WAKE COUNTY
NORTH CAROLINA

Adopted Operating Budget and Community Improvement Plan

For the Fiscal Year July 1, 2011 through June 30, 2012

Wake County, North Carolina

Adopted Budget for Fiscal Year 2012

Board of County Commissioners

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Chairman

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County Administration

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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Wake County

North Carolina

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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FY 2012 Budget

Fiscal Year 2012 Budget Message

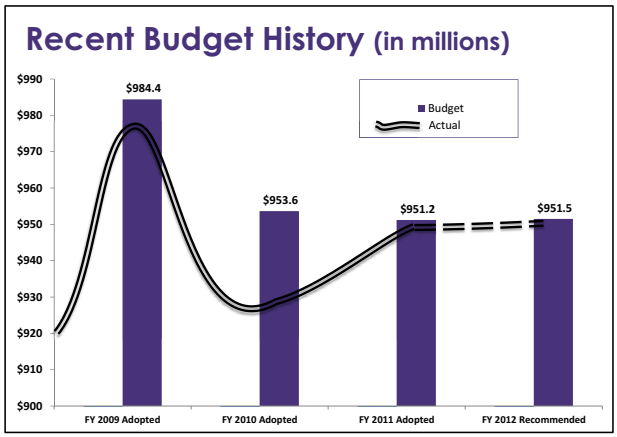
May 16, 2011

Wake County Board of Commissioners:

It is my pleasure, privilege and responsibility to present you, the Wake County Board of Commissioners and citizens, a balanced, recommended budget for fiscal year 2012.

Balancing the budget has been quite challenging over these past three years, as we have tried to maintain our footing on ground that was constantly shifting due to the turbulent economy. Both the fiscal year 2010 and fiscal year 2011 budgets reflected declining revenues with forecasts that were less optimistic than the prior year. Actual revenue performance was even worse than what had been projected in the annual budgets.

We found ourselves searching for the bottom and looking for indications that the recession was over and the recovery had begun. While economists declared the recession over in June 2009, it was another 18 months before some of the indicators, such as employment and sales tax, began to stabilize and improve.



Back in fiscal year 2009 our revenues peaked and started to descend. We froze hiring, reduced budgets mid-year, prepared a fiscal year 2010 budget that was $30 million less than fiscal year 2009, by reducing and eliminating programs, and cutting positions. We implemented several "one-year" strategies that turned into "two-year" strategies in fiscal year 2011, and although the revenue descent slowed, we maintained the hiring freeze and cut more spending. It has been like a roller coaster ride. Some would say exciting or exhilarating at times; some would say downright scary or terrifying.

During our roller coaster ride, we kept three principals at the forefront:

- Focus on core services and priorities,
- Realign existing resources to meet priority needs, without raising the property tax rate, and
- Maintain our long-term planning focus.

The recommended fiscal year 2012 budget reflects those same principles.

Fiscal Year 2012 Recommended Budget

One year ago, I recommended to this Board a budget that was, for the second year in a row, less than the prior year. For the first time since 2009, our primary revenue sources of property and sales tax are not projected to decline. The recommended budget totals $951.5 million and is practically the same amount as the fiscal year 2011 adopted budget of $951.2 million. The budget maintains the existing property tax rate at 53.4 cents.

Now this may not appear to be too exciting. But, what occurred to bring this about is like our roller coaster ride. A roller coaster ride begins and ends at the same point, but a lot happens in between.

Without raising the property tax rate, we had to find the ability to fund commitments already in motion, like staff to open the expanded jail facility on Hammond Road; funds for a contract to operate 16 mental health beds at WakeBrook; and capacity to address the merger of Emergency Medical Services (EMS) services, while centralizing EMS Revenues. We had to ensure that funding for education was maintained and resources were added to the City-County Bureau of Identification (CCBI) and Board of Elections. We had to also determine if we would be able to provide employee pay increases for the first time in three years.

To accomplish those priorities, reductions had to be made. We set budget targets to fiscal year 2010 spending levels, requested departments to identify 3 percent reduction strategies, and keenly followed revenue and workload trends in all departments.

The result is a budget that is essentially no larger than last year – but accomplished with a lot of ups and downs along the way.

Operating Budget Overview

Again this year, the recommended budget does not include a property tax increase. The fiscal year 2012 recommended budget accomplishes the Board of Commissioners number one goal of developing a budget that does not include a tax increase, while maintaining or even increasing funding for its highest priorities: education, public safety and mental health.

General Fund Revenues

Overall, revenues in fiscal year 2012 are projected to be $300,000 more than the fiscal year 2011 budget and approximately $33 million less than our peak with the fiscal year 2009 budget, adopted before the recession began. As we have shared with you over the past three years, we have a different revenue picture than what we have experienced in the past decade. Where property tax growth once averaged between five percent and six percent each year prior to 2009, growth over the past two years combined has been less than three percent.

FY 2012 Total Revenue Picture

	FY 2011 Adopted Budget	FY 2012 Recommended Budget	Change
Taxes:			
Property	$ 632,638,000	$ 638,646,000	$ 6,008,000
Sales Tax	113,634,000	111,580,804	(2,053,196)
Other Taxes	9,030,421	8,530,421	(500,000)
Total Taxes	755,302,421	758,757,225	3,454,804
Federal	15,161,217	15,681,585	520,368
State	105,878,532	100,148,737	(5,729,795)
Local (ABC Board)	7,105,500	4,223,100	(2,882,400)
Charges For Services	61,123,578	66,820,757	5,697,179
All Other Revenues	6,648,752	5,868,596	(780,156)
Total	**$ 951,220,000**	**$ 951,500,000**	**$ 280,000**

Property Tax

In fiscal year 2012, we are seeing some positive signs of recovery. The property tax base is projected to grow by one percent, from $119.1 billion to $120.3 billion. 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 eight-tenths of one percent. Although this is an improvement from fiscal year 2011, the relatively small growth reflects the current economic situation and a lower amount of new construction compared with prior years.

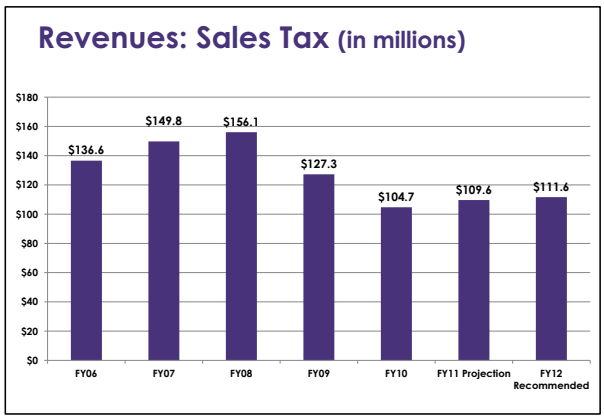
Revenues: Property Tax Changes

(in millions)	FY11 Adopted	FY12 Recommended	Change
Real Property	$ 103.1	$ 103.9	$ 0.8
Personal Property	6.1	6.2	0.1
Public Service	3.1	2.9	(0.2)
Vehicles	6.9	7.5	0.6
Total	**$ 119.2**	**$ 120.4**	**$ 1.2**

Vehicle tax revenue in fiscal year 2012 will see the largest percentage increase due in part to an increased number of vehicles purchased in the County, and the stabilization of used vehicle values during fiscal year 2011.

Sales Tax

Since fiscal year 2008, sales tax revenues have declined by $51 million, with $30 million being a result of the Sales Tax / Medicaid Swap, and $21 million caused by the economic downturn. The recommended budget reflects a projected increase of just under $2 million, or 1.8 percent, more than the fiscal year 2011 estimate. While the growth is far below the seven percent historical average, it is still growth, and an indicator of an improving economy.



Integovernmental Funding

Other revenue changes include Wake County Board of Alcoholic Control (ABC Board) revenues and charges for services. For the current year, or fiscal year 2011 budget, the ABC Board funded Wake County an additional $3 million. This one-time contribution reflected the financial strength of the Wake County ABC Board and their generosity during difficult financial times. Though we were fortunate to receive this revenue in fiscal year 2011, it was not recurring. Therefore, the 2012 budget has been reduced by this amount.

Charges for Services

The largest area of revenue increase in the budget is in charges for services. This increase does not represent an increase in rates or fees, but is a result of the centralization of EMS billings, coupled with the consolidation of two EMS agencies into Wake County – Apex and Six Forks. Currently, each non-profit agency bills for services separately and retains these revenues. Under this structure, the non-profit agencies cannot receive cost reimbursements from Medicaid. With centralized billings, the County will bill and collect EMS revenues, including full Medicaid cost reimbursements, and appropriate funds to the remaining two non-profit agencies. This change will result in at least $500,000 in additional revenue to the EMS system. Total system revenues and expenditures for all agencies results in a budget increase of approximately $8.4 million.

Had this change not occurred, the fiscal year 2012 budget would have been $943.1 million.

General Fund Expenditures

As I mentioned, the recommended budget for fiscal year 2012 is $951.5 million and again maintains the tax rate at 53.4 cents.

Budget Message

Anticipating continued slow revenue growth and being cognizant of the need to fund our high priorities and commitments, we approached developing the fiscal year 2012 budget differently. Departments were provided a target for developing their 2012 budget requests that mirrored their actual expenditures for fiscal year 2010. This target was $11 million lower than the fiscal year 2011 adopted budget. Departments were then asked to identify options for reducing their budgets by another 3 percent.

Expenditure Categories (in millions)

	FY 2010 Actual	FY 2011 Adopted Budget	FY 2012 Recommended Budget	Change
Education	$ 330.5	$ 329.5	**$ 330.4**	$ 0.9
County Goverment	395.9	412.7	**412.1**	(0.6)
Debt and Capital	205.1	209.1	**209.0**	(0.1)
	$ 931.6	$ 951.2	**$ 951.5**	$ 0.3

To provide an overview of the expenditures included in the fiscal year 2012 recommended budget. I believe it will be helpful to group the expenditures into three broad categories: Education, County Government, and Debt and Capital.

Education

Education comprises more than one-third of the fiscal year 2012 budget, or $330.4 million.

WCPSS

The fiscal year 2012 recommended budget increases the appropriation to the Wake County Public School System (WCPSS) to $314.4 million, an additional $908,000. This is the result of realigning educational services provided by the County through Human Services.

The County provides funding for a variety of programs in support of the school system. Some of these programs include School Resource Officers and School Health Nurses; other programs include 4-H school-based and Ready to Learn centers. The recommended budget realigns the funding for the 4-H school-based services and Ready to Learn centers such that those dollars are now directly provided to the school system. Thus, the fiscal year 2012 budget includes an increase in the appropriation to WCPSS by the budgeted amounts of these two programs. The school system will have the opportunity to contract with the County for these programs, or the school system could choose to use these dollars to fund other higher priorities.

Wake Tech

The fiscal year 2012 recommended budget also maintains the County's commitment to Wake Technical (WakeTech) Community College. The fiscal year 2012 budget funds WakeTech at the same amount as last fiscal year, which is $16.0 million.

County Government

Next is county government, representing all of our spending which is not tied to education or the capital program. County government accounts for 43 percent of the fiscal year 2012 budget.

New Facilities

At the forefront of developing the fiscal year 2012 budget was the need to fund anticipated commitments. Included in these commitments is the opening of new facilities. These commitments are not a surprise and are part of our long-range planning. The expansion of the Hammond Road Detention Center is part of our 30-year master plan for criminal justice and public safety, and has been in motion for many years. WakeBrook, which opened in January of this year, had been planned since 2004 to address some of the gaps in the Mental Health Continuum of Care.

We worked with Human Services and the Sheriff's Office to leverage their existing departmental resources to fund a portion of the dollars needed to operate the new facilities.

We are on track to open the second phase of WakeBrook this summer. The 2012 budget includes $2.1 million to contract with a vendor to fund 16 beds for facility-based crisis and detox services.

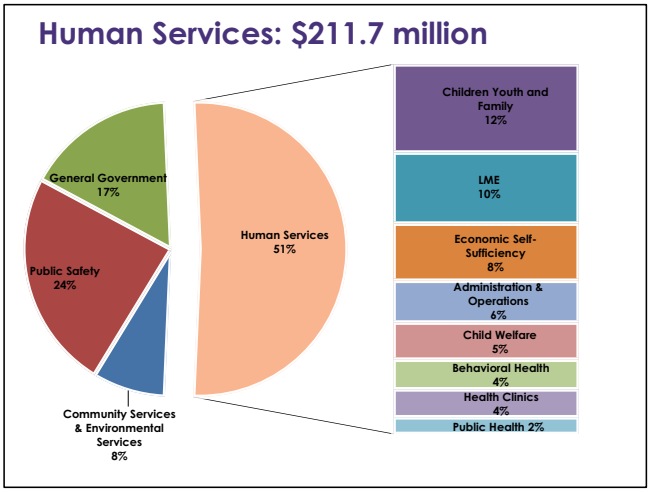
And, next spring, we will open the second phase of the Hammond Road Detention Facility. We will move many current functions to the building – including the Magistrates Office, CCBI, prisoner intake and booking, and many of the support functions for the detention center.

As we discussed in the Board of Commissioners April work session, the opening will require 97 new full-time employees. The fiscal year 2012 budget includes $3.5 million for these positions, as well as three months of operating costs.

In order to create the ability to fund these new facilities, we had to make some reductions throughout Wake County Government. Now let me describe what is in the recommended budget for county government, and touch on some of the items that go up and some of the items that go down.

Human Services

Human Services, the County's largest department, comprises a major portion of the county government part of the budget.



The department 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

continue to see increased workloads during this slow economic time.

Human Services receives federal and state funding, as well as county dollars. The fiscal year 2012 recommended budget reduces overall funding to Human Services by $14.4 million, when compared to the 2011 budget. There are many ups and downs the result in the overall reduction.

On the up-side, the budget includes:

- the new funding for WakeBrook, including additional security,
- additional funding for the Holly Hill contract, and
- staffing and funding for a Medicaid partnership with WakeMed.

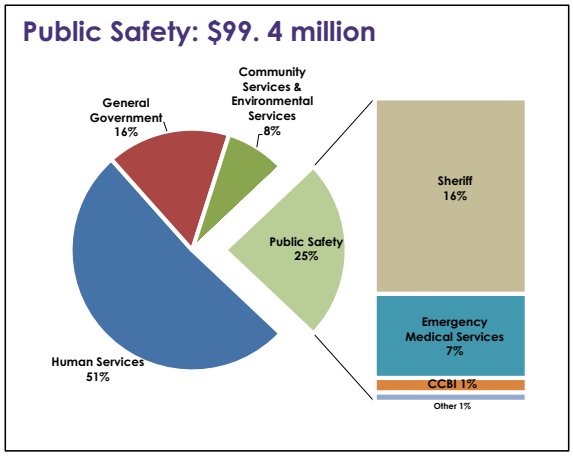
The reductions include:

- the elimination of vacant positions in child daycare administration,
- reducing County funds that support child welfare foster care at funding levels higher than those mandated by the State of North Carolina,
- reducing support to non-profit housing agencies, and
- Federal and State pass-through revenues.

The fiscal year 2012 budget continues the Board of Commissioners' commitment to mental health services by funding a full year of operations of the crisis and inpatient substance abuse units at WakeBrook, in addition to the $2.1 million added for the contract for facility-based crisis and detox services. We will continue to work with our community partners to implement a mental health system that provides cost-effective, quality care for Wake County residents.

Public Safety

As you know, public safety has been, and is, a priority for Wake County. 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.



As mentioned earlier, the fiscal year 2012 budget adds $3.1 million to the Wake County Sheriff's Office for phase two of the Hammond Road Detention Center. The Sheriff's Office will hire 91 new positions in the coming fiscal year and reallocate many other positions from existing facilities to the expanded Hammond Road Detention Center. The budget also includes a Sheriff's Deputy position funded by Wake Tech for security at the main campus.

The City-County Bureau of Identification is responsible for crime

scene investigations and forensic services to every law enforcement agency in Wake County. The fiscal year 2012 budget provides funding for six additional positions in the Investigations Division. These positions will improve crime scene response times and increase the efficiency of law enforcement officers in the field. The City-County Bureau of Identification will also add a part-time chemist that will analyze blood work in driving under the influence cases.

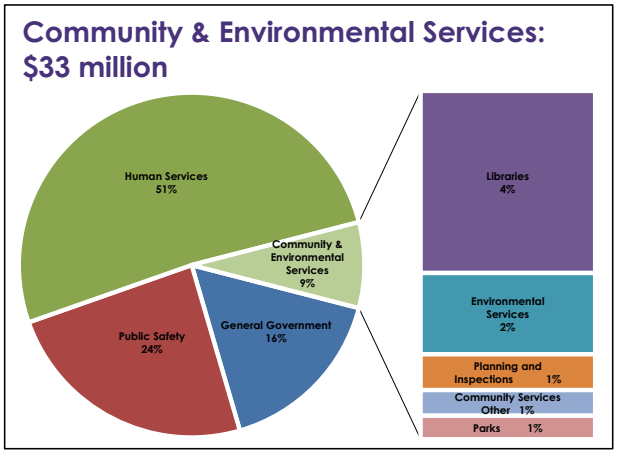
The fiscal year 2012 budget reflects the consolidation of Six Forks and Apex Emergency Medical Services with Wake EMS, and as discussed a few minutes ago, it incorporates centralized billing for Wake EMS and the two remaining not-for-profits – Cary EMS and Eastern Wake EMS. These changes are financial in nature, and will not impact the excellent service delivery and outcomes that citizens and residents currently receive and expect from emergency medical services in Wake County.

Libraries, Inspections and Environmental Services

Let's describe what is happening with Libraries, Inspections and Environmental Services.

The recommended budget includes a reduction of $759,000 in the Wake County Public Libraries book budget. The Libraries developed this reduction strategically – changing the way they do business. Starting in July, our libraries will purchase a slightly different mix of materials and use new approaches for managing the collection, while maintaining the current circulation.

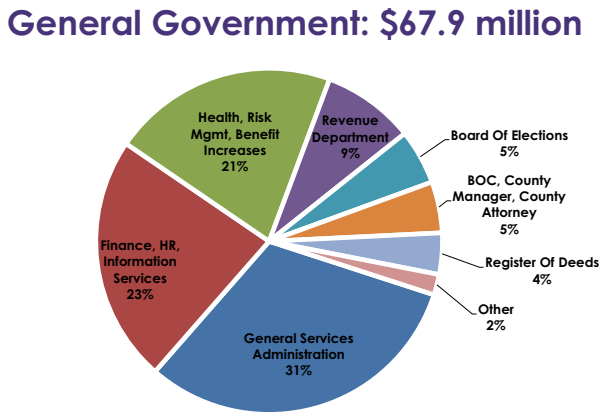
The workload at the County's Planning, Development and Inspections Division is still less than it was before the economic downturn. The fiscal year 2012 budget recommends the reduction of another position in this area.



Environmental Services' recommended budget includes changes in Cooperative Extension. In Wake County Government, Cooperative Extension is split between Human Services and Environmental Services. After evaluating Cooperative Extension's role within Environmental Services, we are recommending two changes. The first is to reduce our funding for state positions that have been vacant for more than one year. The second is to transfer the remaining Cooperative Extension funding, which was in the Environmental Services budget, to its own account in order to provide greater transparency and accountability.

General Government

Now that we have covered the largest and most widely known portions of the budget, I would like to turn to general government. General government includes the administrative and back office functions of the County, such as Finance, Information Services, Human Resources, Revenue, Facilities Design and Construction, General Services Administration, Board of Elections and Register of Deeds. This category also includes our contracts with several community non-for-profit organizations, and the County's memberships in regional, state and national associations.



This part of the budget reflects more downs than ups. The recommended budget includes reductions totaling $2.3 million and the reduction of 5.5 positions in general government departments.

On the up-side, the fiscal year 2012 recommended budget includes funding for:

- Board of Elections operations/warehouse,
- one-stop voting sites for the presidential primary, and
- additional General Services Administration staff and facility operations costs to support the new detention center.

Memberships and Public Agencies

The recommended budget includes a reduction to agencies that receive funding from the County by 3.0 percent. This includes: the Chamber of Commerce, The Healing Place, United Arts, Communities in Schools, North Carolina Symphony and the East Wake Educational Foundation. Funding for Marbles Kids Museum is reduced by 10 percent. With the recommended fiscal year 2012 budget, these public agencies will have been reduced a cumulative 19 percent during the past three fiscal years.

The fiscal year 2012 budget includes the recommendation to discontinue our Community Partnership grants process. In prior years, the County designated funds for a competitive not-for-profit grant process. The fiscal year 2011 adopted budget included $502,000 for this purpose. These funds were considered one-time and the County did not enter into long-term commitments for future aid. For fiscal year 2012, these funds are not included in the recommended budget.

Employee Compensation and Benefits
Throughout the past 36 months, we have spoken with employees at all levels of the organization. While there have been questions on many topics, most County employees understand the changes that have occurred in our economy.

Our workforce has been engaged in the discussions on cost reductions and in assuming more work as positions remain or become vacant.

During this time, our workforce has taken on more and made do with less. County employees have not received pay increases in either of the last two fiscal years. While the County was not able to accommodate pay increases, the full cost of health insurance and the required retirement contribution increases were borne by the County.

During the budget development, our goal was to be able to provide a pay increase this year without sacrificing funding to high priority areas. The recommended budget includes a two percent performance pay increase as well as funding to cover a portion of the anticipated increase in health insurance.

Other employee compensation and benefit changes include:

- changes to the pay band structure as a result of the annual compensation market survey, and
- elimination of retiree health insurance benefits for employees hired after June 30, 2011.

Debt and Capital

On Monday, May 9, 2011, the Board of Commissioners held a work session to discuss the debt and capital finance model, and reviewed the 2012 to 2018 Community Improvement Plan, or CIP.

The County funds its debt service obligations through two major sources: a portion of the property tax plus a portion of sales taxes that is required by state law to support school construction.

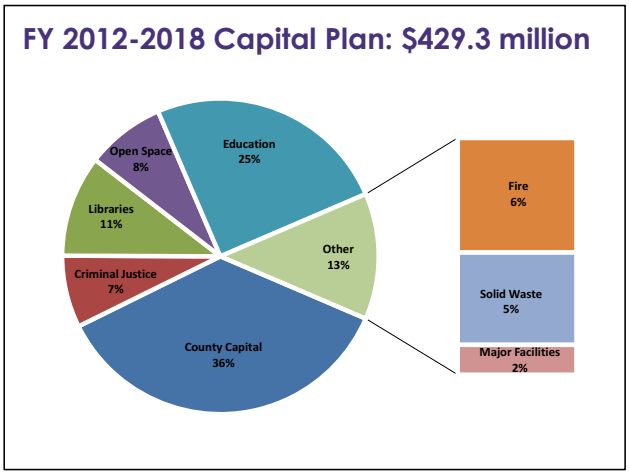
AAA Bond Rating
The credit rating agencies reaffirmed Wake County's AAA credit rating this spring. The County continues to meet its debt service fund balance targets and adhere to other financial policies that are necessary to maintain our AAA rating, which translates into a lower cost of capital for county, school, and community college facilities.

Change in Property Tax Rate Dedicated to Debt and Capital
At the work session, we reviewed the recommendation that a portion of the property tax transferred to debt and capital be reduced from 15.76 cents to 15.50 cents. In fiscal years 2010 and 2011, the recommended and adopted budgets included a "one-time" strategy of reducing

the transfer to capital by $4 million. The fiscal year 2012 recommended budget includes making a permanent reduction in the property tax rate dedicated to debt and capital — from 15.76 cents to 15.50 cents.

Reducing the transfer to capital has no impact on the debt service fund. This still allows us to preserve our ability to issue some new debt without a tax increase. It also maintains our flexibility in case of a loss of lottery funds, which the County uses for debt service on school general obligation bonds.

Reducing the transfer does reduce the projected balance for future cash-funded CIP projects by $19.9 million over the time horizon of 2012 through 2018.



Fiscal Year 2012 - 2018 Community Improvement Plan
The 2012 to 2018 CIP totals $429.3 million, of which $148.7 million is for projects in fiscal year 2012. Capital facilities and adequate infrastructure are critical for the County's continuing growth. The CIP also supports responsible stewardship of existing facilities.

Special Revenue / Enterprise Funds

Outside of the budget we have discussed today, the County administers special revenue and enterprise funds, including Solid Waste, the South Wake Landfill Partnership and the Fire Tax District. 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. Revenues generated by the 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 11 municipalities. The recommended budget maintains the tipping fees for the South Wake Landfill at $30 per ton, and $36 per ton at the East Wake Transfer Station.

Fire Tax District

The Fire District provides fire protection services in the unincorporated areas of Wake County and the town of Wendell. The Wake County Fire Tax District budget for fiscal year 2012 is $20.2 million and maintains the existing tax rate at 8 cents.

The fiscal year 2012 Fire Tax District budget maintains existing levels of service and includes a full year of funding our portion of the cost associated with the Garner Fire and EMS Station, which opened in December 2010. The Fire Tax budget also includes funding for a two percent merit adjustment for fire employees.

Summary

In summary, the recommended fiscal year 2012 budget is $951.5 million, $300,000 more than the fiscal year 2011 adopted budget. It maintains the tax rate at 53.4 cents.

I am proud to represent this organization. Our management team and employees have been engaged in the challenges we have faced over the last three years, and have participated in the strategic analysis of programs and services to help make difficult decisions.

Through all of the ups and downs of our roller coaster ride, we kept three principals at the forefront:

- focus on core services and priorities,
- realign existing resources while maintaining the existing tax rate, and
- maintaining our long-term planning focus.

Cumulative Budget Changes Since February 2009		
Budget increases or no decrease	***Less than 15% Decreases***	***Greater than 15% Decreases***
WCPSS	Board of Commissioners	Environmental Services
Wake Tech Community College	Board of Elections	Finance
Sheriff	Community Services	Fire/Emergency Management
CCBI	County Manager	General Services
Emergency Communications	Facilities Design & Construction	Information Services
EMS	Human Resources	Public Agencies
Revenue	Human Services	Register of Deeds
County Attorney		

This budget reflects priorities. Just as we have done the last two years, we have illustrated the reductions by department or agency. For fiscal year 2012, we have reallocated resources in order to provide additional funding for our highest priorities of public safety and education. This was a difficult budget development process, but we believe the reductions and reallocations are reasonable and the majority of them are sustainable. We are proud to again to present a budget without a tax increase. The 2012 budget provides additional funding for education, public safety and mental health and prioritizes other reductions in order to offset increases in the County's high-priority areas.

Last year at this point in the discussion, I shared with you the words of President Franklin D. Roosevelt during the Great Depression, "We have always held to the hope, the belief, the

conviction that there is a better life, a better world, beyond the horizon." And today, the horizon looks a little brighter.

This year, I will share some words from our home-grown young star, American Idol finalist Scotty McCreery, who said, "If my life were a song, it would probably be titled 'Roller Coaster,' up and down all the time."

If this budget were a song it would be titled Roller Coaster, up and down all the time. But, let's face it---Scotty McCreery is on the up and up. And, we hope the local economy is as well.

Everyone has worked extremely hard to arrive at where we are today, and we look forward to working with you, the Board of Commissioners and Wake County citizens, on the fiscal year 2012 budget.

We encourage citizens to offer feedback on the recommended budget. There are a number of ways in which citizens can be involved. Immediately following the conclusion of the budget presentation, the budget will be posted online at www.wakegov.com and copies will be available at all public libraries tomorrow, Tuesday, May 17, 2011.

While online, citizens are encouraged to visit WakeGov.com/budget 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@wakegov.com.

Lastly, Wake County residents can leave a voicemail at 856-5433, or speak at one of the two public hearings.

The next step will be for you to hold public hearings on Monday, June 6, 2011, at 2 p.m., here in the boardroom; and at 7 p.m. at the Wake County Commons. As in the past, you will hold a work session dedicated to the budget scheduled for Monday, June 13, 2011. And, on Monday, June 20, 2011, you will be asked to adopt the fiscal year 2012 budget.

Thank you for your consideration of the fiscal year 2012 recommended budget.

Respectfully submitted,

David Cooke
County Manager

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Ordinances

Item Title: Adoption of the Fiscal Year 2012 Budget and Project Ordinances and the Personnel Authorization Ordinance

Specific Action Requested:
That the Board of Commissioners adopts the following FY 2012 budget related ordinances:

A. Fiscal Year 2012 Operating Budget Ordinance
- **i. General Fund**
- **ii. Debt Service Fund**
- **iii. Solid Waste Enterprise Fund**
- **iv. South Wake Landfill Fund**
- **v. Corporate Fleet Fund**

B. Capital Improvement Fund Project Ordinance
- **i. County Capital Projects Fund**
- **ii. Fire Tax District Capital Projects Fund**
- **iii. Major Facilities Capital Projects Fund**
- **iv. Solid Waste Capital Projects Fund**
- **v. Wake Technical Community College Capital Projects Fund**

C. Housing and Community Revitalization Fund Project Ordinance

D. Capital Area Workforce Development Fund Project Ordinance

E. Fire Tax Fund Budget Ordinance

F. Grants and Donations Fund Project Ordinance

G. Major Facilities Fund Budget Ordinance

H. Personnel Authorization Ordinance

Item Summary:

On May 16, 2011, the County Manager presented a recommended FY 2012 General Fund budget totaling $951,500,000 to the Board of Commissioners. This recommended budget is balanced as required by and defined in the State's Local Government Budget and Fiscal Control Act. On June 6, 2011, the Board of Commissioners held a public hearing regarding the FY 2012 budget in the Commission Chambers and continued the hearing that same day at the Wake Commons Building.

At the June 13, 2011 budget work session County staff identified the following changes to be made to the recommended budget:

- Include funding for the Sheriff's Firearms Education and Recreation Center of $59,408

- Include $70,592 in Human Services Juvenile Crime Prevention Council program funding

In addition to staff changes, the Board voted to amend the County Manager's recommended budget by:

- Adding $54,000 in order for the Board of Elections to create two new precincts,
- Adding $29,000 for the Board of Elections to be able to convert temporary positions into 4 full time positions,
- Restoring $22,000 to fund half of a Cooperative Extension horticulturist State position in non-departmental, and
- Providing $365,000 in community partnership one-time grant funds for not-for-profits which had received funding for the past three years of amounts greater than $15,000. These funds are intended to allow community partnership not-for-profits transition funding as this program is phased out.

The source of funding for the changes identified was one-time Alcohol and Beverage Control Board (ABC) revenue of $600,000.

The attachments include all ordinances necessary to implement the FY 2012 operating, capital, and project budgets.

The totals of each budget (displayed by fund), as recommended by the County Manager on May 16 and amended by the Board of Commissioners on June 20, are:

Fund Appropriation Amount

Fund	**Appropriation Amount**
Operating Budgets	
General Fund	$ 952,100,000
Debt Service Fund	225,624,000
Solid Waste Enterprise Fund	12,221,000
South Wake Landfill Fund	14,561,000
Corporate Fleet Internal Service Fund	8,244,000
Capital Improvement Funds	
County Capital Projects Fund	38,168,000
Fire Tax Capital Projects Fund	2,092,000
Major Facilities Capital Projects Fund	1,000,000
Solid Waste Capital Projects Fund	2,025,000
Wake Technical Community College Capital Projects Fund	1,500,000
Other Funds and Project Ordinances	
Housing & Community Revitalization Fund	4,387,000
Capital Area Workforce Development Fund	5,330,000
Fire Tax District Fund	20,253,000
Grants and Donations Fund	2,198,000
Major Facilities Fund	33,629,000

Ordinances

Included in the Operating Budget Ordinance is Wake County Public School's budget by purpose and function. As part of the ordinance, WCPSS must notify the Board of Commissioners, at a public meeting, any amendment which would increase or decrease the amount of county appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation.

In addition to budget and project ordinances, attached is the General Fund Personnel Authorization Ordinance. This ordinance establishes the Board approved staffing levels (by FTE or full-time equivalent) for every County General Fund department during FY 2012. The attachment's staffing levels are based on the County Manager's recommended budget described earlier in this agenda item. A personnel authorization ordinance is not required by State statute, but is included formally adopt authorized positions.

The personnel ordinance also includes pay band adjustments, as a result of market comparisons. There is no impact to the salary of an individual in the affected bands unless the current salary is below the minimum of the new band. The estimated cost of the increase to minimums is less than $20,000 and will be absorbed within the respective department's Fiscal Year 2012 appropriation. :

- Plans and Permits Technician from Band 4 to Band 5
- Print Shop Coordinator from Band 6 to Band 7
- Parks, Recreation and Open Space Director from Band 32 to Band 33
- Purchasing Director from Band 31 to Band 32
- Animal Services Director, new title in Band 31

Furthermore, the personnel ordinance eliminates retiree health benefits coverage eligibility for employees hired after June 30, 2011. This change will have no impact on the retiree health benefits coverage eligibility for employees hired prior to July 1, 2011.

