<b>200,000</b>	<b>694,000</b>	<b>12,240,000</b>	-	-	-	<b>13,134,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	42,000	697,000	207,000	<b>946,000</b>
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	1	9	-	<b>10</b>

# Libraries

## Upgrades to Existing Library Facilities

Wake County's facility condition assessment process has identified seven (7) library facilities where renovation and repairs are necessary. The work includes site work repairs, interior and exterior renovations, roof replacements, energy conservation improvements, materials, and replacement of furnishings, fixtures, and equipment. The facilities include: (a) Richard B. Harrison Library; (b) Olivia Raney Library; (c) Green Road Library; (d) Southeast Regional Library; (e) Wendell Branch Library; (f) East Regional Library and (g) Zebulon Branch Library.

### Project Summary: Upgrades to Existing Library Facilities

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	325,000	–	795,000	361,000	266,000	600,000	321,000	–	2,343,000
Professional Services	113,000	–	52,000	32,000	25,000	64,000	32,000	–	205,000
Furniture, Fixtures & Equipment	142,000	–	235,000	220,000	58,000	53,000	75,000	–	641,000
<b>Total Uses</b>	<b>580,000</b>	<b>–</b>	<b>1,082,000</b>	<b>613,000</b>	<b>349,000</b>	<b>717,000</b>	<b>428,000</b>	<b>–</b>	<b>3,189,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	–	–	1,082,000	613,000	349,000	717,000	428,000	–	3,189,000
Generic Bond Proceeds	580,000	–	–	–	–	–	–	–	–
<b>Total Sources</b>	<b>580,000</b>	<b>–</b>	<b>1,082,000</b>	<b>613,000</b>	<b>349,000</b>	<b>717,000</b>	<b>428,000</b>	<b>–</b>	<b>3,189,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–	–

# Libraries



## Fuquay-Varina Library

The existing Fuquay-Varina Branch Library is 4,400 square feet and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is scheduled to expand to 8,000 square feet. The Town of Fuquay-Varina is dedi-

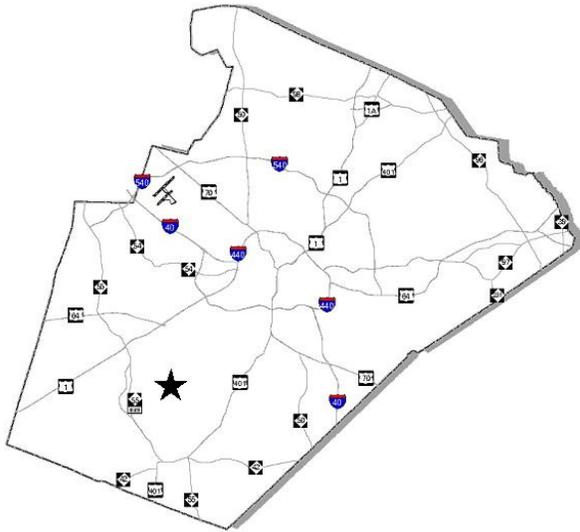
cating land adjacent to the existing library to accommodate either expansion or replacement of the current facility. This facility is scheduled to open in FY 2014.

The replacement library is expected to need approximately five new staff members. Operating cost estimates shown below include these staff along with funds for supplies and materials.

### Project Summary: Fuquay-Varina Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	-	2,102,000	1,591,000	-	-	-	-	3,693,000
Professional Services	315,000	-	-	-	-	-	-	-	-
Library Materials	-	-	-	674,000	-	-	-	-	674,000
Furniture, Fixtures & Equipment	-	-	-	320,000	-	-	-	-	320,000
<b>Total Uses</b>	<b>315,000</b>	<b>-</b>	<b>2,102,000</b>	<b>2,585,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,687,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	2,102,000	2,585,000	-	-	-	-	4,687,000
Generic Bond Proceeds	315,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>315,000</b>	<b>-</b>	<b>2,102,000</b>	<b>2,585,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,687,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	268,000	128,000	-	396,000
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	5	-	-	5

# Libraries



The existing acre parcel is owned by the County and was purchased when the school was planned. The planned library is in an area of increasing population where there are currently no library services. The building is proposed to be 8,000 square feet and is scheduled for opening in FY 2013.

The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2012, 2013 and 2014), along with funds for supplies and materials.

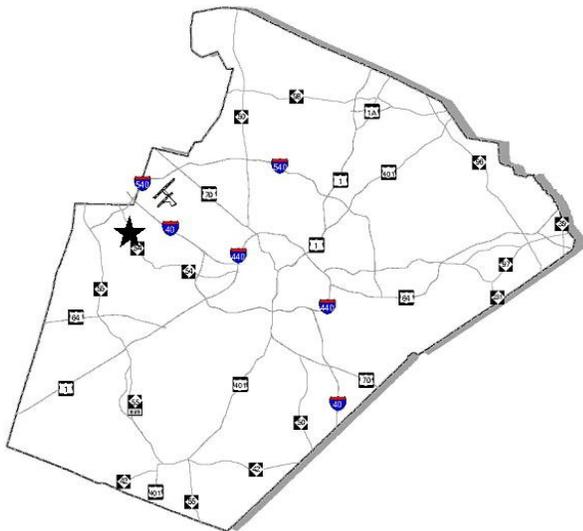
## Middle Creek Library

A new community library is proposed for southern Wake County adjacent to Middle Creek High School.

### Project Summary: Middle Creek Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	-	2,354,000	771,000	-	-	-	-	3,125,000
Professional Services	268,000	-	-	-	-	-	-	-	-
Library Materials	-	-	906,000	-	-	-	-	-	906,000
Furniture, Fixtures & Equipment	-	-	320,000	-	-	-	-	-	320,000
<b>Total Uses</b>	<b>268,000</b>	<b>-</b>	<b>3,580,000</b>	<b>771,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,351,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	3,580,000	771,000	-	-	-	-	4,351,000
Generic Bond Proceeds	268,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>268,000</b>	<b>-</b>	<b>3,580,000</b>	<b>771,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,351,000</b>
<b>CIP Operating Impacts</b>	-	-	-	72,000	503,000	68,000	-	-	643,000
<b>CIP Operating Impacts - FTE</b>	-	-	-	3	5	-	-	-	8

# Libraries



library. Although the planned library is in the vicinity of West Regional Library, there remains an increasing demand for library services in the area. The building is proposed to be 8,000 square feet and is scheduled to be completed for opening in FY 2015.

The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FY 2015 and FY 2016), along with funds for supplies and materials.

## Morrisville Library

A new community library is proposed for Morrisville as part of a planned downtown commercial complex in which the town will dedicate the land for the library. The town is also considering developing a cultural arts facility in conjunction with the new

### Project Summary: Morrisville Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	-	-	-	3,425,000	-	-	-	3,425,000
Professional Services	-	-	-	291,000	-	-	-	-	291,000
Library Materials	-	-	-	-	889,000	-	-	-	889,000
Furniture, Fixtures & Equipment	-	-	-	-	320,000	-	-	-	320,000
<b>Total Uses</b>	-	-	-	<b>291,000</b>	<b>4,634,000</b>	-	-	-	<b>4,925,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	-	291,000	4,634,000	-	-	-	4,925,000
<b>Total Sources</b>	-	-	-	<b>291,000</b>	<b>4,634,000</b>	-	-	-	<b>4,925,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	177,000	504,000	<b>681,000</b>
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	8	-	<b>8</b>

# Libraries

## Northeast Regional Library

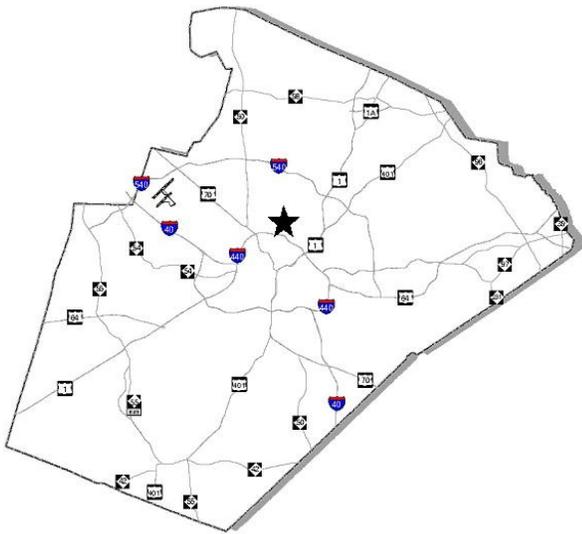
A new regional library is proposed to serve residents of northeastern Wake County. Presently, only the Wake Forest Branch library serves this area of the county, and it is exceeding its circulation capacity. The new 22,000 square foot library will be located in the Wakefield area near Wake Forest. Due to the economic slow-down, the project has been postponed but is expected to begin construction in FY 2011 and to open in FY 2012. This is the final library to be built from the 2003 library bonds.

The new library is expected to need approximately eighteen new staff members. Operating cost estimates include staff, along with funds for supplies and materials (phased in over FY 2011, FY 2012, and FY 2013).

### Project Summary: Northeast Regional Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	3,684,000	-	1,152,000	-	-	-	-	-	1,152,000
Professional Services	3,151,039	-	-	-	-	-	-	-	-
Preliminary Development	435,000	-	-	-	-	-	-	-	-
Library Materials	-	-	2,365,000	-	-	-	-	-	2,365,000
Unallocated Budget CIP	434,647	-	-	-	-	-	-	-	-
Furniture, Fixtures & Equipment	579,000	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>8,283,686</b>	<b>-</b>	<b>3,517,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,517,000</b>
<b>Funding Sources</b>									
Pooled Investments	4,623,973	-	-	-	-	-	-	-	-
Transfers From General Fund	3,659,712	-	-	-	-	-	-	-	-
Library	-	-	3,517,000	-	-	-	-	-	3,517,000
<b>Total Sources</b>	<b>8,283,686</b>	<b>-</b>	<b>3,517,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,517,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>1,050,000</b>	<b>411,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,501,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18</b>

# Libraries



the area of North Hills Center. This is an area of dense population, which currently has limited library services. The County will consider options including leasing space at the North Hills Center or building its own facility. The building is proposed to be 8,000 square feet and scheduled for opening in FY 2014.

The new library is expected to need approximately nine new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2013, 2014 and 2015), along with funds for supplies and materials.

## North Hills Library

A new community library is proposed for Raleigh in

### Project Summary: North Hills Library

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Land Costs	4,400,000	-	-	-	-	-	-	-	-
Construction Costs	-	-	-	3,258,000	-	-	-	-	3,258,000
Professional Services	-	-	281,000	-	-	-	-	-	281,000
Library Materials	-	-	-	899,000	-	-	-	-	899,000
Furniture, Fixtures & Equipment	-	-	-	320,000	-	-	-	-	320,000
<b>Total Uses</b>	<b>4,400,000</b>	<b>-</b>	<b>281,000</b>	<b>4,477,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,758,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	281,000	4,477,000	-	-	-	-	4,758,000
Generic Bond Proceeds	4,400,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>4,400,000</b>	<b>-</b>	<b>281,000</b>	<b>4,477,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,758,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>716,000</b>	<b>165,000</b>	<b>-</b>	<b>911,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>9</b>

# Open Space

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## History/Background

The County, in partnership with its municipalities, the State of North Carolina, and nonprofit land trust agencies has continued to purchase priority lands guided by the information and recommendations of the Open Space, Watershed Management and Growth Management plans. 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 all the County's municipalities, the state and federal governments as well as nonprofit land preservation entities to protect water quality and preserve critically important properties.

The Open Space Preservation program is currently focused on 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% of the county's land area (approximately 165,000 acres). Of this 165,000, the intent is to preserve 30,000 acres through acquisition or by appropriate regulatory initiatives and through the design development process of new subdivisions.

The rapid growth in the county has led to increased new development in outlying areas and decreased forestland and farmland. In response: The Wake County Board of Commissioners created an Open Space Task Force to provide recommendations in 1997; committed \$1.3 million for planning and 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; completed an assessment of four critical watersheds (Falls Lake, Jordan Lake, Little River and Swift Creek); in November 2000, Wake County voters passed a \$15-million dollar bond referendum to establish the Wake County Open Space Preservation Program; in August 2001, the Board of Commissioners adopted Phase I of the Open Space Plan, identifying the four priority

watersheds and certain properties within these watersheds for acquisition and 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, countywide 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 of streams in various areas of Wake County.

In November 2004, Wake County voters passed a \$26 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties.

In their January 2007 retreat, the Board of Commissioners affirmed their commitment to open space by committing to initiate a \$50 million bond referendum for fall 2007.

In October 2007, Wake County voters passed a \$50 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties.

In February 2008, the Board approved changes to the Open Space policy that included the addition of two priority stream corridors: Middle Creek and Upper Neuse River (or Falls Lake Watershed).

As stated earlier, 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 further efforts towards this goal, the following actions have been taken: Approval by the Board of Commissioners of Phases 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 and entered into an agreement with The Triangle Land Conservancy (assisted by the Trust for

# Open Space

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Public Lands) to partner in preserving open space in the Mark's Creek watershed.

The Open Space program is also 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.

To date, the County has acquired or partnered in the acquisition of more than 4,300 acres, at a cost of \$85.2 million dollars. County funding has totaled \$59.1 million dollars.

## Project Accomplishments

Due to the economic slowdown, open space funding is delayed until FY 2011 contingent upon a successful bond sale. Thus, limited acquisitions were made in FY 2009. Open Space accomplishments include the acquisition of the Dean property in Marks Creek, which consisted of 125.14 acres, for a total acquisition cost of \$2,815,650, or \$22,500 per acre. Wake County has also begun to receive the City of Raleigh's reimbursement payments for Little River acquisition; the County received \$1.0 million for FY 2008 and FY 2009 and another \$500,000 is due July 1, 2009 for FY 2010. Finally, the County has started developing a process for prioritizing open space acquisitions. This process is being led by the Wake County Community Services department and includes staff from Community Services, Environmental Services, and Facilities Design and Construction.

## Operating Budget Impact

Since the inception of the Open Space program relatively minor operating costs have been anticipated with the stewardship of acquired land. However, with potentially thousands of acres of open space to be acquired and protected under the Master Plan, County staff is currently re-evaluating its land management operations and programs based on recommendations in the updated comprehensive open space master plan.

# Parks

## Element Summary: Parks

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Community Use of School Parks	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Randleigh Farm	300,000	-	-	-	-	-	-	300,000
Existing Parks Facility Improvements	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total Uses</b>	<b>850,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>4,150,000</b>
Transfers From General Fund	850,000	550,000	550,000	550,000	550,000	550,000	550,000	4,150,000
<b>Total Sources</b>	<b>850,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>4,150,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-

## Seven-Year CIP Summary

The FY 2010-2016 CIP includes \$4.1 million for the Parks system. This includes \$2.1 million representing the County's contribution towards the Community Use of School Parks Program, \$1.75 million for existing facility improvements at various county parks and school/park facilities, and \$300,000 towards the County's share of development of Randleigh Farms.