Attachments:

1. Operating Budget Ordinance for FY 2012
2. Capital Improvement Fund Project Ordinance for FY 2012
3. Housing and Community Revitalization Project Ordinance
4. Capital Area Workforce Development Project Ordinance
5. Fire District Fund Ordinance
6. Grants and Donations Project Ordinance
7. Major Facilities Fund Ordinance
8. Personnel Authorization Ordinance

Ordinances

OPERATING BUDGET ORDINANCE FOR FISCAL YEAR 2012

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, 2011 and ending June 30, 2012:

General Government	
Board of Commissioners	$ 454,694
County Manager	1,382,796
County Attorney	1,410,650
Board of Elections	3,573,437
Facilities, Design, and Construction	1,096,280
Finance	2,762,120
Human Resources	1,839,626
Information Services	11,095,237
Register of Deeds	2,627,576
Revenue	5,853,810
Community Services	25,344,332
Environmental Services	7,726,884
General Services	21,349,127
Medical Examiner	204,200
Human Services	211,792,946
City-County Bureau of Identification	4,782,871
Sheriff	64,114,581
Fire and Emergency Management	1,949,845
Emergency Medical Services	27,511,623
Emergency Communications	1,087,402
Education	
Wake County Public Schools (see section 2 regarding specific appropriation)	314,411,592
Wake Technical Community College	15,991,050
Non-departmental	
Memberships	357,931
Public Agencies	1,934,251
Non-departmental Services	93,119
Criminal Justice Partnership Programs	1,390,958
Economic Development	328,815
Cooperative Extension	181,350
Soil and Water Conservation District	421,538
Salary and Benefit Reserve	4,667,000
Health Benefits	3,364,470
Risk Management Cost of Claims	1,992,889
Transfers	
Transfer to County Capital Projects Fund	25,556,000
Transfer to Debt Service Fund	182,599,000
Interfund Transfer to Revaluation Reserve	850,000
TOTAL GENERAL FUND APPROPRIATION	$ 952,100,000

Section 2: The appropriation to the Wake County Public School System is hereby allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b). The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose and function by more than fifteen percent (15%) of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Instructional Services	
Regular Instructional Services	$ 73,211,991
Special Populations Services	29,146,679
Alternative Programs and Services	14,722,010
School Leadership Services	29,050,892
Co-Curricular Services	7,740,999
School-Based Support Services	8,342,359
	162,214,930
Systemwide Support Services	
Support and Developmental Services	4,894,324
Special Populations Support and Development Services	2,901,046
Alternative Programs and Services Support and Development Services	933,523
Technology Support Services	13,260,634
Operational Support Services (WCPSS Fund 2)	85,331,291
Operational Support Services (WCPSS Fund 4)	2,651,594
Financial and Human Resource Services	15,893,018
Accountability Services	2,276,636
Systemwide Pupil Support Services	4,680,099
Policy, Leadership, and Public Relations Services	6,616,574
	139,438,739
Ancillary Services	
Nutrition Services	381
Adult Services	89,847
	90,228
Non-Programmed Charges	
Payments to Other Governmental Units	12,206,569
Unbudgeted Funds	461,126
	12,667,695
TOTAL WAKE COUNTY PUBLIC SCHOOLS APPROPRIATION	$ 314,411,592

Section 3: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Ad Valorem Taxes	$ 638,646,000
Sales Tax	111,580,804
Lease/Rental Vehicle Tax	2,500,000
Payment in Lieu of Taxes	1,230,421
Real Property Transfer (Excise) Tax	4,800,000
Federal Shared Revenues	15,681,585
State Shared Revenues	100,148,737
Local Shared Revenues	4,823,100
Licenses and Permits	3,048,564
Charges for Services	66,820,757
Investment Earnings	39,754
Miscellaneous	428,034
Appropriated Fund Balance	103,244
Transfers from Other Funds	1,399,000
Interfund Transfers	850,000
TOTAL GENERAL FUND REVENUE	$ 952,100,000

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 4: The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012 for the purpose of paying debt service commitments:

Debt Service Principal, Interest, and Fees	$ 225,624,000
TOTL DEBT SERVICE FUND APPROPRIATION	$ 225,624,000

Section 5: It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Transfer from General Fund – Ad Valorem	$ 155,331,000
Transfer from General Fund – Sales Tax	27,268,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax District Fund	1,140,000
State Lottery Proceeds	10,000,000
Interest Income	9,621,000
Federal - Other	3,002,174
Bond Premiums	4,000,000
Appropriated Fund Balance	14,270,826
TOTAL DEBT SERVICE FUND REVENUE	$ 225,624,000

Section 6: The following is hereby appropriated in the Solid Waste Management Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Operating Expenses	$ 10,417,000
Transfer to General Fund	404,000
Transfer to Solid Waste Capital Projects Fund	1,400,000
TOTAL SOLID WASTE MANAGEMENT FUND APPROPRIATION	$ 12,221,000

Section 7: It is estimated that the following revenue will be available in the Solid Waste Management Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

State	1,235,081
Charges for Services	7,496,911
Licenses and Permits	6,500
Interest Income	357,000
Miscellaneous	2,273,508
Transfers	852,000
TOTAL SOLID WASTE MANAGEMENT FUND REVENUE	$ 12,221,000

Section 8: The following is hereby appropriated in the South Wake Landfill Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Operating Expenses	$ 13,709,000
Transfers Out	852,000
TOTAL SOUTH WAKE LANDFILL FUND APPROPRIATION	$ 14,561,000

Section 9: It is estimated that the following revenue will be available in the South Wake Enterprise Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Disposal and License Fees	$ 14,561,000
TOTAL SOUTH WAKE LANDFILL FUND REVENUE	$ 14,561,000

Section 10: The following is hereby appropriated in the Corporate Fleet Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Operating Expenses	$ 8,244,000
TOTAL CORPORATE FLEET FUND APPROPRIATION	$ 8,244,000

Section 11: It is estimated that the following revenue will be available in the Corporate Fleet Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Charges for Services	$ 7,800,804
Miscellaneous	403,196
Investment Earnings	40,000
TOTAL CORPORATE FLEET FUND REVENUE	$ 8,244,000

Section 12: There is hereby levied a tax at the rate shown below, per one hundred dollars ($100) valuation of property listed for taxes as of January 1, 2011, 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
Research and Production Service District	$ 1,203,442,000	3.582 cents

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 $430,211. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 13: 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 14: 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 $50,000; 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 15: 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 16: There is hereby levied a tax at the rate of fifty-three and four-tenths cents (53.4¢) per one hundred dollars ($100) valuation of property that is located within Wake County and listed for taxes as of January 1, 2011. 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 twenty billion, three hundred ninety million ($120,390,000), which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.50%.

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

Section 18: Operating funds encumbered by the County as of June 30, 2011 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2011 are hereby appropriated to this budget.

Section 19: Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2011, are designated for future year expenditures on white goods programs and are hereby appropriated to the Solid Waste Management Fund budget.

Section 20: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED this the 20th day of June 2011

CAPITAL IMPROVEMENT FUND PROJECT ORDINANCE FOR FY 2012

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, 2011:

Element:	Affordable Housing		
Program:	Transfer to Housing and Community Revitalization	$	830,000
TOTAL AFFORDABLE HOUSING		$	830,000
Element:	Automation		
Program:	Computer Equipment	$	1,600,000
	Business Applications		1,126,000
	Major Projects		2,577,000
TOTAL AUTOMATION		$	5,303,000
Element:	Community Capital		
Program:	Alliance Medical Ministry	$	95,000
	Hospice of Wake County		250,000
	Reserve for Future Projects		155,000
TOTAL COMMUNITY CAPITAL		$	500,000
Element:	County Buildings		
Program:	Board of Elections Space	$	150,000
Program:	Building Improvements		
Project:	Major Building Renovations	$	1,111,000
	Building Systems Replacement		2,465,000
	Minor Building Projects		1,200,000
	Roofing Projects		42,000
	Security Improvements County Buildings		221,000
	Crabtree Creek Flood Control Structures		20,000
	Subtotal: Building Improvements	$	5,059,000
TOTAL COUNTY BUILDINGS		$	5,209,000

Element:	Criminal Justice		
Program:	Court Displacement	$	1,569,000
	Justice Center		3,200,000
	Detention Security		223,000
	Public Safety Center Renovations		4,480,000
	Existing Courthouse Renovations		2,253,000
TOTAL CRIMINAL JUSTICE		$	11,725,000
Element:	Economic Development		
Program:	On-Site Water and Sewer	$	300,000
Program:	Economic Incentives		
Project:	Credit Suisse	$	120,000
	Novartis		1,211,000
	Subtotal: Economic Incentives	$	1,331,000
TOTAL ECONOMIC DEVELOPMENT		$	1,631,000
Element:	Open Space		
Program:	Neuse River Greenway	$	8,900,000
	Reserve for Future Projects		520,000
TOTAL OPEN SPACE		$	9,420,000
Element:	Parks		
Program:	Existing Parks Facility Improvements	$	250,000
TOTAL PARKS		$	250,000
Element:	Program-wide Projects		
Program:	Transfers to Other Funds (Wake Tech Capital)	$	1,500,000
TOTAL PROGRAM-WIDE PROJECTS		$	1,500,000
Element:	Public Safety		
Program:	Relocation of Sheriff's Dispatch Center	$	1,800,000
TOTAL PUBLIC SAFETY		$	1,800,000
TOTAL COUNTY CAPITAL PROJECTS FUND APPROPRIATION		$	38,168,000

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, 2011:

Transfers In - Ad Valorem Tax	$	25,556,000
Bonds Issued - Open Space		8,900,000
Municipal Reimbursements		520,000
Prior Year Uncommitted Funds		3,192,000
TOTAL COUNTY CAPITAL PROJECTS FUND REVENUES	$	38,168,000

Section 3: It is estimated that $1,100,000 of authorized and issued Open Space Bonds will be appropriated at a later date by the Board of Commissioners upon Board approval of acquisition of specific Open Space sites. It is estimated that $295,000 of federal COPS funding will be available for automation major projects upon notification of grant receipts and appropriation by the Board of Commissioners.

Section 4: The following amount is hereby appropriated in the Fire Tax District Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2011:

Element:	Fire / Rescue		
Program:	Fire Apparatus	$	780,000
	Fire Equipment		1,114,000
	Fire Facilities		168,000
	Reserve for Future Fire Projects		30,000
TOTAL FIRE TAX DISTRICT CAPITAL PROJECTS FUND APPROPRIATION		$	2,092,000

Section 5: 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, 2011:

Prior Year Uncommitted Funds	$	319,000
Town of Garner Reimbursement		30,000
Transfers In From Fire Tax District Fund		1,743,000
TOTAL FIRE TAX DISTRICT CAPITAL PROJECTS FUND REVENUES	$	2,092,000

Section 6: The following amount is hereby appropriated in the Major Facilities Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2011:

Element:	Major Facilities		
Program:	Five County Stadium	$	500,000
	Marbles/IMAX		217,000
	Reserve for Future Projects		283,000
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND APPROPRIATION		$	1,000,000

Section 7: It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund for the fiscal year beginning July 1, 2011:

Transfer from Major Facilities Special Revenue Fund	$	1,000,000
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND REVENUES	$	1,000,000

Section 8: It is estimated that $ 96,790,000 will be available for final CIP 2006 appropriations for the Wake County Public School System after the sale of general obligation bonds in FY 2012. Specific appropriations for projects will be made after the sale of general obligation bonds.

Section 9: The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2011:

Element:	Wake Technical Community College		
Program:	General Repairs and Renovation	$	500,000
	Minor Capital		1,000,000
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION		$	1,500,000

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, 2011:

Transfer from County Capital	$	1,500,000
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUES	$	1,500,000

Section 11: The following amount is hereby appropriated in the Solid Waste Capital Projects Fund by Element and Program for the fiscal year beginning July 1, 2011:

Element:	Solid Waste		
Program:	East Wake Landfill	$	500,000
	Landfill Gas Development		100,000
	Multi-material and Convenience Centers		600,000
	North Wake Landfill		100,000
	South Wake Landfill		725,000
TOTAL SOLID WASTE CAPITAL PROJECTS FUND APPROPRIATION		$	2,025,000

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, 2011:

Transfer In - Solid Waste Enterprise Fund	$	1,400,000
Closure/Post-closure Reserve		625,000
TOTAL SOLID WASTE CAPITAL PROJECTS FUND REVENUES	$	2,025,000

Section 13: It is estimated that $2,000,000 will be available for Solid Waste Capital Fund upon sale of land adjacent to the North Wake Landfill. Appropriations for specific projects will be made upon receiving proceeds from the sale of the assets.

Section 14: The Finance Department is hereby directed to maintain sufficient specific detailed accounting records for each capital project authorized.

Section 15: The Finance Department 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 16: 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 17: The County Manager, or his designee, is authorized to transfer appropriation amounts and realized revenue 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.

Section 18: The County Manager, or his designee, is authorized to reduce appropriation of a project upon project completion or realization of savings. Any savings identified may be transferred to the uncommitted funds project within the project's respective fund.

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

ADOPTED this the 20th day of June 2011

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 sections 3, 5, 7 and 9, and involve a variety of affordable housing activities, including the Community Development Block Grant (CDBG), HOME and HOPWA programs, funded from the U.S. Department of Housing and Urban Development, and other county and grant supported affordable housing initiatives.

Section 2: The following amounts are appropriated for the projects of the CDBG Program:

Administration	$	265,837
Homeowner Rehabilitation		533,094
Public Facilities		1,032,217
TOTAL CDBG APPROPRIATION	$	1,831,148

Section 3: It is estimated that the following revenues will be available to complete projects in the CDBG Program:

Direct Federal Revenues	$	1,329,187
Federal Program Income		310,000
Public Facility Match		191,961
TOTAL CDBG REVENUES	$	1,831,148

Section 4: The following amounts are appropriated for the projects of the HOME Program:

Administration	$	65,608
Community Housing Development	$	98,412
Affordable Housing Development		692,064
TOTAL HOME PROGRAM APPROPRIATION	$	856,084

Section 5: It is estimated that the following revenues will be available to complete projects described in the HOME Program:

Direct Federal Revenues	$	656,084
Federal Program Income		200,000
TOTAL HOME PROGRAM REVENUES	$	856,084

Section 6: The following amounts are appropriated for the projects of the HOPWA Program:

Administration	$	20,358
HOPWA		658,245
TOTAL HOPWA PROGRAM APPROPRIATION	$	678,603

Section 7: It is estimated that the following revenues will be available to complete projects described in the HOPWA Program:

Direct Federal Revenues	$	678,603
TOTAL HOPWA PROGRAM REVENUES	$	678,603

Section 8: The following amounts are appropriated for the projects of the County Affordable Housing Program:

Affordable Housing Development	$	759,489
Rental Assistance for Mentally Ill	$	185,000
Support Circles Staff Position		56,807
TOTAL COUNTY AFFORDABLE HOUSING APPROPRIATION	$	1,001,296

Section 9: It is estimated that the following revenues will be available to complete projects described in the County Affordable Housing Program:

Program Income	$	170,000
Program Income in Excess of FY 2011 Budget	$	1,296
County Funding	$	830,000
TOTAL COUNTY AFFORDABLE HOUSING REVENUES	$	1,001,296

Section 10: The following amounts are appropriated for the projects of the Small Cities Housing Program:

Affordable Housing Development	$	19,869
TOTAL SMALL CITIES HOUSING PROGRAM APPROPRIATION	$	19,869

Section 11: It is estimated that the following revenues will be available to complete projects described in the Small Cities Housing Program:

Federal Program Income	$	19,869
TOTAL SMALL CITIES HOUSING PROGRAM REVENUES	$	19,869

Section 12: 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 13: The County Manager is authorized to transfer appropriations between projects within the Housing and Community Revitalization Fund.

Section 14: 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 15: Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 20th day of June 2011.

CAPITAL AREA WORKFORCE DEVELOPMENT 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 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 government provide funds for all projects.

Section 2: The following amounts are appropriated for the projects of the Capital Area Workforce Development fund:

Fiscal Year 2012 CAWD Program	$ 5,016,440
Contingency for Anticipated Grant Programs	$ 313,560
TOTAL CAPITAL WORKFORCE DEVELOPMENT FUND APPROPRIATION	$ 5,330,000

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

Federal Shared Revenues	$ 5,016,440
Contingency for Anticipated Federal Shared Revenues	$ 313,560
TOTAL CAPITAL WORKFORCE DEVELOPMENT FUND REVENUES	$ 5,330,000

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, this 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 exceeds the appropriation, the actual net revenues received from that source will constitute the authorized appropriation.

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

ADOPTED this the 20th day of June, 2011.

FIRE DISTRICT FUND ORDINANCE

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

Section 1: The following amount is hereby appropriated in the Fire Tax District Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Contracted Services	$ 16,545,315
Other Operating Expenses	824,685
Transfer to Debt Service Fund	1,140,000
Transfer to Fire Tax District Capital Fund	1,743,000
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND APPROPRIATION	$ 20,253,000

Section 2: It is estimated that the following revenue will be available in the Fire Tax District Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

Ad valorem taxes	$ 20,248,000
Interest	5,000
TOTAL FIRE TAX DISTRICT SPECIAL REVENUE FUND REVENUES	$ 20,253,000

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, 2011, 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 for the single special fire tax district, for the purpose of taxation, twenty-five billion, three hundred fifty-nine million, nine hundred sixty-five thousand, two hundred forty-eight dollars ($25,359,965,248) which is 100% of the total assessed property tax valuation, and upon a collection rate of 98.5% and upon a collection fee of 0.2%. The property tax valuation does not include delinquent or late list payments.

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 tax districts: Alert, Bayleaf/Six Forks, Cary Suburban, Durham Highway, Falls, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, and Western Wake.

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

ADOPTED this the 20th day of June, 2011.

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

Grants	$	1,403,977
Forfeitures		794,023
TOTAL GRANTS AND DONATIONS FUND APPROPRIATION	$	2,198,000

Section 3: It is estimated that the following revenues will be available to complete those projects described in section 1:

Federal Shared Revenues	$	489,500
State Shared Revenues		694,652
Local Shared		219,825
Charges for Services		794,023
TOTAL GRANTS AND DONATIONS FUND REVENUES	$	2,198,000

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 20th day of June 2011.

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: The following amounts are hereby appropriated in the Major Facilities Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012 for projects and the administration of the tax collection efforts:

Raleigh Convention Center for Operating Support and Debt Service	$ 14,295,301
City of Raleigh for Discretionary Projects	1,000,000
City of Raleigh Holdback from Occupancy Tax Proceeds	680,000
Town of Cary Holdback from Occupancy Tax Proceeds	713,085
Greater Raleigh Convention and Visitors Bureau for Operating Support	3,812,676
Debt Service for Construction of the RBC Center	5,207,756
Centennial Authority for Operating Support	1,934,182
Centennial Authority for Capital Projects at the RBC Center	1,000,000
Transfer to General Fund, Administrative Fee for Occupancy Tax	441,286
Transfer to General Fund, Admin. Fee for Prepared Food and Beverage Tax	553,714
Transfer to Debt Service Fund for Debt on Five County Stadium	991,000
Transfer to Major Facilities Capital Projects Fund	1,000,000
North Carolina Museum of Art	1,000,000
North Carolina Museum of Natural Science	900,000
Saint Augustine's College Track	100,000
TOTAL MAJOR FACILITIES FUND APPROPRIATION	$ 33,629,000

Section 2: It is estimated that the following revenues will be available in the Major Facilities Fund for the fiscal year beginning July 1, 2011 and ending June 30, 2012 to fund those projects described in Section 2:

Occupancy Tax	$ 14,703,000
Prepared Food and Beverage Tax	18,448,734
Appropriated Fund Balance	477,266
TOTAL MAJOR FACILITIES FUND REVENUES	$ 33,629,000

Section 3: 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 4: In the event that the actual proceeds from the tax levy of the occupancy and 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 5: Copies of this ordinance shall be filed with the County Manager and Finance Director.

ADOPTED this the 20th day of June 2011.

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, 2011 and ending June 30, 2012.

Department, Division and Fund (All Positions are in the General Fund unless otherwise noted)	**Authorized Full-time Equivalent Positions**
Board of Commissioners	3.000
County Manager	11.000
County Attorney	13.000
Board of Elections	19.500
Facilities, Design & Construction	10.000
Finance	
General Fund	34.000
Debt Service Fund	2.000
Finance Total	36.000
Human Resources	25.000
Information Services	91.750
Register of Deeds	37.000
Revenue	61.000
Soil and Water Conservation District	5.000
Community Services	
CS Management and Budget	6.000
Parks, Recreation and Open Space	23.500
Veteran Services	4.000
Geographic Information Services	18.000
Libraries	210.500
Planning and Development Services	41.000
Community Services Total	303.000
Environmental Services	
General Fund	
ES Administration	9.000
Environmental Health & Safety	28.000
Animal Care, Control and Adoption Center	35.000
Water Quality Division	27.000
Total General Fund	99.000
Solid Waste Fund	14.000
South Wake Landfill Fund	5.000
Environmental Services Total	118.000

General Services	
General Fund	
Administrative Support	10.000
Central Services	16.000
Field Services	31.000
Physical Plant	60.000
Security	6.000
Total General Fund	123.000
Fleet Fund	14.000
General Services Total	137.000
Human Services	
General Fund	
Social Services	402.500
Child Welfare	230.750
Children, Youth and Family	253.350
Public Health	139.311
Health Clinics	146.300
Behavioral Health	202.125
Administrative Operations	242.750
Local Managing Entity	110.750
Total General Fund	1,727.836
Grants Fund	21.250
Affordable Housing	6.750
Human Services Total	1,755.836
Emergency Medical Services	219.000
Fire & Emergency Management	
General Fund	20.000
Grants Fund	1.000
Fire & Emergency Management	21.000
CCBI	70.500
Sheriff	
General Fund	
Law Enforcement	404.000
Detention	498.000
Sheriff Total	902.000
Capital Area Workforce Development	28.000
TOTAL FTEs ALL FUNDS PER SYSTEM	**3,866.586**

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.

Section 4: The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 1, 2011.

NONEXEMPT SCHEDULE - ANNUAL			
BAND	**MINIMUM**	**MIDPOINT**	**MAXIMUM**
1	$15,080	$23,240	$31,400
2	$20,400	$27,500	$34,600
3	$23,050	$31,000	$38,950
4	$25,500	$34,300	$43,100
5	$28,900	$39,000	$49,000
6	$32,750	$44,250	$55,750
7	$37,000	$50,000	$63,000
8	$42,300	$57,250	$72,200
9	$48,000	$65,000	$82,000
10	$54,000	$73,000	$92,000
11	$59,500	$80,500	$101,500
NONEXEMPT SCHEDULE - HOURLY			
BAND	**MINIMUM**	**MIDPOINT**	**MAXIMUM**
1	$7.25	$11.17	$15.10
2	$9.81	$13.22	$16.63
3	$11.09	$14.90	$18.72
4	$12.26	$16.49	$20.72
5	$13.90	$18.75	$23.55
6	$15.75	$21.27	$26.80
7	$17.79	$24.04	$30.28
8	$20.34	$27.52	$34.71
9	$23.08	$31.25	$39.42
10	$25.97	$35.10	$44.23
11	$28.61	$38.70	$48.79
EXEMPT SCHEDULE - ANNUAL			
BAND	**MINIMUM**	**MIDPOINT**	**MAXIMUM**
26	$35,500	$48,000	$60,500
27	$39,200	$53,000	$66,750
28	$43,500	$58,750	$74,000
29	$48,100	$65,000	$82,000
30	$52,900	$71,500	$90,100
31	$58,500	$79,000	$99,500
32	$64,750	$87,500	$110,250
33	$71,600	$96,750	$121,900
34	$79,400	$107,250	$135,100
35	$87,750	$118,500	$149,250
36	$97,000	$131,000	$165,000
37	$106,600	$144,000	$181,400

Section 5: The following non-exempt position classification schedule is hereby established effective July 1, 2011.

Class Title	Class Title	Class Title
Band 1	**Band 5 (cont'd)**	**Band 7**
Library Page	Elections Specialist	Accountant
Park Aide	Executive Assistant	Advanced Practice Paramedic
Pre-Vocational Aide	Firefighter	Appraiser
Student Assistant	Human Services Case Manager	Crime Analyst
Swimming Pool Technician	Inmate Activities Coordinator	Deputy Fire Marshal
	Inventory Control Specialist	Deputy Sheriff - Investigator
Band 2	Mail Center Warehouse Coordinator	Deputy Sheriff - Senior Investigator
Animal Shelter Attendant	Mapping Technician	Detention Classification Coordinator
Transportation Aide	Master Mechanic	Detention Officer - Sergeant
	Payroll Specialist	Emergency Management Specialist
Band 3	Plans & Permits Technician	Environmental Health Specialist
Administrative Assistant	Program Assistant	Environmental Program Coordinator
Animal Health Care Technician	Revenue Agent	Facility HVAC Specialist
Customer Service Representative	Senior Accounting Technician	General Inspector
Equipment Operator	Senior Equipment Operator	Housing Rehabilitation Specialist
Library Assistant	Senior Identification Technician	Human Services Sr. Practitioner
Nurse's Aide	Solid Waste Compliance Officer	Information/Technology Technician
Park Technician	Teacher/Tutor	Print Shop Coordinator
Pharmacy Technician	Telecommunicate I	Public Information Specialist
Scale House Attendant		
Utility Worker	**Band 6**	**Band 8**
	Animal Control Team Leader	CCBI Agent
Band 4	Animal Shelter Manager	Chief Deputy Fire Marshal
Accounting Technician	Assistant Park Manager	Dental Hygienist
Animal Control Officer	Buyer	Deputy Sheriff - Sergeant
Dental Assistant	CCBI Processing Unit Supervisor	Detention Officer - Lieutenant
Deputy Register of Deeds	Deputy Clerk to the Board	EMS Supervisor
Emergency Medical Technician	Deputy Sheriff	Environmental Health Program Specialist
Executive Secretary	Deputy Sheriff - First Class	Environmental Services Team Leader
Graphics Specialist	Deputy Sheriff - Master	Fire Captain
Human Resources Technician	Evidence Technician	Fire/Rescue Responder
Human Services Technician	Facility HVAC Technician	Forensic Examiner
Identification Technician	Firefighter/Driver	Lab Supervisor
Interpreter	Forensic Photographer	Natural Resource Conservationist
Laboratory Technician	Human Services Program Auditor	Nurse
Licensed Practical Nurse	Human Services Senior Case Manager	Public Safety Training Specialist
Mechanic	Medical Technologist	Sheriff Academy Training Manager
Press Operator	Nutritionist	Trades Supervisor
Property/Evidence Clerk	Paralegal	
Vehicle Technician	Paramedic	**Band 9**
	Planning Technician	Deputy Sheriff - Lieutenant
Band 5	Public Health Educator	Nursing Supervisor
Administrative Supervisor	Social Worker	
Benefits Specialist	Soil Scientist	**Band 10**
Computer Operator	Substance Abuse Counselor	CCBI Field Shift Supervisor
Consumer Records Manager	Telecommunicate II	Latent Print Supervisor
Detention Officer	Trades Specialist	
Detention Officer - Master	Veterans Services Officer	**Band 11**
	X-Ray Technician	Physician Extender

Section 6: The following exempt position classification schedule is hereby established effective July 1, 2011.

Class Title	Class Title	Class Title
Band 26	**Band 29 (cont'd)**	**Band 31 (cont'd)**
Administrative Services Coordinator I	Environmental Engineer/Consultant	Human Resources Manager
Librarian I	Environmental Health Supervisor	Human Services Assistant Division Director
Risk Management Specialist	Environmental Planner	Information/Technology Business Analyst
Workforce Development Specialist	Human Services Program Consultant	Land Development Administrator
Band 27	Inspections Supervisor	Long Range Planning Administrator
Business Auditor	Internal Auditor	Regional Library Supervisor
Human Resources Consultant	Investment Analyst	Security Director
Human Services Program Specialist	Mapping Supervisor	**Band 32**
Human Services Supervisor I	Planner III	Appraisal/Collection Manager
Nutritionist Supervisor	Web Administrator	Assistant Library Director
Park Manager	**Band 30**	Assistant to the County Manager
Planner I	Business Officer	Budget & Policy Director
Safety Officer	Code Enforcement Complaint Coordinator	Community Services Manager
Telecommunications Supervisor	Computer System Administrator	Debt & Capital Director
Video Production Specialist	Conservation District Administrator	Director of Detention Services
Band 28	Detention Officer - Major	Director of Elections
Administrative Services Coordinator II	Facilities Engineer	Emergency Management Director
Chemist	Financial Systems Administrator	EMS Director
Criminal Justice Planner	Fiscal & Policy Analyst	Environmental Health & Safety Director
Employee Wellness Coordinator	GIS Analyst	Environmental Services Manager
EMS Quality Assurance Coordinator	Human Services Program Manager	Financial Services Manager
Housing Rehabilitation Coordinator	Information Services Customer Service Supervisor	Fire Marshal
Human Services Clinician	Information/Technology Analyst	Human Services Division Director
Human Services Supervisor II	Payroll Administrator	Human Services Finance Officer
Information/Technology Specialist	Public Information Manager	Information/Technology Engineer
Lead Inspector	Senior Psychologist	Information/Technology Project Manager
Librarian II	Solid Waste Facilities Manager	Inspections, Development, Plans & Permits Director
Planner II	Watershed Manager	Internal Audit Director
Psychologist	**Band 31**	Pharmacist
Senior Accountant	Animal Services Director	Physical Plant Director
Senior Appraiser	Assistant Director of Detention Services	Purchasing Director
Senior Soil Scientist	Central Services Director	Radio Systems Manager
Workforce Development Coordinator	Deputy CCBI Director	Risk Manager
Band 29	Deputy Sheriff - Captain	Senior Facilities Project Manager
Assistant EMS Director	Facilities Project Manager	Special Aide to Sheriff
Assistant Register of Deeds	Field Services Director	Workforce Development Director
Consumer Records Director	Fleet Director	
Detention Officer - Captain		
Emergency Management Coordinator		

Class Title	Class Title	Class Title
Band 33	**Band 34**	**Band 36**
Attorney	Chief of Staff - Sheriff	Community Services Director
CCBI Director	Deputy Finance Director	Dental Director
Deputy General Services Director	Human Services Deputy Director	Environmental Services Director
Deputy Sheriff - Major	Information/Technology Manager	Information Services Director
Information Services Division Supervisor	Library Director	
Management Services Director - Sheriff	Pharmacy Director	**Band 37**
Parks, Recreation & Open Space Director	**Band 35**	Deputy County Manager
Planning, Development & Inspections Director	Budget & Management Director	Human Services Director
Public Information Director	Dentist	
Solid Waste Management Director	Deputy County Attorney	
Water Quality Director	Facilities, Design & Construction Director	
	General Services Director	
	Human Resources Director	
	Revenue Director	

Section 7: Eliminate retiree health benefits for employees hired after June 30, 2011. This change will have no impact on the benefits of current employees.

ADOPTED this the 20th day of June 2011.

Reader's Guide to the Budget

Purpose

This budget book summarizes all public service programs provided by County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2011, to June 30, 2012 ("fiscal year 2012").

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 2010 actual results; the FY 2011 budget, both adopted and current as of June 2011; and FY 2012 adopted budget. A sample of the format is provided below:

	FY2010 Actual	FY2011 Adopted Budget	FY2011 Amended	FY2012 Adopted Budget
Personnel Services				
Operating Expenses				
Capital Outlay				

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

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 (2010 to 2012) 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. Budget and Management Services 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.

County departments also submit options for reducing their base budgets. In FY 2012, departments submitted reductions totaling 3 percent 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.

Budget Process

County Manager's Authorization

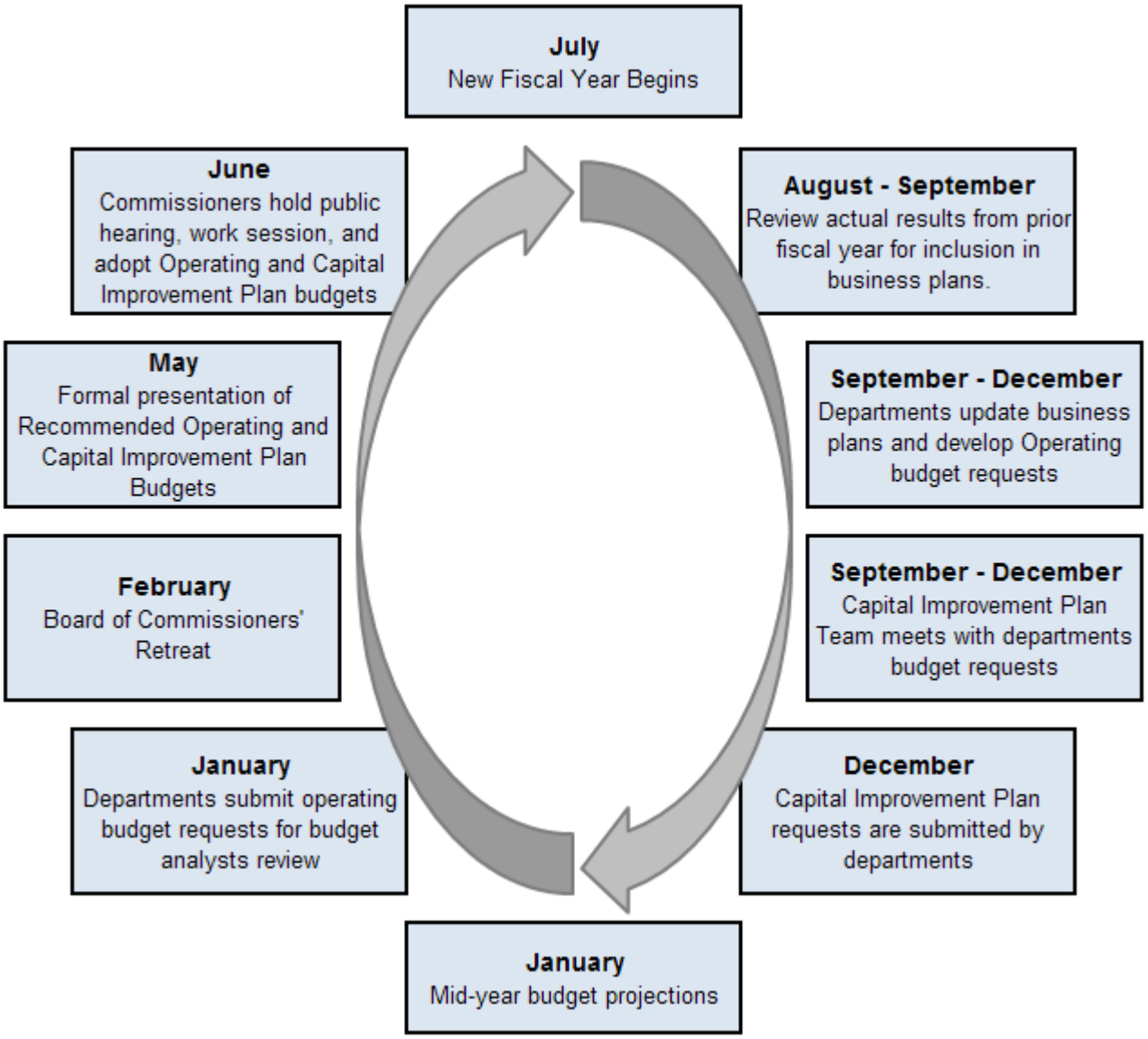
For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding $75,000 shall be reported to the Board of Commissioners. 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 Wake County Budget and Management Services. The Adopted Budget is also published online at the County's website: 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



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

Budget Calendar for Fiscal Year 2012

Date	Budget Activity
December 7, 2010	Budget Kickoff with Extended Management Team
January 28, 2011	Departments submit FY 2012 Operating Budget Requests Departments submit FY 2012 Expansion Requests & Reduction Options Departmental Business Plans Updated
April 14, 2011	Community Improvement Plan Review--Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
May 3, 2011	Board of Education and Wake Technical Community College submit formal budget requests
May 16, 2011	Formal presentation of FY 2012 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 6, 2011	Public Hearing on Operating Budget, annual Community Plan and any proposed fee or tax changes
June 13, 2011	Special Budget Work Session with Board of Commissioners
June 20, 2011	Adoption of FY 2012 Operating Budget and Community Improvement Plan at regular Board of Commissioners meeting

Fund Structure

The County's accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

Wake County's governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. In the budget, various funds are grouped into 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	Internal Service 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

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.

Internal Service Fund

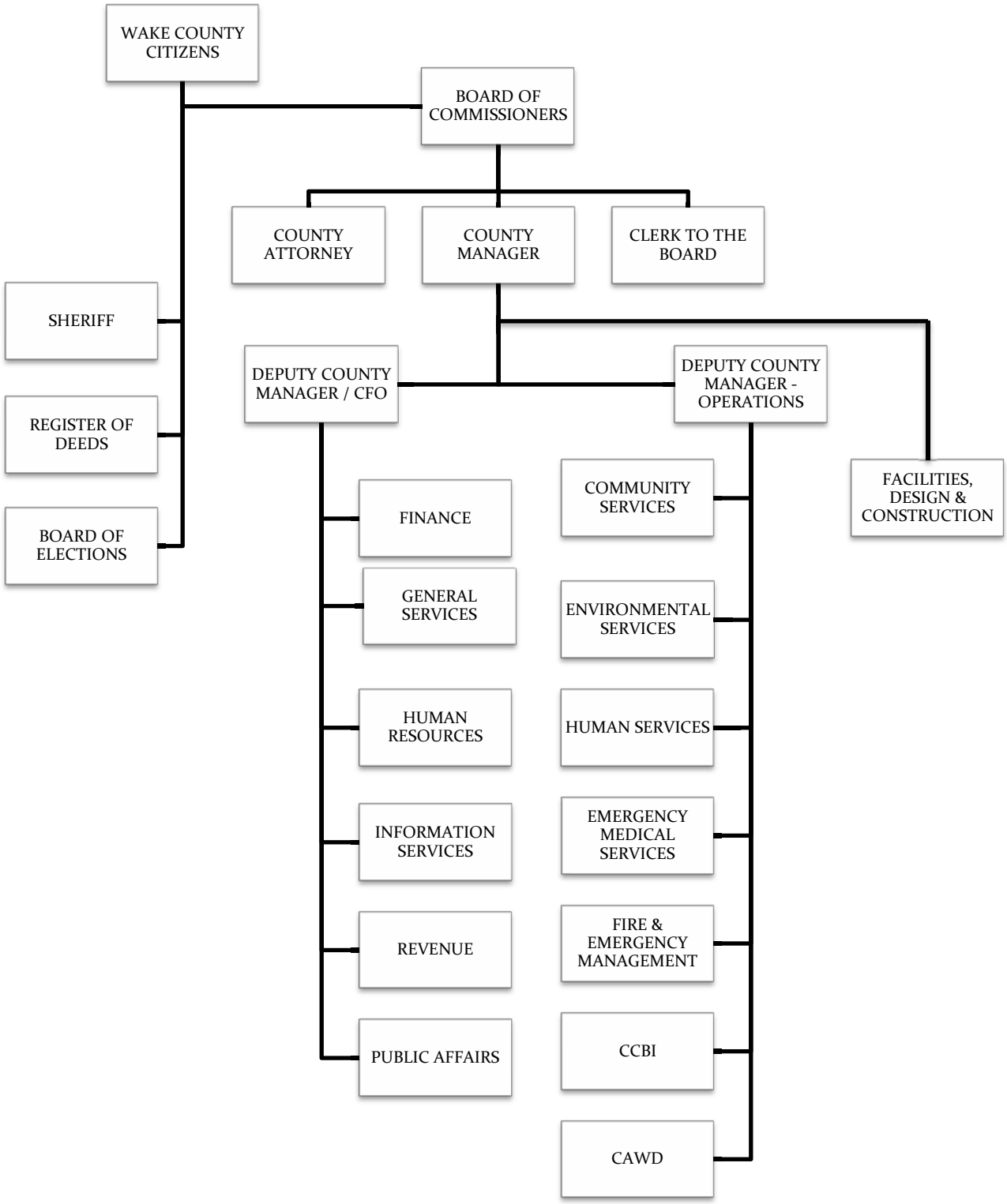
The internal service fund is used to account for operations that are operated in a manner similar to private businesses but where the private customers are internal departments. The County has one internal service fund: the Corporate Fleet Fund.

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	Internal Service 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			M	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															
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 2012 Organizational Chart



Basis of Budgeting and Basis of Accounting

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 Budget and Policy Director 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

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://we.wakegov.com/finance/policies]

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

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

Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. 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.

Fund Balance

The County shall maintain a fund balance position that rating agencies deem is adequate to meet the County's needs and challenges. Therefore, the County has adopted a policy that requires management to maintain a total General Fund balance of at least fifteen percent (15%) and an amount committed for working capital of at least ten percent (10%) of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income.

Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's amount committed for working capital. If a catastrophic economic event occurs that results in a deviation of five percent (5%) or more from total budgeted revenue or expenditures, the amount committed for working capital can be reduced by board action. At that time, the Board will also adopt a plan on how to return committed for working capital back to the required level for fiscal health.

Revised May 16, 2011.

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.

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:
  - 15.50 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 nineteen percent of the subsequent fiscal year's debt service payments through November. The nineteen percent 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 exceeds 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 twenty-five percent 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 condi-

tions. This concept is used by many "AAA" units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. The County's current variable rate debt portfolio totals $324 million, or 15 percent of outstanding general obligation debt.

Guideline 4: The average AAA rated entity repays seventy percent 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 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 percent 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 twenty percent of the general fund and debt service budget. The County's annual debt service payment will not exceed twenty percent 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 officers and employees for performing services or duties permitted or required by law. The board may not, however, fix fees in the General Court of Justice or modify the fees of the register of deeds prescribed by G.S. 160-10 or the fees of the board of elections prescribed by G.S. 163-107."

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.

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 non-residents 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 FY 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 exceeds

$50,000,000 in FY 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 defined by the North Carolina Department of Commerce Finance Center. (In FY 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

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 (15.50 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 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 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, it 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 to factions 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

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 and, in selected services, strategic long-range planning.

Board of Commissioners' Goals

At its February 7, 2011 regular Board Meeting the Board of Commissioners adopted 15 goals for the 2011 calendar year.

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

1. Develop and approve a budget for FY 2011 - 2012 that maintains the property tax rate at 53.4 cents.

2. Continue to work with Wake Technical Community College, the Wake County Economic Development Program, North Carolina State University and existing businesses to attract new jobs, to retain jobs and to provide training to individuals in transition.

3. Evaluate regulations, fees and/or practices to encourage business investment/re-investment (without sacrificing other public policy objectives.)

The fourth and fifth goals are in the interest of **"Education Capital and Infrastructure":**

4. Work with Wake Technical Community College to develop a capital program for FY 2012 to 2017, which will be supported by the citizens and voters of Wake County.

5. Work with the Wake County Public School System on a capital program for FY 2012 to 2017, which will be supported by the citizens and voters of Wake County and with the approval of the School board, shift the responsibility of the construction of schools and land acquisition to the County.

The Board of Commissioners' goals #6 - #8 seek to **"Highlight the County's Role in Transit and Other Initiatives"**:

6. Work with Triange Transit, the municipalities and the business community on a Transit Plan which may include bus and rail and determine support of the municipalities and the business community for a 1/2 cent sales tax referendum that will be supported by the citizens and voters of Wake County, and anticipated no sooner than the Spring of 2012.

7. Animal Welfare: Develop and implement cost effective, life-saving programs and practices in partnership with public and private organizations in the community to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Center.

8. Complete the review of the Raleigh Convention Center financing as identified in the 8th amendment to the Interlocal Agreement (on the use of Occupancy Tax and Prepared Food and Beverage Tax Revenues), while involving numerous stakeholders in the community.

Continuing Goals from Prior Years: The Board of Commissioners also approved, in February 2011, seven (7) goals that were originally established in previous years. The commissioners directed staff to actively pursue these goals, but at a lesser priority than the eight (8) 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 calendar year 2011:

9. Complete the work of the Sustainability Task Force and evaluate recommendations for implementation.

10. Improve the Mental Health System in Wake County with the opening of WakeBrook Campus and by securing partners to operate some or all of the facilities in the most cost-efficient manner.

11. Human Capital:

a) Implement plan to deliver Human Services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on governmental support.

b) Work with the Human Services Board to identify departmental priorities for resource allocation and budget recommendations.

c) Continue collaborative development and implementation of strategies to bolster prevention, and reduce the prevalence of, gang activity in Wake County.

12. Education: Work with the Wake County Public School System and Wake Technical Community College to develop operating budget strategies that do not require increasing the property tax rate yet reflects education as a priority in Wake County.

13. Continue to maintain the County's AAA credit rating with all three rating agencies.

14. Effective and efficient delivery of Fire/Rescue and EMS: Continue discussions with contracted service providers to identify consolidation opportunities in fire/rescue services and EMS delivery, and identify other strategies that will yield more effective and efficient fire/rescue and emergency medical services.

15. Urban County Leadership: Continue to take a leadership role among the largest, urbanizing counties to discuss and promote common issues in the State Legislature, including:

a) Strengthening relationship with the Wake County legislative delegation.

b) Identifying and participating in strategies to transform local government (example: Future of Retirement Study Commission).

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.

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

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 FY 2005 that included apparatus and compensation components. In FY 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 pre-history. 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 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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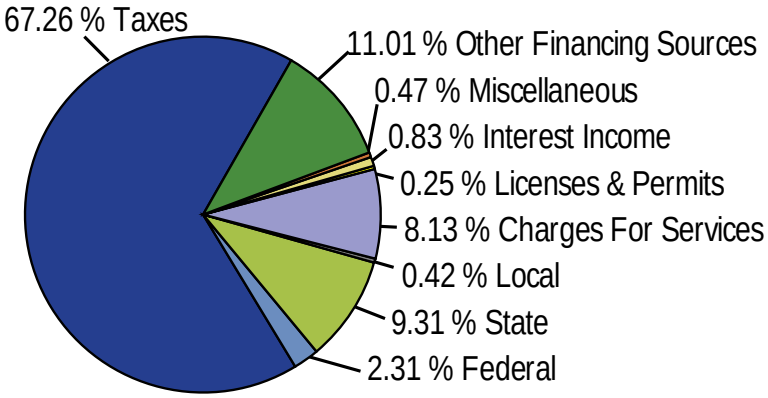
Total Revenues By Fund

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
General Fund	$	927,758,553	951,220,000	951,780,113	952,100,000
Debt Service		650,562,771	207,950,000	210,750,000	225,624,000
Special Revenue Funds					
Capital Area Workforce Development		7,105,473	6,270,356	6,270,356	5,330,000
Fire Tax District		20,514,496	20,204,000	20,246,000	20,253,000
Grants and Donations		5,599,753	2,476,500	4,758,384	2,198,000
Housing and Community Revitalization		4,033,141	4,699,585	6,021,441	4,387,000
Major Facilities		30,375,750	31,082,000	31,082,000	33,629,000
Revaluation Reserve		891,629	850,000	943,827	–
Capital Improvement Funds					
County Capital Improvement Fund		347,804,785	23,735,000	25,232,627	39,563,000
Fire Tax District Capital		2,536,467	1,930,000	(5,954,803)	5,842,000
Major Facilities Capital Trust		1,247,759	1,000,000	1,000,000	1,000,000
Solid Waste Capital		2,325,003	3,355,000	2,337,691	4,025,000
Wake County Public Schools Capital Projects		–	7,000,000	–	96,790,000
Wake Technical Community College Capital Projects		39,859,896	6,657,000	42,645,569	1,500,000
Internal Service Fund					
Corporate Fleet Fund		–	10,250,000	11,923,316	8,244,000
Enterprise Funds					
Solid Waste Management		11,494,833	12,736,000	12,797,837	12,221,000
South Wake Landfill		21,525,465	15,417,000	15,417,914	14,561,000
Total Revenues		2,073,635,775	1,306,832,441	1,337,252,272	1,427,267,000
Less Interfund Transfers		(220,526,521)	(220,495,860)	(213,527,894)	(219,860,000)
Total Revenues All Funds Net of Interfund Transfers	$	1,853,109,254	1,086,336,581	1,123,724,378	1,207,407,000

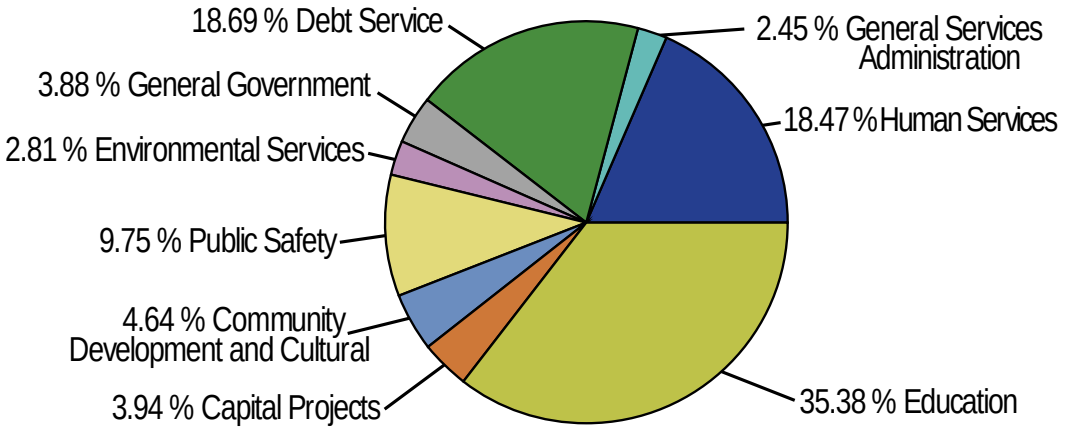
Total Revenues By Source

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Taxes	$	793,231,938	805,779,421	805,779,421	812,156,959
Federal		24,928,503	25,873,174	30,053,524	27,876,550
State		122,461,952	117,294,928	117,012,055	112,380,510
Local		5,312,881	7,443,200	7,747,646	5,042,925
Charges For Services		80,885,189	92,501,713	89,494,458	98,199,927
Licenses & Permits		2,514,130	2,967,964	2,967,964	3,055,064
Fines & Forfeitures		50	–	–	–
Interest Income		11,243,288	11,336,222	13,594,448	10,062,754
Miscellaneous		2,202,201	2,430,556	2,235,248	5,729,975
Other Financing Sources		810,329,124	20,709,403	54,839,614	132,902,336
Total Revenues by Source	$	1,853,109,254	1,086,336,581	1,123,724,378	1,207,407,000



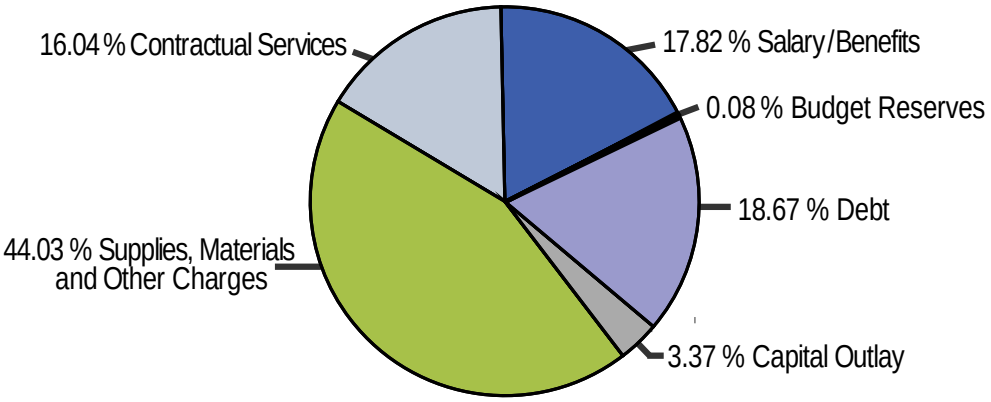
Expenditures By Use

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Human Services	$	228,183,430	238,831,092	233,923,930	223,054,235
General Services Administration		24,895,202	34,066,976	35,926,525	29,593,127
Debt Service		638,519,321	207,950,000	210,750,000	225,624,000
General Government		40,850,092	39,493,606	46,435,418	46,828,547
Environmental Services		32,915,702	35,924,965	34,995,758	33,877,884
Public Safety		102,778,770	108,511,414	107,550,095	117,674,233
Community Development and Cultural		52,232,139	53,892,254	53,814,834	55,987,332
Capital Projects		109,558,466	38,172,000	57,973,393	47,575,000
Education		330,516,773	329,494,274	329,494,274	427,192,642
Total Operating Expenses	$	1,560,449,895	1,086,336,581	1,110,864,227	1,207,407,000



Expenditures By Type

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Salary / Benefits	$	202,846,501	204,939,796	205,810,176	215,200,252
Contractual Services		192,682,037	201,596,911	197,815,431	193,627,005
Supplies, Materials and Other Charges		430,231,171	444,015,547	470,933,307	531,614,456
Capital Outlay		96,309,444	19,139,680	15,981,349	40,656,788
FA Gain/Loss		129,944	–	–	–
Budget Reserves		–	8,537,310	9,450,927	915,702
Debt		638,250,798	208,107,337	210,873,037	225,392,797
Total Expenditures by Type	$	1,560,449,895	1,086,336,581	1,110,864,227	1,207,407,000



Summary of Revenues, Expenditures and Changes In Fund Balance

General Fund

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues					
Taxes	$	742,548,474	755,302,421	755,302,421	758,757,225
Federal		11,353,824	15,161,217	15,369,456	15,681,585
State		106,071,948	105,878,532	105,350,634	100,335,325
Local		3,078,297	7,105,500	7,112,124	4,823,100
Charges For Services		57,744,310	61,123,578	56,453,572	66,634,169
Licenses & Permits		2,511,430	2,959,464	2,959,464	3,048,564
Fines & Forfeitures		–	–	–	–
Interest Income		83,491	58,954	73,392	39,754
Miscellaneous		1,493,613	318,334	318,834	428,034
Total Operating Revenues		924,885,386	947,908,000	942,939,897	949,747,756
Operating Expenses					
Capital Projects		–	–	–	–
Community Development and Cultural		24,236,237	25,708,754	25,585,053	25,344,332
Debt Service		–	–	–	–
Education		330,516,773	329,494,274	329,494,274	330,402,642
Environmental Services		7,762,038	7,859,965	7,837,116	7,726,884
General Government		40,751,254	38,643,606	48,146,633	46,828,547
General Services Administration		24,880,503	23,800,739	23,976,159	21,349,127
Human Services		213,267,223	226,375,350	219,054,094	211,997,146
Public Safety		84,794,013	90,144,452	88,493,924	99,446,322
Total Operating Expenses		726,208,041	742,027,140	742,587,253	743,095,000
Revenues Over (Under) Expenditures		198,677,345	205,880,860	200,352,644	206,652,756
Other Financing Sources (Uses)					
Transfers In		2,568,223	1,312,000	4,518,918	2,249,000
Transfers Out		(205,384,972)	(209,192,860)	(209,192,860)	(209,005,000)
Bond Proceeds and other financing transactions		304,944	–	–	–
Total Other Financing Sources (Uses)		(202,511,805)	(207,880,860)	(204,673,942)	(206,756,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses		(3,834,460)	(2,000,000)	(4,321,298)	(103,244)
Fund Balance at Beginning of Year		152,250,326	148,415,866	148,415,866	144,094,568
Fund Balance at End of Year		148,415,866	146,415,866	144,094,568	143,991,324

Summary of Revenues, Expenditures and Changes In Fund Balance

Debt Service Funds

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues				
Taxes	–	–	–	–
Federal	–	–	–	3,002,174
State	12,818,821	10,000,000	10,000,000	10,000,000
Local	–	–	–	–
Charges For Services	–	–	–	–
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	8,508,091	10,880,268	10,880,268	9,621,000
Miscellaneous	–	–	–	–
Total Operating Revenues	21,326,912	20,880,268	20,880,268	22,623,174
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	638,519,321	207,950,000	210,750,000	225,624,000
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	638,519,321	207,950,000	210,750,000	225,624,000
Revenues Over (Under) Expenditures	(617,192,410)	(187,069,732)	(189,869,732)	(203,000,826)
Other Financing Sources (Uses)				
Transfers In	158,726,957	172,978,000	175,778,000	184,730,000
Transfers Out	(10,549,077)	–	–	–
Bond Proceeds and other financing transactions	470,508,903	10,764,000	10,764,000	4,000,000
Total Other Financing Sources (Uses)	618,686,782	183,742,000	186,542,000	188,730,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,494,372	(3,327,732)	(3,327,732)	(14,270,826)
Fund Balance at Beginning of Year	152,266,294	153,760,666	153,760,666	150,432,934
Fund Balance at End of Year	153,760,666	150,432,934	150,432,934	136,162,108

Summary of Revenues, Expenditures and Changes In Fund Balance

Special Revenue Funds

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues				
Taxes	50,681,947	50,477,000	50,477,000	53,399,734
Federal	13,544,080	10,711,957	13,987,068	8,897,791
State	1,079,509	944,038	1,148,890	810,104
Local	908,415	337,700	453,388	219,825
Charges For Services	250,518	632,018	607,777	1,157,280
Licenses & Permits	–	–	–	–
Fines & Forfeitures	50	–	–	–
Interest Income	299,894	–	94,774	5,000
Miscellaneous	6,814	55,868	207,251	–
Total Operating Revenues	66,771,227	63,158,581	66,976,148	64,489,734
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	27,995,902	28,183,500	28,229,781	30,643,000
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	161,366	–	48,200	–
General Government	98,838	850,000	(1,711,215)	–
General Services Administration	14,699	16,237	27,050	–
Human Services	14,916,207	12,455,742	14,869,836	11,057,089
Public Safety	17,984,757	18,366,962	19,056,171	18,227,911
Total Operating Expenses	61,171,769	59,872,441	60,519,823	59,928,000
Revenues Over (Under) Expenditures	5,599,458	3,286,140	6,456,325	4,561,734
Other Financing Sources (Uses)				
Transfers In	1,749,015	1,623,860	1,623,860	830,000
Transfers Out	(6,458,041)	(5,710,000)	(8,802,185)	(5,869,000)
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	(4,709,026)	(4,086,140)	(7,178,325)	(5,039,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	890,432	(800,000)	(722,000)	(477,266)
Fund Balance at Beginning of Year	15,236,516	16,126,948	16,126,948	15,404,948
Fund Balance at End of Year	16,126,948	15,326,948	15,404,948	14,927,682

Summary of Revenues, Expenditures and Changes In Fund Balance

Internal Service Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues				
Taxes	–	–	–	–
Federal	–	–	–	–
State	–	–	–	–
Local	–	–	–	–
Charges For Services	–	7,430,717	7,430,717	7,800,804
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	–	40,000	40,000	40,000
Miscellaneous	–	500,612	500,612	403,196
Total Operating Revenues	–	7,971,329	7,971,329	8,244,000
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	–	–	–	–
General Government	–	–	–	–
General Services Administration	–	8,250,000	9,923,316	7,200,000
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	–	8,250,000	9,923,316	7,200,000
Revenues Over (Under) Expenditures	–	(278,671)	(1,951,987)	1,044,000
Other Financing Sources (Uses)				
Transfers In	–	2,000,000	2,000,000	–
Transfers Out	–	–	–	–
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	–	2,000,000	2,000,000	–
Revenues and Other Sources Over (Under) Expenditures and Other Uses	–	1,721,329	48,013	1,044,000
Fund Balance at Beginning of Year	0	0	0	48,013
Fund Balance at End of Year	0	1,721,329	48,013	1,092,013

Summary of Revenues, Expenditures and Changes In Fund Balance

Enterprise Funds

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues				
Taxes	–	–	–	–
Federal	–	–	–	–
State	1,390,303	472,358	472,358	1,235,081
Local	–	–	–	–
Charges For Services	22,863,239	22,795,400	22,795,400	22,057,674
Licenses & Permits	2,700	8,500	8,500	6,500
Fines & Forfeitures	–	–	–	–
Interest Income	1,039,865	357,000	357,000	357,000
Miscellaneous	620,942	1,480,742	1,480,742	2,273,745
Total Operating Revenues	25,917,049	25,114,000	25,114,000	25,930,000
Operating Expenses				
Capital Projects	–	–	–	–
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	–
Environmental Services	22,158,047	24,710,000	24,772,751	24,126,000
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	22,158,047	24,710,000	24,772,751	24,126,000
Revenues Over (Under) Expenditures	3,759,002	404,000	341,249	1,804,000
Other Financing Sources (Uses)				
Transfers In	7,103,248	1,190,000	1,190,000	852,000
Transfers Out	(9,727,248)	(3,443,000)	(3,443,000)	(2,656,000)
Bond Proceeds and other financing transactions	–	–	–	–
Total Other Financing Sources (Uses)	(2,624,000)	(2,253,000)	(2,253,000)	(1,804,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,135,002	(1,849,000)	(1,911,751)	–
Fund Balance at Beginning of Year	24,177,413	25,312,415	25,312,415	23,400,664
Fund Balance at End of Year	25,312,415	23,463,415	23,400,664	23,400,664

Summary of Revenues, Expenditures and Changes In Fund Balance

Capital Improvement Funds

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Operating Revenues				
Taxes	1,517	–	–	–
Federal	30,600	–	697,000	295,000
State	1,101,370	–	40,173	–
Local	1,326,168	–	182,134	–
Charges For Services	27,121	520,000	2,206,992	550,000
Licenses & Permits	–	–	–	–
Fines & Forfeitures	–	–	–	–
Interest Income	1,311,947	–	2,149,014	–
Miscellaneous	80,833	75,000	(272,191)	2,625,000
Total Operating Revenues	3,879,556	595,000	5,003,122	3,470,000
Operating Expenses				
Capital Projects	109,558,466	38,172,000	57,973,393	47,575,000
Community Development and Cultural	–	–	–	–
Debt Service	–	–	–	–
Education	–	–	–	96,790,000
Environmental Services	2,834,251	3,355,000	2,337,691	2,025,000
General Government	–	–	–	–
General Services Administration	–	–	–	–
Human Services	–	–	–	–
Public Safety	–	–	–	–
Total Operating Expenses	112,392,717	41,527,000	60,311,084	146,390,000
Revenues Over (Under) Expenditures	(108,513,161)	(40,932,000)	(55,307,962)	(142,920,000)
Other Financing Sources (Uses)				
Transfers In	50,379,077	41,392,000	28,417,116	31,199,000
Transfers Out	(3,407,182)	(2,150,000)	(4,950,000)	(2,330,000)
Bond Proceeds and other financing transactions	339,515,278	1,690,000	31,840,846	114,051,000
Total Other Financing Sources (Uses)	386,487,173	40,932,000	55,307,962	142,920,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	277,974,012	–	–	–
Fund Balance at Beginning of Year	647,244,250	925,218,262	925,218,262	925,218,262
Fund Balance at End of Year	925,218,262	925,218,262	925,218,262	925,218,262

Summary of Revenues, Expenditures and Changes In Fund Balance

All Funds

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
All Funds Operating Revenues				
Taxes	793,231,938	805,779,421	805,779,421	812,156,959
Federal	24,928,503	25,873,174	30,053,524	27,876,550
State	122,461,952	117,294,928	117,012,055	112,380,510
Local	5,312,881	7,443,200	7,747,646	5,042,925
Charges For Services	80,885,189	92,501,713	89,494,458	98,199,927
Licenses & Permits	2,514,130	2,967,964	2,967,964	3,055,064
Fines & Forfeitures	50	–	–	–
Interest Income	11,243,288	11,336,222	13,594,448	10,062,754
Miscellaneous	2,202,201	2,430,556	2,235,248	5,729,975
Total Operating Revenues	1,042,780,130	1,065,627,178	1,068,884,764	1,074,504,664
Operating Expenses				
Capital Projects	109,558,466	38,172,000	57,973,393	47,575,000
Community Development and Cultural	52,232,139	53,892,254	53,814,834	55,987,332
Debt Service	638,519,321	207,950,000	210,750,000	225,624,000
Education	330,516,773	329,494,274	329,494,274	427,192,642
Environmental Services	32,915,702	35,924,965	34,995,758	33,877,884
General Government	40,850,092	39,493,606	46,435,418	46,828,547
General Services Administration	24,895,202	34,066,976	35,926,525	29,593,127
Human Services	228,183,430	238,831,092	233,923,930	223,054,235
Public Safety	102,778,770	108,511,414	107,550,095	117,674,233
Total Operating Expenses	1,560,449,895	1,086,336,581	1,110,864,227	1,207,407,000
Revenues Over (Under) Expenditures	(517,669,766)	(20,709,403)	(41,979,463)	(132,902,336)
Other Financing Sources (Uses)				
Transfers In	220,526,521	220,495,860	213,527,894	219,860,000
Transfers Out	(235,526,521)	(220,495,860)	(226,388,045)	(219,860,000)
Bond Proceeds and other financing transactions	810,329,124	12,454,000	42,604,846	118,051,000
Total Other Financing Sources (Uses)	795,329,124	12,454,000	29,744,695	118,051,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	277,659,359	(8,255,403)	(12,234,768)	(14,851,336)
Fund Balance at Beginning of Year	991,174,799	1,268,834,158	1,268,834,158	1,256,599,390
Fund Balance at End of Year	1,268,834,158	1,260,578,755	1,256,599,390	1,241,748,053

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Overview of Changes in Fund Balance

Overview of Changes in Fund Balance

For FY 2012, 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

At the end of FY 2010, the County had an unreserved fund balance of approximately 10 percent, which is in line with General Fund goals (see section on Financial Policies). The FY 2011 Adopted Budget included a one time appropriation of fund balance to set-up an internal service fleet operations fund. The FY 2012 General Fund budget does not include an appropriation of fund balance.

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 2012, roughly $14.3 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 2012 is part of the long-range capital finance strategy.

Special Revenue Funds

The Special Revenue Funds are projected to use $477,000 in fund balance during FY 2012. This amount is associated with appropriations in the Major Facilities Fund for projects approved by the Wake County Board of Commissioners and Raleigh City Council through an Interlocal Agreement and amendments. Financial modeling is used for this fund to anticipate future funding needs to ensure long-term commitments do not exceed anticipated revenue sources.

Internal Service Fund

The Internal Service Fund will be in its second year of operations in FY 2012. It is expected that fund balance will increase by $1 million. The fund balance will be used to accumulate funds for future replacements of county vehicles.

Enterprise Funds

Solid Waste Management will not use undesignated fund balance to supplement the division's staffing and operating needs during FY 2012. The use of fund balance is designated to long-term capital needs for solid waste collection and disposal systems. As such, the Solid Waste Operating Fund will transfer $1.4 million of undesignated fund balance to the Solid Waste Capital Fund.

Of the total transfer, approximately $500,000 will be for closure activities at the former East Wake Landfill. When the remaining balance is combined with prior year funds, Solid Waste will improve the gas control systems at North Wake Landfill, complete significant repairs (i.e. concrete, fencing) at existing facilities, and replace compaction equipment at Convenience Centers throughout the County.

Revenue Highlights

Property Tax

The property tax is Wake County's largest revenue source, comprising roughly 67 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 primarily driven by new construction. Permits for new construction have declined from FY 2010 to FY 2011. The FY 2012 property tax projection reflects this slowdown in construction while considering other components of the tax base. It is expected that the tax base will grow by 1.0 percent from the FY 2011 Adopted Budget to FY 2012 Adopted Budget. This growth rate is significantly less than recent years when the tax base grew by five percent or more annually. Each component of the FY 2012 property tax base is discussed below.

Composition of Tax Base FY 2012 Estimates

Real Property	$	103.91 billion
Business Personal Property	$	6.15 billion
Public Service	$	2.87 billion
Motor Vehicles	$	7.45 billion
Total	**$**	**120.39 billion**

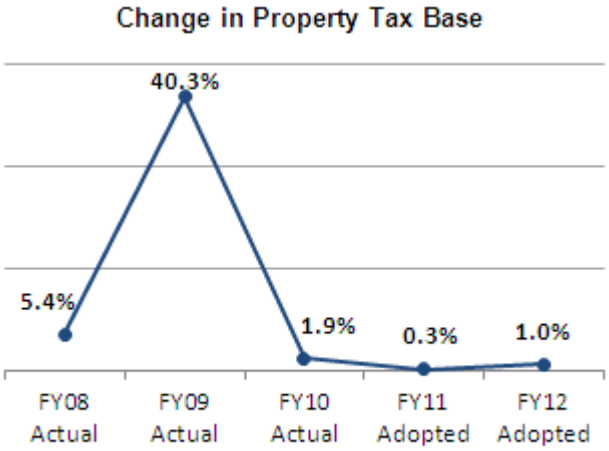
Real Property is anticipated to increase by 0.82 percent from FY 2011 estimates to a total of $103.91 billion in FY 2012. Although this is an improvement from FY 2011, the relatively small growth reflects the current economic situation and a lower amount of new construction compared with past years.

The personal property portion of the tax base is projected to decrease by almost six percent from the FY 2011 projection. Personal property reflects the value of business equipment, which is declining from FY 2011. This is the result of a small amount of new investment as well as a large number of appeals by large corporate taxpayers.

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 2012 valuation is expected to increase by one percent over FY 2011 projections to $2.87 billion.

The motor vehicle portion of the tax base is projected in FY 2012 to increase by almost five percent from the FY 2011 projection. This is due in part to an increased number of vehicles purchased in the County and the stabilization of used vehicle values.

The County's property tax collection rate continues to be one of the highest in the State at 98.69 percent of the levy billed during FY 2010.



Note: FY09 reflects 8-year Revaluation

Revenue Highlights

Sales Tax

The County's second largest revenue source is the sales tax. At present, the State authorizes three Articles of sales tax that all counties collect, with two different distribution methods. Each Article applies to the same "basket" of tangible goods.

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 three month delay (e.g., the tax from sales that took place in January 2011 were received in April 2011).

The economic slowdown has affected sales tax revenues significantly. Sales taxes collected in FY 2010 yielded roughly $104.7 million; a decrease of 18 percent from FY 2009 and $17.9 million lower than the Adopted Budget. For FY 2011, the County is projecting sales taxes to reach $109.4 million which is short of the FY 2011 Adopted Budget of $113.6 million but higher than FY 2010 actuals. These projections are consistent with sales tax estimates from other North Carolina counties and the State of North Carolina's estimates. Staff continue to monitor monthly receipts closely and update end-of-year estimates.