## History/Background

In Fall 2002, staff completed a 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. In 2008, staff updated the Master Plan by facilitating a comprehensive review of existing facilities and predicted need for future park facilities. In February 2008, the Board of Commissioners received the Comprehensive Parks and Recreation Master Plan. The 2008 Master Plan confirms the County's role and approach in the delivery of parks and recreation services. Key outcomes of the Master Plan include 1) maintaining the three Core Service areas of open space, recreation and leisure, and environmental and cultural education; 2) identification of new park facili-

ties that meet current and long-term needs; 3) continue to partner with the school system and municipalities in the delivery of parks and recreation services and 4) continue the high level of maintenance and renovation at existing facilities.

## Project Accomplishments

During FY 2009 the County participated with the public school system and municipalities in the joint acquisition, planning, and development for community schools/parks at six sites including Wendell, Cary, Zebulon, Holly Springs, and two sites in Raleigh. Additional land acquisition efforts were made in Raleigh, Garner and Fuquay-Varina. Future work includes a site in Apex, two sites in Cary, and three sites in Raleigh.

Other accomplishments include: Completed facility improvements at all seven County parks (Harris Lake, Lake Crabtree, Blue Jay Point, Crowder District Park, Historic Oak View, Yates Mill and the American Tobacco Trail) and five school parks (Penny Road Elementary, Knightdale Elementary, West Millbrook Middle, Forestville Elementary and Fox Road Elementary). The preparation of the Lake Myra County Park Master Plan was completed.

# Parks



Swift Creek Elementary, Forestville Elementary, and Wake Forest Rolesville Middle.

## Existing Parks Facility Improvements

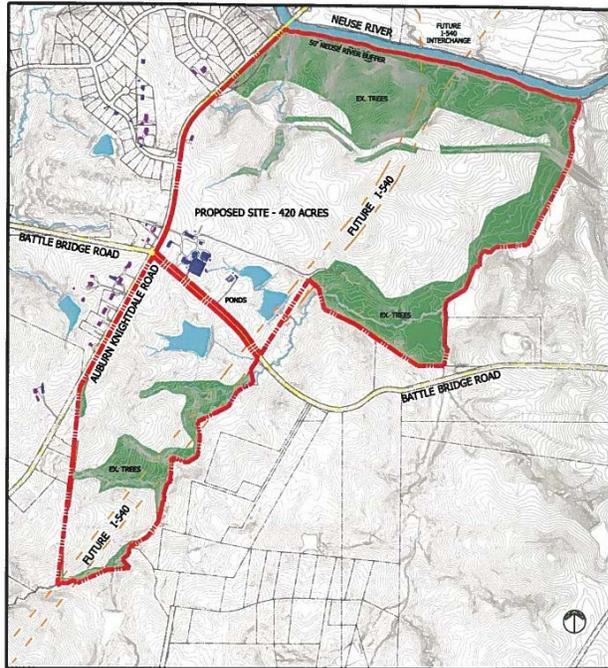
The County conducts annual facility condition assessments at existing County Park and School Park sites to identify critical park infrastructure repairs and improvements. The FY 2010 - FY 2016 CIP includes \$1.75 million to address improvements identified through the condition assessment process. Nine County and school park sites have been identified for renovations for FY 2010 and include: Oak View County Park, Blue Jay Point County Park, the American Tobacco Trail, Yates Mill County Park, Penny Road Elementary, West Millbrook Middle,

### Project Summary: Existing Parks Facility Improvements

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total Uses</b>	<b>*</b>	<b>250,000</b>	<b>1,750,000</b>						
<b>Funding Sources</b>									
Transfers From General Fund	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total Sources</b>	<b>*</b>	<b>250,000</b>	<b>1,750,000</b>						
<b>CIP Operating Impacts</b>	<b>*</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Parks



## Randleigh Farm

Randleigh Farm is a collaborative project between the City of Raleigh and Wake County to develop a 420-acre site as a model of sustainable development in the rapidly urbanizing Triangle area. In March 2005, the City of Raleigh and Wake County purchased the Randleigh Farm property from North

Carolina State University (NCSU). The site is located in the eastern section of Wake County, nine miles from downtown Raleigh, adjacent to the City's Neuse River Wastewater Treatment Plant and borders the Neuse River.

A conceptual master plan for this property was developed through a collaborative process involving the City, County and the Wake County Public School System. In February of 2008, the City and County issued a Request for Proposal to Master Developers to provide master planning and project management services for the development that minimizes the cost for infrastructure while maximizing the opportunities for joint development and use. A Master Developer was then selected by City and County representatives.

The project will involve the development of a Master Plan for the site including an Elementary and Middle School, City Environmental Education Center, City Park, Open Space and mixed use private development areas. In addition, the Master Developer will bring forward an equity partnership for the development of City and County interests in a model of sustainable development at a savings to both the City and County. The development agreement will include the preparation of design guidelines for land use, signage

### Project Summary: Randleigh Farm

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Preliminary Development	*	300,000	-	-	-	-	-	-	300,000
<b>Total Uses</b>	<b>*</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	300,000	-	-	-	-	-	-	300,000
<b>Total Sources</b>	<b>*</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

## Parks

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and energy usage, as well as detailed studies on project costs and financial modeling. The development of the Master Plan for Randleigh Farm will be jointly funded by Wake County and The City of Raleigh. Costs for this initial phase of development are expected to total \$600,000, with the City and County equally sharing this expense.

# Parks



nity schools/parks at six sites including Wendell, Cary, Zebulon, Holly Springs, and two sites in Raleigh. Additional land acquisition efforts were made in Raleigh, Garner and Fuquay Varina. The FY 2010-2016 CIP includes \$300,000 each year for land acquisition and infrastructure development. Future projects under discussion include Mills Park Middle School in Cary and the borrow site at the former North Wake Landfill.

## Community Use of School Parks

The Community Use of Schools Program represents a partnership between the County, Wake County Public School System, municipalities and 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.

During FY 2009 the County Participated with the public school system and municipalities in the joint acquisition, planning, and development for commu-

### Project Summary: Community Use of School Parks

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
<b>Total Uses</b>	<b>*</b>	<b>300,000</b>	<b>2,100,000</b>						
<b>Funding Sources</b>									
Transfers From General Fund	*	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
<b>Total Sources</b>	<b>*</b>	<b>300,000</b>	<b>2,100,000</b>						
<b>CIP Operating Impacts</b>	<b>*</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Program-wide Projects

## Element Summary: Program-wide Projects

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Transfers to Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Reserve for Future Projects	212,000	7,725,000	622,000	7,088,000	10,267,000	5,892,000	16,675,000	48,481,000
<b>Total Uses</b>	<b>1,712,000</b>	<b>9,225,000</b>	<b>2,122,000</b>	<b>8,588,000</b>	<b>11,767,000</b>	<b>7,392,000</b>	<b>18,175,000</b>	<b>58,981,000</b>
Transfers From General Fund	1,712,000	9,225,000	1,500,000	1,500,000	11,767,000	7,392,000	18,175,000	51,271,000
Transfer From Capital Reserve	-	-	622,000	7,088,000	-	-	-	7,710,000
<b>Total Sources</b>	<b>1,712,000</b>	<b>9,225,000</b>	<b>2,122,000</b>	<b>8,588,000</b>	<b>11,767,000</b>	<b>7,392,000</b>	<b>18,175,000</b>	<b>58,981,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

# Program-wide Projects

## Reserve for Future Projects

The FY 2010-2016 CIP includes \$48.48 million for future capital improvement projects, of which \$7.7 million is planned for CIP projects in FY 2012 and FY 2013. To ensure sound financial stewardship, the County maintains capital reserves for future projects. Typically these funds are considered available for future capital projects with sound business cases or cost increases for existing projects with changes in scope.

### Project Summary: Reserve for Future Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
IntraFund Transfers	*	–	–	622,000	7,088,000	–	–	–	7,710,000
Reserves (Budget Entries Only)	*	212,000	7,725,000	–	–	10,267,000	5,892,000	16,675,000	40,771,000
<b>Total Uses</b>	<b>*</b>	<b>212,000</b>	<b>7,725,000</b>	<b>622,000</b>	<b>7,088,000</b>	<b>10,267,000</b>	<b>5,892,000</b>	<b>16,675,000</b>	<b>48,481,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	212,000	7,725,000	–	–	10,267,000	5,892,000	16,675,000	40,771,000
Transfer From Capital Reserve	*	–	–	622,000	7,088,000	–	–	–	7,710,000
<b>Total Sources</b>	<b>*</b>	<b>212,000</b>	<b>7,725,000</b>	<b>622,000</b>	<b>7,088,000</b>	<b>10,267,000</b>	<b>5,892,000</b>	<b>16,675,000</b>	<b>48,481,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>CIP Operating Impacts - FTE</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Program-wide Projects

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## Transfers to Other Funds

The FY 2010-2016 CIP includes a transfer to the Wake Tech Capital Fund of \$10.5 million. These funds will be used for both current and future general repairs and renovations as well as minor capital projects at Wake Technical Community College.

### Project Summary: Transfers to Other Funds

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Interfund Transfers Out	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
<b>Total Uses</b>	*	<b>1,500,000</b>	<b>10,500,000</b>						
<b>Funding Sources</b>									
Transfers From General Fund	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
<b>Total Sources</b>	*	<b>1,500,000</b>	<b>10,500,000</b>						
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Public Safety

## Element Summary: Public Safety

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
CAD Improvements	709,000	-	-	-	-	-	-	709,000
800 Megahertz System	402,000	2,045,000	1,978,000	1,978,000	-	-	-	6,403,000
EMS Projects	553,000	216,000	1,671,000	1,728,000	1,645,000	2,438,000	-	8,251,000
EMS Defibrillators	800,000	828,000	-	-	-	800,000	828,000	3,256,000
<b>Total Uses</b>	<b>2,464,000</b>	<b>3,089,000</b>	<b>3,649,000</b>	<b>3,706,000</b>	<b>1,645,000</b>	<b>3,238,000</b>	<b>828,000</b>	<b>18,619,000</b>
Law Enforcement	-	1,928,000	1,180,000	-	-	-	-	3,108,000
Appropriated Fund Balance	709,000	-	-	-	-	-	-	709,000
Transfers From General Fund	1,460,000	1,111,000	1,978,000	3,656,000	1,645,000	3,238,000	828,000	13,916,000
Reserve for Replacements	-	-	441,000	-	-	-	-	441,000
Outside Agencies	295,000	50,000	50,000	50,000	-	-	-	445,000
<b>Total Sources</b>	<b>2,464,000</b>	<b>3,089,000</b>	<b>3,649,000</b>	<b>3,706,000</b>	<b>1,645,000</b>	<b>3,238,000</b>	<b>828,000</b>	<b>18,619,000</b>
<b>CIP Operating Impacts</b>	<b>97,000</b>	<b>119,000</b>	<b>141,000</b>	<b>163,000</b>	<b>186,000</b>	<b>216,000</b>	<b>-</b>	<b>922,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Seven-Year CIP Summary

The FY 2010-2016 Community Improvement Plan includes approximately \$18.6 million over the next seven years for Public Safety capital improvements. Planned projects include:

**800 Megahertz Master Plan:** This project includes replacing infrastructure, radios, tone and voice and alphanumeric pagers, and adding simulcast features to a tower in RTP. The portions of the plan related to law enforcement are proposed to be funded with COPS grants. The CIP also includes \$445,000, which will be funded by Sprint-Nextel, for interface reconfiguration work for 800 MHz radios.

**EMS Facilities:** The EMS Facilities Master Plan has sets of projects in two phases. Phase I is planned over the course of the FY 2010-16 CIP period and includes 8 stations. Those include: Durant Road, Fuquay Varina, Garner, Knightdale South, Zebulon, Pleasant

Valley, Caraleigh and Wendell Falls. The total cost is over \$10 million.

**EMS Defibrillators:** The FY 2010 - FY 2016 also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

**Computer Aided Dispatch:** The FY 2010 - FY 2016 CIP also includes funding, from prior 911 funds, for the replacement of servers and the upgrade of software to upgrade Raleigh-Wake County Emergency Communications Center computer aided dispatch (CAD) systems.

## History/Background

Public Safety projects in the past have included installing generators at emergency shelters, building and renovating public safety related facilities, and funding technology projects to improve public safety in Wake County. Projects are historically developed

# Public Safety

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through master plans that are reviewed and then used to develop CIP requests.

In FY 2008, a facility master plan was undertaken for Emergency Medical Services (EMS) and \$2 million was budgeted to seed this project. The plan was refined over the course of FY 2008 and Phase I of the Master Plan which includes 8 facilities, is now being budgeted over the course of the FY 2010-16 CIP.

The FY 2010 - FY 2016 CIP includes funding for the next two rounds of defibrillator replacements. The next round of replacements is set for 2010 and 2011, with another round scheduled for 2015 and 2016. Funds are budgeted to cover those replacements.

A project to replace 800 MHz radios was proposed in FY 2008 and a master plan has been developed to also replace aging infrastructure, alphanumeric and tone and voice pagers. The FY 2010-16 CIP proposes funding portions of this plan.

## **Operating Budget Impact**

New EMS facilities would require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new people, rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

# Public Safety

## 800 Megahertz System

In FY 2005, the County activated an 800 MHz radio system for interdepartmental and interagency communication. The 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).

The system is used by the Wake County Sheriff's Office, EMS, Fire and Emergency Management and General Services Administration. All municipalities in the county, except Cary, have agencies operating on the new system. Specifically, the Raleigh Fire and Raleigh Police departments have joined the 800 MHz system. Because the life span of the 800 MHz radios is approximately 5-7 years, the CIP includes \$1.9

million in each of FY 2011-FY 2013 to replace 33% of the radios/pagers each year, focusing on those used by law enforcement personnel. The law enforcement related items are proposed to be funded with COPS grants.