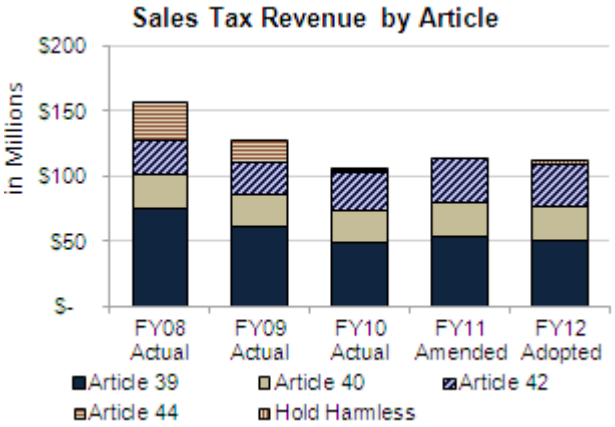
For FY 2012, the budget assumes a slight growth in sales tax from FY 2011 estimates of $109.4 million to $111.6 million. The County is anticipating growth in FY 2012 because of improvements in sales during FY 2011, which are expected to continue.

In 2008, the State of North Carolina began assuming the cost of the former County Medicaid Match and all assumed County sales tax revenues for funding. On October 1, 2008, the State began to retain the 1/4 cent per capita portion of the Article 44 sales tax. On October 1, 2009, the State retained the 1/4 cent point-of-sale portion thus completing the State's assumption of Article 44 revenues.

On October 1, 2009, Article 42 changed to a point-of-sale basis from a per capita basis. 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.

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 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 2012 budget of $4.8 million reflects a 9.4 percent decrease from the FY 2011 Adopted Budget based on current year revenue and historical projection trends.

Revenue Highlights

Lease/Rental Vehicle Tax

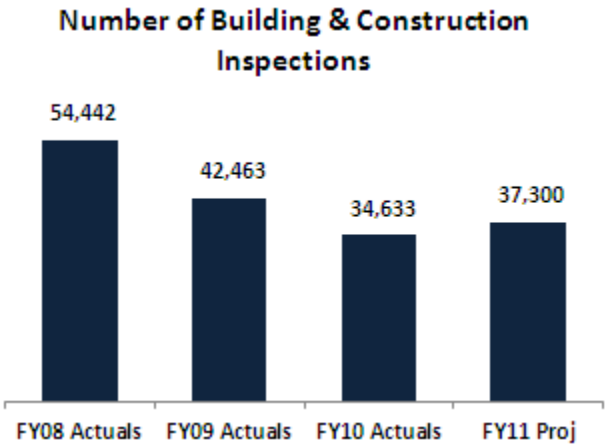
In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately $2.5 million from this revenue source in FY 2012 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 2012 amount budgeted is $300,000.

Licenses and Permits

The largest revenue source in this category is from building and construction permits. In FY 2012, the County anticipates receiving $3.0 million in revenue for this category which is an increase of three percent from the FY 2011 Adopted level of $2.9 million. The increase is primarily attributable to the stabilization 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.



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 2012, State shared revenues in the General Fund are expected to decrease by $5.5 million from $105.8 in the FY 2011 Adopted Budget to $100.3 million the FY 2012 budget.

The majority of shared revenues are State revenue streams that fund Human Services programs in the General Fund which total $95.4 million. It is anticipated that the State will ultimately reduce this funding, as the Governor and State legislature work to balance the State's operating budget. It is possible that during FY 2012, the County will need to revise its budget downward to compensate for State funding reductions.

Local shared revenue generally consists of revenues from the ABC board and donations. Included in the FY 2012 Adopted Budget is a one-time contribution from the ABC Board of $600,000.

Revenue Highlights

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 2012 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 2012 budget anticipates a decrease of 2.0 percent compared to the FY 2011 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 2012, the department expects to receive $760,000 from charges and fees and $514,000 through permits. Together, anticipated fee and permit revenue represents an increase of $80,000, or 7 percent, compared to the FY 2011 Adopted Budget. The budgeted revenue increase is attributed to a limited increase in activity in development-related areas.

Human Services Fees and Charges

In FY 2012, Human Services will earn approximately 19.3 percent of its revenue (or $27.2 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 2012 budget is approximately $4.5 million less than the FY 2011 Adopted Budget for Human Services fees and charges. Medicaid charges are projected to decrease from $27.7 million to $22.1 million, largely due to changes in Mental Health Medicaid reimbursement policy; other client fees and reimbursements will increase nearly $1.0 million.

Emergency Medical Services Fees and Charges

Six Forks EMS has consolidated services with Wake County. In FY 2012, Wake EMS will consolidate billings with all contract EMS providers. Currently, each subcontractor bills for services separately with the County providing a subsidy. Under this structure, some subcontractors are not guaranteed full cost reimbursements from Medicaid. With consolidated billings, the County will bill and collect EMS revenues, including full Medicaid cost reimbursements, and appropriate funds to the subcontracted EMS providers. Total system revenues and expenditures for all agencies results in a budget increase of approximately $8.5 million.

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. In FY 2012, payments for serving certain civil papers are anticipated to increase by $150,000 based on recent trends. In addition, jail fees for housing state inmates are anticipated to increase $120,000 above what is budgeted in FY 2011, based on actual experience over the past two fiscal years. Firearms Education and Training Center Revenue is also increased $62,500 based on revenue growth over the past two fiscal years. Based on these and other minor adjustments based revised estimates, total Sheriff Fees and Charges for FY 2012 is expected to increase $562,040, a 14.7 percent increase in revenue for the Sheriff's Office.

Revenue Highlights

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 $500,000. Revenues from the Public Library Division's annual book sale totals $175,000.

Interfund Transfers

Interfund transfers are transfers from special revenue funds (i.e. Major Facilities, Solid Waste) to the General Fund for defined purposes. The FY 2012 budget includes two transfers to the General Fund, that total $1.40 million. The Solid Waste Enterprise Fund will transfer $404,000 to the General Fund for administrative support services provided to the Solid Waste Management Division, including salaries and benefits in the following departments: Environmental Services, Facilities Design and Construction, and Public Affairs division.

The Major Facilities Fund will transfer $995,000 in FY 2012 to the General Fund to cover collection costs related to the taxes on Prepared Food and Beverages and on Hotel/motel Occupancy revenues. The transfer is based on three percent of actual collections as defined in the tax revenue's enabling legislation.

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 $182.6 million. This is comprised of $155.3 million from property tax revenues and $27.3 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 operating and capital needs to provide a level of service as uniformly as possible. In FY 2012, the County recommends a tax rate of 8.00 cents, which is no change from the prior fiscal year, and is expected to generate $20.25 million. The expected revenue is a slight increase from the prior fiscal year due to recovering vehicle and personal property values in rural areas of the County.

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 $3.4 million in FY 2012. The County will also add an additional $830,000, an increase of $180,000 over FY 2011, 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.

Major Facilities

A special revenue fund was established in 1991 for proceeds levied from a six percent tax on occupancy sales at hotels, motels and guest houses, and from a one percent tax on the sale of prepared food and beverages. Tax proceeds support tourism-related activities in the County such as the construction of stadiums, convention facilities, museums and parks.

Occupancy tax revenues are projected to increase significantly in FY 2011 (10.0 percent) compared to prior year actuals and are expected to continue to show improvement into FY 2012. Occupancy revenues are budgeted with an increase by three percent in FY 2012 over the FY 2011 projections. Prepared food and beverages revenues are expected to increase three percent in FY 2011 and increase by an additional 3.5 percent in FY 2012. All revenue estimates were generated with significant input from the Wake County's hospitality industry.

The Major Facilities Fund in FY 2012 equals $33.6 million in which $14.7 million is from occupancy taxes, $18.4 million is from prepared food/beverage, and $477,000 is appropriated fund balance.

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, proceeds from the sale of recyclable materials, administrative support of the South Wake Landfill, grants, and interest income.

For FY 2012, the operating budget totals $12.2 million. The household fee is set at $20 per household per year which represents 60 percent of the total revenue in the Solid Waste Management Fund (after excluding a $1.8 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 Services with input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

For FY 2012, the operating budget totals $14.5 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

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, budgets include reductions totaling $560,811 and expansions totaling $1,103,127.

Board of Commissioners

The Board of Commissioners identified reduction options to close the revenue and expenditure gap. This adopted budget includes $1,228 in reductions from the Board of Commissioners which includes postages, memberships and subscription costs.

County Manager

The County Manager's Office identified, and the Adopted Budget includes, reductions totaling $43,976 which includes converting a position into a contract and eliminating 1.0 FTE position and reclassifying a 1.0 FTE position.

Board of Elections

The Board of Elections Adopted Budget includes an increase in expenditures to fund upcoming elections including supporting additional warehouse space for election preparation.

The Board of Elections budget also includes an increase of $677,448 for additional One-Stop sites that will serve Wake County Early Voting for the May 2012 Primary Election; the creation of two new precincts; and the conversion of four temporary positions to full-time, permanent positions.

Facilities Design & Construction

Facilities, Design & Construction identified, and the Adopted Budget includes, reductions totaling close to $33,733. These reductions require the department to continue to not fill a vacant project manager position for six months as well as reduce office administration costs such as office supplies and training. These reductions are anticipated to have a minimal impact on operations.

Finance

The Adopted Budget includes a reduction of $20,000 which will downgrade a vacant Internal Audit Division position from an Internal Auditor to a Senior Accountant. The reduction option is anticipated to have a moderate impact on service levels because the downgraded position will not be able to complete the same level of work.

Human Resources

The Human Resources Department budget includes reductions totaling $75,727 which will be achieved through the restructuring of existing positions and eliminating a vacant 0.5 FTE.

As part of the FY 2012 budget process, employee public transportation benefits in the amount of $22,257 were transferred from Environmental Services' Air Quality unit to the Human Resources budget.

Information Services

The FY 2012 Adopted Budget includes reductions totaling $354,883 and one filled position (FTE). The majority of the reduction reflects the successful identification of $226,260 in savings through renegotiation of existing license maintenance agreements with vendors and identification of less costly service delivery approaches. Also included is the elimination of one Lotus Notes developer position, for a savings of $90,120. In addition, the department will reduce the training budget for department staff by $38,453.

Information Services budget also includes two positions required to maintain the Land Records/ Computer Aided Mass Appraisal System (LR/ CAMA) which will be funded by repurposing operating expenses and support from the CIP.

Register of Deeds

The Register of Deeds Department FY 2012 Adopted Budget includes reduction of funding for general office supplies at $31,314.

Expenditure Highlights

Community Services

The Community Services budget includes reductions totaling $834,655. Of this amount, $759,383 is achieved through library book budget reductions. Community Services developed this option as an alternative to the possible closure of existing libraries or reducing operating hours. This option also allows libraries to maintain the current programming levels and sustains a necessary supply of library materials on a "per-cardholder" basis.

The Community Services budget also includes the reduction of 1.0 filled FTE in Planning, Development, and Inspections based on building inspection workload. The reduction of the general inspector position totals $75,272 and includes salary, benefits, vehicle, and fuel.

Community Services budget also includes an increase of $831,082 in charges that were formerly a part of budgets within General Services and Non-departmental's Risk Management Division. These charges include utilities at County parks and public libraries at $755,124; and $75,958 for risk management claims.

Environmental Services

The FY 2012 Environmental Services budget contains reductions that total $65,785. Reductions include reducing the County's share of funding for services contracted with Cooperative Extension, reclassifying a position, and adjusting the water quality program to allocate the full cost to water utility customers.

For Cooperative Extension, this budget reduces funding for one contract position that has been vacant for over a year. The remaining funding in FY 2012 for Cooperative Extension has been transferred from the Environmental Services budget and into the Non-Departmental budget to ensure enhanced accountability and transparency.

Each selected reduction in Environmental Services is expected to have minor impacts to County services.

Environmental Services' budget also includes an increase of $29,047 in charges for risk management claims that were formerly a part of the budget in Non-Departmental's Risk Management Division as well as $183,565 in utility charges.

General Services

The General Services Administration Budget includes reductions totaling $1,060,427, which is realized through several reductions. The largest include reductions to operate and maintain the Larry B. Zieverink Sr. Alcohol Treatment Center as a traditional business-hour facility (previously 24/7) and elimination of 3.0 filled FTEs in the reprographics unit due to a reduction in demand for services. The remaining reductions include miscellaneous operating supplies and contract services; reductions in raw supplies and materials that support the preventative maintenance of facilities in the electrical, plumbing and HVAC areas; reduced the janitorial/housekeeping contract, a reduction in equipment and materials that support landscaping and hard surface maintenance and County interior and exterior signage.

In FY 2011, the County Manager directed General Services to begin charging departments for specific departmental services provided by General Services. In FY 2012 General Services reduced their budget by $2.4 million in utilities costs that are now charged to departments with single-use buildings. Security charges for Human Services facilities have also been moved to the Human Services budget.

In FY 2011, the County established an internal service fund for managing the County's fleet services. In FY 2012 the Corporate Fleet Fund will continue to monitor vehicle replacement and fleet operations including repair and maintenance, special vehicle equipment installation, and vehicle system management as well as fuel management.

The General Services Department also includes expansions related to the opening of new facilities. These dollars, totaling $453,267, will support the maintenance, utilities and security of the Hammond Road Detention Center expansion.

General Services' budget also includes an increase of $58,675 in charges for risk management claims that

were formerly a part of the budget in Non-Departmental's Risk Management Division.

Human Services

The Human Services FY 2012 Adopted Budget is $211.79 million, which is 6.4 percent less than the FY 2011 adopted budget.

Reductions include elimination of 8.0 vacant FTEs in the Child Day Care subsidy program, a 10 percent reduction to County contract partners who provide housing services (CASA and Passage Home), a fifty percent reduction to contracts with East Wake Youth Initiative and Fuquay Youth Initiative, and reduction of the County match to the Office of Juvenile Justice grant from $320,592 to $70,592 to cover increased juvenile detention per diem rates.

The FY 2012 Budget also transfers funding for the Ready to Learn Center program and the School-Based 4-H Youth program to the Wake County Public School System, allowing for the opportunity to contract with Wake County Human Services for these programs.

While the FY 2012 Budget includes service reductions, several expansions to services are included. Wake County will contract with an outside vendor to operate a one, 16-bed unit at the WakeBrook campus providing Facility-Based Crisis and Non-Hospital Medical Detoxification services. Additionally, the funding for the Holly Hill Hospital contract was increased, as well as funds to support security at Crisis and Assessment at WakeBrook. Wake County also increased funding in response to a State rate increase for our commitment to Juvenile Detention.

Human Services' budget also includes an increase of $163,715 in charges for risk management claims that were formerly a part of the budget in Non-Departmental's Risk Management Division as well as $1,006,959 in utility charges.

City/County Bureau of Identification

The FY 2012 budget for City/County Bureau of Identification (CCBI) includes funding for three expansions totaling more than $582,000 or 6.5 FTEs. The expansions include four full-time Crime Scene Investigators, two full-time Crime Scene Supervisors, and one part-time Chemist for blood analysis work related to driving under the influence (DUI) cases.

As a County agency, CCBI provides forensic services to every law enforcement agency in Wake County. An adequate response time is critical to ascertain crime scene integrity and evidence preservation. Based on a benchmarking analysis completed with law enforcement agencies in Wake County, CCBI revised its response time benchmark to 55 minutes 94 percent of the time. Currently, CCBI is not achieving this performance measure. The addition of four Crime Scene Investigators and two Supervisors is expected to improve the agency's response time over the next several years and allow the agency to begin exploring zoned response areas to further improve response turnaround.

Emergency Medical Services

The FY 2012 EMS expense budget reflects a $7.09 million increase or 34 percent increase from the adopted EMS FY 2011 budget. This increase is primarily due to the assumption of the areas previously served by Six Forks EMS, and by changes in the billing process within the Wake EMS system. Six Forks EMS transferred 25 employees to Wake EMS during FY 2011. Most of the expenditure increases are offset by additional billing revenues.

The department's budget includes new risk management charges of $213,273 as well as utility charges of about $42,300.

Fire/Emergency Management

The Fire/Emergency Management Department budget includes reductions totaling $18,839 for part-time salaries and benefits. In prior years, the reduced expenditures were utilized through temporary staff and performed tasks such as data entry, updating contact lists, clerical work and providing support to field response staff.

In addition, the FY 2012 Fire and Emergency Management budget includes two expansions. First, the Hazardous Materials response contract with the

City of Raleigh increased in upcoming fiscal year. The contract expense is offset by an equal amount of revenue whereas expenses are billed out to the Fire Tax District and all Wake County municipalities (except City of Raleigh).

The second expansion is to maintain current fiscal year expenses related to the Fire Training Facility located in southwestern Wake County near Apex and Holly Springs. This expansion's expenses are also offset by revenues from the Fire Tax District and charges for services provided to non-Fire Tax District fire departments and private fire brigades.

The Fire/Emergency Management budget also includes an increase of $65,482 in charges that were formally a part of budgets within General Services and Non-departmental's Risk Management Division. The charges include $57,008 for utilities at the Fire Training Facility and $8,474 for risk management claims.

Office of the Sheriff

The Sheriff's Office expense budget increases by $1.4 million for FY 2012 as compared to the FY 2011 adopted budget. This increase primarily reflects the $3.1 million partial year impact of the planned opening the Hammond Road Detention Center Phase II in Spring 2012. This expansion adds 91 new positions to the budget to support the new facility at Hammond Road. Also included are increases of $192,970 to support the increased maintenance cost of the OSSI system, supported by outside revenue sources, an increase of $75,000 to support a full time deputy position at Wake Technical Community College funded by Wake Tech, and funding of $59,408 to support revenue-supported education and training programs at the Firearms Education and Training Center. Other adjustments included within the Sheriff's Office include reductions in the base budget to align expenditures, along with increases in expenditure budgets to represent chargeout of risk management and certain utility costs to County agencies in FY 2012.

Education

Wake County Public School System

The FY 2012 appropriation for the school system is $314.4 million and represents an increase of $908,368 in order to provide the level of County funding currently going towards certain County-administered youth development programs directly to Wake County Public Schools. Should they choose, WCPSS may contract with the County as a service provider.

Of this increase, $663,368 represents the current level of Wake County funding for Ready to Learn Centers. These Centers actively promote the academic success of children 0-5 through a set of designed strategies and activities that empower families and communities to advocate for the health and well-being of their children and to prepare them for a positive, successful school experience.

Additionally, $245,000 represents the current County support for the Wake County 4-H Youth Development program. 4-H School-based services are focused on addressing academic failure (repeating 9th grade, failing grades, truancy), substance use (family history of abuse, child welfare involvement, juvenile court involvement, school attendance issues), violence & delinquency (adjudicated, involvement with law enforcement), and adolescent pregnancy.

In FY 2012, the appropriation to the Wake County Public School System is allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in the Operating Budget Ordinance for FY 2012. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than fifteen percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

Wake Technical Community College

The FY 2012 budget direct appropriation to Wake Technical Community College is $15,991,050 which represents no increase or decrease from FY 2011. The appropriation also includes $295,000 allocated for lifelong learning.

Non-departmental

Public Agencies

Wake County contributes to not-for-profit organizations, known as public agencies, that provide services benefiting the general public. Agencies receiving public funds include: Communities In Schools, East Wake Education Foundation, and The Healing Place for Men and Women; Marbles Kids Museum, North Carolina Symphony, and United Arts of Wake County.

All County departments identified reduction strategies equal to 3.0 percent of their budget in FY 2012. This strategy, as a minimum, was also requested to the public agencies. Each of the above agencies are reduced by three percent with the exception of Marbles Kids Museum. Marbles was reduced by $87,000, or 10.39 percent, to a FY 2012 contribution of $750,000.

Also, Wake County sets aside an amount of funds that are available to not-for-profit agencies through a competitive process, also known as the Community Partnership. In FY 2011, the adopted budget for this program was $502,200. For FY 2012, funds for the Community Partnership program is reduced 27.3 percent to a total of $365,000.

Non-departmental Division

The Non-departmental Division combines County programs or expenses that are not a part of or assigned to other County departments. Examples include: Cooperative Extension, Historic Preservation, the Wake County Soil and Water Conservation District (SWCD), the Women's Commission, economic development activities through the Greater Raleigh Chamber of Commerce, and miscellaneous consulting services. During FY 2011, the Non-departmental budget was amended to include $1.39 million in Criminal Justice Partnership Program expenses.

The FY 2012 budget includes reductions of three percent in County funding to the Greater Raleigh Chamber of Commerce and the Soil and Water Conservation District. Additional reductions include $50,000, or 33.3 percent, for County-wide consulting services and $27, 246, or 3.0 percent, to the pre-trial release program and funds for electronic monitoring (Criminal Justice Partnership).

In addition, the FY 2012 budget adjusts environmentally focused Cooperative Extension services in two ways. First, the budget transfers environmental Cooperative Extension services from the Environmental Services Department to Non-Departmental. Second, the budget discontinues funding for one vacant State contract position. This position has focused on Cooperative Extension's farmer's market program. The budget continues support for three programmatic and two administrative positions contracted with NC State that focus on agriculture, row crops, nutrition and horticulture. Of note, these changes do not affect Cooperative Extension Services in the Human Services department.

Salaries and Benefits

The adopted budget includes funding for a 2 percent merit based pay increase for employees, increased retirement costs, and increased health insurance costs.

Due to economic conditions, the County has not provided employees with a pay increase during the last two years. However, prudent financial planning as well as increased stability in the economy facilitates the affordablity of a pay increase in FY 2012. The pay increase is planned to occur on October 1.

In FY 2012 it is anticipated that health insurance costs will increase by $1.2 million. The County will pay for $700,000 of the increase and employees will pay for $500,000. Since health insurance runs on a calendar year, health insurance numbers will be finalized during the summer to determine whether the $1.2 million is adequate to cover rising expenses and/

or whether changes to plan design or premiums are necessary.

In addition, this budget funds increased retirement costs of almost $1.0 million. These costs are increasing because the amount the County is required to contribute to the State retirement system per employee has been increased by the State.

General Fund Transfers

The adopted budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you go capital funding and debt service. For FY 2012, the 15.50 cents represents $182.8 million. Because of savings in the Hammond Road Detention Center Phase 2 construction project, which may be used for debt service, the transfer to debt and capital from property taxes is reduced and now totals $180.9 million.

Included in transfers from the general fund is also a portion of sales tax revenue dedicated to WCPSS debt service. This amount increased from $26.8 million in FY 2011 to $27.2 million for FY 2012. This increase is driven by the combination of modest sales tax growth and the conversion of Article 42 from per capita to point-of-sale.

Total transfers to the general fund for pay-as-you-go capital funding and debt service total $208.2 million.

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 2012, the Fire Tax District budget is $20.25 million.

Of the total budget, $16.55 million will be distributed to contract fire departments in monthly installments for personnel, operating, and department-owned debt that existed prior to the creation of the single fire tax district. Fire department appropriations include a two percent merit allocation for full-time career staff and mirror the merit allocation to County employees.

In addition to contract fire department appropriations, $2.88 million is to be transferred to capital and/or debt services. The remaining $825,000 will fund system-wide expenses such as dispatch services, hazardous materials response services, radio maintenance, and fire service training.

Major Facilities Fund

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. In FY 2012, the fund equals $33.6 million. A portion of the expenditures are based on a percent of revenue collections required by North Carolina Statues. Required distributions total $8.1 million with the following agencies receiving a significant portion: $3.8 million to the Greater Raleigh Convention and Visitors Bureau, $1.9 million to the Centennial Authority (RBC Center), and $713,000 to the Town of Cary.

Interlocal Agreement amendments approved by the Raleigh City Council and the Wake County Board of Commissioners distribute the remaining funds for local projects. In FY 2012, significant amounts will be directed to the following agencies: $14.3 million to the Raleigh Convention Center, debt service for the RBC Center at $5.2 million, $1.0 million to the North Carolina Museum of Art, $1.0 million to the RBC Center for capital maintenance, and $900,000 to the North Carolina Museum of Natural Sciences.

Solid Waste Enterprise Fund

The Solid Waste Management Division operates convenience centers, manages household hazardous waste and multi-material recycling programs, provides environmental education programs, monitors environmental protection systems at closed county landfills (East Wake, Feltonsville, and North Wake Landfills), and performs other solid waste activities.

The FY 2012 budget for the Solid Waste Fund totals $12.2 million. Of the total budget, $4.4 million is designated to Convenience Center operations, $2.1 million funds Household Hazardous Waste and Multi-material Recycling programs, and a $1.4

million transfer to the Solid Waste Capital Fund. The remaining balance of $4.2 million funds education, closure programs, administration, and transfers to the general fund for support services.

South Wake Landfill Enterprise Fund

The Solid Waste Management Division manages the South Wake Landfill Fund as a waste disposal facility for municipal solid waste from municipalities, unincorporated, and commercial sources in Wake County. Currently, the South Wake Landfill does not accept waste from sources outside of Wake County. The fund receives input from municipal partners including: Apex, Cary, Fuquay-Varina, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

The FY 2012 budget for the South Wake Landfill Fund totals $14.5 million. Of the total budget, $8.2 million is designated to the operation of the South Wake Landfill, $4.2 million is for the East Wake Transfer Station in Raleigh, and $2.04 million will be distributed as rebates to the municipal partners. The distribution of rebates is contingent on the Interlocal Agreement, cash flows, and FY 2012 tonnage actuals.

New Expenditure Requests Not Funded

GENERAL GOVERNMENT

Board of Commissioners $450

- Annual Maintenance for Recording Software

County Attorney $48,852

- Paralegal for Child Protective Services

Board of Elections $2,329,121

- Funds for conducting a second primary in the event that one is required
- Funds to create ten new precincts
- Costs of decennial redistricting
- Additional operating costs for FY 2012

Human Resources $35,000

- Additional funding for Employee Appreciation and contract for Health Care Reform Act & Retiree Health Benefits

GENERAL SERVICES $52,000

- Mail Center Operating a New Courier Route

HUMAN SERVICES $171,240

- Genetic Testing Fee
- Food & Nutrition Services Program (3.0 FTEs)
- Family & Children's Medicaid Program (3.0 FTEs)

CITY / COUNTY BUREAU OF IDENTIFICATION $119,880

- Latent Print Examiners (2.0 FTEs)

OFFICE OF THE SHERIFF $40,000

- Temporary Detention Nurse Salaries

EMERGENCY MEDICAL SERVICES $175,185

- Contract escalators for FY 2012
- Maintenance contract for equipment
- Personal protective equipment
- New Employee Orientation Expenses

EMERGENCY COMMUNICATIONS $29,078

- Establish a replacement reserve for a communications support vehicle

NON-DEPARTMENTAL

Soil & Water Conservation District $13,995

- Part-time Grant Coordinator
- Part-time GIS Data Analyst

TOTAL REQUESTS NOT FUNDED $3,014,801

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Personnel Summary

Department	FY 2011 Adopted	FY 2011 Amended or Transferred Positions	FY 2011 Reductions	FY 2011 Amended	FY 2012 Amended or Transferred Positions	FY 2012 Reductions	FY 2012 Adopted
General Government							
Board Of Commissioners	3.000	-	-	3.000	-	-	3.000
County Manager	12.000	-	-	12.000	-	(1.000)	11.000
County Attorney	13.000	-	-	13.000	-	-	13.000
Board Of Elections	15.500	-	-	15.500	4.000	-	19.500
Facilities Design and Construction	10.000	-	-	10.000	-	-	10.000
Finance							
General Fund	34.000	-	-	34.000	-	-	34.000
Debt Service Fund	2.000	-	-	2.000	-	-	2.000
Finance Total	36.000	-	-	36.000	-	-	36.000
Human Resources	25.500	-	-	25.500	-	(0.500)	25.000
Information Services	91.750	(1.000)	-	90.750	2.000	(1.000)	91.750
Register Of Deeds	37.000	-	-	37.000	-	-	37.000
Revenue	61.000	-	-	61.000	-	-	61.000
Soil and Water Conservation District	5.000	-	-	5.000	-	-	5.000
Community Services							
CS Management and Budget	6.000	-	-	6.000	-	-	6.000
Parks, Recreation, and Open Space	23.500	-	-	23.500	-	-	23.500
Veterans Services	4.000	-	-	4.000	-	-	4.000
Geographic Information Services	18.000	-	-	18.000	-	-	18.000
Libraries	210.500	-	-	210.500	-	-	210.500
Planning and Development Services	42.000	-	-	42.000	-	(1.000)	41.000
Community Services Total	304.000	-	-	304.000	-	(1.000)	303.000
Environmental Services							
General Fund:							
ES Administration	8.000	1.000	-	9.000	-	-	9.000
Environmental Health & Safety	62.000	1.000	-	63.000	(35.000)	-	28.000
Water Quality Division	29.000	(2.000)	-	27.000	-	-	27.000
Animal Care, Control and Adoption Center	-	-	-	-	35.000	-	35.000
Total General Fund	99.000	-	-	99.000	-	-	99.000
Solid Waste Fund	14.000	-	-	14.000	-	-	14.000
South Wake Landfill Fund	5.000	-	-	5.000	-	-	5.000
Environmental Services Total	118.000	-	-	118.000	-	-	118.000
General Services Administration							
General Fund:							
Administration/Support	10.000	-	-	10.000	-	-	10.000
Central Services	18.000	1.000	-	19.000	-	(3.000)	16.000
Field Services	31.000	-	-	31.000	-	-	31.000
Physical Plant	53.000	1.000	-	54.000	6.000	-	60.000

Personnel Summary

Department	FY 2011 Adopted	FY 2011 Amended or Transferred Positions	FY 2011 Reductions	FY 2011 Amended	FY 2012 Amended or Transferred Positions	FY 2012 Reductions	FY 2012 Adopted
Security	6.000	-	-	6.000	-	-	6.000
Total General Fund	118.000	2.000	-	120.000	6.000	(3.000)	123.000
Fleet Fund	14.000	-	-	14.000	-	-	14.000
General Services Total	132.000	2.000	-	134.000	6.000	(3.000)	137.000
Human Services							
General Fund:							
Social Services	394.500	-	-	394.500	8.000	-	402.500
Child Welfare	230.750	-	-	230.750	-	-	230.750
Children, Youth and Family	270.350		(9.000)	261.350	-	(8.000)	253.350
Public Health	138.307	1.004	-	139.311	-	-	139.311
Health Clinics	143.100	3.500	(0.300)	146.300	-	-	146.300
Behavioral Health	186.975	15.150	-	202.125	-	-	202.125
Administration and Operations	232.750	10.000	(1.000)	241.750	1.000	-	242.750
Local Managing Entity	110.750	-	-	110.750	-	-	110.750
Total General Fund	1,707.482	29.654	(10.300)	1,726.836	9.000	(8.000)	1,727.836
Grants Fund	16.750	4.500	-	21.250	-	-	21.250
Affordable Housing Fund	6.750	-	-	6.750	-	-	6.750
Human Services Total	1,730.982	34.154	(10.300)	1,754.836	9.000	(8.000)	1,755.836
Emergency Medical Services	182.000	25.000	-	207.000	12.000	-	219.000
Fire and Emergency Management							
General Fund	20.000	-	-	20.000	-	-	20.000
Grants Fund	1.000	-	-	1.000	-	-	1.000
Fire & Emerg Management Total	21.000	-	-	21.000	-	-	21.000
City-County Bureau of Identification	64.000	-	-	64.000	6.500	-	70.500
Sheriff							
General Fund:							
Law Enforcement	399.000	4.000	-	403.000	1.000	-	404.000
Detention	407.000	-	-	407.000	91.000	-	498.000
Total General Fund	806.000	4.000	-	810.000	92.000	-	902.000
Grants Fund	4.000	(4.000)	-	-	-	-	-
Sheriff Total	810.000	-	-	810.000	92.000	-	902.000
Capital Area Workforce Development	28.000	-	-	28.000	-	-	28.000
TOTAL FTEs ALL FUNDS	3,699.732	60.154	(10.300)	3,749.586	131.500	(14.500)	3,866.586

Position Changes from FY 2011 Adopted to FY 2011 Amended Budget

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

General Fund

General Government

Information Services: (1.00) FTE

- (1.00) FTE - One Information Technology Technician transferred to General Services Administration for employee move support

Emergency Medical Services 25.00 FTEs

- 5.00 FTEs - Five District Supervisors for assumption of service in Six Forks EMS service area
- 11.00 FTEs - Eleven Paramedics for assumption of service in Six Forks EMS service area
- 9.00 FTEs - Nine Emergency Medical Technicians for assumption of service in Six Forks EMS service area

General Services 2.00 FTE

- 1.00 FTE - One General Trades Specialist for Second Shift at WakeBrook
- 1.00 FTE - One Information Technology Technician transferred from Information Services for employee move support

Human Services: 19.35 FTEs

- 2.00 FTEs - Administrative Assistants in Crisis and Transition at WakeBrook
- 1.00 FTE - Executive Secretary in Crisis and Transition at WakeBrook
- 3.50 FTEs - Human Services Senior Practitioners in Crisis and Transition at WakeBrook
- 4.50 FTEs - Human Services Technicians in Crisis and Transition at WakeBrook
- 1.00 FTE - Nurse in Crisis and Transition at WakeBrook
- 0.65 FTE - Psychiatrist in Crisis and Transition at WakeBrook
- 0.50 FTE - Administrative Assistant in In-Patient Substance Abuse at WakeBrook
- 2.00 FTEs - Transportation Aide in In-Patient Substance Abuse at WakeBrook
- 0.50FTE - Administrative Assistant in Consumer Records at WakeBrook
- 1.00 FTE - Information Technology Specialist in Data Support at WakeBrook
- 0.50 FTE - Executive Assistant in Quality Assurance at WakeBrook
- 1.00 FTE - Human Services Program Consultant in Quality Assurance at WakeBrook
- 7.00 FTEs - Administrative Assistants Consumer Registration at WakeBrook
- 1.00 FTE - Human Services Case Manager in HIV/STD Community Outreach
- 2.00 FTEs - Administrative Assistants in Communicable Disease Clinics
- 1.00 FTE - Accounting Technician in Communicable Disease Clinics
- 0.50 FTE - Customer Service Representative in Communicable Disease Clinics
- (1.00) FTE - Nurse Transferred to Grants and Donations Fund in Health Promotion
- (1.00) FTE - Human Services Supervisor I Time-limited abolished in Child Day Care Subsidy program
- (6.00) FTEs - Human Services Techinicians abolished in Maternal Health program
- (1.00) FTE - Human Services Supervisor I abolished in Maternal Health program
- (1.00) FTE - Human Services Case Manager abolished in Homeless Services

- (0.30) FTE - Nurse reduced due to termination of external funding in Communicable Diseases Clinics

Office of the Sheriff: 4.00 FTEs

- 4.00 FTEs - Four Deputy positions transferred from the Grants and Donations Fund as the Sheriff's Traffic Observation Patrol transitioned to full General Fund support

Grants and Donations Fund

Human Services: 4.50 FTEs

- 1.00 FTE - Human Services Technician in the Ryan White CARE program
- 1.00 FTE - Licenced Nurse Practitioner in the Ryan White CARE program
- 1.00 FTE - Social Worker in the Ryan White CARE program
- 1.00 FTE - Nurse Transferred from General Fund in Children Youth and Family
- 0.50 FTE - Nurse Administrative Correction

Office of the Sheriff: (4.00) FTEs

- (4.00) FTEs - Four Deputy positions transferred from the Grants and Donations Fund as the Sheriff's Traffic Observation Patrol transitioned to full General Fund support

TOTAL POSITION CHANGE:

49.85 FTEs

***Departments with no change to FTE authorization FY 2011 Adopted to FY 2011 Amended Budget:**

- Board of Commissioners
- Board of Elections
- Capital Area Workforce Development
- County Manager
- City/County Bureau of Identification
- Community Services
- County Attorney
- Environmental Services
- Facilities Design and Construction
- Finance
- Fire/Emergency Management
- Housing and Community Revitalization
- Human Resources
- Non-departmental
- Register of Deeds
- Revenue Department

Personnel Changes Summary

Position Changes from FY 2011 Amended to FY 2012 Recommended

The following details specific changes to positions by department that have occurred in the specified time period. The full-time equivalent (FTE) total next to each department and/or fund is the total net change.