Also budgeted in the FY 2010 - FY 2016 CIP is \$445,000 for interface reconfiguration work on the 800 MHz frequency band. This project was initiated in late FY 2009, and is expected to last no more than five years. The reconfiguration has been ordered by the Federal Communications Commission (FCC) and all costs, as allowed by the FCC, will be borne by Sprint-Nextel. The project revenue will cover all work that County staff will be required to perform to reconfigure the system as well as time and mileage that Wake County 800 MHz users will incur as their radios are reprogrammed during the reconfiguration phases. The County will receive funds from Sprint-Nextel for the municipal users and will

### Project Summary: 800 Megahertz System

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Other Contracts	*	295,000	1,978,000	1,978,000	1,978,000	-	-	-	6,229,000
Furniture, Fixtures & Equipment	*	107,000	67,000	-	-	-	-	-	174,000
<b>Total Uses</b>	<b>*</b>	<b>402,000</b>	<b>2,045,000</b>	<b>1,978,000</b>	<b>1,978,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,403,000</b>
<b>Funding Sources</b>									
Law Enforcement	*	-	1,928,000	1,180,000	-	-	-	-	3,108,000
Transfers From General Fund	*	107,000	67,000	748,000	1,928,000	-	-	-	2,850,000
Outside Agencies	*	295,000	50,000	50,000	50,000	-	-	-	445,000
<b>Total Sources</b>	<b>*</b>	<b>402,000</b>	<b>2,045,000</b>	<b>1,978,000</b>	<b>1,978,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,403,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>450,000</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

## Public Safety

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end of life schedule of 2015 for the existing Smart-Zone 4.1 platform. In 2015, Motorola will no longer support the current system Wake County is using. This is a horizon issue and comes with an expected price tag of \$45,000,000 to complete the project.

disperse them based on a standard scheduled that will be covered by Memorandums of Understanding executed with each municipality.

Another component of the 800 MHz project involves replacing existing alphanumeric pagers that were originally acquired in 2004. They will have exceeded their useful life and are recommended for replacement in FY 2010 at a cost of \$107,400 to the County. Other users such as municipalities will be expected to pay their proportional share of the total expenses.

It is necessary to replace the existing tone & voice pagers that are not narrowband compliant in order to meet the mandatory January 1, 2013 FCC narrowband requirements. These pagers are used by Fire and EMS to receive tone alerts followed by automated voice instructions about the emergency. Their replacement is recommended for FY 2011 at a cost of \$67,150 to the County, with other users paying their proportional shares.

The entire 800 MHz Radio System Infrastructure will be due for replacement because of Motorola's current

# Public Safety

## CAD Improvements

The Raleigh-Wake Emergency Communications Center serves as the primary public safety answering point (PSAP) for the City of Raleigh and a majority of communities within Wake County, answering 9-1-1 calls for a variety of agencies including the Wake County Sheriff's Department. It also functions as the primary dispatch center for countywide Emergency Medical Services and as both a dispatch and mutual aid coordination facility for County and City Fire Departments. As such, the center relies heavily on technology to ensure calls for assistance are answered in a timely manner and emergency responders are dispatched quickly.

In 2004, Raleigh-Wake Emergency Communications in conjunction with Wake County upgraded to Motorola's Premier CAD computer-aided dispatch communications solution, replacing an 18-year-old legacy system. Since that time, increases in population have fueled a significant increase in the number of emergency incidents within Wake County. During 2008, Raleigh-Wake Emergency Communications once again dispatched a record number of calls for assistance, keeping pace with community growth. During the past five years, public safety incidents have increased by more than 18%. Raleigh-Wake

Emergency Communications now dispatches an average of 1,155 calls per day, compared to 976 calls per day in 2004. Because of this, it is critical that the technology utilized by the Communications Center is both reliable and performs in a manner that can handle the significant call volume.

The CAD application currently utilizes HP NonStop S7402 and S7602 servers for the primary and back-up 911 centers operations respectively. The servers are no longer in production with service support currently scheduled to end in 2011. In addition, it is anticipated that the number of emergency incidents in Wake County will continue to grow at a significant rate and further stress the existing CAD hardware platform. The FY 2010-FY 2016 CIP utilizes existing wire line funds to replacing the existing CAD primary and backup servers, as well as to upgrade the software to the current releases. The replacement of servers and the upgrade of software will enable the technical platform utilized by Raleigh-Wake Emergency Communications staff to meet the ever increasing demand for service.

### Project Summary: CAD Improvements

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Furniture, Fixtures & Equipment	-	709,000	-	-	-	-	-	-	709,000
<b>Total Uses</b>	-	<b>709,000</b>	-	-	-	-	-	-	<b>709,000</b>
<b>Funding Sources</b>									
Appropriated Fund Balance	-	709,000	-	-	-	-	-	-	709,000
<b>Total Sources</b>	-	<b>709,000</b>	-	-	-	-	-	-	<b>709,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Public Safety

## EMS Defibrillators

GS 131E-157(a) requires that all paramedic ambulances are equipped with specialized equipment. Wake EMS ambulances are equipped with cardiac monitor/defibrillator units. In FY 2005, the County began the first year of a defibrillator replacement cycle.

The FY 2010-FY 2016 CIP includes funding for the replacement of defibrillators to maintain the County's regular replacement cycle. Approximately \$1.6 million is scheduled for FY 2010 and FY 2011, and another \$1.6 million is scheduled for FY 2015 and FY 2016.

### Project Summary: EMS Defibrillators

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Drugs and Medical Supplies	*	800,000	828,000	-	-	-	800,000	828,000	3,256,000
<b>Total Uses</b>	*	<b>800,000</b>	<b>828,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>828,000</b>	<b>3,256,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	800,000	828,000	-	-	-	800,000	828,000	3,256,000
<b>Total Sources</b>	*	<b>800,000</b>	<b>828,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>828,000</b>	<b>3,256,000</b>
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Public Safety



nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County.

A facilities master plan for Emergency Medical Services was developed in FY 2008 and addresses EMS facilities through FY 2015 and beyond. The plan evaluated areas where response times to emergencies are currently in excess of standards, and where those gaps are likely to appear in the next few years based on population growth. These areas will request new ambulance units in the future, and facilities are needed to not only store the ambulance, but allow emergency personnel to decontaminate after calls, store medicines and equipment and sleep if they are on a 24-hour shift. An allocation of \$2 million was appropriated in FY 2008 to begin funding the actual facilities and it will fund the Durant Road Substation, the Fuquay Varina co-located facility and a portion of the EMS Station to be co-located at a new Fire Station, planned for south Garner. An additional \$8,252,000 is being proposed in FY 2010 through FY 2015. Planned facilities in Phase I include: FY 2010: additional funds to finish the Garner Fire/EMS

## EMS Projects

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). Wake County EMS is responsible for the administration, training and support of EMS operations in the county. Wake EMS provides basic and advanced life support services and transporting persons to area medical facilities in emergency situations. Their 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 five

### Project Summary: EMS Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	553,000	216,000	1,671,000	1,728,000	1,645,000	2,438,000	–	8,251,000
<b>Total Uses</b>	<b>*</b>	<b>553,000</b>	<b>216,000</b>	<b>1,671,000</b>	<b>1,728,000</b>	<b>1,645,000</b>	<b>2,438,000</b>	<b>–</b>	<b>8,251,000</b>
<b>Funding Sources</b>									
Transfers From General Fund	*	553,000	216,000	1,230,000	1,728,000	1,645,000	2,438,000	–	7,810,000
Reserve for Replacements	*	–	–	441,000	–	–	–	–	441,000
<b>Total Sources</b>	<b>*</b>	<b>553,000</b>	<b>216,000</b>	<b>1,671,000</b>	<b>1,728,000</b>	<b>1,645,000</b>	<b>2,438,000</b>	<b>–</b>	<b>8,251,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>22,000</b>	<b>44,000</b>	<b>66,000</b>	<b>88,000</b>	<b>111,000</b>	<b>141,000</b>	<b>–</b>	<b>472,000</b>
<b>CIP Operating Impacts - FTE</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

## Public Safety

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Station; FY 2011-2012: Knightdale South co-located facility; FY 2011-2013: Zebulon Substation; FY 2012-2014: Pleasant Valley Substation; FY 2013-2015: Wendell Falls co-located facility; and FY 2014-2015: Caraleigh Substation.

New EMS facilities require increases for utilities and building maintenance. Depending upon the prototype used, these costs will be between \$25,000 and \$40,000 per year. These new facilities will not require new people, rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

# Wake Technical Community College

## Element Summary: Wake Technical Community College

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Wake Tech Northern Campus	17,304,000	3,460,000	-	-	-	-	-	20,764,000
Wake Tech Public Safety Training Center	12,917,000	-	-	-	-	-	-	12,917,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Wake Tech Renovation Projects	3,553,000	2,948,000	-	-	-	-	-	6,501,000
Wake Tech Health Sciences Phase II	12,021,000	35,446,000	-	-	-	-	-	47,467,000
<b>Total Uses</b>	<b>47,295,000</b>	<b>43,354,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>98,149,000</b>
Transfers From CP/Co Construction	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Generic Bond Proceeds	10,002,000	-	-	-	-	-	-	10,002,000
Authorized and Unissued	25,103,000	36,697,000	-	-	-	-	-	61,800,000
Transfers From General Fund	10,690,000	5,157,000	-	-	-	-	-	15,847,000
<b>Total Sources</b>	<b>47,295,000</b>	<b>43,354,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>98,149,000</b>
<b>CIP Operating Impacts</b>	<b>18,000</b>	<b>415,000</b>	<b>255,000</b>	<b>293,000</b>	<b>229,000</b>	<b>-</b>	<b>-</b>	<b>1,210,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Seven-Year CIP Summary

The FY 2010-2016 CIP includes \$98.2 million for improvements and expansion for Wake Technical Community College (Wake Tech). Approximately 70 percent of the funding will be used for construction of new facilities at Wake Tech's Northern Campus and Health Sciences Campus. Renovations at the Main Campus and at the Public Safety Center comprise 20 percent of Wake Tech's FY 2010 - FY 2016 CIP funding.

Funding for the majority of projects comes from general obligation bonds, with some cash funding for these projects as well as general repairs, renovations and minor capital projects. It is important to note

that \$61.8 million of funding included in the FY 2010 - FY 2016 CIP is for general obligation bonds, that while authorized, have not been issued. Issuances are currently planned for January 2010 and January 2011. If issuances do not occur as anticipated, projects will be postponed. Wake Tech has positioned its construction schedule such that projects will not bid until after a successful bond sale. This allows Wake Tech to postpone construction and to not have outstanding obligations if market events require the County to reconsider issuances of general obligation bonds.

The Wake County Commissioners list modify capital project schedules in light of slower economic growth

# Wake Technical Community College

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and bond issuances as one of their goals. The projects included in the FY 2010-2016 CIP for Wake Tech support this goal and have been structured to accommodate slower economic growth and a revised schedule of bond issuances.

## History/Background

On October 9, 2007, Wake County voters approved a referendum for \$92 million in general obligation bonds for Wake Technical Community College (Wake Tech) for financing the construction and equipment associated with, renovations, additions and various, improvements to existing facilities as well as development of new buildings, including the acquisition of land. In addition to the general obligation bonds, \$23 million in pay-as-you-go funding is also allocated to fund the \$115 million Wake Tech 2007 Building Program. The Plan of Record for the Wake Tech 2007 Building Program was approved by the Board of Commissioners on February 18, 2008.

The Wake Tech 2007 Building Program includes the construction of a new classroom building at the Northern Wake Campus and the building of a new facility and parking deck at the Health Sciences Campus. Funds are also designated for Phase 2 renovations to the public safety facility on Chapanoke Road; repair or renovation of several buildings on the Main campus, including the Library Education, Mechanical Technology, and Student Services buildings; and acquisition of land and begin design of a new Western Wake campus.

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.

The County also provides 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 Budget Impact

Per NCGS §115D-32, the County is required to maintain buildings and grounds and operations of facilities; and purchase of all furniture and equipment not provided for administrative and instructional purposes.

Wake Tech's 2007 Building Program has a cumulative operating budget impact of approximately \$1.2 million through FY 2012. The operating impact includes funds for additional maintenance and operations as square footage is added to the campus; included in the operating impact are funds for an additional five positions at Wake Tech.

# Wake Technical Community College

## General Repairs and Renovations

Wake Technical Community College has identified specific projects categorized as general repairs and renovations. These projects include HVAC system replacements, lighting retrofits, ADA compliance projects, and various other life cycle replacements.

For FY 2010, Wake Tech has identified the following projects that will receive general repairs and renovation funds: lighting retrofits, signage upgrades, carpet replacements, facility improvements for the dental hygiene program.

### Project Summary: General Repairs and Renovations

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building Maintenance/Repair	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Uses</b>	*	<b>500,000</b>	<b>3,500,000</b>						
<b>Funding Sources</b>									
Transfers From CP/Co Construction	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
<b>Total Sources</b>	*	<b>500,000</b>	<b>3,500,000</b>						
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Wake Technical Community College

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## Minor Capital

Wake Technical Community College has identified specific equipment needs that are categorized as minor capital in the FY 2010-2016 CIP. For FY 2010, funds are designated for security and maintenance needs and video conference equipment. Funds are also included for instructional furniture such as study carrels, desks and student tables and chairs. Other minor capital needs, such as network infrastructure and miscellaneous equipment, are also funded under the minor capital category.

### Project Summary: Minor Capital

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building Maintenance/Repair	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total Uses</b>	<b>*</b>	<b>1,000,000</b>	<b>7,000,000</b>						
<b>Funding Sources</b>									
Transfers From CP/Co Construction	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total Sources</b>	<b>*</b>	<b>1,000,000</b>	<b>7,000,000</b>						
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>							
<b>CIP Operating Impacts - FTE</b>		<b>-</b>							

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Wake Technical Community College

## Wake Tech Renovation Projects

The Wake Tech 2007 Building Program contains several renovation projects at the main campus. The renovation projects are fully funded by transfers from the general fund and general obligations bonds issued in March 2009.

**Physical Education Center Renovation:** The childcare building currently houses only offices and classrooms for the Early Childhood Development curriculum as the daycare occupants vacated the building in 2006. Thus, a 10,000 square foot wing is scheduled to be renovated to accommodate a physical education facility for the department. An 8,344 square foot addition would be constructed to add gym space for physical education programs. As part of the renovation, a new chiller would be installed. Also included are modifications to the existing electrical system and addition of a new fire alarm system.

**Student Services Building:** The 2007 Wake Tech Building Program continues a renovation project, which initially began under the 2004 Bond Program to consolidate student services such as registration, payments, financial aid, advising, and career counseling in one building. In addition to the office renovation, funds are included for mechanical and electrical improvements.

**Technical Education Building Renovation (built in 1982):** Prior funds renovated 6,800 sq. ft. for faculty and staff offices. This renovation project will refurbish the remainder of the building as well as upgrade existing HVAC, fire alarm, and electrical systems.

**Ready Hall (constructed in 1998) and Mechanical Technology (constructed in 1987):** Project would provide a chiller plant in Ready Hall to serve both Ready Hall and Mechanical Technology buildings. The project would also replace the fire alarm system at Ready Hall and upgrade electrical systems of both buildings.