General Fund

General Government

County Manager: (1.00) FTE

- (1.00) FTE - One Video Production Specialist abolished in Public Affairs Division

Human Resources: (0.50) FTE

- (0.50) FTE - Partial FTE Training and Development Manager abolished after reorganization

Information Services: 1.00 FTE

- 2.00 FTEs - Two Information Technology Engineer positions added to support the new Land Records and Computer Aided Mass Appraisal (LR/CAMA) system.
- (1.00) FTE - One Information Technology Engineer position abolished on the Lotus Notes team

Community Services: (1.00) FTE

- (1.00) FTE - One General Inspector abolished in the Planning, Development, and Inspections

Board of Elections: 4.00 FTEs

- 3.00 FTE - Three Election Specialist positions added to support ongoing operations.
- 1.00 FTE - One Information Technology Specialist position added to support ongoing operations.

General Services Administration: 3.00 FTEs

- 2.00 FTEs - Two General Trades Specialists due to the opening of the Hammond Road Detention Center expansion
- 2.00 FTEs - Two HVAC Maintenance Specialist due to the opening of the Hammond Road Detention Center expansion
- 1.00 FTE - One Plumber due to the opening of the Hammond Road Detention Center expansion
- 1.00 FTE - One General Trades Specialist for the Second Shift due to the opening of the Hammond Road Detention Center expansion
- (2.00) FTEs - Two Printing Technician positions abolished in the Reprographics Unit
- (1.00) FTE - One Graphics Specialist position abolished in the Reprographics Unit

Human Services: 1.00 FTE

- (3.00) FTEs - Human Services Case Managers in the Child Day Care Subsidy program abolished
- (2.00) FTEs - Human Services Senior Case Managers in the Child Day Care Subsidy program abolished
- (1.00) FTE - Administrative Assistant in the Child Day Care Subsidy program abolished
- (1.00) FTE - Administrative Services Coordinator I in the Child Day Care Subsidy program abolished
- (1.00) FTE - Accounting Technician in the Child Day Care Subsidy program abolished
- 8.00 FTEs - Human Services Case Managers in Family and Children's Medicaid
- 1.00 FTE - Computer Systems Administrator for the Electronic Medical Records project in Public Health

City/County Bureau of Identification: 6.50 FTEs

- 4.00 FTEs - Four Crime Scene Investigators added in the Investigations Division
- 2.00 FTEs - Two Crime Scene Supervisors added in the Investigations Division
- 0.50 FTE - One part-time Chemist added in Identification Division

Personnel Changes Summary

Emergency Medical Services: 12 FTEs

- 10.00 FTEs - Ten Paramedics added due to the assumption of EMS service in Apex
- 2.00 FTEs - Two Emergency Medical Technicians added due to the assumption of EMS service in Apex

Office of the Sheriff: 92.00 FTEs

- 91.00 FTEs - 91 positions are established to support the opening of the Wake County Detention Center expansion on Hammond Road
- 1.00 FTE - One Deputy position created to provided security at Wake Technical Community College

TOTAL POSITION CHANGE:

117.00 FTEs

***Departments with no change to FTE authorization FY 2011 Amended to FY 2012 Recommended:**

- Board of Commissioners
- Capital Area Workforce Development
- County Attorney
- Environmental Services
- Facilities Design and Construction
- Finance
- Fire/Emergency Management
- Housing and Community Revitalization
- Register of Deeds
- Revenue

Schedule of Interfund Transfers

Revenues - Transfers In To Fund	From General Fund	From Fire Tax District	From Major Facilities	From County Capital Projects	From Solid Waste Management	From South Wake Landfill Fund	Total Transfers In
General Fund	-	-	995,000	-	404,000	-	1,399,000
Debt Service	182,599,000	1,140,000	991,000	-	-	-	184,730,000
Special Revenue Funds							
Housing and Community Revitalization	-	-	-	830,000	-	-	830,000
Capital Project Funds							
County Capital Projects	25,556,000	-	-	-	-	-	25,556,000
Fire Tax Capital Projects	-	1,743,000	-	-	-	-	1,743,000
Major Facilities Capital Proj.s	-	-	1,000,000	-	-	-	1,000,000
Solid Waste Capital Projects	-	-	-	-	1,400,000	-	1,400,000
Wake Tech Capital Projects	-	-	-	1,500,000	-	-	1,500,000
Enterprise Funds							
Solid Waste Management	-	-	-	-		852,000	852,000
Totals $	208,155,000	2,883,000	2,986,000	2,330,000	1,804,000	852,000	219,010,000

Schedule of Interfund Transfers

Expenditures - Transfers Out From Fund		To General Fund	To Debt Service	To Housing and Community Revitalization	To County Capital Projects
General Fund		-	182,599,000	-	25,556,000
Special Revenue Funds					
Fire Tax District		-	1,140,000	-	1,743,000
Major Facilities		995,000	991,000	-	-
Capital Project Funds					
County Capital Projects		-	-	830,000	-
Enterprise Funds					
Solid Waste Management		404,000	-	-	-
South Wake Landfill		-	-	-	-
Totals	$	1,399,000	184,730,000	830,000	27,299,000

Expenditures - Transfers Out (continued from above) From Fund		To WTCC Capital Projects	To Major Facilities Capital	To Solid Waste Capital	To Solid Waste Enterprise	Total Transfers Out
General Fund		-	-	-	-	208,155,000
Special Revenue Funds						
Fire Tax District		-	-	-	-	2,883,000
Major Facilities		-	1,000,000	-	-	2,986,000
Capital Project Funds						
County Capital Projects		1,500,000	-	-	-	2,330,000
Enterprise Funds						
Solid Waste Management		-	-	1,400,000	-	1,804,000
South Wake Landfill		-	-	-	852,000	852,000
Totals	$	1,500,000	1,000,000	1,400,000	852,000	219,010,000

General Fund Revenue Summary

Description	FY 2010 Actual Revenues	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
TAXES					
Property Taxes	$ 628,951,135	632,638,000	632,638,000	638,646,000	0.9%
Sales Tax	104,715,437	113,634,000	113,634,000	111,580,804	(1.8)%
Other Taxes	–	–	–	–	–
Lease/Rental Vehicle Tax	2,254,377	2,500,000	2,500,000	2,500,000	–
Lease/Rental Heavy Equipment Tax	6,000	–	–	–	–
Payment in Lieu of Taxes	1,249,608	1,230,421	1,230,421	1,230,421	–
Real Property Transfer Tax	5,371,917	5,300,000	5,300,000	4,800,000	(9.4)%
Subtotal	742,548,474	755,302,421	755,302,421	758,757,225	0.5%
FEDERAL SHARED REVENUES					
Environmental	–	–	–	–	–
Human Services	10,324,753	14,018,553	14,454,792	14,629,691	4.4%
Affordable Housing	–	–	–	–	–
Libraries	–	–	–	–	–
Public Safety	806,266	773,564	773,564	910,794	17.7%
Transportation	74,806	–	–	–	–
FEMA	19,378	78,000	–	–	(100.0)%
Other	–	–	–	–	–
Human Services	128,621	291,100	141,100	141,100	(51.5)%
Subtotal	11,353,824	15,161,217	15,369,456	15,681,585	3.4%
STATE SHARED REVENUES					
ABC 5 Cent Bottle	229,873	200,340	200,340	235,685	17.6%
Beer & Wine	264,139	750,000	750,000	300,000	(60.0)%
Environmental	–	–	–	–	–
Human Services	101,503,261	100,882,810	100,158,870	95,468,536	(5.4)%
Libraries	533,729	495,000	495,000	520,000	5.1%
Public Safety	436,237	476,407	476,407	493,193	3.5%
Transportation	1,328,434	1,548,475	1,744,517	1,792,411	15.8%
Other	1,776,276	1,525,500	1,525,500	1,525,500	–
Subtotal	106,071,948	105,878,532	105,350,634	100,335,325	(5.2)%
LOCAL SHARED REVENUES					
ABC Board	2,916,667	7,000,000	7,000,000	4,600,000	(34.3)%
Human Services	39,873	3,000	–	130,000	4,233.3%
Libraries	762	–	–	–	–
Public Safety	–	–	–	–	–
Other Local	120,996	102,500	112,124	93,100	(9.2)%
Subtotal	3,078,297	7,105,500	7,112,124	4,823,100	(32.1)%
LICENSES AND PERMITS					
Licenses	205,229	214,500	214,500	214,500	–

General Fund Revenue Summary

Description	FY 2010 Actual Revenues	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
Permits	2,306,201	2,744,964	2,744,964	2,834,064	3.2%
Subtotal	2,511,430	2,959,464	2,959,464	3,048,564	3.0%
CHARGES FOR SERVICES					
Environmental	360,458	364,390	349,866	364,390	–
Solid Waste Fees	–	–	–	–	–
Client Fees	1,557,003	1,792,111	1,784,661	1,561,823	(12.9)%
Insurance	1,005,950	979,892	982,992	1,058,999	8.1%
Medicaid Fees	25,209,344	27,694,459	21,962,874	22,068,685	(20.3)%
Medicare Fees	180,002	207,320	212,545	275,533	32.9%
Pharmacy Fees	–	–	–	–	–
HS Reimbursements	497,088	482,633	526,712	628,298	30.2%
Other	–	–	–	7,500	–
Inspection Fees	478,362	518,050	518,050	519,445	0.3%
Library Fees	630,892	481,000	481,000	481,000	–
Parks & Recreation Fees	145,726	176,625	176,625	124,422	(29.6)%
EMS Fees	10,555,328	12,692,254	13,048,254	21,116,845	66.4%
Facility Use Fees	175,764	137,500	137,500	200,000	45.5%
Fire/Rescue Fees	314,101	284,276	284,276	224,660	(21.0)%
Sheriff Fees	3,720,787	3,196,000	3,196,000	3,539,800	10.8%
Transportation Fees	562,962	377,545	391,983	507,545	34.4%
Planning Fees	212,261	168,805	168,805	184,210	9.1%
Court Facility Fees	1,697,410	1,710,085	1,710,085	1,610,085	(5.8)%
Parking Fees	514,902	620,000	620,000	670,000	8.1%
Rental/Lease Income	332,259	254,320	254,320	254,320	–
Record Fees	4,389,912	5,243,800	5,243,800	5,243,800	–
Reimbursements	2,032,001	1,780,663	1,780,663	3,363,448	88.9%
Tax Collection Fees	765,617	690,000	690,000	740,000	7.2%
Vending Income	643,938	628,500	626,211	666,211	6.0%
Other	1,762,243	643,350	1,306,350	1,223,150	90.1%
Subtotal	57,744,310	61,123,578	56,453,572	66,634,169	9.0%
INVESTMENT EARNINGS	83,491	58,954	73,392	39,754	(32.6)%
MISCELLANEOUS					
Sale of Materials & Fixed Assets	879,267	208,484	208,484	240,684	15.4%
Miscellaneous Revenue	614,346	109,850	110,350	187,350	70.6%
Subtotal	1,493,613	318,334	318,834	428,034	34.5%
OTHER FINANCING SOURCES					
Capital Lease/Installment Purchases	304,944	–	–	–	–
Appropriated Fund Balance	–	2,000,000	4,321,298	103,244	(94.8)%

General Fund Revenue Summary

Description		FY 2010 Actual Revenues	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
Subtotal		304,944	2,000,000	4,321,298	103,244	(94.8)%
TRANSFERS		2,568,223	1,312,000	4,518,918	2,249,000	71.4%
TOTAL REVENUE	$	927,758,553	951,220,000	951,780,113	952,100,000	0.1%

General Fund Expenditure Summary

County Departments		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
General Government						
Board Of Commissioners	$	447,862	463,884	459,652	454,694	(2.0)%
County Manager		1,303,100	1,443,978	1,457,187	1,382,796	(4.2)%
County Attorney		1,424,611	1,496,851	1,482,483	1,410,650	(5.8)%
Board Of Elections		2,423,869	3,024,096	3,154,544	3,573,437	18.2%
Budget And Management Services		622,262	–	–	–	–
Facilities Design & Construction		1,066,336	1,103,331	1,094,273	1,096,280	(0.6)%
Finance Department		2,279,845	2,919,424	2,955,371	2,762,120	(5.4)%
Human Resources		1,912,357	1,912,742	1,895,127	1,839,626	(3.8)%
Information Services		11,838,478	11,913,182	11,956,869	11,095,237	(6.9)%
Planning		–	–	–	–	–
Register Of Deeds		2,720,665	2,573,425	2,944,046	2,627,576	2.1%
Revenue Department		4,931,522	5,244,228	7,820,288	5,853,810	11.6%
Capital Lease		304,944	–	–	–	–
Subtotal		31,275,852	32,095,141	35,219,840	32,096,226	0.0%
Community Services						
Community Services Management And Budget Office		556,362	523,329	507,851	570,056	8.9%
Parks, Recreation and Open Space		2,111,027	2,230,031	2,136,481	2,226,335	(0.2)%
Planning, Development and Inspections		3,833,530	3,462,871	3,605,323	3,400,603	(1.8)%
Veterans Services		255,210	266,811	259,609	261,304	(2.1)%
Geographic Information		1,582,447	1,609,647	1,599,665	1,603,334	(0.4)%
Libraries		15,897,661	17,616,065	17,476,124	17,282,700	(1.9)%
Subtotal		24,236,237	25,708,754	25,585,053	25,344,332	(1.4)%
Environmental Services						
Environmental Services Administration		889,785	756,024	775,532	816,680	8.0%
Environmental Health & Safety		4,207,193	4,421,053	4,452,420	1,924,952	(56.5)%
Water Quality		2,547,812	2,509,030	2,472,880	2,295,915	(8.5)%
Cooperative Extension		117,249	173,858	136,284	–	(100.0)%
Animal Care, Control and Adoption Center		–	–	–	2,689,337	–
Subtotal		7,762,038	7,859,965	7,837,116	7,726,884	(1.7)%
General Services Administration						
Administration / Support		1,192,901	1,158,789	1,386,820	1,191,583	2.8%
Physical Plant		4,743,665	4,946,939	4,890,277	5,513,375	11.5%
Central Services		3,905,864	3,660,015	3,681,814	3,751,698	2.5%
Fleet Operations		(250,195)	–	–	–	–
Security and Safety		3,614,110	3,215,865	3,260,764	2,677,302	(16.7)%

General Fund Expenditure Summary

County Departments	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
Criminal Justice/General Government	786,618	800,250	807,717	771,015	(3.7)%
Field Services	2,931,301	2,944,937	2,951,254	3,068,387	4.2%
Utilities/Life Safety/Environmental	6,443,952	7,028,992	6,982,561	4,375,766	(37.7)%
County Building Agreements	1,512,287	44,952	14,952	1	(100.0)%
Subtotal	24,880,503	23,800,739	23,976,159	21,349,127	(10.3)%
Human Services					
Social Services Economic Self Sufficiency	31,369,253	33,282,117	33,124,415	32,739,391	(1.6)%
Child Welfare	20,388,529	22,051,002	20,982,225	21,264,901	(3.6)%
Children Youth and Family	54,634,822	56,974,790	54,363,803	50,561,024	(11.3)%
Public Health	9,652,259	9,742,223	9,701,269	9,531,131	(2.2)%
Health Clinics	15,104,302	17,137,083	16,043,290	16,030,192	(6.5)%
Behavioral Health	16,314,710	17,948,284	16,790,713	17,000,353	(5.3)%
Administration and Operations	24,101,470	24,824,134	24,329,531	24,455,515	(1.5)%
Local Management Entity	41,619,926	44,220,717	42,906,710	40,210,439	(9.1)%
Human Services Reserves	–	–	617,138	–	–
Subtotal	213,185,271	226,180,350	218,859,094	211,792,946	(6.4)%
Medical Examiner					
Medical Examiner	204,200	195,000	195,000	204,200	4.7%
Subtotal	204,200	195,000	195,000	204,200	4.7%
Emergency Medical Services					
Emergency Medical Services	17,764,050	20,412,374	20,641,870	27,511,623	34.8%
Subtotal	17,764,050	20,412,374	20,641,870	27,511,623	34.8%
Fire-Emergency Management					
Administration	1,130	–	–	–	–
Fire Services	1,268,610	1,312,045	1,305,968	1,327,900	1.2%
Emergency Management	504,330	681,929	678,990	621,945	(8.8)%
Subtotal	1,774,070	1,993,974	1,984,958	1,949,845	(2.2)%
Emergency Communications					
PS Communications	957,339	1,033,480	1,033,480	1,087,402	5.2%
Subtotal	957,339	1,033,480	1,033,480	1,087,402	5.2%
City-County Bureau of Identification					
Support Services	897,499	671,305	781,167	1,461,199	117.7%
Investigations	1,142,719	1,367,365	1,344,557	1,755,976	28.4%
Crime Lab	1,159,357	1,475,680	1,330,493	790,038	(46.5)%
Administration	803,644	690,357	719,497	775,658	12.4%
Forfeitures	–	–	–	–	–

General Fund Expenditure Summary

County Departments		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Change from FY 2011 Adopted
Subtotal		4,003,218	4,204,707	4,175,714	4,782,871	13.8%
Sheriff						
Law Enforcement		30,869,017	32,000,162	31,834,772	32,845,906	2.6%
Detention		29,553,083	30,623,615	28,946,990	31,268,675	2.1%
Subtotal		60,422,101	62,623,777	60,781,762	64,114,581	2.4%
Non-Departmental						
Public Agencies		2,338,100	2,183,733	2,183,733	1,934,251	(11.4)%
Memberships		367,489	366,293	367,903	357,931	(2.3)%
Non-departmental		981,405	906,415	3,825,107	7,082,780	681.4%
Health Benefits		2,593,725	(100,865)	3,357,161	3,364,470	681.4%
Risk Management - Cost of Claims		3,194,682	3,192,889	3,192,889	1,992,889	(37.6)%
Subtotal		9,475,401	6,548,465	12,926,793	14,732,321	125.0%
Transfers to Other Funds						
Transfers		205,135,957	209,069,000	209,069,000	209,005,000	(0.0)%
Subtotal		205,135,957	209,069,000	209,069,000	209,005,000	(0.0)%
Education						
Wake County Public School System		313,503,223	313,503,224	313,503,224	314,411,592	0.3%
Wake Technical College		17,013,550	15,991,050	15,991,050	15,991,050	–
Subtotal		330,516,773	329,494,274	329,494,274	330,402,642	0.3%
Expenditure Totals	$	931,593,012	951,220,000	951,780,113	952,100,000	0.1%

General Government Budget Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Board Of Commissioners		447,862	463,884	459,652	454,694
County Manager		1,303,100	1,443,978	1,457,187	1,382,796
County Attorney		1,424,611	1,496,851	1,482,483	1,410,650
Board Of Elections		2,423,869	3,024,096	3,154,544	3,573,437
Budget And Management Services		622,262	–	–	–
Facilities Design & Construction		1,066,336	1,103,331	1,094,273	1,096,280
Finance Department		2,279,845	2,919,424	2,955,371	2,762,120
Human Resources		1,912,357	1,912,742	1,895,127	1,839,626
Information Services		11,838,478	11,913,182	11,956,869	11,095,237
Planning		–	–	–	–
Register Of Deeds		2,720,665	2,573,425	2,944,046	2,627,576
Revenue Department		4,931,522	5,244,228	7,820,288	5,853,810
Expenditure Totals	$	30,970,908	32,095,141	35,219,840	32,096,226

Board Of Commissioners

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	393,952	403,724	399,492	406,702
Contractual Services		3,970	–	–	2,388
Supplies, Materials and Other Charges		49,940	60,160	60,160	45,604
Expenditure Totals	$	447,862	463,884	459,652	454,694
Revenues:					
Revenue Totals	$	–	–	–	–
Number of FTE's		3.00	3.00	3.00	3.00

DEPARTMENT PURPOSE AND GOALS

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

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

MAJOR ACCOMPLISHMENTS

Adopted a balanced budget of $951.2 million for FY 2011 without requiring any increase to the County's property tax rate or the use of fund balances.

Worked 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. The County maintained the FY 2011 funding level for Wake Tech and worked with Wake Tech on capital project funding.

Maximized the use of federal stimulus funds to create and retain jobs locally and regionally; offset reductions in county's operating and capital budgets; and funded programs that assisted citizens in transition.

Implemented the County's Plan to improve Mental Health Services in Wake County including; implementation of a partnership with Holly Hill Hospital for 44 new inpatient psychiatric beds; construction underway for Continuum of Care facilities for crisis and assessment center, short-term psychiatric beds, secure detox unit, and substance abuse inpatient treatment center completed in October 2010; and partnered with Sheriff's Office, EMS and others.

Effective July 1, 2009, a reorganization of the Local Management Entity (LME) and Behavioral Health

Service functions were completed aligning the organizational structure with statutory LME requirements to separate LME and Human Services responsibilities.

Enhanced the County's Environmental Stewardship Agenda by incorporating strategies for sustainability and green initiatives including:

Continued implementation of the Plan to Build Human Capital to deliver human services that will enable citizens to achieve and/or maintain middle class status, ultimately reducing dependence on governmental support.

Monitored and approved changes to the capital project schedules in collaboration with Wake County Public School System and Wake Technical Community College to properly size school bond issuances in light of slower economic growth.

FY 2012 DISCUSSION

As part of the FY 2012 Budget Development, departments were asked to identify 3 percent of expenditures and/or revenues in an effort to balance the FY 2012 Adopted Budget. Balancing measures were categorized based on service level impacts of minimal, moderate and significant. Included in the County Manager's Adopted budget for Board of Commissioner's Department is a total of $1,228 of which $428 has minimal impact and $800 has a moderate impact on services.

Develop and Adopt FY 2011-2012 County Budget while maintaining the property tax rate at 53.4 cents.

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

Evaluation of the County's Economic Development policies with regard to promoting the creation and expansion of small businesses.

Work with Triangle Transit to develop a Transit plan that is financially sound and will be supported by Interlocal Agreements with each municipality.

Work with Triangle Transit, the municipalities, and the business community to consider a 1/2 cent sales tax referendum scheduled no sooner than the Fall of FY 2011.

Embrace County's role in Environmental Stewardship by working with Sustainability Task Force on Water Resources Conservation and Management, Solid Waste Reduction Management, Energy Conservation and Management and implement agreement to sell landfill gas at South Wake Landfill.

Work with the City of Raleigh, Durham County and the City of Durham on a coordinated response to the Falls Lake Rules and participate in the rule-making process.

Enhance delivery of mental health services with the completion of construction and opening of the full WakeBrook Continuum of Care facilities.

Continue implementation of Building Human Capital and Middle Class Express thereby reducing citizens' dependence on government support. Ongoing work by Human Services Board to identify departmental priorities for resource allocation and budget recommendations.

Work with Wake County Public Schools and Wake Technical Community College to develop operating budget strategies that reflects education as a priority in Wake County while not increasing the property tax rate.

Maintain AAA bond rating with all three rating agencies.

Enhanced delivery of Fire/Rescue and EMS systems with consolidated service opportunities and other strategies to yield more effective and efficient services.

Continue to take an Urban County Leadership role by working with the North Carolina Association of County Commissioners to develop a plan to protect revenue and prevent the State from shifting responsibilities to local governments.

Develop a three-year plan to facilitate policy deliberations for multiple and competing priorities.

HORIZON ISSUES

Maintain fiscal strength and stability of Wake County government through excellence in long-term financial planning and careful stewardship and accountability of taxpayer's money.

Work collaboratively with municipalities and Triangle Transit on regional transportation needs and strategies. Consider scheduling 1/2 cent sales tax referendum no sooner than Fall of FY 2011.

Evaluate the Capital Improvement Program for Wake County Government, Wake County Public School System and Wake Technical Community College.

Continue Environmental Initiatives in Water Conservation, Quality and Management, Energy Conservation and Solid Waste Reduction and Recycling.

Opening and Operations of Wake County Justice Center and Hammond Road Detention Center.

County Manager

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,215,156	1,245,575	1,246,287	1,259,053
Contractual Services		23,331	57,485	57,485	70,000
Supplies, Materials and Other Charges		61,544	137,849	137,849	50,574
Capital Outlay		–	–	12,497	–
Debt		3,069	3,069	3,069	3,169
Expenditure Totals	$	1,303,100	1,443,978	1,457,187	1,382,796
Revenues:					
Transfers	$	12,000	12,000	12,000	12,000
Revenue Totals	$	12,000	12,000	12,000	12,000
Number of FTE's		13.00	12.00	12.00	11.00

DEPARTMENT PURPOSE AND GOALS

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has authority, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and the Register of Deeds.

The primary function of the County Manager's Office is to make recommendations on operations and policy to the Board of Commissioners and ensure that policy articulated and/or legislatively mandated by the Board is implemented in an effective and efficient manner. The mission of the County Manger'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.

The Wake County Public Affairs Office (PAO) is part of the County Managers Office. The PAO was established in FY 2005 to provide public information to citizens and the news media regarding Wake County Government programs and services, on behalf of County Commissioners and County departments. Information is coordinated with County Departments, partner agencies and other local governments, and provided through a variety of communications tools: news releases, speeches, reports, newsletters and other written documents; media relations and response; emergency and crisis communications; video/television production; event management; response to citizen inquiries; and requests for public records.

The PAO also serves the Wake County Board of Commissioners (BOC) to ensure the goals and objectives of the Board are effectively communicated to the public.

MAJOR ACCOMPLISHMENTS

The County's AAA credit rating was reaffirmed by all three rating agencies for multiple bond sales during FY 2011.

WakeBrook, the County's new mental health facility, opened in January 2011 serving Crisis and Assessment Services and Crisis Stabilization services. Additional services will become operational later in FY 2011, including inpatient substance abuse services.

Continued progress on new phase of Hammond Road Detention Center and the New Justice Center complex with both projects estimating early completion dates.

County Manager

FY 2012 DISCUSSION

As part of the FY 2012 Budget development, departments were asked to identify a total of 3 percent of expenditures and/or revenues in an effort to balance the FY 2012 Adopted Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Adopted budget for County Manager's Department is a total of $43,976 of which $43,976 has a minimal impact on services. Balancing measures also included the elimination of 1.0 FTE of which 1.0 FTE is vacant.

Develop and implement strategies to align County priorities and spending with expected 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 FY 2012 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.

Continue implementation of the County's Plan to improve Mental Health Services in Wake County including continued partnerships with Holly Hill, operation of Wake Brook, efficient management of the LME, and partnerships with the State, Sheriff's Office, EMS and others.

Complete the work of the Sustainability Task Force as they focus on Water Resources Conservation and Management; Solid Waste Reduction and Management; and Energy Conservation and Management.

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

Work with the Wake County Public School System and Wake Community College to develop capital programs 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 Triangle Transit, the municipalities and the business community on a Transit Plan which may include bus and rail and determine support of the municipalities and the business community for a 1/2 cent sales tax referendum that will be supported by the citizens and voters of Wake County, and anticipated no sooner than the Spring of 2012.

Develop and implement cost-effective, life-saving programs and practices in partnership with public and private organizations in the community to increase the live-release rate of healthy and adoptable animals received at the Wake County Animal Center.

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, and mental health.

HORIZON ISSUES

Revenue projections show that over the next few years, the County will experience slow growth in revenues. The County Manager's Office continues to lead discussions with departments about how to maintain service delivery when faced with the prospect of lower base budgets.

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

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Average citizen phone calls per month answered and responded to by department staff	685	675	650	650
Effectiveness				
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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Monthly TV Shows Produced for Airing on 3rd Monday	10	12	12	12
Number of Bi-weekly Employee Newsletters Published	24	24	24	24
Effectiveness				
Percentage of Media Inquiries Responded to on Same Business Day	150	150	150	150
Percentage of Citizen Inquiries Responded to in 2 Business Days	150	150	150	150

County Attorney

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,350,939	1,371,075	1,356,707	1,333,581
Contractual Services		208	1,800	1,800	208
Supplies, Materials and Other Charges		73,464	123,976	123,976	76,861
Expenditure Totals	$	1,424,611	1,496,851	1,482,483	1,410,650
Revenues:					
Miscellaneous	$	18,015	–	–	–
Revenue Totals	$	18,015	–	–	–
Number of FTE's		13.00	13.00	13.00	13.00

DEPARTMENT PURPOSE AND GOALS

The County Attorney's Office advises County officials and departments on legal matters and represents the County in court and legal negotiations. The office provides legal advice and assistance related 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 County Attorney's highest priority is to avoid legal liability issues by providing timely advice to the Board of Commissioners and County departments, providing department legal services in the conduct of County business, and the provision of mandated services such as Child Protective Services and Adult Protective Services.

To accomplish these objectives, the County Attorney's office has performs 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 enforcement of County ordinances.

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 enforcement of County ordinances.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, County departments were asked to identify 3.0 percent of their total target base in reduction options. Citing current workload, the County Attorney's Office did not identify reduction options for consideration during this budget development process.

Board Of Elections

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	928,574	996,139	981,588	974,440
Contractual Services		1,039,350	1,257,187	1,194,831	1,779,747
Supplies, Materials and Other Charges		455,945	767,770	910,538	819,250
Capital Outlay		–	3,000	67,587	–
Expenditure Totals	$	2,423,869	3,024,096	3,154,544	3,573,437
Revenues:					
Charges For Services	$	399,380	–	–	569,415
Miscellaneous		412	–	–	–
Revenue Totals	$	399,792	–	–	569,415
Number of FTE's		15.32	15.50	15.50	19.50

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

Obtained a warehouse in October 2010 to house all voting equipment, election supplies, ballots, etc. The warehouse meets the security and climate-controlled environment for voting equipment as required by the State Board of Elections.

Successfully conducted the November 2010 General Election.

Successfully conducted the manual sort and hand count of the IRV ballots.

Successfully conducted a recount for Congressional District 2 and a recount of the Instant Runoff Voting judicial contest.

Operated early voting sites for the November 2010 General Election.

Recruited, trained, and managed temporary employees to staff early voting sites for the November 2010 General Election.

Conducted hands-on laptop training to precinct officials, resulting in a record low number of voters required to vote provisionally in the 2010 elections.

Reorganized and rewrote the election manual used by precinct officials in response to changes in election law.

Redesigned and improved the method for which precinct officials are trained for an election including class organization, topics, handouts, and quality of class content.

Developed and implemented a new, efficient, and organized plan to conduct all election supply distribution over the course of one day, replacing the former process that was spread across three days.

Developed and implemented a plan to receive election supplies back from all 198 precincts after voting ends on the night of each election, in response to state requirements that supplies no longer be returned the day after an election.

Implemented the office-wide use of Microsoft Access, improving reporting and database management capabilities in the areas of precinct officials, polling places, jurisdiction assignment, and campaign finance.

Redesigned the Board of Elections website to make it more user-friendly and to provide a wider selection of information, tools, data, maps, and reports.

Implemented the use of an online self-scheduling system for election training where the County's 1500+ precinct officials can view and sign up for training classes, eliminating the former, labor-intensive process of calling in their registrations by telephone to Board of Elections staff.

Completed the sorting of absentee by mail, early voting, and provisional ballots by precinct for all elections as required by state law. After the sorting, ballots are then recounted into the precinct totals and reported to the State Board of Elections within the 60-day time frame as required by statute.

Provided earlier availability and mailing/faxing/e-mailing of absentee ballots as mandated by changes in state law.

Implemented new procedures for sending mailings to voters as part of the National Change of Address program as mandated by changes in state law.

Implemented new procedures as mandated by changes in state law that require sending 45-day second mailing notices to voters whose registrations are pending in an incomplete queue.

Implemented the use of new absentee and provisional envelopes and forms in response to changes in state law.

Implemented new procedures for the Verified Ballot Transaction as mandated by the State Board of Elections.

Implemented new procedures for 16 and 17 year olds to pre-register to vote.

Campaign Finance public records have migrated from paper copies to the PDF documents on web. This increased access to public records for interested members of the community and election campaigns.

FY 2012 DISCUSSION

Work with Budget and Management Services to secure funding for additional permanent staff due to the increased workload. This will alleviate a portion of the requested temporary agency funds.

Work with the Budget and Management Services department to plan funding for upcoming elections.

Work with Budget and Management Services department to plan funding for additional early voting sites for the May 2012 Primary Election.

Work with Budget and Management Services department to plan funding for the creation of up to 12 additional precincts.

Work with Budget and Management Services department to plan funding for additional mailings required due to redistricting.

Work with Budget and Management Services department to plan funding for additional staff required to meet the additional responsibilities and mandates.

Work with Budget and Management Services department to plan funding for any potentially unfunded mandates.

Secure early voting locations in the wake of new state laws that significantly limit the use of both private and publicly owned facilities.

Continue working with GSA and Facilities Design to secure a new facility for the Board of Elections operations for Administration and Equipment.

Expand the use of the online training registration database to include the management and assignment of precinct officials.

Work with Applied Technology group to expand public communication opportunities such as social media networking and web based enhancements.

Secure additional funding in order to purchase new absentee and provisional envelopes and forms in response to changes in state law.

Recruit and train additional temporary staff to provide increased technical support to precinct officials during elections as mandated by changes in state law.

Conduct Citizen Awareness Month programs, such as voter registration and pre-registration drives in high schools, annually rather than biennially as mandated by changes in state law.

Secure additional funding in order to implement new procedures for sending mailings to voters as part of the National Change of Address program as mandated by changes in state law.

Secure additional funding in order to implement new procedures as mandated by changes in state law that require sending 45-day second mailing notices to voters whose registrations are pending in an incomplete queue.