## Project Summary: Wake Tech Renovation Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Wake Technical Community College Allocations	*	3,553,000	2,948,000	-	-	-	-	-	6,501,000
<b>Total Uses</b>	<b>*</b>	<b>3,553,000</b>	<b>2,948,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,501,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	*	-	2,948,000	-	-	-	-	-	2,948,000
Generic Bond Proceeds	*	3,553,000	-	-	-	-	-	-	3,553,000
<b>Total Sources</b>	<b>*</b>	<b>3,553,000</b>	<b>2,948,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,501,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>18,000</b>	<b>18,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,000</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Wake Technical Community College

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Pucher-LeMay Hall Renovation: Renovation of offices on the second and third floors of the LeMay portion of the building. Included in the renovation are HVAC, fire alarm, electrical, and lighting renovations to reduce energy and maintenance costs. Funds included in the 2007 Building Program will continue the renovation of the building that started with funds appropriated in 2003. Prior funds renovated the Pucher portion of the building and the first floor of LeMay; additional funds will be used to renovate the second and third floors of Lemay that were originally constructed in 1975.

Main Campus Parking Lot Repaving: Repaving and re-striping of 89,000 square yards of asphalt parking lot at the Main Campus.

Operating Impacts: The additional square footage added as part of the Physical Education Center Renovation has an operating impact of approximately \$36,000. Funds will be needed for maintenance and operation of the additional square footage.

# Wake Technical Community College



## Wake Tech Public Safety Training Center

Wake Technical Community College purchased a 101,666 sq. ft. building on 7.5 acres on Chapanoke Road in Raleigh. The building is comprised of a three-story 35,000 sq. ft. section constructed in 1994, and a one-story 66,666 sq. ft. section built in 1988. The program for the Public Safety Training Center

has been developed with staff and faculty of the College which will occupy a portion of the building.

Phase I of the Public Safety Center Renovation was funded from the \$40 million bond referendum approved by the voters in November 2004. Renovations to Phase I focused on renovating 16,000 of space.

Phase II of the Public Safety Center is included in the 2007 Wake Tech Building Program. Phase II includes the renovation of 48,000 sq. ft. The program includes space for a mock courtroom, mock jail, and a mock booking center. Phase II also includes classrooms for certified nursing assistants and emergency medical training. The renovation includes parking lot improvements as well as all new mechanical, electrical, fire alarm and plumbing systems.

Architectural and engineering studies have begun for Phase II. Contingent upon a successful January 2010

### Project Summary: Wake Tech Public Safety Training Center

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	350,000	-	-	-	-	-	-	-	-
Wake Technical Community College Allocations	5,027,423	12,917,000	-	-	-	-	-	-	12,917,000
<b>Total Uses</b>	<b>5,377,423</b>	<b>12,917,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,917,000</b>
<b>Funding Sources</b>									
Generic Bond Proceeds	-	3,000,000	-	-	-	-	-	-	3,000,000
Authorized and Unissued	802,000	7,302,000	-	-	-	-	-	-	7,302,000
Transfers From General Fund	200,423	2,615,000	-	-	-	-	-	-	2,615,000
<b>Total Sources</b>	<b>1,002,423</b>	<b>12,917,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,917,000</b>
<b>CIP Operating Impacts</b>	-	-	221,000	79,000	-	-	-	-	300,000
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Wake Technical Community College

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bond sale, construction is scheduled to begin in Winter 2010 and is expected to be completed by September 2010.

Operating Impacts: Operating impacts identified for the public safety training center total approximately \$300,000. These dollars include funding for two facilities workers which will be employees of Wake Tech, general maintenance and operations costs and utilities for new square footage, and one time costs for facility equipment such as a facilities truck and forklift.

# Wake Technical Community College



## Wake Tech Health Sciences Phase II

Wake Technical Community College provides its health sciences curricula at the Health Sciences Campus adjacent to Wake Med Hospital in Raleigh.

The 2007 Building Program includes funds for a new 10,000 sq. ft. classroom/laboratory building that is planned to be built at the site of the Health Sciences Annex. The new building will allow the expansion of nursing, non-invasive diagnostics, and other health-care programs. Design started in FY 2009 and is anticipated to be completed by December 2009.

However, construction is not slated to begin until February 2011 due to the modification of capital project schedules in light of slower economic growth and bond issuances. The building is scheduled for completion in June 2012.

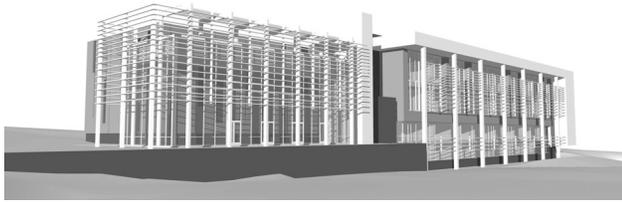
Also included in the 2007 Building Program are funds for the construction of a new 442 space parking deck on the Health Sciences Campus. Design began in Summer 2008 and the parking deck is scheduled to be complete in September 2010.

**Operating Impacts:** The operating impacts related to the Health Sciences Phase II project total approximately \$522,000. These dollars include two facilities staff which will be employees of Wake Tech, funds for general repairs and maintenance and utilities for new square footage, and one-time costs for facilities equipment such as a facilities truck.

## Project Summary: Wake Tech Health Sciences Phase II

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Wake Technical Community College Allocations	2,602,000	12,021,000	35,446,000	-	-	-	-	-	47,467,000
<b>Total Uses</b>	<b>2,602,000</b>	<b>12,021,000</b>	<b>35,446,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,467,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	2,602,000	6,874,000	30,289,000	-	-	-	-	-	37,163,000
Transfers From General Fund	-	5,147,000	5,157,000	-	-	-	-	-	10,304,000
<b>Total Sources</b>	<b>2,602,000</b>	<b>12,021,000</b>	<b>35,446,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,467,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	293,000	229,000	-	-	522,000
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Wake Technical Community College



## Wake Tech Northern Campus

Wake Tech's Northern Campus opened in Fall 2007. The Northern Wake Campus currently offers a college/university transfer program as well as continuing education classes. Currently, approximately 4,300 students attend classes at the Northern Wake Campus and student growth is projected to increase 150% by 2015.

A third classroom building (Building D), funded from the \$40 million bond referendum approved in November 2004 is scheduled to open in June 2009 for continuing education classes and August 2009 for Fall semester classes.

The Wake Tech 2007 Building Program includes funds for the design and construction of a fourth classroom building totaling 65,000 square feet (Building E) at the Northern Wake Campus. Contingent upon funds from future bond sales, construction is slated to begin in February 2010 and the facility is expected to be completed in May 2011.

Operating Impacts: The operating impacts related to the Northern Campus total approximately \$352,000. These dollars include one facility staff which will be

### Project Summary: Wake Tech Northern Campus

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	1,090,000	-	-	-	-	-	-	-	-
Wake County School Allocations	79,363	-	-	-	-	-	-	-	-
Wake Technical Community College Allocations	17,272,539	17,304,000	3,460,000	-	-	-	-	-	20,764,000
<b>Total Uses</b>	<b>18,441,902</b>	<b>17,304,000</b>	<b>3,460,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,764,000</b>
<b>Funding Sources</b>									
WTCC	11,140,000	-	-	-	-	-	-	-	-
Generic Bond Proceeds	-	3,449,000	-	-	-	-	-	-	3,449,000
Authorized and Unissued	1,757,000	10,927,000	3,460,000	-	-	-	-	-	14,387,000
Transfers From General Fund	315,539	2,928,000	-	-	-	-	-	-	2,928,000
<b>Total Sources</b>	<b>13,212,539</b>	<b>17,304,000</b>	<b>3,460,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,764,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>-</b>	<b>176,000</b>	<b>176,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>352,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Wake Technical Community College

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an employee of Wake Tech, funds for general repairs and maintenance and utilities for new square footage.

# Wake County Public School System

## Element Summary: Wake County Public School System

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
CIP 2006	15,000,000	54,101,000	113,500,000	-	-	-	-	182,601,000
Reserve for Future Projects	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Total Uses</b>	<b>15,068,000</b>	<b>54,170,000</b>	<b>113,708,000</b>	<b>214,000</b>	<b>220,000</b>	<b>227,000</b>	<b>234,000</b>	<b>183,841,000</b>
Authorized and Unissued	-	47,101,000	113,500,000	-	-	-	-	160,601,000
Transfers From General Fund	15,000,000	7,000,000	-	-	-	-	-	22,000,000
Non-Pooled Investments	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Total Sources</b>	<b>15,068,000</b>	<b>54,170,000</b>	<b>113,708,000</b>	<b>214,000</b>	<b>220,000</b>	<b>227,000</b>	<b>234,000</b>	<b>183,841,000</b>
<b>CIP Operating Impacts</b>	<b>3,450,000</b>	<b>3,259,000</b>	<b>-</b>	<b>1,065,000</b>	<b>1,326,000</b>	<b>-</b>	<b>-</b>	<b>9,100,000</b>
<b>CIP Operating Impacts - FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Seven-Year CIP Summary

The FY 2010-2016 CIP includes approximately \$183.8 million to improve school facilities. These funds are primarily derived from a combination of general obligation bonds authorized by Wake County citizens in November 2006 and cash funds generated by ad valorem taxes.

### History/Background

The Wake County Public School System (WCPSS) is the largest local education agency in North Carolina, and while the rate of enrollment growth has slowed in the past two years, enrollment is still projected to grow by at least 2,300 students for the 2009-2010 school year. Total enrollment, excluding charter school students, is estimated at 140,000 students for 2009-2010. As the economy improves, updated student population projections show a total of approximately 208,000 students in the system.

The CIP 2006 building plan totals \$1,055,874,837, of which \$970 million is funded by general obligation bonds approved for issuance by Wake County voters in November 2006 and the remainder is funded by cash generated by ad valorem taxes. CIP 2006

required a tax increase of 2.7 cents to fund the debt service and cash funding of school construction, which was adopted by the Board of Commissioners in June 2007.

CIP 2006 includes funding for the construction of 15 new schools and 14 comprehensive renovation projects, life-cycle replacement projects, land acquisition, and start-up funding for future building programs. CIP 2006 also includes funding for technology, furniture and equipment replacement, and space for Child Nutrition Services. The Board of Education's building program also converted 19 elementary and 3 middle schools to a year-round multi-track calendar for additional capacity gains. The first five schools where construction was funded out of CIP 2006 opened in Fall 2008. For the 2009-2010 school year, another four schools will open and seven renovation projects will be completed.

Of the funds designated for school construction, the vast majority of funds included in the FY 2010-FY 2016 CIP are the remaining appropriations designated for WCPSS' CIP 2006. CIP 2006 was designed to fund the construction of school facilities for 2007-2009. However, due to slower economic growth

# Wake County Public School System

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and revised bond sale schedules, some projects scheduled for construction during 2009 will not begin until 2010 and 2011. Projects impacted include construction of Rolesville Middle, Forest Ridge High, and Walnut Creek Elementary, and a renovation project at Wilburn Elementary. The appropriation schedule shown in the FY 2010 - FY 2016 CIP shows this slow-down by appropriating significantly fewer funds than originally planned for in FY 2010.

## **Operating Budget Impact**

The school system estimates the cost of operating and staffing new facilities and includes these costs in the annual budget that it requests from the County. The local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities) have recently been estimated to be \$3.24 per square foot and the cost per acre for new land is \$1,294. Included in operating impacts is the cost for converting existing elementary and middle schools to a year round multi-track calendar and opening new elementary and middle schools on such a calendar. Other personnel costs associated with increased enrollment are not calculated here since many of these costs occur whether or not new schools are built. The cumulative operating impact of CIP 2006 will require a 2.0 cents tax increase by 2012; the Board of Commissioners approved a portion of the tax increases in June 2007 (0.9 cents) and June 2008 (0.33 cents).

# Wake County Public School System

## CIP 2006

The Wake County Public School System (WCPSS) is currently in the process of designing, constructing, renovating, and purchasing land for CIP 2006 projects. CIP 2006 is funded by \$970 million in general obligation bonds approved by the voters in November 2006 and approximately \$86 million in cash funding. As of April 2009, the Board of Commissioners has appropriated \$873.4 million for CIP 2006. The FY 2010 - FY 2016 CIP has \$182.6 million to fund CIP 2006 projects.

The revision of bond sale schedules has impacted the remaining schedule of appropriations. School construction scheduled for 2009 has been pushed back to 2010, 2011, and 2012. Accordingly, the majority of the remaining appropriations for CIP 2006 are pushed back until FY 2011 and FY 2012. This impacts the construction schedules for Rolesville Middle, Forest Ridge High, Walnut Creek Elementary, and a renovation project at Wilburn Elementary.

Operating impacts: CIP 2006 will fund the construction of 15 new schools and 14 major renovation projects. For the additional square footage being added, the operating impacts identify funds for maintenance and operations, including custodial, utilities, environmental health and safety, and maintenance of acreage. The operating impacts also include funds for operating schools on a year-round schedule.

## Project Summary: CIP 2006

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Wake County School Allocations	-	15,000,000	54,101,000	113,500,000	-	-	-	-	182,601,000
<b>Total Uses</b>	<b>-</b>	<b>15,000,000</b>	<b>54,101,000</b>	<b>113,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,601,000</b>
<b>Funding Sources</b>									
Authorized and Unissued	-	-	47,101,000	113,500,000	-	-	-	-	160,601,000
Transfers From General Fund	-	15,000,000	7,000,000	-	-	-	-	-	22,000,000
<b>Total Sources</b>	<b>-</b>	<b>15,000,000</b>	<b>54,101,000</b>	<b>113,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,601,000</b>
<b>CIP Operating Impacts</b>	<b>-</b>	<b>3,450,000</b>	<b>3,259,000</b>	<b>-</b>	<b>1,065,000</b>	<b>1,326,000</b>	<b>-</b>	<b>-</b>	<b>9,100,000</b>
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

# Wake County Public School System

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## Reserve for Future Projects

The FY 2010-2016 CIP includes funding for reserve for future projects. These dollars are derived from interest earnings on school construction funds.