Continue working with the State Board of Elections to enhance the capabilities of the SEIMS software system for management of voter registration, provisional ballot processing, absentee voting, and early voting.

Continue to develop voter outreach and education programs.

In FY 2012, Board of elections will: continue to monitor legislation and State Board of Elections policy to be aware of all election law mandates and changes. Work with the Wake County Board of Commissioners, the North Carolina General Assembly, and the State Board of Elections in seeking law changes that would decrease the cost of conducting elections and increase voter participation.

HORIZON ISSUES

Work toward securing a permanent facility in which to stage all elections preparations, precinct official training, equipment storage and distribution, early voting preparations, and voter outreach programs.

Work with the General Assembly on legislation to exempt counties from the annual maintenance fee on election equipment if sufficient technical expertise and resources are available.

Implement new procedures in the event that photo ID is required for voting.

Continue the reorganization of staff roles and responsibilities and increasing staff training opportunities.

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

Budget And Management Services

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	594,343	–	–	–
Contractual Services		6,769	–	–	–
Supplies, Materials and Other Charges		21,150	–	–	–
Expenditure Totals	$	622,262	–	–	–
Number of FTE's		8.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Budget and Management Services has been consolidated with the Finance Department in FY 2011. For current information, please refer to Finance.

Facilities Design & Construction

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,020,391	1,056,707	1,047,649	1,054,784
Supplies, Materials and Other Charges		45,867	46,624	46,624	41,418
Capital Outlay		78	–	–	78
Expenditure Totals	$	1,066,336	1,103,331	1,094,273	1,096,280
Revenues:					
Transfers	$	100,000	100,000	100,000	100,000
Revenue Totals	$	100,000	100,000	100,000	100,000
Number of FTE's		10.00	10.00	10.00	10.00

DEPARTMENT PURPOSE AND GOALS

The Facilities Design and 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 acquisitions, acquisition of numerous parcels for major parks, watershed protection and open space preservation. Negotiation of long-term facility leases, interlocal 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

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 2011. Accomplishments include:

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; Prepared construction documents; Completed asbestos abatement and renovations identified for Year Eight of the Plan; (2) Continued construction of the new 11-story Justice Center in downtown Raleigh (Criminal Courthouse and Public Records/Administration), Project consists of a high-rise building containing 575,000 SF (includes 162 below grade secured parking spaces). Planned Completion is Summer 2013. (3) Continued construction of the 672-bed, Phase 2 expansion of the Hammond Road Detention Center. Project consists of 415,000 SF, 3-story building expansion and 300-car parking deck. Planned Completion is Spring 2012. Began design work on renovations to approximately 60,000 SF of space in the Public Safety Center that will be vacated in 2012 when the Hammond Road Detention Center opens. Also began design work on relocation of the Sheriff's 911 Dispatch Center from Raleigh's Municipal Center to the Wake Public Safety Center (PSC).

WakeBrook Campus (Mental Health Continuum of Care): Completed construction of a $20 million Mental Health Complex, consisting of two facilities on 19-acre site near WakeMed and Holly Hill Hospitals. These two facilities (Crisis Stabilization Center and Recovery Center for Substance Abuse Treatment) are each 2-story buildings and total 59,000 SF. Facility is fully operational.

Fire and EMS: (1) Completed upgrades to 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. (2) Completed construction of an 11,658 SF combination Fire/EMS station in the south Garner area, in partnership with the Town of Garner, Garner Volunteer Fire Department and Wake EMS. (3) Completed construction 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.

Animal Shelter: Completed construction of a planned expansion to the Animal Care, Control & Adoption Center of 5,860 SF , which provides an additional 75 dog kennels and 75 cat cages. The project also included mechanical improvements for existing dog kennel areas.

Human Services Facilities: (1) Completed upgrades to fire alarm and electrical systems, plumbing, sitework and interior finishes at the Crosby Garfield Health & Youth Services Center, (2) Completed HVAC replacement project at Cornerstone; (3) Began planning and site preparation for installation of emergency generator at Swinburne Human Services Center.

County Buildings Improvements include: (1) Began Phase 2 of a project to replace aging domestic water system in the Wake County Office Building, by designing replacement of the domestic water riser; (2) Completed bidding documents for Exterior Building Envelope Restoration projects at the Wake County Office Building and the Wake County Courthouse; (3) Completed contract documents for Phase 1 replacement of life safety ventilation systems at Public Safety Center. (4) Began modernization project for the Public Safety Center tower elevators; (5) Completed HVAC system replacements at four Wake County Park Facilities (Oakview Historic Park, Blue Jay Point District Park, Crowder and Harris District Parks), (6) Completed roof replacements at the existing Courthouse and Commons Buildings.

Library Upgrade Projects include: (1) Prepared bid documents, received bids and began construction of upgrades to Richard B. Harrison Community Library; (2) Began planning and design for upgrades to Green Road Community Library. All planning, design and construction of major library expansion projects has been suspended through FY 2012.

Facilities Design & Construction

Major Facilities Trust Fund Projects include: (1) Completed replacement of spectator seating, sound system and field lighting at Five County Stadium; (2) Completed bid documents for interior finishes and exterior hardscape upgrades to Marbles Kids Museum. Completed systems and finishes upgrades inside IMAX Theatre to coincide with IMAX conversion to 3D digital projection system in partnership with Marbles.

Continued to make significant progress on implementing key recommendations of the Wake County Water and Sewer Plan and other Board initiatives. Key accomplishments include: (1) Developed and approved an amendment to the existing Interlocal Agreement between the Town of Cary, Durham County and Wake County for the purpose of moving forward with construction of the Jordan Lake Water Reclamation Project. 2) Completed design, permitting and received bids for Phase 1 of awarded construction contracts for Phase 1 of the Jordan Lake Water Reclamation Project. 3) Completed construction of the water/ reclaimed water improvements associated with the extension of Little Drive and Louis Stephens Drive in RTP South. 4) Continued coordination of wastewater studies with the Town of Cary for two existing RTP South Industries; including a study of the potential treatment of higher strength wastewater at the planned Western Wake Water Reclamation facility currently under design.

Community Development Block Grant (CDBG): Completed projects in collaboration with various municipalities that were funded with Community Development Block Grants in Apex, Garner 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 and opened a new County park on the recently closed landfill site; Completed planning level study of the potential replacement of the North Wake Landfill's Multi-material, Convenience Center and other facilities. Continued to implement Master Plan for North Wake Landfill borrow site adjacent to landfill; completed Site Plan Approval Submittal for proposed elementary school in partnership with Wake School System and continued site planning process in partnership with City of Raleigh for proposed community center and part components; (2) South Wake Landfill - Began development of a long term master plan for development of the landfill property as each phase of the landfill is closed; Worked with Waste Industries in the construction of Phase 1B of the Landfill; Designed, bid, and constructed various improvements to several Convenience Centers; Designed, bid, permitted and began construction of the South Wake Landfill Gas Collection and Control System; Developed RFP and selected a landfill gas to energy developer for the South Wake Landfill Gas to Energy Project; Submitted the year 1 report on the SWLF Stream Restoration Project to the US Army Corps and carried out repairs called out for in the report.

Open Space and Real Estate: (1) Since 2001, 4,660 acres of land (valued at $87 million) has been acquired and preserved as Open Space with an investment of $60 million in County funds. Remaining funds were provided by Partners. This approach to leveraging substantial dollars from partners clearly indicates successful collaboration. An example of a recent significant acquisition was the purchase of the Vick property, a 128 acre parcel in the Little River watershed. This $1.7 million acquisition demonstrates a successful partnership with the City of Raleigh and Progress Energy to support the City's mitigation efforts. The partners contributed approximately 50 percent of this acquisition. Due to the economic slowdown leading to the failure to sell bonds, and to the reduction in County revenues, further Open Space Acquisitions have been suspended until further review of revenue conditions; (2) Continued to manage various easements and landrights issues, negotiated Interlocal Agreement with City of Raleigh for Senior Center on County property and managed other joint uses with various other municipalities; (3) Continued to manage various landrights issues with Wake County Public School System; (4) Successfully negotiated lease for space to move Probation & Parole due to sale of

current building they occupied. (5) Successfully negotiated lease for 38,000 SF space to move Board of Elections operations due to increased demand for warehouse space as a result of new State Board of Elections requirements.

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

FY 2012 DISCUSSION

As part of the FY 2012 budget development, departments were asked to identify a total of three percent of expenditures or revenues in an effort to balance the FY 2012 Adopted Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Recommended budget for Facilities, Design and Construction is a total of $33,733 which has a minimal impact on services. No FTEs were reduced as part of the FY 2012 Recommended Budget.

Reductions: The department presently has 1.0 vacant Facilities Project Manager position, which it proposes to again defer filling for the first six months of the upcoming fiscal year. FY 2011 had the highest dollar volume of construction projects on record for this department, with a value exceeding $300 million. The department also deferred filling this position during this most recent year, and previously eliminated 1.5 positions in the FY 2010 budget. Therefore, the department's capacity will continue to be challenged with the planned workload.

Other Issues for FY 2012: 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:

Ongoing implementation of the Justice Facility Master Plan as follows: (1) Continue construction of the Justice Center; (2) Continue construction of Phase 2 of the Hammond Road Detention Center. (3) Continue implementation of 10-Year Courthouse Improvements Plan - Year 9.

Construction schedules for FD&C are: (1) Begin construction of renovations to multiple floors of the Public Safety Center to reconfigure space vacated by the Hammond Road Detention Center expansion, and for construction of a Dispatch Center for the Sheriff's Department; (2) Continue implementation of EMS System Master Plan, by completing planning and design for an EMS Station in Zebulon, and preliminary planning and land acquisition for an EMS station in the Brier Creek area of Raleigh (3) Continue planning for reconfiguration of space at vacated Alcohol Treatment Center, and for reallocation of space that will be vacated at the Wake County Office Building and Courthouse upon completion of the Justice Center project; (4) Complete planned upgrade projects at three existing libraries; (5) Continue building envelope and building systems upgrade projects and roof replacements to various County owned buildings as defined in Facility Condition Assessment database; (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) Continue implementation of Master Plan for North Wake Landfill Borrow Site, in partnership with City of Raleigh and Wake County School System.

HORIZON ISSUES

Horizon Issues for FY 2012 and FY 2013 are as follows:

Continue to implement capital plan to address high priority items identified in Facility Condition Assessments;

Facilities Design & Construction

Continue implementation of the Justice Facility Master Plan, through continued construction of Justice Center and Detention Center;

Continue implementation of EMS Master Plan to include co-locations with Fire Stations where possible;

Resume implementation of Libraries Master Facility Plan, through implementation of upgrade projects;

Resume open space preservation consistent with County priorities and partnerships developed, once bond sale is completed;

Resume implementation of Parks Master Plan (FY 2013);

Resume review and plan for implementation of Human Services 7-Year Master Facility Plan (FY 2013); and

Begin planning for new Western Regional Center, based on results of a Western Regional Services Assessment study conducted by a multi-department services work group.

Facilities Design & Construction

Summary of Services and Performance Measures

Service Area: Capital Program Planning and Implementation

Description: Capital Program Planning and Implementation.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of projects completed in accordance with County's CIP schedule	90	90	90	N/A
Percentage of projects within Budget	100	100	100	N/A
Percentage of projects meeting or exceeding County energy efficiency standards	100	100	100	N/A
Percentage of projects designed consistent with "County Guidelines for Basic Building Materials"	100	100	100	N/A

Service Area: Real Estate and Landrights Management

Description: Real Estate and Landrights Management.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of real estate/landrights issues resolved within planned time	80	84	82	N/A

Finance Department

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	2,053,269	2,558,671	2,531,118	2,490,299
Contractual Services		166,687	217,800	281,300	171,268
Supplies, Materials and Other Charges		59,889	142,953	142,953	100,553
Expenditure Totals	$	2,279,845	2,919,424	2,955,371	2,762,120
Revenues:					
Charges For Services	$	7,544	8,000	8,000	8,000
Miscellaneous		70,931	52,000	52,000	129,800
Revenue Totals	$	78,475	60,000	60,000	137,800
Number of FTE's		28.75	34.00	34.00	34.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Finance Department includes three divisions: Financial Services, Internal Audit, and Budget and Management Services; each with distinct responsibilities that ultimately result in ensuring the County is fiscally responsible and accountable.

The Wake County Financial Services Division within the County's Finance Department is committed to providing professional fiscal support through service excellence to the Wake County Board of Commissioners, the County Manager, and staff. Financial Services strives to improve business-processes countywide, provide timely, accurate financial information to departments and citizens, and enhance fiscal accountability.

The Financial Services division 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); and 6) Provide disclosure of information to bondholders and citizens through the timely production of the comprehensive annual financial reports.

The Budget and Management Services (BMS) Division provides fiscal planning, fiscal management, management and policy consulting, and debt services to the Board of Commissioners, County Manager, and departments in order to ensure the County's fiscal integrity and health while facilitating efficient and effective service delivery.

BMS's main responsibility is to organize the annual budget process and compile the annual budget information for all Wake County government services. The division also is responsible for fiscal planning and analysis and maintains the County's long range debt and capital financing model. Additional duties include operating and capital countywide management analysis and program evaluation, providing financial information and policy analysis to the Board of Commissioners and County Manager, and assisting departments with financial and managerial challenges.

Finance Department

The Internal Audit Division of the Finance Department serves the citizens of Wake County by providing independent consulting and audit services. The major goals of Internal Audit are to: 1) Reduce risk by recommending proper internal controls; 2) Promote accountability through the efficient use of resources; and 3) Ensure defined activities of County programs are carried out and funds are spent appropriately.

MAJOR ACCOMPLISHMENTS

The County has maintained an "AAA" bond rating from Moody's Investors Service since 1973, an "AAA" rating from Standard & Pool's Corporation since 1983, and an "AAA" rating from Fitch for the twelfth 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 2011.

The Financial Services Division 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, 2010. This is the 27th 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 seventh 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 2011 at the CAPG Spring Conference.

During FY 2011, BMS has focused on and ensured the County's fiscal integrity and health while facilitating efficient and effective service delivery. BMS received GFOA's distinguished budget presentation award for the FY 2011 budget, evaluated key projects such staffing and operating costs related to the opening of the Hammond Road Detention center expansion and Wakebrook facilities, and successfully transitioned from a single department into the Finance Department.

Internal Audit assisted the external auditors and the Finance Department with the annual audit. Specifically, Internal Audit prepared the County's Schedule of Federal and State Expenditures report and reviewed the major financial sections and federal and state funded programs.

In addition, Internal Audit Division reviewed and closed over five hundred Human Service trust accounts and returned over $230,000 of dormant fund to the appropriate individual or agency.

Internal Audit Division implemented an electronic review of p-card transactions using ACL (Audit Command Language), a data mining software. The electronic review will allow additional scrutiny of purchase card transactions for the entire County and individual departments.

FY 2012 DISCUSSION

As part of the FY2012 Budget development, departments were asked to identify at least 3 percent of expenditures and/or revenues in an effort to balance the FY 2012 Adopted Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Adopted budget for the Finance Department is a total reduction of $20,000 of which $20,000 has a moderate impact on services and a of $77,800 in revenue enhancements.

The revenue enhancements included a payables rebate which is a new program for the County that is expected to generate $60,000 in rebates. The remaining $17,800 in revenue enhancements is for the current procurement card rebates. Due to a change in procurement in March of 2010, procurement card limits countywide were allowed to increase if approved by Department Heads. As a

result of this increase, the County saw an increase in procurement card rebates.

The Financial Service Division has several projects that are currently ongoing including: 1) developing an enhanced training function to more deliberately train department users and new staff on newly developed policy and procedures; 2) continue fine tuning the risk management reporting system and new quarterly reporting process; 3) evaluate and implement an RFP for electronic credit card provider; 4) work with the financial software provider and other departments to beta test ERP software; 5) implement calendar 2012 IRS 1099 reporting changes and 3 percent withholding requirements; and 6) assist the Internal Audit Division with the implementation and deployment of ACL business processes.

Budget and Management Services Division will work to develop and analyze the operating budget impact of the Justice Center opening. In addition, the division will be involved in several RFP processes including an energy audit and prioritizing internal services, such as printing services. The division will also work to evaluate Wake Technical Community College's future building program request. Staff will also continue to evaluate the County's variable rate debt and plan to issue $103.9 million in new General Obligation bonds.

Internal Audit will continue implementing electronic auditing software techniques in other areas within the County such as payroll and user access roles within the Advantage accounting system. Our review will ensure that the system is functioning as intended and will look for improvements within business processes and system functionality. Internal Audit will also be an integral part of the document management system project or the Human Services Department of Social Services.

HORIZON ISSUES

Additional one-time tasks yet to be accomplished in financial system and for County as a whole include a request for proposal (RFP) for bank operating services; several risk management related request for proposals; and the implementation of Vendor Self Service (VSS) for procurement, electronic bidding, and payment processes. The project to implement a proposed IRS regulation for 3 percent withholding on all vendors has been delayed by the federal government. This task is a significant requirement for software and business process for calendar year 2012 as the department will have to develop a potentially labor-intensive work-around or implement a system upgrade.

Finance Department

Summary of Services and Performance Measures

Service Area: Fiscal planning and management

Description: Ensure the County's fiscal integrity and health

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Fund Balance as a percent of the General Fund	16	16	16	16

Service Area: Operating/Capital Budget development

Description: Distribute resources to enable service delivery levels per the Board's direction, long range plans, and business plans, as well as ensure the optimum use of available resources.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of GFOA budget awards received	100	100	100	100

Service Area: Accounting

Description: 1) Maintain a sound accounting system that provides management with timely, accurate information. 2) Improve system efficiencies and internal controls through the use of automation, providing assistance as available to review business processes associated with existing and proposed technology. 3) Process all transactions in a timely, efficient manner in accordance with generally accepted accounting principles and with County policies.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Child daycare payments are processed w/in 2 business days of State file availability	12	12	12	12
Percent of time that no bid awards are overturned as a result of procedural errors or misapplication of law.	100	100	100	100
Percent of time that requisitions of less than $30k in value are processed within an average of 5 days following receipt in Procurement.	100	100	100	100

Service Area: Debt services

Description: Facilitate efficient and effective service delivery by supporting the County's capital needs.

Finance Department

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percent of debt service payments made one business day before is due	100	100	100	100

Service Area: Risk management

Description: Procure insurance and manage self-insurance component. Work with departments to minimize the cost of risk. Administer driving policy process.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percent of experience modifier annually determined by independent actuary for similar position classifications. The modifier should be less than 75%.	68	68	75	75
Percent of time that annual insurance renewal information is completed timely so that insurance broker can provide new insurance contracts by June 1.	100	100	100	100

Service Area: Reporting

Description: 1) Timely completion of comprehensive annual financial report required using GAAP reporting and receiving unqualified opinion from external auditors. 2)Timely, accurate completion of Single Audit report for grant compliance reporting. 3) Timely, accurate completion of monthly interim statements provided to key management.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Issue monthly interim financial statements timely prior to end of subsequent month for all months except June and July when they are not issued	10	10	10	10
Percent of time that annual financial statements for the previous fiscal year are presented to the County BOC no later than the first week in December.	100	100	100	100

Service Area: Investment management

Description: Provide investment portfolio management that maintains investments that are safe, liquid and competitive in the marketplace.

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Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
The County's operating portfolio investment priorities are (1) safety of principal, (2) liquidity, (3) yield. Assuming safety and liquidity are met 100% of the time, the County's yield on its portfolio will exceed the NCCMT and 6 month US Treasuries.	100	100	100	100

Service Area: Business and internal control enhancement

Description: Provide assistance and recommendations to Departments for improved business processes and better internal controls. Modernization of business processes through the use of automation and streamlining of efforts that maximize effiency while maintaining adequate internal controls for effective implementation of management's goals and objectives.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of major process improvements implemented as a result of Internal Audit work and recommendations	85	85	90	98
Satisfaction survey by auditee	90	90	95	98
Percentage of Audit Plan completed	70	70	90	95

Service Area: Assistance to external auditors

Description: Document Financial and Single Audit business processes for annual audit reports. This includes preparing related schedlules as needed. Internal Audit serves as a liason to external auditors including Audit firms, IRS and other regulatory authorities.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of Audit Plan completed	100	100	100	100

Human Resources

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,721,763	1,791,187	1,761,572	1,735,827
Contractual Services		111,921	4,000	16,000	–
Supplies, Materials and Other Charges		78,673	117,555	117,555	103,799
Expenditure Totals	$	1,912,357	1,912,742	1,895,127	1,839,626
Revenues:					
Charges For Services	$	121	–	–	–
Revenue Totals	$	121	–	–	–
Number of FTE's		24.50	25.50	25.50	25.00

DEPARTMENT PURPOSE AND GOALS

Human Resources is committed to Wake County being an employer of choice that provides a positive work environment, and values the knowledge, talent, skills and abilities of employees as they work towards accomplishing the County's mission. Employees are Wake County's most valuable resource. The Human Resources department consistently seeks ways to provide innovative solutions to workplace issues that optimize the work force and supports the County's goals and objectives, while maintaining equitable pay scales, comprehensive benefits, and professional developmental opportunities.

MAJOR ACCOMPLISHMENTS

The Advantage Human Resource Module was implemented on April 1, 2010. The implementation of this ERP module was the final phase of an ERP implementation integrating Human Resources with the Finance and Budget modules. Another feature of Advantage is the Employee Self Service module (ESS). By implementing this module we were able to transition the organization from having to complete manual timesheets to having employees complete them on line and workflow to their supervisors for electronic approval. ESS also provided our employees the opportunity to complete their 2011 Benefit Open Enrollment online. Employees were able to view their current benefit elections and then modify their enrollment during the open enrollment period. By utilizing ESS, employees will also be able to view and print their paycheck stubs, and W2 beginning in January 2011.

Human Resources also went live with a new recruitment tool (KRB) in the beginning of FY 2011. KRB provides departments the ability to easily create a requisition for hire, as well as view applications and resumes. This recruitment tool provides departments the ability to onboard applicants into Advantage HRM once a hiring offer has been accepted. This process has streamlined the hiring process and reduced the amount of manual data entry that is needed to establish new hires personnel record.

The compensation section of Human Resources continued the annual one-third salary survey process, in which one-third of the County classifications are surveyed for market competitiveness each year. Based on the data gathered and the economic conditions recommendations were made to maintain current salary bands and forego salary increases in FY 2011.

In January 2011, Human Resources staff transitioned Wake County's medical insurance to Blue Cross Blue Shield of North Carolina and dental insurance to Delta Dental based on a competitive bid process. Based on financial analysis done by our consultants, it is believed transitioning to these business partners will provide overall cost savings while maintaining a

wide network of providers. The transition to Delta Dental also provided us an opportunity to expand our dental insurance coverage, as well as offer a Dental Plus plan for employees who were interested paying for in increased dental coverage.

The Human Resources Department received two NACO Achievement Awards in recognition of our Wellness Initiatives and also our Reduction In Force process. The Reduction in Force process was recognized based on the county's innovative approach of partnering with departments to identify open positions that affected employees were qualified to apply for. This resulted in a win/win situation for both parties involved.

FY 2012 DISCUSSION

As part of the FY 2012 Budget development, departments were asked to identify at least 3.0 percent of expenditures and/or revenues in an effort to balance the FY 2012 Adopted Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Adopted budget for Human Resources Department is a total of $75,727 of which $75,727 has moderate impact on services. Balancing measures also included the elimination of 0.5 FTEs of which 0.5 FTEs are vacant.

As part of the FY 2012 budget process, employee public transportation benefits in the amount of $22,257 were transferred from Environmental Services' Air Quality unit to the Human Resources budget.

HORIZON ISSUES

One primary focus is to gain understanding of the Health Care Reform Act and what, if any, affect it will have on our health insurance offerings. Though this is still new legislation, discussion is already underway regarding how our insurance plans align with what is being required, and what, if any, options it provides in the reduction of the County's liability.

Our desire is to develop an integrated health and wellness approach. With that in mind, we are currently partnering with our medical insurance provider, pharmacy benefit manager, and benefit consultant to design a three year strategic plan focusing on gaps of coverage, and preventative measures. Ongoing analysis will continue in the determination if our current wellness initiatives are aligned with our health insurance plans and if the wellness programs are targeting the chronic conditions that impact claims.

Another focus will involve analyzing how Wake County can redesign the training curriculum to include E-learning sessions. Since the hiring freeze began in FY 2008, departments routinely find it a challenge to allow staff to attend managerial and professional training. By transitioning some of our classes to an electronic format, employees will be able to continue their professional development during times that is conducive to their work schedule.

Human Resources

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of employee and position actions.	318	788	688	600
Number of actively recruited vacancies.	278	290	290	400
Input				
Number of applications received.	17,093	26,000	26,000	36,000

Service Area: Benefits

Description: The program designs, implements, and administers compensation and benefits plans for employees in a way that reinforces the County's performance-based culture, helping employees to strive to be the best workers they can be. By ensuring competitive, market-based compensation and accurate classifications, the County will retain and develop our human resources in a way that results in workforce stability and continuous improvement in service levels.

In addition, benefits services provide appropriate coverage (i.e. health care, dental, life insurance, short-term/long-term disability, 401K/457 benefits and protection) for employees' families, former employees, disabled retirees, retirees, and survivors.

This program is important to citizens and enhances their quality of life by ensuring that the County provides competitive compensation and benefits services that attract, retain, and develop our human resources that provides high quality services to all citizens.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of benefits related workshops.	47	54	60	70
Number of employee retirement consults.	65	76	83	83
Effectiveness				
Percentage of employees participating in benefits information sessions which indicated they have a better understanding of employee benefits.	99	99	99	99
Number of employees participating in pre-tax reimbursement programs (flex accounts).	840	1,475	1,400	1,500

Service Area: Training and Organizational Development

Description: The program designs and implements corporate-wide training programs that foster a work environment aligned with the County's objectives. It provides a mechanism for all Wake County employees to receive feedback on their performance and advice on how to improve their contribution to the organization.

The program monitors and enhances the relations between employees, supervisors, and managers, while seeking ways to improve how people work together to achieve the organization's goals and objectives. The program strives to maintain consistency in the application of policies and procedures thereby creating an environment that promotes fairness and maximizes the contribution of each employee.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percent of employees participating in training correlate at least one "Guiding Principle of Leadership" to the workshop.	97	95	95	95
Number of management skill development opportunities.	37	45	45	50

Service Area: Employee Relations

Description: The Employee Relations' service area continues to follow objectives for improving the work environment to provide support for employees, supervisors and managers to work effectively together toward organizational goals and objectives. As a highly functioning organization, the County wishes to display the following characteristics: 1) County policy is consistently developed and implemented, is maintained in a easily-accessible format, and is prudently interpreted; 2) management displays high standards of professional behavior in the workplace that are modeled by staff; 3) employees are treated with respect, fairness and concern for their professional development; 4) employees understand and respect the policy that deals with harassment (sexual or otherwise) and discrimination in the workplace; 5) managers and supervisors understand and utilize policies and practices that deal effectively with performance and conduct problems, discipline and grievances; 6) managers seek out coaching and are open to discussions about options and approaches; and 7) employees feel comfortable bringing concerns to the employee relations staff to discuss.

Examples of Employee Relation interactions with staff and managers include telephone conferences, face-to-face meetings, "Road Shows" in departments, and conflict resolution facilitation.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of non-discrimination grievances resolved at department level.	34	80	40	50
Percentage of employees who seek our advice prior to addressing an issue.	84	90	90	90
Percentage of supervisors/managers who seek our advice prior to addressing an issue.	96	90	90	90

Human Resources

Service Area: Recognition and Employee Appreciation

Description: The program recognizes and celebrates hard work, excellent customer service, and significant contributions made by employees throughout the County, thereby motivating the workforce to provide high quality services to citizens. Since customer satisfaction is linked to employee satisfaction, the program strives to optimize the quality of the work environment.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Customer Service Recognition Award Winners.	40	40	50	60

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)

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of flu shots administered.	1,226	1,300	1,350	1,350
Effectiveness				
Number of employees submitting the Health Risk Questionnaire.	391	500	550	650

Information Services

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	8,454,266	8,422,919	8,338,775	8,229,718
Contractual Services		2,490,130	2,633,570	2,751,191	2,118,900
Supplies, Materials and Other Charges		686,633	856,693	850,066	746,619
Capital Outlay		171,354	–	16,837	–
Debt		36,095	–	–	–
Expenditure Totals	$	11,838,478	11,913,182	11,956,869	11,095,237
Revenues:					
Charges For Services	$	681	–	–	–
Revenue Totals	$	681	–	–	–
Number of FTE's		95.75	91.75	90.75	91.75

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 a primary and secondary computer center located at geographically separated sites and uses hosted services for several essential operations and departmental systems.

Wake County IS strives to be a nationally recognized leader in the public sector for supporting and improving government services, increasing access to information and services, and contributing to the community through the use of technology.

The Digital Counties Survey is an annual study conducted by the Center for Digital Government and the National Association of Counties, which identifies best practices and recognizes counties that provide exemplary digital service to their citizens. In 2010, the Center again honored Wake County for being in the top 10 counties (population of 500,000 or more) for digital service to citizens.

The County's website, WakeGOV.com, is a key avenue for access to information and services provided by Wake County; more than three million unique visitors access it each year. WakeGOV.com provides information about the County Board of Commissioners (BOC), including live video of BOC Meetings; current county news; departmental, program and general contact information; and a wide variety of services such as paying taxes, determining eligibility for health and human services, and adopting animals. The website is complemented by several social media tools - including Twitter, Facebook, MySpace, Flickr and YouTube.

Wake County IS seeks out opportunities to work with the County's business units to 1) provide effective, sustainable technical options to manage their services and information; 2) evaluate business processes and use technologies to improve their efficiency and effectiveness; 3) find solutions that can be offered quickly and are adaptive to changing business needs; and 4) create economies to reduce costs for internal operations and expenses to business units.

Wake County IS has three central goals that guide its work. 1) Improve core technologies. IS will provide basic technical infrastructure services and collaborate with business units about the changes needed to support their business processes. 2) Improve the use

of technology. IS will collaborate with business units to identify opportunities to use existing software, new applications, and technology services to meet their business automation needs. 3) Improve access to information. IS will collaborate with business units to help them transform the data generated in their business processes into useful information that they can easily share with others.

MAJOR ACCOMPLISHMENTS

Information Services is committed to maintaining and building on the alignment of its work with the needs of the organization. Its projects are grouped by one of two drivers: 1) improve business processes or productivity and 2) improve core technologies. In FY 2010, Information Services staff completed 116 initiatives. About 45 percent of the projects improved core technologies and 55 percent supported and improved business processes. Of these, almost three-fifths were high priority, meaning they were essential to either the core technologies or business process. Midway through FY 2011, Information Services staff had completed nearly 60 initiatives and had another 80 in progress at the beginning of calendar year 2011.

FY 2011 began with nearly 100 active initiatives, which is similar to the previous fiscal year. At mid-year, IS had completed or was nearing completion of significant projects to improve core technologies and improve business processes and access to information. Examples of these projects to improve core technologies were:

Facility upgrades. Network improvements (e.g., rewiring, replacing switches and routers) were carried out in several facilities, including the Public Safety Center, the Wake County Office Building, the Wake County Courthouse, and the Human Services campus.

Security improvements. Information Services continued its efforts to improve information security through several projects in FY 2011. Among those that were completed were policies, procedures and platforms to encrypt electronic media (e.g., USB devices and external hard drives), and policies and procedures to protect sensitive information on digital copiers.

Examples of these projects to improve business processes and access to information were:

eWake. This has been a multiyear project beginning with the implementation of the Finance and Budget modules in FY 2008. In FY 2010, the last major modules - Human Resources and Payroll - were placed into production, including an electronic timekeeping program that is integrated into the eWake suite. This effort put the County's core information into one system, which allows it to improve its budgeting, position management and fiscal controls. After the implementation of the core modules, the project team immediately began work to expand self-service features for employees and to complete the online recruitment and hiring system. This employee self-service (ESS) project led to the capacity to enroll in new health, dental and flexible spending account programs online in the new eWake system. Both this and the online recruitment and hiring system were placed into production in the first half of FY 2011.

Security awareness training. Information Services and the County's Information Risk Management Core Team prepared a training program for all employees that will initially focus on basic security requirements and, for those to whom it applies, specific training on HIPAA (health information) and PCI (payment card) requirements. The initial training began in early 2011 and all staff will be expected to complete and pass the training at least annually.

Wakeemployees.com. Also in early 2011, an intranet portal for employees was launched. Previously, employee news, information and policies were published in a wide variety of locations, which limited the content and usefulness of the information. The intranet portal provides a better medium and a single location to distribute policies, explain benefits information, and provide other employee-related information.

E-mail encryption. The Information Services Security team evaluated the content of e-mail communications that went outside the County over the Internet. They found that some contained private information (e.g., health-related or other personal information) that could be compromised if hacked. Teams within Information Services developed a method to encrypt e-mail - both by the sender and automatically - to protect outgoing messages. This project was completed and the encryption technology fully used in the first half of FY 2011.

Daysheet automation. Human Services staff provide services that receive reimbursement from the State Division of Social Services. The procedure to record and report their services rendered was largely a manual process that required transcription into the State system. This project created an automated process to record time and workflow to ensure the proper authorizations are in place before submitting the data to the State. It precipitated improvements in business processes and eliminated errors in recording and reporting. The automation was successfully introduced in mid-FY 2011.

FY 2012 DISCUSSION

As part of the FY 2012 Budget development, departments were asked to identify a total of 3 percent of expenditures and/or revenues in an effort to balance the FY 2012 Recommended Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Recommended budget for Information Services is a total of $354,833 of which $226,260 has a minimal impact, $38,453 has a moderate impact and $90,120 has a significant impact on services. Balancing measures also included the elimination of 1.0 FTE which is filled. Additionally, 2.0 FTEs have been included in the department's budget to maintain the new Land Records and Computer Aide Mass Appraisal (LR/CAMA) system, which will transition from vendor to County support. These two positions will be added at no additional cost to the general fund, as one position will be funded with repurposed contract support dollars, while the other position will be funded by the LR/CAMA project within the Automation CIP.

To achieve the budget reduction, Information Services has identified reductions in licensing and maintenance costs, training, and positions for reduction in force. The most significant operational reduction, other than personnel, stems from changing the technical approach for the Oracle database environment. Other substantial reductions were achieved through negotiating lower maintenance costs for LANDesk, increasing savings in the contract for outsourcing mainframe services, and replacing an issue-tracking platform with an open source alternative.

The Oracle platform supports several essential County systems. Due to technological advances, the County is able to switch from the highest level of licensing to the least costly. During FY 2010 and early FY 2011, Information Services assessed the platform and determined it could maintain the current service levels for the business processes with little risk resulting from the change. The change to the platform, associated with an upgrade of the product, will result in an annual savings of nearly $160,000. Other reductions had a positive impact on the proposed IS budget. LANDesk is a platform that allows the Department to manage desktop devices remotely and avoids the cost of adding personnel. The Department successfully negotiated a reduction in maintenance costs. The contract to outsource mainframe services, initiated as an earlier cost reduction measure, continues to improve the bottom line as the costs for outsourcing continue to decrease. The issue-tracking platform had substantial annual licensing costs. Staff reviewed core requirements and found an open-source alternative with similar features for one-fifth the cost.

Although Information Services will start FY 2012 with a smaller array of initiatives than in previous years, the emphasis on supporting improvements in business processes remains. The addition of projects will depend on economic improvements. Notwithstanding the reductions, Information Services will continue to pursue significant projects to improve the infrastructure and support business processes. Among these are the replacement of the Oracle database infrastructure, record management initiatives, replacement of the Sheriff's Jail and

Records management system, replacement of the public health information systems, and upgrades to WakeGOV.com.

Information Services will deepen its approach to application portfolio management, building on the portfolio it uses to manage its resources and projects. The application portfolio rationalization initiative will improve planning for upgrades and replacements for major systems and ensure that the County's technology investments align with their business value. IS and departmental staff will collect information for 5 to 10 major systems in each department. Based on the system's business value and technical quality, they will put them into one of four categories and make plans accordingly, using a methodology based on research from Gartner (a leading technology research company). The actions range from eliminating systems to focusing investments on key areas.

IS will carry out key projects to improve core technologies and improve business processes and access to information in FY 2012. These will include:

Oracle platform upgrade. Changing the technical architecture of the Oracle database infrastructure will result in significant cost savings. This project will incorporate a version upgrade from 10g to 11g, which will keep the platform within Oracle's product support cycle and yield additional performance and operational improvements. The platform change will use a combination of physical and virtual servers to reduce equipment costs, simplify database and platform recovery, and improve the manageability of the platform.

Record Management initiatives. In FY 2011 and extending into FY 2012, Information Services will carry out a Document Management project in economic support services in Human Services. This includes changing business processes and deploying the hardware, software and support service necessary to adopt an imaging and evidence management system. This system would allow digital storage and retrieval of client applications and evidence of eligibility and certification for economic support programs. Concurrently, Information Services will launch a yearlong educational and consulting initiative with departments to determine core requirements for record retention, release and disposition and create action plans to conform to those requirements.

Sheriff's Jail and Records management system. This project will begin in FY 2011 and extend throughout FY 2012. It will involve replacing the existing iSeries/AS400 HTE Records Management System with a more fully featured system from the same vendor and will be moved to a server-based system similar to other enterprise applications.

Human Services Patient Care Management System. The current health practice management system in Human Services will be replaced to meet current and imminent requirements for managing electronic health information. The inception phase of the project will begin in FY 2011 and procurement, installation and deployment will begin in FY 2012.

WakeGOV.com. The County's public website is on a technical platform that has been phased out and needs to be replaced. While Information Services has planned to use Microsoft's SharePoint technologies for the underlying infrastructure, it will reassess its platform decision in late FY 2011. Other options may be available that will more expeditiously meet the County's requirements. Regardless of platform selection, work on replacing the current platform will begin in late FY 2011 and extend through FY 2012.

HORIZON ISSUES

One of the pressures faced by Wake County - and by most enterprises - is responding to the rapid consumerization of technology. These technologies have changed expectations about how applications should work, how to access enterprise applications, and what technical tools should be available in the workplace. As an example, employees expect to be able to use one device for communications - not one for work and another for personal matters. Among the changes that this forces are finding ways to meet requirements for protecting sensitive information and securing business processes that will allow employees to use their own devices. In late FY 2011 and early FY 2012, Information Services will identify

key changes that need to occur and create projections for a series of projects for the next several years to meet this trend.

Software as a service. Software as a service (cloud-based services) can offer an array of modular approaches to meet key business needs at lower costs or with lower risks. It can offer opportunities to test the adoption of an application or system without a concomitant large investment in infrastructure and personnel. Examples are Internet e-mail services, applications for word processing and surveys, and password management. As business and infrastructure needs change, Information Services will continue to include cloud-based services among its options to evaluate against on-premises solutions.

Major systems. Two major systems - Planning and Permitting and Revenue - are candidates for replacement or significant upgrades within the next two fiscal years. The current Planning and Permitting system is on an aging platform, and the capacity to support the platform and the application is narrowing. While an earlier replacement project did not result in deploying a new platform, it caused improvements in interdepartmental processes that support the planning and permitting functions. The Billing and Collection System for Revenue is built on an aging technology and needs modernization to maintain support and respond to changing legislative requirements.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Network Availability-Percent of time network is available at least 99% of the time, 24x7, except for published maintenance period.	100	99	100	99
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	95

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
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.	97	94	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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
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: Computer Operations

Description: Provide mainframe and mid-range computer system operating system maintenance and support, batch and on-line processing support, application support, mainframe and mid-range system hardware support, software maintenance and licensing services.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
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 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,960,543	2,034,365	2,017,877	2,007,831
Contractual Services		426,891	166,753	553,970	374,804
Supplies, Materials and Other Charges		331,619	277,307	277,199	244,941
Capital Outlay		1,612	95,000	95,000	–
Expenditure Totals	$	2,720,665	2,573,425	2,944,046	2,627,576
Revenues:					
Taxes	$	5,371,917	5,300,000	5,300,000	4,800,000
Charges For Services		4,495,603	5,444,050	5,444,050	5,334,050
Licenses & Permits		143,250	159,500	159,500	159,500
Interest Income		19,374	35,000	35,000	16,000
Miscellaneous		(352)	50	50	50
Other Financing Sources		–	–	387,109	103,244
Revenue Totals	$	10,029,792	10,938,600	11,325,709	10,412,844
Number of FTE's		39.00	37.00	37.00	37.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Register of Deeds (ROD) is a customer-driven recording agency that provides numerous functions to the legal community and the general public. The Register of Deeds is a public official elected to four-year terms who is legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Wake County public records.

The department's highest priority is to provide six services required by North Carolina General Statutes. The six required services are: 1) recording legal documents; 2) issuing marriage licenses/certificates; 3) issuing birth and death certificates; 4) issuing notary public oaths/authentications; 5) imaging recorded documents and maps; and 6) indexing recorded documents and maps.

The Register of Deeds office is bound by North Carolina General Statute to make recorded documents available via a temporary or permanent index within 24 hours; documents must be fully indexed on the permanent index within 30 days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than one percent. After documents are fully indexed, they are mailed out to the customer within two days.

MAJOR ACCOMPLISHMENTS

Achieved the North Carolina Secretary of State Indexing Standards Certification. Wake's Consolidated Real Property Index system exceeded the legislative standards for the way county Register of Deeds offices index real property records.

Scanned and indexed all real estate documents back to 1785. Eighty deed books were obtained from the North Carolina Department of Cultural Resources' Division of Archives and History to complete this project. These records are available online in BOOKS!, the Web-based Consolidated Real Property Index System.

Enhanced blind double-key indexing for all recorded instruments. Indexing data is entered by an indexer and keyed in again by a verifier. The results are

compared and any discrepancies are resolved for the highest possible standard of accuracy.

Implemented a comprehensive cross-training program allowing staff to become proficient in a variety of departmental functions.

Upgraded the online Consolidated Real Property Index application. This application was rewritten to use a newer version of code that would be supported in the future.

Developed BOOKS! online tutorial videos and improved training documentation for the Consolidated Real Property Index System.

Recorded 173,584 recording documents, 16,183 birth records and 5,250 death records; issued 5,909 marriage licenses, 17,758 birth certificates and 33,301 death certificates.

FY 2012 DISCUSSION

As part of the FY 2012 Budget development, departments were asked to identify a total of 3 percent of expenditures and/or revenues in an effort to balance the FY 2012 Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Adopted Budget for Register of Deeds is a total of $31,314 of which has a moderate impact on services.

HORIZON ISSUES

The Register of Deeds will continue to implement computerized processes to accommodate the increasing demands for faster and more efficient recording processes. Projects on the immediate horizon include 1) upgrading the Register of Deeds web site, that will include navigation enhancements, 2) implementing electronic recording of all document types and associated fees, 3) implement a project to redact social security and driver's license numbers from recorded documents, 4) provide online access to vital record index information.

The Registry is working with the N.C. Association of Registers of Deeds to research funding alternatives for anticipated legislation requiring the automatic removal of personal identification numbers from online legal documents, which would involve a considerable expense.

Register Of Deeds

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Total number of documents recorded in fiscal year	196,133	210,585	215,000	220,000

Service Area: Imaging

Description: State statute requires ROD to provide copies of recorded documents to the public (G.S. 132).

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Percent documents mailed within 2 days	100	100	100	100

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Percent documents recorded within 24 hours	100	100	100	100

Revenue Department

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	3,503,094	3,640,237	3,596,155	3,568,148
Contractual Services		617,161	733,300	748,300	1,154,833
Supplies, Materials and Other Charges		805,683	862,900	862,900	1,121,196
Debt		5,583	7,791	7,791	9,633
Budget Reserves		–	–	2,605,142	–
Expenditure Totals	$	4,931,522	5,244,228	7,820,288	5,853,810
Revenues:					
Charges For Services	$	765,617	690,000	690,000	740,000
Miscellaneous		2,183	2,000	2,000	2,000
Transfers		907,041	908,000	3,513,142	1,845,000
Revenue Totals	$	1,674,842	1,600,000	4,205,142	2,587,000
Number of FTE's		61.00	61.00	61.00	61.00

DEPARTMENT PURPOSE AND GOALS

The Wake County Revenue Department is responsible for listing, appraising and assessing all real estate, personal property, and registered motor vehicles within Wake County, its 14 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

This year was an unusually difficult period for voluntary tax payments. In spite of this fact, the Revenue team continued to performed at its high standard. Maintaining its position as a collection leader in the state, the department ended the year with an overall collection rate of 98.69 percent.

The one year business discovery pilot program, which used contract auditors to supplement business property discoveries, was successfully completed. Efforts resulted in the County receiving additional tax revenues of $540,769.

In an effort to fully utilize all collection methods available, the Revenue Department made changes to update the delinquent tax notification process to automate the requirements of the State's Income and Lottery Debt Setoff program. This change returned almost $125,000 in prior year taxes during 2010 with even greater results expected during 2011.

Real estate property value appeals again exceeded normal volume due to the sluggish economy and continued weak housing market. The department's in-house appraisers performed informal reviews on 2,358 appeals and successfully settled 602 at this level. The Wake County Board of Equalization and Review presided over hearings for the remaining 1,756 appeals for which our staff supported the

department's valuations. These hearings were completed in 15 days.

Revenue Department staff worked extensively to elaborate, test, and implement software changes to accommodate the new Builder's Inventory Tax Deferment program that became effective for the 2010 tax year. The updated application was released on-time and without issue.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, departments were asked to identify 3.0 percent of their expenditures target base in reduction options and/or revenue increases. Based on service level impacts, the reductions or revenues increases were categorized as minimal, moderate and/or significant. The Revenue Department identified a total of $122,173 in reductions which may have a moderate impact on services and/or countywide revenues. The reduction option did not have effect any position, or FTE's, within the department. After careful consideration of the options submitted by the Revenue Department, no reductions options or revenue changes were included in the FY 2012 budget.

Beginning in FY 2012, the monitoring and management of revaluation reserves will be retained within the General Fund as a subfund and the Revaluation Reserve Special Revenue Fund will no longer be used. Reserves for the purpose of conducting a revaluation is required by Chapter 105, Section 286 of North Carolina General Statutes. Specifically, the statute requires counties to reappraise taxable real property at least every eight years. To pay for the revaluation, Chapter 153A, Section 150 requires Counties to establish a reserve account and transfer equal annual installments needed to complete the next revaluation. Any revenues designated to revaluation reserves may not be used for any purpose other than the revaluation of real property. Wake County performed the last revaluation during FY 2008 and the next process is scheduled for FY 2016.

North Carolina statutes require the adoption of an eight-year revaluation plan immediately following the last effective date (January 1, 2008) in order to fund the next revaluation scheduled (FY 2016). This action was completed by the Wake County Board of Commissioners in 2008. Furthermore, an annual review of the reserve is required to determine whether material changes necessitate changes to the annual installments. A review of the Revaluation Reserve Subfund during the FY 2012 budget development process found that no changes are required to the annual installment. The amount budgeted for the Revaluation Reserve Subfund in FY 2012 is $850,000.

HORIZON ISSUES

The Revenue Department will continue to be challenged in meeting its goals and performing at existing levels while the economy slowly regains strength. Revenue will need to continue to develop ideas for maintaining collections while unemployment, foreclosure, and bankruptcy filings remain elevated. The County will also need to continue to plan for the delay of tax revenue from builder participation in the Inventory Deferment program.

Revenue Department

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Taxable Real Estate Parcels	314,000	327,000	338,000	340,000
Effectiveness				
Coefficient of Dispersion (COD) measures the difference between all home sales in an area to the median sale as a percent. A percentage less than 10% for new homes and less than 15% for older homes represents uniform and equitable assessments.	8	9	10	8

Service Area: Collection of Property Taxes

Description: Properly receive, post and deposit current taxes and exercise every lawful method to collect delinquent taxes.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Real and Personal Property Tax Collection Rate (percent collected)	99	99	99	99
Vehicle Property Tax Collection Rate (percent collected)	90	91	93	93
Combined Property Tax Collection Rate (real, personal, & vehicles; percent collected)	98	98	98	98

Community Services

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	19,288,491	19,507,689	19,290,479	19,310,440
Contractual Services		766,827	768,271	770,261	804,430
Supplies, Materials and Other Charges		4,143,097	5,395,794	5,507,613	5,220,857
Capital Outlay		17,032	2,700	16,700	8,605
Debt		20,790	34,300	–	–
Expenditure Totals	$	24,236,237	25,708,754	25,585,053	25,344,332
Revenues:					
State	$	535,729	497,000	497,000	522,000
Local		837	–	–	–
Charges For Services		1,065,311	1,004,080	1,004,080	941,172
Licenses & Permits		1,680,404	2,137,525	2,137,525	2,147,730
Miscellaneous		272,898	186,984	186,984	219,184
Revenue Totals	$	3,555,178	3,825,589	3,825,589	3,830,086
Number of FTE's		311.00	304.00	304.00	303.00

DEPARTMENT PURPOSE AND GOALS

Wake County Community Services Department administers six divisions: Management and Budget Office; Parks, Recreation, and Open Space; Planning, Development and Inspection Services; Veterans Services Office; Geographic Information Services; and Libraries. 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.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, departments were asked to identify 3.0 percent of their expenditures target base in reduction options and/or revenue increases. Based on service level impacts, the reductions or revenue increases were categorized as minimal, moderate and/or significant. Community Services identified a total of $834,655 in expenditure reductions. Of this amount, $300,000 may have a moderate impact and $534,655 a significant impact on services. These options include the elimination of 1.0 filled FTE in Planning, Development, and Inspections. Each reduction option is included in the FY 2012 budget for a total reduction of $834,655.

Community Services budget also includes an increase of $831,082 in charges that were formally a part of budgets within General Services and Non-departmental's Risk Management Division. The charges include utilities at County parks and public libraries at $755,124; and $75,958 for risk management claims.

Community Services

Division Summary - Community Services Management And Budget Office

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		546,953	507,279	495,301	483,968
Contractual Services		(1,328)	500	500	–
Supplies, Materials and Other Charges		10,737	15,550	12,050	86,088
Expenditure Totals	$	556,362	523,329	507,851	570,056
Revenues:					
Charges For Services		(640)	–	–	–
Revenue Totals	$	(640)	–	–	–
Number of FTE's		7.00	6.00	6.00	6.00

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. Beginning in FY 2009, Community Services adopted and implemented a Balanced Scorecard as a method to improve operations and customer service in all six of its divisions. Community Services' Balanced Scorecard established objectives and initiatives from four key operational perspectives: 1) Customers; 2) Financial; 3) Processes; and 4) People and Resources. Each division carries out the initiatives through employee-led committees. Examples of balanced scorecard successes are highlighted in the accomplishment section.

MAJOR ACCOMPLISHMENTS

Customers: Each division sucessfully implemented customer service training to assist in staff development. In addition, customer service surveys are used by every division to improve service levels.

Financial: Identified FY 2012 required reductions of three percent ($834,655) by restructuring library book selection process. Staff did not recommend any library branch closings to meet this objective. The reduction also included the elimination of one general inspector position.

Processes: The Inspections Division leadership team reviewed all reports that the mainframe generated, then refined or eliminated ones to better meet business needs. The Division developed three categories of data analysis and review: operational data and reporting to review weekly workloads; service levels of operations to monitor work quality and staffing needs on a monthly basis; and Division performance levels to provide data for external reports.

People and Resources: The Library Division established and implemented a tool assessing all 19 libraries. The GIS Division developed a website in Google Sites to organize and publish training opportunities. Categories of training opportunities include professional development, software, and personal development. This approach incorporates not only GIS-centric training opportunities, but also those offered by Information Services and Human Resources.

HORIZON ISSUES

Continue to assess the 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.

Complete a six month (November 2011) and twelve month (June 2012) analysis of the impact to the Library material's collection resulting from the collection reduction and restructuring in early FY 2012.

Division Summary - Parks, Recreation and Open Space

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,676,440	1,713,020	1,648,470	1,666,675
Contractual Services		94,932	42,345	33,845	90,192
Supplies, Materials and Other Charges		331,227	472,966	438,466	469,468
Capital Outlay		8,427	1,700	15,700	–
Expenditure Totals	$	2,111,027	2,230,031	2,136,481	2,226,335
Revenues:					
Local		75	–	–	–
Charges For Services		145,776	176,625	176,625	124,422
Revenue Totals	$	145,851	176,625	176,625	124,422
Number of FTE's		25.50	23.50	23.50	23.50

DIVISION PURPOSE AND GOALS

Wake County's Division of Parks, Recreation and Open Space (PROS) 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: trails, volleyball courts, boat rentals, picnic shelters, fishing, etc.

Environmental and Cultural Education: Site based cultural and environmental education programs, which introduce citizens to the history and natural environments in Wake County.

MAJOR ACCOMPLISHMENTS

Customer: Continued the general patron survey; initial results indicate 99 percent of patrons were satisfied or very satisfied with their overall park experience. Developed a Customer Service Training for staff with implementation in FY 2012. Opened the North Wake Landfill District Park.

Financial: Continued PROS involvement with the WakeNature Preserves Partnership, formalized our participation with the signing of a Memorandum of Understanding. The Partnership won the 2011 City of Raleigh Environmental Award - Regional Category. Formalized the partnership with the City of Raleigh regarding the Neuse River Greenway Trail through Board of Commissioner action and the selling of open space bonds.

Process: Developed a Master Use Agreement governing programming and facility usage at Wake County's parks by the Wake County Public School System.

People & Resources: Developed a new brochure for the North Wake Landfill District Park. Developed a Natural Resources Inventory Database to catalog and track flora and fauna specie occurrences within Wake County park and open space properties. Implemented optimize physical infrastructure "workdays" focusing staff time and resources on targeted projects. Began evaluation and update of the Facility Assessment Tool.

FY 2012 DISCUSSION

Implement a Program Survey.

Institute a Customer Service Training for all full-time and part-time staff.

Revise and Update the Division's Succession Plan.

Planning for the long-term operation and maintenance of North Wake Landfill District Park including budget and staff resources.

Development of Piney Woods Trail System at Harris Lake County Park.

Issuance of $11.0 million in Open Space Bonds, and evaluation of numerous potential open space acquisitions.

Implementation of partnership on the Neuse River Greenway with the City of Raleigh.

Implementation of pond dam rehabilitation project on the Jeffcoat Open Space property.

Evaluate current and future agricultural leases on County open space and other properties.

HORIZON ISSUES

Evaluation of environmental issues, such as: the education and remediation of the PCB contamination at Lake Crabtree County Park, and Progress Energy's proposed alterations to their Harris Lake Reservoir and their impact to Harris Lake County Park.

Evaluation of ongoing facility assessment and maintenance, including coordination of resources with General Service Administration's countywide facility assessments.

Collaboration with the City of Raleigh on the Little River Reservoir and its future mitigation needs, and the future Little River County Park.

Planning, funding and development for Lake Myra County Park and Middle Creek [Southeast] County Park.

Management of a variety of Open Space Program initiatives, including evaluation and revision of the Recreation Land Dedication Ordinance; identification for funding for future open space land acquisitions, park development, and master planning; long-term management and stewardship of open space properties; establishment of management plans and access potential of open space properties; and exploration of potential open space acquisition and park development land.

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, retentions, and succession planning needs.

Community Services

Summary of Services and Performance Measures

Service Area: Open Space and Passive Recreation

Description: Open Space land preserves natural resources, wildlife, and helps to provide clean air and drinking water. Nearly 85 percent of total park visitors come to the parks to enjoy nature in an unstructured environment.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Total park visitation based on car count at all seven units of Wake County's Park System.	1,046,997	1,060,000	1,166,000	N/A
Number of Acres acquired per year by Wake County's Open Space Program	N/A	128	150	N/A
Total number of Acres acquired to date by Wake County's Open Space Program	4,531	4,659	4,809	N/A
Number of volunteer hours committed to all seven units of Wake County's Park System.	3,047	3,000	3,000	N/A

Service Area: Environmental and Cultural Education

Description: Provide pertinent, accurate, and age appropriate environmental and cultural educational opportunities.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of program participants at all seven units of Wake County's Park System.	94,971	100,000	100,000	N/A
Number of educational programs provided at all seven units of Wake County's Park System.	2,557	2,500	2,500	N/A
Number of volunteer hours committed to programming at all seven units of Wake County's Park System.	4,728	5,000	5,000	N/A

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

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of picnic shelters rented at Lake Crabtree, Oak View, Crowder and Harris Lake County Parks.	579	600	700	N/A
Number of boats rented at Lake Crabtree and Blue Jay Point County Parks.	4,388	4,500	4,500	N/A
Number of recreation and leisure events at all seven units of Wake County's Park System.	63	65	65	N/A
Number of volunteer hours committed to recreation and leisure opportunities at all seven units of Wake County's Park System.	2,190	2,500	2,500	N/A

Division Summary - Planning, Development and Inspections

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		3,533,154	3,095,481	3,259,933	3,069,804
Contractual Services		23,247	15,200	12,700	19,943
Supplies, Materials and Other Charges		268,524	350,890	331,690	302,251
Capital Outlay		8,605	1,000	1,000	8,605
Debt		–	300	–	–
Expenditure Totals	$	3,833,530	3,462,871	3,605,323	3,400,603
Revenues:					
Charges For Services		289,618	346,455	346,455	335,750
Licenses & Permits		1,680,404	2,137,525	2,137,525	2,147,730
Miscellaneous		1,092	–	–	–
Revenue Totals	$	1,971,114	2,483,980	2,483,980	2,483,480
Number of FTE's		44.00	42.00	42.00	41.00

DIVISION PURPOSE AND GOALS

Planning, Development and Inspections provides services to the development community as it relates to the following: building permits and inspections in accordance with the North Carolina State Building; land use review in accordance with the Unified Development Ordinance; and long range planning services for those areas in Wake County lying outside municipal planning jurisdictions.

Planning, Development and Inspections is composed of three primary functions including:

1) Administration and enforcement of the North Carolina building codes as created by the International Code Council and adopted by the N.C. Building Code Council through effective permitting, plan review, and inspections to protect the publics' health safety and welfare.

2) Implementation of the Unified Development Ordinance as it relates to zoning and subdivision administration services, zoning code enforcement, coordination of Development Review Services (DRS) activities, and staffing for board related activities.

3) Long range and strategic planning services that develops policies and regulations that guide decisions on growth and development; facilitating collaborative discussions among residents, community partners and elected officials; and addressing countywide and regional growth issues.

The goals of Planning, Development and Inspections are to provide timely and accurate service while bringing the services closer to the customer. Develop partnerships with our clients for the sharing of resources, services and knowledge and to develop education and training programs for staff, internal and external county partners.

MAJOR ACCOMPLISHMENTS

Customer: The division developed a series of customer service surveys to be regularly distributed, compiled and reviewed. Surveys capture customer satisfaction among the various services provided by the division.

The division conducted a process improvement analysis that identified various areas to increase efficiency and improve delivery of service to the customer.

Facilitated and supported the efforts of the 2010 Census.

Facilitated and supported the efforts of the Wake Transit Plan which include new and enhanced bus service, light rail, and commuter rail.

Supported a variety of municipal, county, regional, state and federal strategic planning initiatives and programs including the Wake County Human Services Community Needs Assessment, Growth Issues Task Force, Wake County Board of Elections boundary assessment, assessment and adoption of Knightdale and Zebulon extra-territorial jurisdiction (ETJ) requests, City of Raleigh Fair Housing Board and Legal Aid Annual Fair Housing Conference.

Financial: Established priorities and ideal funding/ resource allocation for all services provided by the division.

Conducted in-depth budget review on quarterly basis.

Pooled limited county and municipal funding and staffing resources to conduct expansive countywide 2010 Census community outreach campaign.

Commenced analysis of workload measures, performance metrics, and unit cost of service for the division.

Process: Established a streamlined process for payment of building inspection permit fees related to WCPSS projects. The new process eliminates the exchange of funds and is now an internal transfer. Developed an improved process for special use and variance approvals that reduces review time by 30 percent. Established a code enforcement tracking sheet to improve efforts toward resolution of code violations.

People and Resources: Staff collaborated on the development of goals, objectives and initiatives for the division. The Inspections Section developed and offered a tailored curriculum for employees through Information Services and internal leadership trainers.

Maintained current continuing education requirements for licensed staff.

FY 2012 DISCUSSION

Timing of the construction industry recovery as it relates to numbers of permits, plan reviews and inspections as well as uncertainty of anticipated revenues.

Analysis and assessment of all processes common to Planning, Inspection and Development Services.

HORIZON ISSUES

When the economic recovery begins, the ability to continue to provide adequate services will require constant assessment of allocation of staff and monitoring of staffing levels. Monitoring of inspection workloads and communication with senior management and Human Resources will be required to maintain proper staffing and service levels. The FY 2012 year will also bring a new code cycle with some major changes in the residential code. Accreditation of the Inspections Services from the International Code Council is a long-range goal for the division.

Updating the Current Planning and Inspections Services software remains a major need of the Development Services teams.

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.

Assess services to other municipalities by the Inspections Section. Continue to provide training opportunities to contractors, builders, realtors, etc.

Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Anticipate municipal ETJ requests from Holly Springs and Fuquay-Varina.

Land Use Study for Falls Lake: 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. Forecast updates for Wake County Public School System (WCPSS) and Capital Area Metropolitan Planning Organization (CAMPO) modeling. 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.

Studying emerging planning and growth issues: Development trends and collaborative planning in municipal urban service areas; assess current ETJ criteria, policies and statutes; explore future alternative growth scenarios impacting transportation, schools and natural resource planning. Planning and Permitting Software purchase.

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 structures 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 daycare centers, foster homes, business wishing to obtain ABC permits and adult daycare facilities prior to the State of North Carolina issuing operations licenses.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Measured in days - the time out from schedule time until completion for inspections.	1	1	1	1
Percentage of rejections for field inspections	23	22	24	22
Effectiveness				
Scores from Quality Assuance program on Inspections - 100 point scale	96	97	97	97

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of plans reviewed	2,897	3,160	3,400	N/A
Efficiency				
Goal is to have first review of plans completed in less than five days. Measure is in percentages completed in less than five days	100	100	100	100

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.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Scores from Quality Assurance program on Permit staff - 100 point scale	92	91	95	100
Measure of Percent of time that Staff is able to issue a permit within two days of completion of all requirements	100	100	100	100

Service Area: Record Keeping

Description: The North Carolina Building Code and North Carolina General Statutes regulate most functions of the inspections section. Records are kept in a manner prescribed by the North Carolina Department of Cultural Resources. Electronic permit information and paper are maintained on a software program developed in-house with hard copies and plans maintained in vaults and storage rooms.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Percent of required records stored and/or retained	100	100	100	100

Service Area: Long Range Planning

Description: The Long Range Planning Section provides strategic planning services that develops policies and regulations that guide decisions on growth and development; Key areas of focus: Wake County Land Use Plan, demographic data transportion planning.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Land Use Plan Amendments	4	3	2	2
Number of ETJ Extention Requests	2	3	2	2
Number of Land Use Plan and Corridor Studies	2	5	5	5
Number of Demographic Data Analyses and Reports	N/A	140	120	120

Service Area: Current Planning

Description: The Current Planning Section oversees implementation of the Unified Development Ordinance as it relates to zoning and subdivision administration services, zoning code enforcement, coordination of the Technical Review Committee, and staffing for Boards.

Community Services

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Annual General Use Permits Issued	123	123	125	125
Number of Special Use Variances/Appeals	10	10	12	15
Number of Rezonings	1	2	2	2
Number of Regular Subdivisions	4	5	1	3
Number of Regular Subdivisions (Final)	8	8	6	10
Number of Minor Subdivisions	50	50	30	50
Number of Exempts	102	114	100	100
Number of Subdivision Construction Plans	2	4	4	5
Number of Annual Land Use Permits	156	165	160	160
Number of Zoning Violations	121	125	125	100
Number of Text Amendments	N/A	N/A	2	1

Division Summary - Veterans Services

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		242,222	250,221	247,519	247,585
Contractual Services		712	–	200	1,902
Supplies, Materials and Other Charges		12,276	16,590	11,890	11,817
Expenditure Totals	$	255,210	266,811	259,609	261,304
Revenues:					
State		2,000	2,000	2,000	2,000
Revenue Totals	$	2,000	2,000	2,000	2,000
Number of FTE's		4.00	4.00	4.00	4.00

DIVISION PURPOSE AND GOALS

The Wake County Veterans Services Office (VSO) assists veteran-customers with obtaining local, state and federal benefits. The VSO functions to serve the veterans of Wake County in every capacity including but not limited to the following: prosthetics, temporary housing and service-connected disabilities.

MAJOR ACCOMPLISHMENTS

Customer: Achieved satisfaction rate on VSO customer service surveys to 95 percent. Developed customer service training for staff that includes mandated requirements for VSO staff and County-sponsored customer service training seminars.

Financial: Procured State grant of $2,000 as per NC law for the state to assist in funding local county veterans' services office.

Process: Continuing to improve data collection via of Apricot, an electronic performance measure tool. Developed performance measures for continual performance improvement. Moved from appointments only to accommodate walk-in veterans.

People and Resources: Attended, when available, County-sponsored professional and technological development seminars such as customer service training. Attended annual NC Division of Veteran's Affairs regional schools. Attended bi-annual NC Association of County Veterans Services Officers training conferences.

HORIZON ISSUES

In late February 2009, President Barack Obama announced an 18-month withdrawal window for "combat forces", leaving behind 30,000 to 50,000 troops "to advise and train Iraqi security forces and to provide intelligence and surveillance." US military leaders predict that troops will be out of the country by the end of 2011. 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 Air Force Base or Seymour Johnson Air Force Base. 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.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number clients served per year	1,140	1,200	1,500	N/A
Number of clients actually processed annually by VSO office	1,500	1,600	2,200	N/A
Annual number of clients telephoned	2,988	3,200	3,500	N/A

Division Summary - Geographic Information

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,408,004	1,425,386	1,428,404	1,428,515
Contractual Services		143,192	124,876	123,666	121,114
Supplies, Materials and Other Charges		31,251	59,385	47,595	53,705
Expenditure Totals	$	1,582,447	1,609,647	1,599,665	1,603,334
Revenues:					
Miscellaneous		5,084	4,584	4,584	4,584
Revenue Totals	$	5,084	4,584	4,584	4,584
Number of FTE's		18.00	18.00	18.00	18.00

DIVISION PURPOSE AND GOALS

Mission Statement: Geographic Information Services (GIS) assists government agencies and the greater community to visualize and transform geographic data into usable information by providing high-quality geospatial data, applications, infrastructure, and expertise - empowering them to make more informed and effective decisions.

Geographic Information Services has a primary responsibility to develop and maintain core geographic databases. 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 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, customers increasingly rely on geospatial analyses and services to effectively enhance and extend their services.

MAJOR ACCOMPLISHMENTS

Customer: In a cooperative project with the City of Raleigh, developed and implemented a substantially enhanced version of the iMAPS (http://maps.raleighnc.gov/imapsraleigh/index.html#default).

Implemented an ongoing, comprehensive customer feedback survey for iMAPS, the GIS Data Download Site, GIS Public Counter Service, and GIS Addressing Assistance. Developed a mobile ArcReader application for General Services Administration's Field Services staff to use to locate streets and use aerial photography imagery. Performed complex modeling and analyses by combining geospatial layers with departmental data, including information on customers, programs, facilities, work areas, and administrative districts including work for the following: Library System (customers / facilities / service areas); Human Services (West Regional Service Assessment / update of Human Services Feasibility Study); Environmental Services (workload distribution / well contamination / private - community well monitoring / septic system location) and Board of Elections (voting precincts / Voter Tabulation Districts). Investigated response issues and enhancements for the Raleigh/Wake Emergency Communications Center, EMS, and Fire Services. Supported recovery efforts related to the April 16

tornados. Developed an intranet version of iMAPS to provide information to County staff. Worked with the municipalities to provide them with data and other support enabling them to enhance their GIS capabilities.

Financial: Leveraged funding provided by the North Carolina 911 Board which produced color aerial photography and orthophotography for all of North Carolina including Wake County, saving Wake County approximately $250,000 in approved FY 2009-2010 CIP Automation Funding. Cooperated closely with the City of Raleigh GIS to design and implement GIS applications that benefit both jurisdictions and their customers and leverage the resources available to both organizations.

Process: Integrated the Property Mapping software (ParcelSync) with the Revenue Department's Computer Assisted Mass Appraisal (CAMA) System resulting in more accurate, complete, current, and consistent land records information in both systems. Began a project to improve services to internal and external GIS customers by replacing some of the eight browser-based GIS applications with enhanced functionality using a newer software technology (ArcServer), making the applications more customer focused and easier to maintain. GIS also expanded the use of Global Position Satellite (GPS) System technology into Environmental Services, General Services Administration (GSA), Fire and Emergency Management, and Parks, Recreation and Open Space (PROS). Assisted PROS with the development of a GIS-based Open Space Acquisition Prioritization tool. Began mapping access easements based on maps recorded in the Register of Deeds Office. Provided US Census Bureau with address and jurisdiction information (Boundary and Annexation Survey).