### Project Summary: Reserve for Future Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Wake County School Allocations	–	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Total Uses</b>	<b>–</b>	<b>68,000</b>	<b>69,000</b>	<b>208,000</b>	<b>214,000</b>	<b>220,000</b>	<b>227,000</b>	<b>234,000</b>	<b>1,240,000</b>
<b>Funding Sources</b>									
Non-Pooled Investments	–	68,000	69,000	208,000	214,000	220,000	227,000	234,000	1,240,000
<b>Total Sources</b>	<b>–</b>	<b>68,000</b>	<b>69,000</b>	<b>208,000</b>	<b>214,000</b>	<b>220,000</b>	<b>227,000</b>	<b>234,000</b>	<b>1,240,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–	–

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# Fire/Rescue

## Element Summary: Fire/Rescue

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Fire Apparatus and Vehicles	806,000	1,876,000	1,234,000	337,000	1,888,000	2,738,000	1,456,000	10,335,000
Fire Equipment and Small Capital	928,000	1,545,000	1,194,000	1,266,000	487,000	671,000	503,000	6,594,000
Fire Facilities	2,040,000	68,000	68,000	68,000	308,000	2,716,000	-	5,268,000
Reserve for Future Projects	-	-	-	-	-	-	395,000	395,000
<b>Total Uses</b>	<b>3,774,000</b>	<b>3,489,000</b>	<b>2,496,000</b>	<b>1,671,000</b>	<b>2,683,000</b>	<b>6,125,000</b>	<b>2,354,000</b>	<b>22,592,000</b>
Debt to be Authorized	-	754,000	579,000	-	1,214,000	3,677,000	896,000	7,120,000
Appropriated Fund Balance	1,474,000	964,000	582,000	377,000	198,000	1,159,000	-	4,754,000
Transfers From Special Districts Fund	2,300,000	1,771,000	1,335,000	1,294,000	1,271,000	1,289,000	1,458,000	10,718,000
<b>Total Sources</b>	<b>3,774,000</b>	<b>3,489,000</b>	<b>2,496,000</b>	<b>1,671,000</b>	<b>2,683,000</b>	<b>6,125,000</b>	<b>2,354,000</b>	<b>22,592,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

## Seven-Year CIP Summary

The Fire/Rescue Capital element is designated for capital needs within the Fire Tax District. The primary goals of the element are to: 1) provide fire apparatus, equipment, and facilities that will support the effectiveness and efficiency of fire departments in the Fire Tax District; 2) meet Wake County and insurance industry standards for fire station location; and 3) through nearest station response achieve "seamless" emergency service delivery. To meet these goals, Wake County contracts with 20 fire departments to provide fire protection and emergency services in the county's unincorporated areas and the Town of Wendell.

The Wake County Board of Commissioners levies a fire tax which funds both operating, capital and debt uses in the Fire Tax District areas. For FY 2010, the Wake County Fire Commission and County staff recommend a tax rate of 8.00 cents and applying 19.0

percent of the revenue toward capital and debt service.

For FY 2010-16, funds totaling \$22.8 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fire tax fund balance, debt, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 31 large apparatus (pumper/tankers, tankers, and rescue trucks), 16 brush trucks, and 40 small/administrative vehicles; two new fire stations, and continued funding for equipment replacement programs.

## History/Background

In FY 2004, the Fire Commission and County staff identified a number of policy issues and capital needs to address. The FY 2005 budget was approved with the understanding that the Fire Commission and staff would commit to completing a long-range business plan for the Fire Tax District. The issues facing the

# Fire/Rescue

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Fire Tax District were grouped into the following categories: performance standards, apparatus, stations (facilities), staffing, and financial policies. In February 2005, the Fire Commission and staff presented a long-range plan to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location. The FY 2006-2012 CIP initiated the apparatus replacement portions of this plan.

In January 2008, the Fire Commission unanimously recommended revisions to the long-range business plan incorporating the following: 1) a staffing goal of four firefighters per station per shift for 24 hour coverage, 2) staff compensation, and 3) long-term facility maintenance and repair. The revisions to the long-range plan have been forwarded to the Board of Commissioners for consideration.

In accordance with the Fire Tax District Long Range Business Plan, the Fire Commission and County staff have proceeded with actions identified in the plan. The actions which affect the Fire/Rescue element include station closure evaluations, identifying new station locations and continued monitoring the apparatus replacement plan.

The Fire Commission has identified four fire stations for closure consideration. Those stations include Bay Leaf Station #3, Falls Fire Department, Wake New Hope Station #1, and Western Wake Station #1. During FY 2009, staff gathered the necessary information and began negotiations with Raleigh and Cary to provide fire protection services in those unincorporated areas. Once options are identified, the Fire Commission will develop a recommendation on each station on possible closure.

## Project Accomplishments

The Apparatus Committee continued monitoring of the apparatus replacement plan. Based on current use, condition, and total department/station fleet, the committee delayed the replacement of some apparatus saving over \$7.3 million in the seven year replacement schedule. In addition, the committee completed countywide purchase specifications for

tanker apparatus that includes new EPA emissions standards.

The Fire Facilities Committee has completed the purchase of land for Garner Station #4 and schematic design of the joint Fire/EMS station. The station will be located off Raynor Road and will provide fire services to areas in southeastern Wake County that are outside of an insurance rated district. In addition, the FY 2010-16 CIP identifies the need for a station in the planned Wendell Falls development by 2015. The facility is purposed to be a joint fire/EMS facility and will include office space for the Wendell Police Department.

The Fire Commission created a new standing committee by converting the Turnout Gear Committee into the Equipment Committee. The Equipment Committee will develop and oversee the equipment replacement programs including turnout gear, air bottles, defibrillators, thermal imaging cameras, and breathing apparatus.

## Operating Budget Impact

There are no Fire Tax District operating impacts due to fire capital projects in FY 2010. In future years, staff has identified potential operating impacts associated with Garner Station #4. County staff are coordinating discussions with the Town of Garner and the Garner Fire Department to finalize these estimates. A portion of the station's operating costs will impact the Fire Tax District. Investments in fire capital do not have an operating impact on the County's general fund.

# Fire/Rescue



## Fire Apparatus and Vehicles

The Apparatus Committee of the Wake County Fire Commission is charged with coordinating the purchase and replacement of major fire apparatus with Fire Tax District revenues. The committee gathers and maintains an inventory of fire apparatus

with each department in the replacement program. Annually during the budget process, the committee evaluates the inventory and department requests to update the replacement schedule. In addition, the committee develops base specifications for apparatus purchases to ensure quality fire protection equipment and to benefit from competitive pricing.

Types of large apparatus scheduled for replacement include engines, pumper/tankers, tankers, rescue trucks, service trucks, and brush trucks. Small apparatus include first responder and administrative vehicles. Apparatus not included are aerials, other types of ladder trucks, boats, and specialty vehicles.

### Project Summary: Fire Apparatus and Vehicles

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	*	11,000	33,000	23,000	6,000	26,000	35,000	15,000	149,000
Machinery and Equipment	*	795,000	1,843,000	1,211,000	331,000	1,862,000	2,703,000	1,441,000	10,186,000
<b>Total Uses</b>	<b>*</b>	<b>806,000</b>	<b>1,876,000</b>	<b>1,234,000</b>	<b>337,000</b>	<b>1,888,000</b>	<b>2,738,000</b>	<b>1,456,000</b>	<b>10,335,000</b>
<b>Funding Sources</b>									
Debt to be Authorized	*	–	754,000	579,000	–	1,214,000	1,006,000	896,000	4,449,000
Appropriated Fund Balance	*	–	683,000	177,000	167,000	198,000	1,159,000	–	2,384,000
Transfers From Special Districts Fund	*	806,000	439,000	478,000	170,000	476,000	573,000	560,000	3,502,000
<b>Total Sources</b>	<b>*</b>	<b>806,000</b>	<b>1,876,000</b>	<b>1,234,000</b>	<b>337,000</b>	<b>1,888,000</b>	<b>2,738,000</b>	<b>1,456,000</b>	<b>10,335,000</b>
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Fire/Rescue



## Fire Facilities

The Facilities Committee of the Wake County Fire Commission is charged with evaluating current fire facilities for major maintenance, repairs, renovations, and possible replacement. The committee also

advises the Fire Commission regarding the need for new stations or the closure of existing stations.

The Fire Commission and Facilities Committee recommended two new stations in the FY 2010-2016 CIP. Each station will be a joint fire/EMS facility and are located in southeast Wake County (Garner Station #4) and eastern Wake County.

The eastern facility will serve the Wendell Falls subdivision currently under development. In FY 2008, staff began site analysis and master planning of a site in the Wendell Falls area to include fire department, EMS substation, and Wendell Police substation, solid waste convenience center and a future middle school. Staff initiated negotiations for land acquisition and began preliminary site planning for this project

### Project Summary: Fire Facilities

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	1,972,000	-	-	-	297,000	2,671,000	-	4,940,000
Improvements	*	68,000	68,000	68,000	68,000	11,000	45,000	-	328,000
<b>Total Uses</b>	<b>*</b>	<b>2,040,000</b>	<b>68,000</b>	<b>68,000</b>	<b>68,000</b>	<b>308,000</b>	<b>2,716,000</b>	<b>-</b>	<b>5,268,000</b>
<b>Funding Sources</b>									
Debt to be Authorized	*	-	-	-	-	-	2,671,000	-	2,671,000
Appropriated Fund Balance	*	1,474,000	-	-	-	-	-	-	1,474,000
Transfers From Special Districts Fund	*	566,000	68,000	68,000	68,000	308,000	45,000	-	1,123,000
<b>Total Sources</b>	<b>*</b>	<b>2,040,000</b>	<b>68,000</b>	<b>68,000</b>	<b>68,000</b>	<b>308,000</b>	<b>2,716,000</b>	<b>-</b>	<b>5,268,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP Operating Impacts - FTE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

## Fire/Rescue

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approved in FY 2007. The station is scheduled to be built by 2015.

The CIP also includes an ongoing remediation project at Stony Hill Fire Department caused by a leaking underground fuel storage tank that has since been removed.

# Fire/Rescue

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## Reserve for Future Projects

The Wake County Fire Tax District dedicates a percentage of net tax revenue and surplus apparatus sales revenue to capital projects. When the amount transferred to capital is greater than the uses in a single fiscal year, the excess amount is placed into reserves. The reserve is used to fund future fire capital projects when the uses are greater than the capital transfer (sources). The use of capital reserves is noted on individual fire capital projects.

The FY 2010-16 CIP includes \$395,000 of reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model.

### Project Summary: Reserve for Future Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Unallocated Budget CIP	*	-	-	-	-	-	-	395,000	395,000
<b>Total Uses</b>	*	-	-	-	-	-	-	395,000	395,000
<b>Funding Sources</b>									
Transfers From Special Districts Fund	*	-	-	-	-	-	-	395,000	395,000
<b>Total Sources</b>	*	-	-	-	-	-	-	395,000	395,000
<b>CIP Operating Impacts</b>	*	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

# Fire/Rescue



## Fire Equipment and Small Capital

The Fire Tax District provides to contract departments specific types of equipment necessary to protect the lives of firefighters, aid in medical and rescue operations, and provide reliable communication and/or dispatch. The Equipment Committee

schedules replacement based on the age and condition of equipment. All equipment funded in the FY 2010-2016 CIP have a limited operational life-span for adequate protection. When necessary, the County may replacement equipment due to unanticipated damage following fire and/or rescue operations.

Types of equipment which protect firefighters include turnout gear, personal protective equipment, and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assists firefighters locate individuals in areas with low visual indicators and see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or dispatch. The FY 2010-2016 CIP includes funding for 800 MHz radio replacement, pager infrastructure,

### Project Summary: Fire Equipment and Small Capital

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	*	176,000	96,000	147,000	66,000	-	101,000	-	586,000
Machinery and Equipment	*	752,000	1,449,000	1,047,000	1,200,000	487,000	570,000	503,000	6,008,000
<b>Total Uses</b>	<b>*</b>	<b>928,000</b>	<b>1,545,000</b>	<b>1,194,000</b>	<b>1,266,000</b>	<b>487,000</b>	<b>671,000</b>	<b>503,000</b>	<b>6,594,000</b>
<b>Funding Sources</b>									
Appropriated Fund Balance	*	-	281,000	405,000	210,000	-	-	-	896,000
Transfers From Special Districts Fund	*	928,000	1,264,000	789,000	1,056,000	487,000	671,000	503,000	5,698,000
<b>Total Sources</b>	<b>*</b>	<b>928,000</b>	<b>1,545,000</b>	<b>1,194,000</b>	<b>1,266,000</b>	<b>487,000</b>	<b>671,000</b>	<b>503,000</b>	<b>6,594,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>		-	-	-	-	-	-	-	-

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

## Fire/Rescue

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alphanumeric pager replacement, and tone/voice pager replacement.

The Fire Tax District also includes an amount for the replacement of eligible small capital equipment. Examples of eligible equipment include, but are not limited to, hoses, nozzles, and automation for training purposes. Small capital funds are available proportionally to each participating fire department.

# Major Facilities Capital Trust Fund

## Element Summary: Major Facilities Capital Trust Fund

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Five County Stadium	667,000	648,000	694,000	–	–	–	–	2,009,000
Reserve for Major Facilities Future Projects	83,000	280,000	133,000	840,000	1,000,000	1,000,000	1,000,000	4,336,000
Marbles Children's Museum	130,000	72,000	173,000	160,000	–	–	–	535,000
IMAX	120,000	–	–	–	–	–	–	120,000
<b>Total Uses</b>	<b>1,000,000</b>	<b>7,000,000</b>						
Transfers From Major Facilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
<b>Total Sources</b>	<b>1,000,000</b>	<b>7,000,000</b>						
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>	–	–	–	–	–	–	–	–

### Seven-Year CIP Summary

The FY 2010-2016 CIP contains \$7 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund. Funding was included beginning in FY 2008 to address the highest priorities of the Five County Stadium projects, which include replacement of the outfield wall, the playing field surface, and stadium seating. Remaining funds are allocated to Marbles Childrens' Museum and IMAX for repairs based on a facility condition assessment.

### 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 the 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 how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority and the Greater Raleigh Convention and Visitors Bureau. The Wake County

Board of 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.

# Major Facilities Capital Trust Fund

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## Operating Budget Impact

One criterion against which proposals are reviewed is the ability to describe the impact on Wake County's capital construction and annual operating budgets. The County gives preference to projects that demonstrate an ability to operate without the on-going support of Wake County general operating funds. Because of this, no projects funded in the FY 2010-2016 timeframe will require operating subsidies from the County.

# Major Facilities Capital Trust Fund

## Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators.

Facilities include two-level stadium seating and concourses, general admission bleachers, home team and visiting team clubhouses. Also included are, ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.



### Project Summary: Five County Stadium

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	600,000	-	-	-	-	-	-	-	-
Miscellaneous Costs	2,499,999	-	-	-	-	-	-	-	-
Professional Services	1,435,998	-	-	-	-	-	-	-	-
Building Maintenance/Repair	739,000	667,000	648,000	694,000	-	-	-	-	2,009,000
<b>Total Uses</b>	<b>5,274,997</b>	<b>667,000</b>	<b>648,000</b>	<b>694,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,009,000</b>
<b>Funding Sources</b>									
Transfers From Major Facilities	1,657,000	667,000	648,000	694,000	-	-	-	-	2,009,000
Reserve for Replacements	200,000	-	-	-	-	-	-	-	-
Loan Proceeds Interlocal	600,000	-	-	-	-	-	-	-	-
Other	317,997	-	-	-	-	-	-	-	-
Transfers From Special Districts Fund	2,500,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>5,274,997</b>	<b>667,000</b>	<b>648,000</b>	<b>694,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,009,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

## Major Facilities Capital Trust Fund

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In 2007, a Facility Condition Assessment was conducted on this facility, which identified functional obsolescence, including deficiencies in building systems and interior finishes as compared to the common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that will require a capital outlay within the next seven years.

Approximately \$2.0 million in major preventative maintenance and significant repair projects have been defined in the FY 2010-2016 period. Funding was included beginning in FY 2008 to address the highest priorities of these projects. In FY 2008, concourse and railing repairs were completed prior to the 2008 baseball season. In FY 2009, the outfield wall, the playing field surface, and stadium seating were replaced.

# Major Facilities Capital Trust Fund



## IMAX

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent the Marbles Children's Museum. The building houses an IMAX projection system and a 270-seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality.

The 26,460 SF facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multi-

purpose space. Support facilities include a gift shop, food service and cafeteria area, kitchen, public rest-rooms, classrooms, storage, office space, projection room and other building support functions.

In FY 2007, a Facility Condition Assessment was conducted on this facility, which identified deficiencies in building systems and interior finishes including upgrades needed to the humidity control system, and deterioration of some interior finishes, namely the theatre carpet, which was identified as needing replacement. In FY 2008, the humidity control system was replaced. Funding is included in FY 2010 to address remaining deficiencies.

### Project Summary: IMAX

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building	-	120,000	-	-	-	-	-	-	120,000
Maintenance/Repair									
<b>Total Uses</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>Funding Sources</b>									
Transfers From Major Facilities	-	120,000	-	-	-	-	-	-	120,000
<b>Total Sources</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>									

# Major Facilities Capital Trust Fund

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## Reserve for Major Facilities Future Projects

The FY 2010 - FY 2016 includes \$4.3 million in reserve for future projects. These funds are identified through the County's portion of the Major Facilities Trust Fund. Funding is included in each year to address the highest priority needs. As projects advance toward completion, reserves allow the County to begin funding other important renovation projects within the Major Facilities CIP Element.

### Project Summary: Reserve for Major Facilities Future Projects

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building Maintenance/Repair	289,004	83,000	280,000	133,000	840,000	1,000,000	1,000,000	1,000,000	4,336,000
<b>Total Uses</b>	<b>289,004</b>	<b>83,000</b>	<b>280,000</b>	<b>133,000</b>	<b>840,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>4,336,000</b>
<b>Funding Sources</b>									
Transfers From Major Facilities	264,004	83,000	280,000	133,000	840,000	1,000,000	1,000,000	1,000,000	4,336,000
Other	25,000	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>289,004</b>	<b>83,000</b>	<b>280,000</b>	<b>133,000</b>	<b>840,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>4,336,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

## Major Facilities Capital Trust Fund



In 2007, a Facility Condition Assessment was conducted on this facility. Conditions requiring attention were identified as hardscape surfaces in the exterior courtyard, mechanical system augmentation, door and hardware refurbishment, and deterioration of some interior finishes. Funding is included to address these deficiencies beginning in FY 2010.

### Marbles Children's Museum

Marbles Children's Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This building is located in the southwest corner of the block bounded by Hargett, Martin, Morgan and Person Streets. The 83,760 SF building, is a two-level structure that contains exhibit space, meeting rooms, pre-function spaces, and support spaces.

#### Project Summary: Marbles Children's Museum

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Building	–	130,000	72,000	173,000	160,000	–	–	–	535,000
Maintenance/Repair									
<b>Total Uses</b>	–	<b>130,000</b>	<b>72,000</b>	<b>173,000</b>	<b>160,000</b>	–	–	–	<b>535,000</b>
<b>Funding Sources</b>									
Transfers From Major Facilities	–	130,000	72,000	173,000	160,000	–	–	–	535,000
<b>Total Sources</b>	–	<b>130,000</b>	<b>72,000</b>	<b>173,000</b>	<b>160,000</b>	–	–	–	<b>535,000</b>
<b>CIP Operating Impacts</b>	–	–	–	–	–	–	–	–	–
<b>CIP Operating Impacts - FTE</b>		–	–	–	–	–	–	–	–

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# Solid Waste

## Element Summary: Solid Waste

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Multi-material and Convenience Centers	800,000	2,000,000	2,000,000	-	-	-	-	4,800,000
Permanent Storm Debris Site	-	1,500,000	-	-	-	-	-	1,500,000
Landfill Gas Development	2,000,000	80,000	500,000	-	-	750,000	-	3,330,000
South Wake Landfill	1,220,000	-	1,200,000	1,326,000	7,630,000	-	-	11,376,000
<b>Total Uses</b>	<b>4,020,000</b>	<b>3,580,000</b>	<b>3,700,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>750,000</b>	<b>-</b>	<b>21,006,000</b>
Appropriated Fund Balance	800,000	-	300,000	-	-	-	-	1,100,000
Miscellaneous	1,000,000	-	200,000	1,326,000	4,930,000	-	-	7,456,000
Transfers From Solid Waste Enterprise	2,220,000	1,580,000	3,200,000	-	2,700,000	750,000	-	10,450,000
Sale of Fixed Assets	-	2,000,000	-	-	-	-	-	2,000,000
<b>Total Sources</b>	<b>4,020,000</b>	<b>3,580,000</b>	<b>3,700,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>750,000</b>	<b>-</b>	<b>21,006,000</b>
CIP Operating Impacts	-	-	-	-	-	-	-	-
CIP Operating Impacts - FTE	-	-	-	-	-	-	-	-

## Seven-Year CIP Summary

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 the necessary public facilities in a timely manner and maintaining existing facilities in good condition. The Community Improvement Program includes investments in the County's disposal/recycling infrastructure in the form of improvements and remediation to existing facilities to meet the solid waste demands of the general public.

Funding for Solid Waste capital projects are provided by the Solid Waste Enterprise Fund and the South Wake Landfill (SWLF) Partnership. The Solid Waste Enterprise Fund generates revenue through household disposal fees, the sale of recyclable materials, fund balance, and proceeds from the SWLF Partnership Fund. Revenues for the Partnership Fund are earned through the tipping fees of SWLF and the East Wake Transfer Station.

## History/Background

The State of North Carolina passed legislation in 1989 which required local governments to submit comprehensive solid waste management plans. Subsequent amendments in 1996 required the first ten-year comprehensive solid waste management plans to be submitted to the State in 1997, with updates every three (3) years. Wake County's plan was prepared and adopted in 1997 and updated in 2000, 2003, 2006 and 2009. The ten-year plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the county.

The Board of Commissioners will be considering the 2009 update to the Ten-Year Comprehensive Plan for Solid Waste Management by June 2009. All local governments within Wake County were invited and agreed to participate in the development of a joint Solid Waste Plan. The Wake County Solid Waste

# Solid Waste

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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.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The North Wake Landfill (NWLF) had served in this capacity for a number of years before closing in 2008. Now that the NWLF has been closed, the South Wake Landfill was constructed and began operation in February 2008.

## Project Accomplishments

The County's NWLF reached capacity in May of 2008 and stopped accepting solid waste. Plans were developed for the formal closure and the project was bid in the summer of 2008. During the fall (2008), winter and early summer (2009), the County's contractor worked to install the permanent cap on the landfill.

Further plans were made to reuse the landfill area for park purposes, in addition to the ongoing landfill gas to energy activities. The park facilities are expected to be completed by December 2009.

Also during the past year and a half, the County's SWLF opened (February 2008) and the East Wake Transfer Station began operation (May 2008). The SWLF has an expected lifespan of a minimum of 25 years.

# Solid Waste



## Multi-material and Convenience Centers

The County currently operates two (2) multi-material facilities (North Wake and South Wake Landfills) that

accept various recyclable commodities from residential and commercial customers. Acceptable materials include corrugated cardboard, white goods (e.g., refrigerators, washers, dryers), lead-acid batteries, used motor oil and scrap tires, and electronics.

In addition, there are eleven (11) convenience center sites 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. Many of the convenience centers have been in operation for over 15 to 20 years without significant improvement.

With input from municipalities, the County intends to improve the two (2) existing multi-material sites by converting them into regional recycling centers

### Project Summary: Multi-material and Convenience Centers

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	*	800,000	2,000,000	2,000,000	–	–	–	–	4,800,000
<b>Total Uses</b>	<b>*</b>	<b>800,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4,800,000</b>
<b>Funding Sources</b>									
Appropriated Fund Balance	*	800,000	–	300,000	–	–	–	–	1,100,000
Transfers From Solid Waste Enterprise	*	–	–	1,700,000	–	–	–	–	1,700,000
Sale of Fixed Assets	*	–	2,000,000	–	–	–	–	–	2,000,000
<b>Total Sources</b>	<b>*</b>	<b>800,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4,800,000</b>
<b>CIP Operating Impacts</b>	<b>*</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>CIP Operating Impacts - FTE</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

\* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

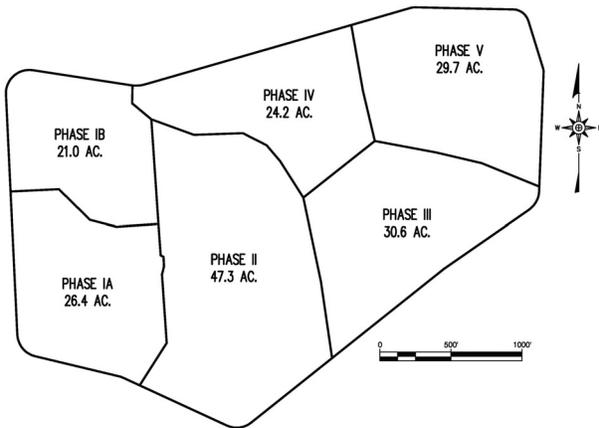
## Solid Waste

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rather than separate multi-material and convenience centers. Funds are designated in FY 2010 for the design of both facilities (North Wake and South Wake Landfills). Construction of the North Wake Recycling Center is scheduled during FY 2011. The South Wake facility is anticipated to begin construction the following fiscal year.

Meanwhile, many of the existing convenience centers may need new and/or refurbished compaction equipment. Improved compaction at the convenience center sites will reduce transport of filled containers and user wait times. Such improvements will reduce operating costs and improve customer service.

# Solid Waste



First, the County has to provide the soil needed for each phase of construction. Further, the County is also responsible for the final closure of each cell of landfilling.

Phase 1A (26 acres) started accepting MSW last year. It is expected that the next phase (1B) will need to be operational by April of 2010. In order to meet that timing, the County must provide the soil for that construction to start in late 2009. Further, it is expected that all of Phase 1 (1A and 1B) will be ready for closure and capping in 2013. Design efforts will need to take place in 2012 to accommodate that schedule.

## South Wake Landfill

In February 2008, the South Wake Landfill (SWLF) began accepting municipal solid waste (MSW). Waste Industries was selected by the County Commissioners in June of 2006 to serve as the County's designer, builder and operator of the SWLF. However, there were several elements of the design and construction of the landfill that the County retained and are funded by the SWLF partnership.

The County began operating the East Wake Transfer Station in 2008 as part of opening the SWLF. The facility provides a regional location for municipal and commercial solid waste service providers to transfer MSW to the SWLF for burial. Having a transfer station allows solid waste providers to maximize collections while reducing time needed to transport MSW. The facility was built by the City of Raleigh

## Project Summary: South Wake Landfill

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Professional Services	422,424	1,220,000	-	1,200,000	1,326,000	7,630,000	-	-	11,376,000
Unallocated Budget CIP	11,531	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>433,955</b>	<b>1,220,000</b>	<b>-</b>	<b>1,200,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>-</b>	<b>-</b>	<b>11,376,000</b>
<b>Funding Sources</b>									
Generic Bond Proceeds	462,291	-	-	-	-	-	-	-	-
Miscellaneous	-	1,000,000	-	200,000	1,326,000	4,930,000	-	-	7,456,000
Transfers From Solid Waste Enterprise	-	220,000	-	1,000,000	-	2,700,000	-	-	3,920,000
<b>Total Sources</b>	<b>462,291</b>	<b>1,220,000</b>	<b>-</b>	<b>1,200,000</b>	<b>1,326,000</b>	<b>7,630,000</b>	<b>-</b>	<b>-</b>	<b>11,376,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

## Solid Waste

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and the County has an agreement with the City operating the facility.

As is typically expected, the floors of transfer stations are exposed to significant use and damaging conditions. It is expected that a new concrete topping will be needed after only a few years of service. This is a more desirable and cost-effective option than waiting several years and having to replace the entire concrete floor. This project is expected to occur during FY 2012 with funds provided by SWLF Partnership reserves.

# Solid Waste



## Permanent Storm Debris Site

County staff is researching the need for permanent storm debris sites in strategic locations of the County. Whenever a significant storm event occurs (i.e., ice, hurricane), there is an immediate need for temporary storage of storm debris material that may be disposed of later. Recent studies, including the Disaster Debris Management Plan (2008), have recommended that the County acquires permanent site(s) for this purpose. During periods of time without storm events, the site(s) may potentially be used for passive recreation and/or open space.

### Project Summary: Permanent Storm Debris Site

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	-	1,500,000	-	-	-	-	-	1,500,000
<b>Total Uses</b>	-	-	<b>1,500,000</b>	-	-	-	-	-	<b>1,500,000</b>
<b>Funding Sources</b>									
Transfers From Solid Waste Enterprise	-	-	1,500,000	-	-	-	-	-	1,500,000
<b>Total Sources</b>	-	-	<b>1,500,000</b>	-	-	-	-	-	<b>1,500,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Solid Waste



the SWLF is determined to be generating sufficient gas volumes then facilities will be added there also. Development and negotiation of agreements with potential end users will be a critical element of this project progress.

## Landfill Gas Development

Beneficial reuse of the landfill (methane) gas generated at South Wake Landfill (SWLF) is an important element of operating and maintaining the SWLF. In FY 2010, the County intends to design and install a gas collection system for the Feltonville Landfill and prepare a study of the most beneficial type of reuse project (i.e., direct piping to a third party, electrical power generation). Based upon the outcome of the feasibility study, the County intends to pursue the initial phase of the landfill gas to energy project as quickly as feasible during FY 2010. Development will include the Feltonville facility at a minimum and if

### Project Summary: Landfill Gas Development

Uses	Prior Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY10-16
Construction Costs	-	2,000,000	80,000	500,000	-	-	750,000	-	3,330,000
<b>Total Uses</b>	<b>-</b>	<b>2,000,000</b>	<b>80,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	<b>-</b>	<b>3,330,000</b>
<b>Funding Sources</b>									
Transfers From Solid Waste Enterprise	-	2,000,000	80,000	500,000	-	-	750,000	-	3,330,000
<b>Total Sources</b>	<b>-</b>	<b>2,000,000</b>	<b>80,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	<b>-</b>	<b>3,330,000</b>
<b>CIP Operating Impacts</b>	-	-	-	-	-	-	-	-	-
<b>CIP Operating Impacts - FTE</b>	-	-	-	-	-	-	-	-	-

# Financial Planning Model

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## Financial Planning Model

Wake County uses a long-term financial planning model (“the model”) for capital budgeting.

The capital and debt model is used to evaluate the impact of capital funding decisions on the County’s financial condition to ensure that policy targets are maintained long-term.

## The Capital and Debt Component

The capital and debt component of the Model projects budgets through fiscal year 2020, a 10-year timeframe. The model, which uses the County’s seven-year CIP as the major driver, helps policy makers maintain the debt policy objectives necessary to retain the County’s AAA bond rating. These objectives include:

- ♦ Fund the CIP with dedicated revenue sources;
- ♦ Maintain the mix of cash (“pay-as-you-go”) and debt funding within a range of 75% to 85% debt over the span of the seven year CIP;
- ♦ Maintain a fund balance of at least 19% in the Debt Service Fund; and
- ♦ Project debt repayment schedules that observers expect of AAA counties.

## Capital and Debt Component Assumptions

Assumptions for the capital and debt component of the Model are as follows:

### Dedicated Revenue Sources

**Property Taxes:** The County allocates a portion of the property tax rate specifically for debt service and cash funding for capital. The tax rate for FY 2009 is 53.4 cents with 15.76 cents dedicated for capital and debt service. The County has an eight-year revaluation cycle for residential property. In the year of revaluation, FY 2009, the assessed value of property is increased to reflect current market rates and the tax rate is, at first, assumed to be revenue neutral. A revenue neutral tax rate dedicated to capital and debt would be 14.41 cents. As part of the FY 2009 Oper-

ating Ordinance, the Board of Commissioners increased the tax rate by 2.5 cents above the revenue neutral rate, of which 1.35 cents for the capital/debt portion of the tax rate, bringing the dedicated tax rate for capital and debt to 15.76 cents.

For the next eight-year revaluation, which takes effect in FY 2017, the model assumes a revenue neutral rate with capital/debt portion of the tax rate remaining at the same relative percentage as prior to the revaluation.

**Sales Taxes:** State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds come from the local half-cent sales and use tax authorized July 1, 1984 (Article 40) and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 (Article 42) are required to be used for school capital outlay, capital projects, and/or school debt service.

## Growth Assumptions

**Tax growth assumptions** are based on historical trends adjusted for current economic conditions and expected population growth.

**Property Tax Assessed Value Growth:** FY 2010 serves as the base. Growth projections are 2% in FY 2011, 2.5% in FY 2012, 3% in FY 2013 and 3.5% thereafter.

**Sales Tax Growth:** FY 2010 budget serves as the base. Growth projections are 2% in FY 2011, 2.5% in FY 2012, 3% in FY 2013, 3.5% in FY 2014 and 4% thereafter.

**Interest rate on Future Debt Issuance:** Based on 4.5% over the average life of the debt issuances and is reflective of historical issuance rates.

**Cash Funding for Capital:** A percentage of property tax revenues is allocated to the Debt Service fund to ensure that the Debt Service Fund Balance does not fall below 19% of the following year’s estimated debt service expenditures during the full horizon of the Model (2010 to 2020). The remaining amount of property tax revenues is available for cash funding for capital projects.

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## COUNTY CAPITAL

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016	Total
<b>SOURCES:</b>								
Bonds - authorized/unissued (Libraries)	-	7,245	9,431	17,223	717	428	-	35,044
Bonds - issued (Libraries)	-	3,517	-	-	-	-	-	3,517
Bonds - authorized/unissued (Open Space)	-	25,000	6,000	-	-	-	-	31,000
Criminal Justice Debt - Hammond Road	149,553	-	-	-	-	-	-	149,553
Criminal Justice Debt - Justice Center	176,867	-	-	-	-	-	-	176,867
Grants	3,000	1,928	1,180	-	-	-	-	6,108
Other sources	295	1,776	491	50	-	-	-	2,612
Transfer In - Property Tax	22,000	27,315	27,756	28,731	29,241	25,690	26,869	187,602
Reserved for Future Projects Appropriation	829	-	622	7,088	-	-	-	8,539
<b>Total County Sources</b>	<b>352,544</b>	<b>66,781</b>	<b>45,480</b>	<b>53,092</b>	<b>29,958</b>	<b>26,118</b>	<b>26,869</b>	<b>600,842</b>
<b>Percent Debt Funded</b>	<b>93%</b>	<b>54%</b>	<b>34%</b>	<b>32%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>67%</b>
<b>USES:</b>								
Affordable Housing	650	1,000	1,000	1,000	1,000	1,000	1,000	6,650
Automation	3,625	2,889	3,376	4,363	3,650	4,250	3,750	25,903
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	8,552	4,575	3,247	3,226	2,975	3,399	1,340	27,314
Criminal Justice - Other	3,392	4,627	4,306	8,651	4,115	3,505	-	28,596
Economic Development	168	4,564	1,421	1,373	1,339	884	726	10,475
Hammond Road	152,553	-	10,500	-	-	972	-	164,025
Justice Center	178,078	-	-	11,000	1,700	-	-	190,778
Libraries	-	10,762	9,431	17,223	717	428	-	38,561
Open Space	-	25,000	6,000	-	-	-	-	31,000
Parks & Recreation	850	550	550	550	550	550	550	4,150
Public Safety	2,464	3,089	3,649	3,706	1,645	3,238	828	18,619
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	352,332	59,056	45,480	53,092	19,691	20,226	10,194	560,071
Reserved for Future Capital Projects	212	7,725	-	-	10,267	5,892	16,675	40,771
<b>Total County Uses</b>	<b>352,544</b>	<b>66,781</b>	<b>45,480</b>	<b>53,092</b>	<b>29,958</b>	<b>26,118</b>	<b>26,869</b>	<b>600,842</b>

## COUNTY CAPITAL

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016	Total
<b>UNCOMMITTED FUNDS</b>								
Beginning of Year	2,474	1,857	9,582	8,338	(5,838)	4,429	10,321	
End of Year Transfer from Operating Budget	-	-	-	-	-	-	-	
Project Close Outs	-	-	-	-	-	-	-	
Reserved for Future Cap. Projects	212	7,725	(622)	(7,088)	10,267	5,892	16,675	
Reserved for Future Projects Appropriation	(829)	-	(622)	(7,088)	-	-	-	
<b>End of Year</b>	<b>1,857</b>	<b>9,582</b>	<b>8,338</b>	<b>(5,838)</b>	<b>4,429</b>	<b>10,321</b>	<b>26,996</b>	

## PUBLIC SCHOOLS CAPITAL

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016	Total
<b>SOURCES:</b>								
Bonds - to be authorized (GO & Lottery)	100,000	125,000	113,500	-	-	-	-	338,500
Lottery Proceeds	-	-	-	-	-	-	-	-
Transfer In - Ad valorem tax	15,000	7,000	-	-	-	-	-	22,000
Interest Income - capital projects	68	69	208	214	220	227	234	1,240
<b>Total Schools Sources</b>	<b>115,068</b>	<b>132,069</b>	<b>113,708</b>	<b>214</b>	<b>220</b>	<b>227</b>	<b>234</b>	<b>361,740</b>
<b>Percent Debt Funded</b>	<b>87%</b>	<b>95%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>94%</b>

### USES:

CIP2006	115,000	132,000	113,500	-	-	-	-	360,500
Subtotal	115,000	132,000	113,500	-	-	-	-	360,500
Reserved for Future Capital Projects	68	69	208	214	220	227	234	1,240
<b>Total Schools Uses</b>	<b>115,068</b>	<b>132,069</b>	<b>113,708</b>	<b>214</b>	<b>220</b>	<b>227</b>	<b>234</b>	<b>361,740</b>

### UNCOMMITTED FUNDS

Beginning of Year	6,783	6,851	6,920	7,128	7,342	7,562	7,789	
Reserved for Future Cap. Projects	68	69	208	214	220	227	234	
Reserved for Future Projects Appropriation	-	-	-	-	-	-	-	
<b>End of Year</b>	<b>6,851</b>	<b>6,920</b>	<b>7,128</b>	<b>7,342</b>	<b>7,562</b>	<b>7,789</b>	<b>8,023</b>	

## WAKE TECH CAPITAL

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016	Total
<b>SOURCES</b>								
Bonds - authorized/unissued	25,800	36,000	-	-	-	-	-	61,800
Bonds - issued	10,002	-	-	-	-	-	-	10,002
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Transfer from General Fund	10,690	5,157	-	-	-	-	-	15,847
Interest Income - capital projects	1	1	4	4	4	4	4	22
<b>Total Sources</b>	<b>47,993</b>	<b>42,658</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>98,171</b>
<b>USES:</b>								
Wake Tech 2007 Building Program	46,492	41,157	-	-	-	-	-	87,649
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Wake Tech General Repairs/Renovations	500	500	500	500	500	500	500	3,500
Subtotal	47,992	42,657	1,500	1,500	1,500	1,500	1,500	98,149
Reserved for Future Capital Projects	1	1	4	4	4	4	4	22
<b>Total Schools Uses</b>	<b>47,993</b>	<b>42,658</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>1,504</b>	<b>98,171</b>
<b>UNCOMMITTED FUNDS</b>								
Beginning of Year	117	118	119	123	127	131	135	
Reserved for Future Cap. Projects	1	1	4	4	4	4	4	
Reserved for Future Projects Appropriation	-	-	-	-	-	-	-	
<b>End of Year</b>	<b>118</b>	<b>119</b>	<b>123</b>	<b>127</b>	<b>131</b>	<b>135</b>	<b>139</b>	

## TOTAL ALL PROJECTS

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016	Total
<b>SOURCES:</b>								
Bonds - authorized/unissued (Libraries)	-	7,245	9,431	17,223	717	428	-	35,044
Bonds - authorized/issued (Libraries)	-	3,517	-	-	-	-	-	3,517
Bonds - authorized/unissued (Open Space)	-	25,000	6,000	-	-	-	-	31,000
Criminal Justice Debt - authorized/ unissued	326,420	-	-	-	-	-	-	326,420
Bonds - authorized/unissued (WCPSS)	100,000	125,000	113,500	-	-	-	-	338,500
Bonds - authorized/unissued (Wake Tech)	25,800	36,000	-	-	-	-	-	61,800
Bonds - authorized/issued (Wake Tech)	10,002	-	-	-	-	-	-	10,002
Lottery Proceeds	-	-	-	-	-	-	-	-
Transfer In - Ad Valorem Tax	47,690	39,472	27,756	28,731	29,241	25,690	26,869	225,449
Other funds	295	1,776	491	50	-	-	-	2,612
Grants	3,000	1,928	1,180	-	-	-	-	6,108
Interest Income - Capital Projects	69	70	212	218	224	231	238	1,262
Reserve for Future Projects	829	-	622	7,088	-	-	-	8,539
Interfund Transfers	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
<b>Total All Sources</b>	<b>515,605</b>	<b>241,508</b>	<b>160,692</b>	<b>54,810</b>	<b>31,682</b>	<b>27,849</b>	<b>28,607</b>	<b>1,060,753</b>
<b>Percent Debt Funded</b>	<b>90%</b>	<b>81%</b>	<b>80%</b>	<b>31%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>76%</b>

## USES:

County	352,332	59,056	45,480	53,092	19,691	20,226	10,194	560,071
Public Schools	115,000	132,000	113,500	-	-	-	-	360,500
Wake Tech	47,992	42,657	1,500	1,500	1,500	1,500	1,500	98,149
Subtotal	515,324	233,713	160,480	54,592	21,191	21,726	11,694	1,018,720
Reserved for Future Capital Projects	281	7,795	212	218	10,491	6,123	16,913	42,033
<b>Total All Uses</b>	<b>515,605</b>	<b>241,508</b>	<b>160,692</b>	<b>54,810</b>	<b>31,682</b>	<b>27,849</b>	<b>28,607</b>	<b>1,060,753</b>

## UNCOMMITTED FUNDS

Beginning of Year	9,374	8,826	16,621	15,588	1,629	12,120	18,243	
End of Year Transfer from Operating Budget	-	-	-	-	-	-	-	
Project Close Outs	-	-	-	-	-	-	-	
Reserved for Future Cap. Projects	281	7,795	(411)	(6,871)	10,491	6,123	16,913	
Reserved for Future Projects Appropriation	(829)	-	(622)	(7,088)	-	-	-	
<b>End of Year</b>	<b>8,826</b>	<b>16,621</b>	<b>15,588</b>	<b>1,629</b>	<b>12,120</b>	<b>18,243</b>	<b>35,156</b>	

## PROPERTY TAXES

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016
Tax base	\$117,662,203	120,015,447	123,015,833	126,706,307	131,141,028	135,730,964	140,481,548
Annual growth rate	Actual	2.00%	2.50%	3.00%	3.50%	3.50%	3.50%
Tax increase (cents) - Operating (Schools)	-	-	-	-	-	-	-
Tax increase (cents) - Operating (County)	-	-	-	-	-	-	-
Tax increase (cents) - Capital	-	-	-	-	-	-	-
Tax rate (cents)	53.40	53.40	53.40	53.40	53.40	53.40	53.40
Levy After Collection Rate	615,198	627,575	643,357	662,769	686,095	710,238	735,225
Revenue per penny	11,521	11,752	12,048	12,411	12,848	13,300	13,768
Capital tax rate	15.76	15.76	15.76	15.76	15.76	15.76	15.76
Ad valorem tax - capital program	181,564	185,217	189,875	195,604	202,488	209,613	216,988
Percent change - ad valorem tax	0.99%	2.01%	2.51%	3.02%	3.52%	3.52%	3.52%
<b>Ad valorem tax allocation:</b>							
Debt Service Fund	129,874	145,745	162,119	166,873	173,247	183,923	190,119
School Capital Projects Fund	15,000	7,000	-	-	-	-	-
Transfer to Wake Tech Capital	10,690	5,157	-	-	-	-	-
County Capital Projects Fund	26,000	27,315	27,756	28,732	29,242	30,690	31,869
Adjustments to County Capital Cash-funded	(4,000)	-	-	-	-	(5,000)	(5,000)
<b>Total</b>	<b>\$177,564</b>	<b>\$185,217</b>	<b>\$189,875</b>	<b>\$195,604</b>	<b>\$202,488</b>	<b>\$209,613</b>	<b>\$216,988</b>

## DEBT SERVICE FUND

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016
Sales tax annual growth rate	0.00%	2.00%	2.50%	3.00%	3.50%	4.00%	4.00%
Investment rate	1.00%	1.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Tax-exempt variable interest rate	2.50%	3.10%	3.30%	3.30%	3.30%	3.30%	3.30%

## DEBT SERVICE REVENUES

Ad valorem tax	129,874	145,745	162,119	166,873	173,247	183,923	190,119
Sales Tax: Article 40 & 42	27,721	28,275	28,982	29,852	30,897	32,132	33,418
Transfer from Major Facilities Fund	991	991	991	991	991	991	79
Transfer from Fire Tax District	606	606	606	606	606	606	606
Transfer in for fire trucks debt service	534	534	534	534	534	534	534
Lottery Proceeds	10,000	10,500	11,025	11,576	12,155	12,763	13,401
Interest income - WCPSS, WTCC, and County bond proceeds	864	825	1,988	511	187	46	-
Interest income - LOBs proceeds	1,264	1,028	624	2,568	914	-	-
Interest income - General fund	3,000	4,000	5,000	5,000	5,000	5,000	5,000
Plus interest income - debt service fund	1,397	1,236	3,286	2,849	2,166	1,815	1,821
<b>Total Debt Service Revenues</b>	<b>176,251</b>	<b>193,740</b>	<b>215,156</b>	<b>221,360</b>	<b>226,696</b>	<b>237,811</b>	<b>244,978</b>

## DEBT SERVICE FUND

<i>(in thousands)</i>	2010	2011	2012	2013	2014	2015	2016
<b>DEBT SERVICE EXPENDITURES</b>							
G.O. debt service (DS)	184,833	196,134	211,096	217,287	211,900	207,156	218,738
March 09 Refunding Savings	(757)	(826)	(829)	(825)	(827)	(829)	-
May 09 Refunding Savings	(3,497)	(987)	(442)	(443)	(446)	(444)	(445)
Debt Service Justice Center	-	3,750	3,750	12,250	12,100	16,350	15,980
Debt Service Jail	6,160	7,836	14,236	13,980	13,724	13,468	13,180
Fire truck debt service	534	534	534	534	534	534	534
Five County Stadium financing agreement	991	991	991	991	991	991	79
Bond fees (included in DS after 2009)	3,577	-	-	-	-	-	-
Misc. fees and costs	323	226	226	226	226	226	226
QZAB debt service	163	163	163	163	163	163	163
<b>Total Debt Service Expenditures</b>	<b>192,327</b>	<b>207,821</b>	<b>229,725</b>	<b>244,163</b>	<b>238,365</b>	<b>237,615</b>	<b>248,456</b>
Revenues in excess (less than) expenditures	(16,076)	(14,081)	(14,570)	(22,785)	(11,669)	196	(3,478)
Fund Balance - beginning of year	139,694	123,618	109,538	94,968	72,183	60,514	60,711
<b>Fund Balance - end of year</b>	<b>123,618</b>	<b>109,538</b>	<b>94,968</b>	<b>72,183</b>	<b>60,514</b>	<b>60,711</b>	<b>57,233</b>
<b>Ending balance as % of next year's G.O. DS</b>	<b>60.0%</b>	<b>48.1%</b>	<b>39.2%</b>	<b>30.5%</b>	<b>25.7%</b>	<b>24.5%</b>	<b>24.1%</b>

# Wake County Facts

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Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 866,410 residents (2008 estimate) 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, the Wake County Public School System, International Business Machines Corporation (IBM), North Carolina State University,

Wake Med Health and Hospitals, GlaxoSmithKline, Pinkerton and Burns, 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 Cincinnati Reds baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

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 (832 square miles in land area)
County Seat	Raleigh
County 2008 Population (1)	866,410
Municipalities	Population (2)
Apex	31,599
Cary	121,796
Fuquay-Varina	15,394
Garner	25,343
Holly Springs	19,684
Knightdale	7,397
Morrisville	13,361
Raleigh	375,806
Rolesville	2,242
Wake Forest	25,329
Wendell	5,152
Zebulon	4,509
Unincorporated areas of Wake County	185,358

(1) 2008 is most recent release of Census Bureau county population estimates.

## Wake County Facts

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(2) 2007 is most recent release of Census Bureau city and town population estimates.

Wake County has experienced explosive growth over the last 25 years. The U.S. Census Bureau estimated that Wake County had 866,410 residents as of July 1, 2008. Over the past eight years, Wake County has added 238,560 residents, a 38% increase.

From 1980 through 2000 the U.S. Census Bureau estimates that Wake County grew by more than 326,500. In only 20 years (1980-2000), Wake County more than doubled its total population. Population projections suggest that this trend is likely to continue. Projections for 2009 suggest that Wake County's population will near 902,689, and in 2012 the County is expected to exceed 1 million residents.

Wake County continues to experience a significant growth in its Hispanic population. In 2000, the U.S. Census Bureau estimated the County's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2007, the most recent year for which data is available, the Hispanic/Latino population was estimated at 70,278, and grew to 8.4% of the total population. This increase amounted to a 107% growth in the number of Hispanics/Latino residents in Wake County between 2000 and 2007.

## Demographic Statistics

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Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
2000	627,846	95,010
2001	658,988	97,691
2002	680,159	101,432
2003	701,058	104,461
2004	722,817	108,969
2005	753,589	114,068
2006	791,214	120,504
2007	830,029	128,072
2008	866,410	134,002
2009	902,689	137,706
2010	940,122	141,042

(4) U.S. Department of Commerce, Bureau of Economic Analysis, Table CA1-3 Per Capita Personal Income

(1) U.S. Census Bureau Population Estimate (2000-2008). Wake County Planning Department Projections (2010).

(2) Wake County Public Schools Historic 20th Day Membership. Projected 2009-2010.

Fiscal Year Ended June 30	Unemployment Rate (3)	Per Capita Income (4)
1998	1.6%	32,056
1999	1.4%	33,435
2000	2.4%	35,941
2001	4.0%	36,270
2002	5.6%	35,322
2003	5.2%	35,140
2004	4.2%	36,576
2005	4.0%	38,294
2006	3.6%	39,915
2007	3.4%	41,714
2008	4.7%	Not available from this source

(3) North Carolina Employment Security Commission. 1998-2008. \*March 2009 Unemployment Rate - 8.2%.

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# Glossary of Budget Terms

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**Alcohol Beverage Commission (ABC):** The Commission works with its members to promote responsible alcohol sales through control, promote high levels of service, and generate revenue for North Carolina communities.

**Accrual:** Something that accrues; especially: an amount of money that periodically accumulates for a specific purpose (as payment of taxes or interest).

**Adopted Budget:** The budget as adopted by the Board of Commissioners and enacted on July 1 of the fiscal year.

**AFIS:** Automated Fingerprint Identification System.

**Allocate:** To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

**Amended Budget:** A budget that includes County Commissioner-authorized changes to the original adopted budget.

**AMH/DD/SA:** Adult Mental Health/Developmental Disabilities/Substance Abuse

**APP:** Advanced Practice Paramedic

**Appropriated Fund Balance:** Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

**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.

**ATC:** Alcohol Treatment Center.

**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 that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

**AVL:** Automatic Vehicle Locating System.

**Balanced Budget:** When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

**BMS:** Budget and Management Services.

**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 that discusses the major budget items and the County's present and future financial condition.

**Business Plan:** A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs it will require, and the measures to determine if the outcomes are accomplished.

# Glossary of Budget Terms

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**CAMA:** Computer Assisted Mass Appraisal.

**CAMPO:** Capital Area Metropolitan Planning Organization.

**CAP:** Capital Area Preservation.

**CAP/C:** Community Alternatives Program for Medically Fragile Children.

**CAP/DA:** Community Alternatives Program for Disabled Adults.

**CAP/MR/DD:** Community Alternatives Program for Persons with Mental Retardation/Developmental Disabilities.

**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 Fund:** A multi-year fund used to account for revenues and expenditures associated with capital projects.

**Capital Outlay:** Vehicles, equipment, improvements, software, and furniture purchased by the County that 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. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

**CCBI:** City-County Bureau of Investigation.

**CDC:** Centers for Disease Control.

**Character of Expenditure:** The broadest classification of expenditures used to describe the nature of goods and services purchased. Examples include personnel services, current expenses, capital outlay, and interdepartmental charges.

**CHEER:** A Human Resources program to welcome new employees and show appreciation to all current employees.

**CIE:** Certified Indoor Environmentalist.

**CIP:** Community Improvement Plan.

**CIT:** Crisis Intervention Team.

**Clerk to the Board:** The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

**CMH:** Child Mental Health.

**CoC:** Continuum of Care.

**Community Improvement Plan:** A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

**Comprehensive Annual Financial Report (CAFR):** Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

**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.

**CORE:** Center of the Region.

**CPO:** Certified Pool Operators.

**CQI:** Continuous Quality Improvement.

# Glossary of Budget Terms

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**CRC:** Community Resource Connection.

**CSE:** Child Support Enforcement.

**CTP:** Comprehensive Transportation Plan.

**Current Budget:** Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

**DD/MI:** Developmental Disability/Mental Illness.

**Debt:** Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

**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.

**Debt Service:** Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund:** A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

**Deficit:** An excess of expenditures over revenues or expense over income.

**Department:** The primary organizational units of County government that provides specific services.

**Department Goal:** a strategic result or achievement that the department plans to obtain.

**Depreciation:** The decrease in value due to wear and tear of property.

**DHD:** Digital Health Department.

**Division:** A functional unit within a County department.

**EBT:** Electronic Benefit Transfer.

**ECHO:** Education, Community, Health Outreach.

**Efficiency Measure:** Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

**EM:** Emergency Management.

**EMS:** Emergency Medical Services.

**EMS subscription program:** Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

**EMT:** Extended Management Team.

**Encephalitis:** An inflammation of the brain

**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 (e.g., Solid Waste Fund).

**ERC:** East Regional Center.

**ESL:** English as a Second Language.

**Excise Tax:** A tax, similar to a sales tax, imposed on the sale of property.

**Expenditure:** Disbursements of cash for the current costs of a program or capital project.

**FACCS:** Fully Automated Child Care Subsidy.

**FSAC:** Food Service Advisory Committee.

**Fiscal Year:** A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

# Glossary of Budget Terms

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**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:** The appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

**Full-time equivalent (FTE):** A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered .5 FTE.

**GAAP:** Generally accepted accounting principles.

**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.

**Government Finance Officers Association (GFOA):** The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

**GIMS:** Groundwater Information Management System.

**GIS:** Geographic Information System.

**Governmental Funds:** Funds that are used to account for those same functions reported as governmental activities in the government-wide financial

statements. Most of the County's basic services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

**GPS:** Global Positioning Satellite.

**Grants:** A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

**GSA:** General Services Administration.

**HAVA:** Help America Vote Act.

**HMIS:** Homelessness Management Information System.

**Horizon Issues:** Operating or capital needs that departments plan to address in future years.

**HR:** Human Resources.

**ICF/MR:** Intermediate Care Facility—Mental Retardation.

**ICS:** Incident Command System.

**IDPP:** Inspections/Development Plans/Permits.

**Indirect Costs:** The component of the total cost for a service which is provided by another department or division (e.g., auditing).

**Intergovernmental Revenues:** Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

# Glossary of Budget Terms

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**Internal Service Fund:** A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

**Investment Earnings:** Earnings earned, usually interest, on County investments.

**IPRS:** Integrated Payment and Reporting System/

**IS:** Information Services.

**IVN:** In-Vehicle-Navigation.

**Key Measures:** Important performance indicators of workload, efficiency or effectiveness identified by departments.

**Lease-Purchase Agreements:** A method of purchasing equipment in which payments are spread over a multi-year period.

**Levy:** The amount of tax, service charges, and assessments imposed by a government.

**LME:** Local Managing Entity.

**Mandate:** A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

**MH/DD/SA:** Mental Health/Developmental Disabilities/Substance Abuse.

**MMRS:** Metropolitan Medical Response System.

**MSAG:** Master Street Address Guide.

**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.

**MRS:** Multiple Response System.

**NCDENR:** North Carolina Department of Environment and Natural Resources.

**NCGS:** North Carolina General Statutes.

**NCREN:** North Carolina Research and Education Network.

**NFIP:** National Federal Insurance Program.

**Non-departmental:** Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

**Object of Expenditure:** An expenditure classification related to the type of goods and services purchased, such as office supplies.

**OCIP:** Owner Controlled Insurance Program.

**Operating Budget:** The County's financial plan that 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.

**Ordinance:** A legal document adopted by the local governing body setting policy and procedures.

**Outcome Measure:** Measurement used to determine the extent to which the intended purpose of a program is achieved.

**Outside Agencies:** Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

**PCMS:** Patient Care Management System.

**Per Capita:** Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

**Performance Measure:** A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

# Glossary of Budget Terms

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**Personal Income:** Income that is received by persons from all sources. It is calculated as the sum of salary and wage disbursements, supplements to wages and salaries, proprietor's income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

**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.

**Personnel Services:** Expenditures for salaries and fringe benefits.

**PES:** Partnership for Educational Success.

**Policy:** An established plan of action used to guide decisions and actions.

**Property Tax Rate:** The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

**Proprietary Funds:** The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

**PROS:** Parks, Recreation and Open Space.

**QA:** Quality Assurance.

**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.

**RFID:** Radio Frequency Identification.

**ROD:** Register of Deeds.

**RTP:** Research Triangle Park.

**Salary Adjustment Reserve:** A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.

**SEIMS:** Statewide Election Information Management System.

**Self-insurance:** A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.

# Glossary of Budget Terms

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**Shared Revenue:** Revenues levied and collected by one government but shared with another government based on a predetermined method.

**SMT:** Senior Management Team.

**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 (e.g., 911 Fund).

**SRC:** Southern Regional Center.

**Statute:** A law enacted by the state legislature.

**Sub-object of Expenditure:** The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.

**TANF:** Temporary Assistance to Needy Families.

**Transfer In/Out:** Reallocating resources between different funds.

**Trend:** A pattern that emerges from multiple units of data over time.

**Taxing Authority:** When a legislative body has the legal ability to impose a tax on its citizens.

**UDO:** Unified Development Ordinance.

**Unincorporated Area:** Area of the county that is not part of any municipality.

**User Fee:** A charge assessed each time a customer uses a County service for which fees are charged.

**Vector Borne:** An agent or virus that contains or carries modified genetic material that can be used to introduce exogenous genes into an organism.

**VSO:** Veterans Services Office.

**WCHS:** Wake County Human Services.

**WCPL:** Wake County Public Library.

**WCPSS:** Wake County Public School System.

**WIA:** Work First Investment Act.

**WIC:** Women, Infant and Children.

**Workforce Development:** Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

**Working Capital:** The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

**Workload Indicator:** Measurement used to reflect the quantity of services or effort.

**Zoonotic Disease:** A disease communicated from animals to humans under natural causes.

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