People and Resources: Provided an increased level of GIS training to County GIS users through individualized and small group training, user groups, and additional on-line GIS help documentation. Along with the City of Raleigh GIS, received the Herb Stout Award for Visionary Use of GIS for the agencies' collaborative effort that went into the development of the new version of iMAPS.

FY 2012 DISCUSSION

Browser-based GIS Applications: Utilize the ArcGIS Server technology to create new applications and convert existing applications to browser-based interfaces, providing the customer with increased capability and using GIS staff resources more efficiently.

User Needs Scoping: Complete a comprehensive user needs scoping process to assure that all internal users have the appropriate GIS tools and data to meet their business needs.

Analytical and Mapping Needs: 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.

US Census Bureau Data Integration: Work with the Planning, Development and Inspections Division to integrate the 2010 data into the GIS database and help users incorporate the new data into analyses and projects.

Wake / Harnett County Line: Continue work on project to locate this line and install geodetic monuments along this segment.

Street Addressing: Revisit the Address Points Database project to determine if it is now feasible to develop an address points GIS database for Wake County. Investigate integrating Wake County's street addressing databases with the City of Raleigh's planned Master Street Address Database.

Software upgrades for ArcGIS and Oracle.

Use of new orthophotography and color infrared photography for analysis.

Work with GIS users to more clearly define currency standards for the property mapping and street centerline information.

HORIZON ISSUES

Browser-based GIS Applications: Utilize the ArcGIS Server technology to create and convert applications to browser-based interfaces, providing the customer with increased capability and using GIS staff resources more efficiently.

Analytical and Mapping Needs: 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.

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 integrating local, state, federal and private data resources via the web, eliminating the need for local storage of the data.

Wake / Granville County Line: Begin project to locate this line and install geodetic monuments along the segment.

Integration with new Planning and Permitting System.

Investigation of new Computer Aided Dispatch System.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of special projects requested by Wake County and/or other government agencies	58	48	48	N/A
General Public Special Projects	19	23	24	N/A
Number of visits to GIS iMAPS web as well as Planning's and GIS's PDF Webpages	1,317,031	1,149,063	1,171,296	N/A
Input				
"Walk-in" requests for information	758	687	684	N/A
Requests for information via phone and/or email	6,587	7,187	7,200	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of parcels mapped	3,160	2,633	2,622	N/A
Number of addresses assigned	464	285	314	N/A
Number of centerline street segments mapped annually	1,371	1,479	1,627	N/A
Number of annual CAD geofile updates	4	4	4	N/A
Effectiveness				
Percentage of annexation ordinances mapped as of the effective date of the annexation	100	100	100	N/A

Division Summary - Libraries

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		11,881,717	12,516,302	12,210,852	12,413,893
Contractual Services		506,073	585,350	599,350	571,279
Supplies, Materials and Other Charges		3,489,081	4,480,413	4,665,922	4,297,528
Debt		20,790	34,000	–	–
Expenditure Totals	$	15,897,661	17,616,065	17,476,124	17,282,700
Revenues:					
State		533,729	495,000	495,000	520,000
Local		762	–	–	–
Charges For Services		630,557	481,000	481,000	481,000
Miscellaneous		266,722	182,400	182,400	214,600
Revenue Totals	$	1,431,770	1,158,400	1,158,400	1,215,600
Number of FTE's		212.50	210.50	210.50	210.50

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, 13 community branch libraries, and the Olivia Raney Local History Library. The County has complete control over both program and funding decisions. 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. Libraries are a vital component of a community's life. According to customer service surveys completed in 2010, 96 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 8,677,532, annual circulation of 10,771,462, and annual program attendance of 261,516 and 70 percent voter bond approval.

MAJOR ACCOMPLISHMENTS

Customer: Digital Library created in December 2010 and began to serve the public in January 2011. The Digital Library will produce online videos for customers, provide support for downloading library media and communicate with customers via Facebook, twitter and the library's webpage. WCPL expanded the materials collection to include e-books. Presented the Moonlight Walk, Cookies with Santa and Poetry Contest, with a combined attendance of over 3,500. WCPL staff members, Monica Lucas and Jason Rodgers, received "Caring and Sharing" awards.

Financial: Completed implementation for outsourcing library printing functions. Held successful booksale at the North Carolina State Fairgrounds with no upfit costs and cost savings. The sale earned record revenue of $210,000. Awarded a Library Services and Technology Grant from the North Carolina State Library for $17,775 to enhance the Children's Collection at the Richard B. Harrison Library. Received E-Rate Funding of approximately $60,000.

People and Resources: Successfully completed the renovation of the Express Library on Fayetteville Street using a HUD Grant. Began renovation of the

Richard B. Harrison Library. Implemented two week loan period to increase access to WCPL's materials collection. Partnered with Shaw University in the transfer of rare and scholarly materials purchased for the Richard B. Harrison Collection by the Library's founder Mollie Huston Lee.

FY 2012 DISCUSSION

Conduct the "Annual System-wide Customer Service Survey" as part of the Balanced Scorecard Initiative.

Develop a system-wide events calendar.

Implement a different book purchasing philosophy and weeding practices to maximize the money allocated for books.

Develop a system-wide volunteer recruitment and training program.

Continue WCPL's progress on establishing drive time analysis creating a consistent service area for each library while exploring the individual library's demographics. Improve system-wide data collection for circulation.

Complete the Richard B. Harrison Library renovation and begin the Wendell Library renovation.

Develop Smart Phone technology and electronic payment processes.

HORIZON ISSUES

Capital Projections: Restart the sale of library capital bonds, select Middle Creek branch manager, and begin the Wendell and Green Road Library renovations.

Technological Projections: Establishment and implementation of the new Library Active Directory Organizational Unit in conjunction with Information Services; Maintain the replacement/upgrade of personal computers, printers, laptops, and other peripherals at current replacement rate of 20 percent. Explore the cost of wireless internet services at all library locations for a new term of four years.

Financial Projections: Complete profit sharing with Coeco for printers, increased interlibrary loan (ILL) fees, received the Gates Computer Grant, and established regular E-Rate funding.

Service Projections: Continue the development of the electronic book collection; develop WCPL's program of Service to Senior citizens, and develop the service priority of "library as place."

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Annual circulation	6,808,857	6,468,414	6,144,993	N/A
Annual door count	4,456,525	4,349,568	4,245,179	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Annual circulation	3,784,508	3,708,818	3,634,641	N/A
Annual door count	3,836,208	3,744,139	3,654,280	N/A

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.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Annual circulation	28,834	34,600	41,520	N/A
Annual door count	136,119	132,852	129,664	N/A

Environmental Services

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	6,127,322	6,329,376	6,258,029	6,159,450
Contractual Services		810,969	620,908	624,105	497,400
Supplies, Materials and Other Charges		806,789	909,681	940,858	1,070,034
Capital Outlay		16,958	–	170	–
Budget Reserves		–	–	13,954	–
Expenditure Totals	$	7,762,038	7,859,965	7,837,116	7,726,884
Revenues:					
State	$	69,524	44,000	44,000	60,000
Local		29,058	15,000	29,524	15,000
Charges For Services		810,882	743,290	728,766	760,795
Licenses & Permits		549,262	452,439	452,439	514,934
Interest Income		960	–	–	–
Miscellaneous		1,897	1,500	1,500	1,500
Transfers		92,000	92,000	92,000	92,000
Revenue Totals	$	1,553,583	1,348,229	1,348,229	1,444,229
Number of FTE's		104.00	99.00	99.00	99.00

DEPARTMENT PURPOSE AND GOALS

The Environmental Services Department is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety, water resource protection, animal care and welfare, and solid waste disposal and recycling. To accomplish the goals and objective 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.

Each of these divisions will appear in the Environmental Services section of the FY 2012 Adopted Budget document, with the exception of the Solid Waste Division. As a public enterprise, the Board of Commissioners appropriates an operating budget for the Solid Waste Division that is separate and independent from the County's General Fund. To review the FY 2012 operating budget for the Solid Waste Division, please refer to the "Enterprise Funds" section of the FY 2012 Adopted Budget document.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, County departments that rely on General Fund appropriations for funding were required to identify three percent reductions in each department's respective target base budget. The FY 2012 target base budget for the General Fund of the Environmental Services Department is $7,773,989. The Environmental Services Department's three percent reduction target for FY 2012 totals $233,220.

In addition to reductions identified in the FY 2012 budget development process, the Environmental Services Department will convert a temporary revenue supplement for the General Fund to a permanent revenue supplement for the General Fund. The temporary revenue supplement to the General Fund allowed for 50 percent of the Environmental Services' Director's salary and

benefits cost (~$92,000) to be paid with revenues from the Solid Waste Fund. This was accomplished as an inter-fund transfer between the General Fund and the Solid Waste Fund. As a condition of the temporary revenue supplement, the Department Director served in the dual role of Solid Waste Director and Department Director, while the Solid Waste Division Director position remained vacant. The Solid Waste Division Director has been vacant since July 2008, and the vacancy was expected to be temporary for FY 2009 and FY 2010 to address revenue shortfalls in the General Fund. However, since the General Fund's revenues continue to remain depressed, the temporary revenue supplement from the Solid Waste Fund to the General Fund was continued for FY 2011. Based on the workload requirements of the Solid Waste Division, it is necessary to hire a Solid Waste Division Director for FY 2012 to assume the day-to-day administration and management of the Division. Accordingly, the Solid Waste Fund will continue to transfer to the General Fund $92,000 per year on a permanent basis. This is deemed an appropriate expense for the Solid Waste Fund, as the Department Director remains the responsible professional for the Solid Waste Division.

Environmental Services

Division Summary - Environmental Services Administration

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		723,372	618,949	613,524	699,711
Contractual Services		69,712	1,500	34,324	–
Supplies, Materials and Other Charges		96,700	135,575	113,730	116,969
Budget Reserves		–	–	13,954	–
Expenditure Totals	$	889,785	756,024	775,532	816,680
Revenues:					
State		66,274	–	–	–
Charges For Services		48	–	–	–
Miscellaneous		151	–	–	–
Transfers		92,000	92,000	92,000	92,000
Revenue Totals	$	158,473	92,000	92,000	92,000
Number of FTE's		7.00	8.00	9.00	9.00

DIVISION PURPOSE AND GOALS

The Administration Division has a staff count of nine full-time equivalents (FTEs) and 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, personnel management, budget management and performance monitoring are managed through the Administration Division. The Administration Division is also responsible for the management and operation of the Environmental Services Call Center and code enforcement coordination within the Department and with other departments in County government.

Environmental Services

Division Summary - Environmental Health & Safety

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		3,132,635	3,462,477	3,424,799	1,774,901
Contractual Services		577,397	396,400	420,642	1,000
Supplies, Materials and Other Charges		480,203	562,176	606,979	149,051
Capital Outlay		16,958	–	–	–
Expenditure Totals	$	4,207,193	4,421,053	4,452,420	1,924,952
Revenues:					
State		3,250	44,000	44,000	60,000
Local		29,058	15,000	29,524	–
Charges For Services		444,029	439,190	424,666	73,585
Licenses & Permits		316,254	269,950	269,950	279,800
Miscellaneous		1,121	1,500	1,500	–
Revenue Totals	$	793,712	769,640	769,640	413,385
Number of FTE's		65.00	62.00	63.00	28.00

DIVISION PURPOSE AND GOALS

The Environmental Health and Safety (EHS) Division has a total staff count of twenty-eight full-time equivalents (FTEs). The EHS Division is segregated into two sections: Food, Lodging, and Institutions; and Plan Review. The EHS Division is responsible for administering and enforcing State laws and regulations and local ordinances related to public health and safety.

Environmental Services

Summary of Services and Performance Measures

Service Area: Food, Lodging and Institution Section

Description: The Food, Lodging, and Institution (FLI) Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for the safe and sanitary operation of regulated facilities. The facilities regulated by the FLI Section include food service establishments, child day-care facilities; adult day-care facilities; lodging facilities; jails; hospitals; summer camps, public swimming pools, and tattoo artists. The FLI Section is also responsible for conducting special investigations related to methamphetamine lab decontamination, asthma trigger studies for children, and child lead exposure.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Food Establishment Inspections Performed	8,141	7,587	7,208	N/A
Number of Food Establishment Complaints Investigated	455	480	470	N/A
Percent of Inspection Coverage for Food Establishments	79	75	70	N/A
Number of Quality Assurance Visits	N/A	50	50	N/A
Average Number of Inspections per Env. Health Specialist	388	482	458	N/A
Number of Environmental Asthma Trigger Investigations	62	100	100	N/A
Number of Confirmed and/or Elevated Lead (Pb) Cases	13	15	15	N/A

Service Area: Plan Review/Recreational Sanitation

Description: The Plan Review Section protects public health and safety through the administration and enforcement of State laws and regulations enacted for the safe and sanitary construction of regulated facilities. The facilities regulated by the Plan Review Section include food service establishments, child day-care facilities; adult day-care facilities; lodging facilities; jails; hospitals; summer camps, and public swimming pools. The Plan Review Section is also responsible for administration and enforcement of the County's public swimming pool ordinance, which supplements the State regulations governing public swimming pools.

Environmental Services

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Swimming Pools Permitted	1,068	1,088	1,068	N/A
Number of Pool Inspections Performed (Calendar Year)	2,360	2,500	2,500	N/A
Number of New Food Plans Reviewed	54	40	50	N/A
Number of Pool Plans Reviewed (Calendar Year)	640	650	577	N/A
Number of Restaurant Construction Visits	728	850	772	N/A
Number of Temporary Food Establishments Permitted	480	450	450	N/A

Division Summary - Water Quality

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		2,270,390	2,247,950	2,219,706	2,101,865
Contractual Services		58,052	55,000	49,119	35,000
Supplies, Materials and Other Charges		219,371	206,080	204,055	159,050
Expenditure Totals	$	2,547,812	2,509,030	2,472,880	2,295,915
Revenues:					
Charges For Services		366,805	304,100	304,100	322,820
Licenses & Permits		233,008	182,489	182,489	235,134
Interest Income		960	–	–	–
Miscellaneous		625	–	–	–
Revenue Totals	$	601,398	486,589	486,589	557,954
Number of FTE's		32.00	29.00	27.00	27.00

DIVISION PURPOSE AND GOALS

The Water Quality Division has a staff count of twenty-seven full-time equivalents (FTEs). The Division is supervised by a Division Director, and is segregated into three sections: Watershed Management, Wastewater Management, and Groundwater Management. The Water Quality Division protects public health in Wake County through the enforcement of State laws and regulations and local ordinances adopted to protect public health and safety and water resources. In addition, the Water Quality Division is responsible for mobile home park inspections, recreational water sampling, migrant labor camp inspections, and emergency response for hazardous materials spills that have the potential to contaminate surface waters.

MAJOR ACCOMPLISHMENTS

During FY 2009 and FY 2010, the Water Quality Division realigned existing programs to create the Watershed Programs Section, which integrated stormwater and floodplain management, erosion and sediment control, environmental monitoring and watershed planning. Through the realignment of functional units, the County established a watershed based approach to the management of water and other natural resources.

Watershed Management staff worked with the Towns of Wendell, Rolesville and Zebulon to finalize a common municipal stormwater ordinance. The collaborative effort fulfilled a recommendation of the Stormwater Management Task Force (SWTF), which was to develop a common stormwater ordinance for Wake County municipalities that did not have a stormwater ordinance in place. Each town adopted the common ordinance during FY 2010.

The Watershed Management program assumed responsibility of Wake County's recreational waters program. This public health program collected 344 water samples at 51 sites, processed the samples at a laboratory, read results, and issued declarations of imminent health hazards. Some declarations resulted in the temporary closure of public, state and local government recreational facilities as well as private and for profit facilities until the hazards were resolved or mitigated. Following extensive media coverage and increased public interest in the closure of recreational swimming areas, the Watershed Management program enhanced data collection, documentation, policies and procedures. The events lead to the development of a web site to provide current information on closures.

The Wastewater Management program developed a new strategy that includes recommendations of the On-site Wastewater Management Stakeholders Committee and Septic Tank Pilot Study. The program examined existing wastewater management programs and incorporated specific recommendations to develop a plan to better manage septic systems in the County. The plan includes a risk-based approach to the inspection and maintenance of on-site wastewater systems, the creation of a database to track maintenance and inspections, and permit scanning. The scanning of permits is expected to take several years to complete.

HORIZON ISSUES

The Water Quality Division will continue to identify and implement efficiencies for mandated services, decrease turnaround time on all applications, and promote water conservation, as part of the County's goal for natural resource sustainability. Efficiencies may include integration of technology (i.e. databases, geographic software) and modifying work schedules and/or locations.

In the program areas, Groundwater Protection staff will continue to identify methods to provide the public with easy access to groundwater quality and quantity data. Groundwater staff are also exploring the possible expansion of water quality monitoring programs (specifically organic and radiological). Wastewater Management staff are continuing to develop plans to address recommendations of the On-site Wastewater Management Stakeholders Committee regarding the long-term sustainability of decentralized (on-site) wastewater disposal technology. These recommendations may require additional staffing and operational support.

Environmental Services

Summary of Services and Performance Measures

Service Area: Groundwater Management

Description: The Groundwater Management Section protects public health and safety through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, and abandonment of groundwater well systems for individual properties. In addition, the Groundwater Management Section is also responsible for administering and enforcing the County's local ordinance related to well interference investigations.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Groundwater Permit Applications	407	322	340	N/A
Number of Well Construction Inspections	736	790	825	N/A
Number of Private Well Samples	769	860	900	N/A
Number of Investigations/Consultations	158	100	100	N/A

Service Area: Watershed Management

Description: The Watershed Management Section protects water resources in Wake County through the enforcement of State laws and regulations and local ordinances related to stormwater management, floodplain management and erosion and sediment control. In addition, the Watershed Management Section is responsible for implementing a water quality monitoring program which is designed to (a) collect information and data to monitor the health and condition of Wake County's water resources; (b) analyze and quantify specific causes and sources of water resource problems; and (c) develop specific recommendations to solve and correct the identified problems.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Percent of Plan Reviews Completed within Required Timeline	88	74	74	N/A
Number of Site Inspections per Month	N/A	N/A	N/A	N/A
Number of Land Disturbing Construction Plans Approved	88	74	74	N/A

Service Area: Wastewater Management

Description: The Wastewater Management Section protects the public health through the enforcement of State laws and regulations and a local ordinance enacted for the safe and sanitary siting, construction, operation, maintenance, abandonment, repair and replacement of land-based wastewater disposal facilities for individual properties.

Environmental Services

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Applications Submitted	1,577	1,454	1,460	N/A
Number of Final Operation Permits	596	615	620	N/A
Number of Complaint Responses	405	250	300	N/A
Number of Operations and Maintenance Inspections of Complex Subsurface & Surface Systems	199	120	200	N/A
Average Turnaround Time for Permit Applications (days)	30	25	25	N/A
Percent of Systems Three Years Old and Properly Functioning	99	99	100	N/A

Division Summary - Cooperative Extension

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		926	–	–	–
Contractual Services		105,808	168,008	120,020	–
Supplies, Materials and Other Charges		10,516	5,850	16,094	–
Capital Outlay		–	–	170	–
Expenditure Totals	$	117,249	173,858	136,284	–
Revenues:					
Revenue Totals	$	–	–	–	–
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

In FY 2012 funding for Cooperative Extension has been transferred from Environmental Services to Non-Departmental.

The FY 2012 Adopted Budget supports the continuation of contracted Cooperative Extension services while defunding the County's share of one vacant contract position that focuses on farmers' markets. The Adopted Budget continues to support row crops, agriculture, horticulture, administration, and a youth outreach equestrian program.

Division Summary - Animal Care, Control and Adoption Center

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		–	–	–	1,582,973
Contractual Services		–	–	–	461,400
Supplies, Materials and Other Charges		–	–	–	644,964
Expenditure Totals	$	–	–	–	2,689,337
Revenues:					
Local		–	–	–	15,000
Charges For Services		–	–	–	364,390
Miscellaneous		–	–	–	1,500
Revenue Totals	$	–	–	–	380,890
Number of FTE's		0.00	0.00	0.00	35.00

DIVISION PURPOSE AND GOALS

The Animal Care, Control and Adoption Division has a total staff count of thirty-five full-time equivalents (FTEs). The Animal Care, Control and Adoption Division is segregated into two sections: Animal Control and Animal Care and Adoption. The Animal Care, Control and Adoption Division is responsible for administering and enforcing State laws and regulations and local ordinances related to animal care and welfare.

Environmental Services

Summary of Services and Performance Measures

Service Area: Animal Control

Description: The Animal Control Section is responsible for administering and enforcing State laws and regulations and the County's local ordinance related to public health and safety and animal care and welfare. State law and the County's local ordinance addres such issues as rabies control, dangerous dogs, dog bites, animal cruelty, dog fighting, and at-large animals. The Animal Control Section is responsible for providing services in all jurisdictions of Wake County with the exception of Cary, Garner, Holly Springs, and Raleigh, which operate their own animal control programs. The Animal Control Section is also responsible for providing support to municipal law enforcement and emergency medical personnel in cases where animals must be seized or rescued to support the first-responders dispatched to an emergency.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Animal Service Calls	8,000	9,000	10,000	N/A
Number of Service Calls per Officer per year	1,143	1,286	1,429	N/A

Service Area: Animal Care and Adoption

Description: The Animal Care and Adoption Section services are provided at the Wake County Animal Center. The Wake County Animal Center is an open admission animal shelter that accepts all seized, stray, quarantined, and surrendered animals in Wake County. The standard of care requirements for animals housed at the Wake County Animal Center are established and enforced by the North Carolina Department of Agriculture through the Animal Welfare Act. 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.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Number of Animals Impounded	11,727	16,000	16,000	N/A
Animal Adoption Percent Rate	33	47	45	N/A
Owner Reclaim Percent Rate	6	9	9	N/A
Euthanasia Percent Rate	56	35	35	N/A
Animals Moved to Other Facilities	650	700	1,000	N/A

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General Services Administration

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	8,042,658	7,470,746	7,470,545	8,031,407
Contractual Services		4,157,131	4,391,382	4,474,534	4,130,613
Supplies, Materials and Other Charges		10,201,342	11,812,989	11,873,480	9,000,355
Capital Outlay		2,370,802	25,022	57,000	131,875
Debt		108,569	100,600	100,600	54,877
Expenditure Totals	$	24,880,503	23,800,739	23,976,159	21,349,127
Revenues:					
Charges For Services	$	2,663,746	2,618,085	2,618,085	2,568,085
Miscellaneous		684,502	29,000	29,000	29,000
Revenue Totals	$	3,348,248	2,647,085	2,647,085	2,597,085
Number of FTE's		132.00	118.00	120.00	123.00

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 26 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 workgroups' 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 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 2012 DISCUSSION

As part of the FY 2012 Budget Development, departments were asked to identify 3 percent of their total target base in reductions. These reductions were categorized based on service level impacts of minimal, moderate and significant. General Services Administration identified a total of $1,060,427 in reductions of which $682,966 has minimal impact and $377,461 has a moderate impact on services.

Included in the FY 2012 Adopted Budget are reductions of $1,060,427. Of the reductions taken, $682,966 has a minimal service level impact and $377,461 has a moderate service level impact.

General Services Administration

Division Summary - Administration / Support

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		747,465	751,176	830,172	712,387
Contractual Services		338,881	141,000	196,000	323,299
Supplies, Materials and Other Charges		97,591	258,013	352,048	146,933
Debt		8,964	8,600	8,600	8,964
Expenditure Totals	$	1,192,901	1,158,789	1,386,820	1,191,583
Number of FTE's		10.00	10.00	10.00	10.00

DIVISION PURPOSE AND GOALS

The Administrative Division insures that standard work processes are applied to uncommon business environments (detention, health care, entertainment, courts 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 request center, request/work order system and fleet/fuel information system is managed by this division. The department head discharges court liaison responsibilities and is the staff to the Citizens' Energy Advisory Commission.

Administration Division 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. Leases are managed, regardless of funding sources, by this division. The group also manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have significant funds expended, but no dedicated FTEs. 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, 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 funds. Wake County utility bill processing is paperless and has used an Internet service bureau to receive and pay bills electronically since 1998. Beginning FY 2012, all utilities of buildings solely occupied by a single department will be charged back to that department. Service and testing of facility Life Safety systems - automatic smoke detection, fire protection, emergency generators, automatic transfer switches as well as the monthly check of fire extinguishers, exit lights and Automated Electronic Defibrillator are funded here and overseen by operating divisions in GSA. Environmental testing and remediation is funded from this source.

County Building Agreements - Administration provides for corporate management and an information repository for leases, regardless of funding source.

MAJOR ACCOMPLISHMENTS

Major improvement to GSA's web-based work order system. Requests now workflow and/or escalate

directly to the GSA workgroup, cutting a significant handoff time in the process. This action gets the work to the service provider quicker and provides the customer feedback on request sooner. These improvements help GSA personnel receive and respond to work requests timelier and prioritize their work more efficiently. Notification of work is more easily managed through this system, i.e. property owners of leased building, the county occupant and key customers receive request notifications simultaneously for requested work.

Major improvement to the County space inventory system or CAFM (computer aided facility management system), by successfully implementing the integration of HR personnel data. This integration gives the Board of Commissioners authorized FTEs to compare to the existing number of enrolled employees (previously available) providing stronger space planning information from the space system.

Successfully implemented (after selecting a security software product and integrator through a competitive prequalification and bid process), the replacement of the all the detention and three-fourths of the corporate access control security management systems. This endeavor will introduce contactless smart card technology to the County. This system replacement prepares the host systems for the addition of the Hammond Road and Justice Center.

Supported and implemented the E-Wake on-boarding project - a joint project with HR, IS and GSA with the goal that new staff receive required space, access, and equipment to perform their work on day one.

Acquired unfunded leases midyear from the state for three probation and parole buildings. These three facilities yield 16,079 square feet in the County's overall portfolio.

Assumed final space, as defined in the original lease, within Human Services Millbrook and fitup that space for Job Training and Child Welfare. The entire building is now currently occupied by Human Services.

Projects across multiple GSA workgroups include continued support to the renovation of the Courthouse; 11th floor and 6th floor currently under construction or design. 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. Other projects include: Justice Center; Hammond Road Detention Center; opened Garner Fire & Rescue & EMS Durant Road.

Successfully opened the WakeBrook Crisis and Recovery Centers.

Continued to collaborate with Board of Elections (BOE) developing a long-term space plan that provides suitable space for the election process.

FY 2012 DISCUSSION

The great recession of 2008 had a profound effect on Wake County Government and GSA. Revenue shortfalls caused consecutive fiscal year budget cuts; four percent midyear in FY 2009, ten percent in FY 2010 with an additional two percent midyear reduction followed by a seven percent reduction in FY 2011 and three percent in FY 2012. GSA reduced over $6.0 million dollars from its budget during a period of maintaining increased building square footage and servicing consistent fleet inventory levels.

FY 2012 will bring full year operating costs to bear for WakeBrook Crisis Stabilization and Recovery Centers (two 24/7 mental health facilities), Durant EMS, and Garner Fire/EMS as well as the last quarter operation the Hammond Road Expansion - a building with 414,000 square feet. Detention facilities bring significant operating challenges due to their unique nature, 24/7 schedules and institutional occupancy, which require intensive services in relatively small facilities. Hammond Road expansion requires the change out of detention-wide video visitation and video court systems and specialty smoke detection and mechanical/plumbing systems that require large amount of staff time during start up.

Providing quality services to a growing inventory while reducing costs to support the County and its citizens in this difficult economic time is GSA's goal.

The County will increase its building portfolio in FY 2012 to 4.2 million with the addition of the Hammond Road Detention Center expansion 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.

Improving inventory management systems associated with tracking and accounting for fixed assets and tagging equipment.

Improving utility chargebacks, to accommodate the Manager's directive to better represent the cost of a department, by charging back utilities to those departments that are the sole occupants of buildings. Refining utility information so that departments understand utility consumption and find savings through behavioral changes.

Converting of the County building plans library to digital documents using industry technologies. Includes 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

Full employment to meet new building inventory requirements. Hiring and training staff in FY 2012 through FY 2013 to aid in the commissioning and maintenance of the criminal justice facilities, which occupy 1.2 million square feet. Develop staff knowledge critical to managing complex building inventory.

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 Management 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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Rentable square footage managed	3,174,948	3,152,933	3,214,021	N/A
Gross square footage managed	3,342,051	3,318,877	3,383,180	N/A

General Services Administration

Division Summary - Physical Plant

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		2,968,163	3,144,359	3,074,898	3,380,970
Contractual Services		194,358	–	–	205,212
Supplies, Materials and Other Charges		1,569,792	1,802,580	1,815,379	1,910,741
Capital Outlay		11,352	–	–	16,452
Expenditure Totals	$	4,743,665	4,946,939	4,890,277	5,513,375
Revenues:					
Miscellaneous		5,972	–	–	–
Revenue Totals	$	5,972	–	–	–
Number of FTE's		53.00	53.00	54.00	60.00

DIVISION PURPOSE AND GOALS

The Physical Plant Division provides overall 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 safe, efficient and reliable working environments within the building envelopes through the 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; Ponderosa and life safety/environmental alterations, major repair and replacement.

MAJOR ACCOMPLISHMENTS

Completed over 75 projects of various size and complexity with examples listed below.

Supported CIP projects with technical and trade's expertise. Significant projects included: Hammond Road Detention Center Expansion; Justice Center; roof assessments; HVAC assessments; Facility Condition Assessments; PSC 4th floor mechanical upgrades; Swinburne mechanical upgrades; upgrades to finishes in Crosby Garfield.

Processed 17,500 work requests or 70 percent of GSA's Facility Management work orders (24,820).

Managed the Minor CIP projects. Most notable projects include: Swinburne 4th Floor Renovation; FAEC Targeting and Upfit Design; PSC Data Center UPS & Cooling Unit Replacement; Swinburne Electrical Upgrades; GSA Fleet Ventilation

FY 2012 DISCUSSION

Implementing the mobile computing solution for personnel using GSA's work order system-MAXIMO.

Providing support for CIP projects managed by FD&C through coordinated shutdowns and commissioning.

Upgrading and refining building management and SCADA control technologies to gain efficiencies and effectiveness.

HORIZON ISSUES

Staffing levels to manage facility and inventory growth. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

General Services Administration

Division Summary - Central Services

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,002,317	1,030,107	1,048,866	1,009,998
Contractual Services		441,115	455,967	455,967	415,879
Supplies, Materials and Other Charges		2,370,348	2,079,941	2,082,981	2,279,908
Capital Outlay		–	2,000	2,000	–
Debt		92,082	92,000	92,000	45,913
Expenditure Totals	$	3,905,864	3,660,015	3,681,814	3,751,698
Revenues:					
Charges For Services		49,147	53,000	53,000	53,000
Miscellaneous		30,472	25,000	25,000	25,000
Revenue Totals	$	79,619	78,000	78,000	78,000
Number of FTE's		18.00	18.00	19.00	16.00

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 solid waste management, reprographics and corporate audio visual maintenance and oversight.

MAJOR ACCOMPLISHMENTS

Wake County GSA partnered with the Wake County Public School System to create a Joint Request for Proposal for Solid Waste with the intent to maintain or reduce costs. The County plans to award to the successful vendor a new contract effective July 1, 2011. The County expects to reduce current costs by approximately $60,000 annually.

Central Services successfully negotiated a price freeze with Phoenix for janitorial supplies.

All districts have effectively managed the tracking of consumables through distribution reports in an effort to strengthen accountability and track consumption.

The GSA Mail Center upgraded the mail meter systems to accommodate US Postal regulations and maintain current tracking and reporting capabilities.

Provided many staff moves. Some of particular interest are: moved the Public Defender from 227 Fayetteville St. to 414 Fayetteville St.; moved Human Services into the two new WakeBrook facilities; moved multiple groups of Human Services staff into Millbrook Road facility; moved Judges from 7th to 10th floor in the Courthouse; moved Judges from 11th to 7th floor in the Courthouse; moved a large number of offices for renovations in the Public Safety Center; moved out Richard B. Harrison Library for Renovation; moved around staff for the HS Swinburne 4th floor renovation; moved the Human Resources Employee Training from GSA back to WCOB; moved BOE equipment and supplies to the BOE warehouse.

On target to process approximately 1.5 million pieces of US and inter-office mail from 130 different mail stops per day (32,619 annually) to and from 35 different facilities.

In partnership with all GSA Divisions and other County departments, supported project renovations

and upfits that required the moving or reconfiguring of existing or new furniture.

FY 2012 DISCUSSION

Developing inventory management systems associated with material handling for fixed assets and surplus property.

Optimizing staffing to maintain a high level of sustainable janitorial services with fewer available dollars.

Bidding out countywide vending services and award a new contract.

Bidding out recycling services managed by GSA.

Bidding out bio-waste services managed by GSA.

Restructuring Reprographics to meet demand and maintain budget neutral status.

HORIZON ISSUES

Optimize staffing necessary to manage facility and inventory growth - specifically as relates to the opening of the Hammond Road Detention Center expansion and the new Justice Center.

General Services Administration

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Cleanable square footage maintained	1,784,086	1,810,666	1,828,436	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Pieces of mail processed	875,114	831,300	850,000	N/A

Service Area: Reprographics

Description: Reprographics is dedicated to offering printing, copying and graphic services to County departments and associated agencies.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of impressions	9,243,339	7,679,500	8,000,000	N/A

General Services Administration

Division Summary - Fleet Operations

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		819,381	–	–	–
Contractual Services		116,321	–	–	–
Supplies, Materials and Other Charges		(3,437,446)	–	–	–
Capital Outlay		2,244,027	–	–	–
Debt		7,523	–	–	–
Expenditure Totals	$	(250,195)	–	–	–
Revenues:					
Charges For Services		194,167	–	–	–
Miscellaneous		634,513	–	–	–
Revenue Totals	$	828,680	–	–	–
Number of FTE's		14.00	0.00	0.00	0.00

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.

Fleet Services Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

GSA's Fleet Operations were moved to an Internal Service Fund beginning in FY 2011. For a comprehensive overview of the Corporate Fleet Fund please see the Internal Service Fund section of this book.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of gallons of fuel consumed	955,864	1,051,459	995,202	N/A
Number of vehicles per mechanic	116	116	102	100
Number of vehicles owned by County	873	873	873	N/A
Number of vehicles leased to County departments and partners	770	770	770	N/A

General Services Administration

Division Summary - Security and Safety

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,035,144	932,509	951,511	1,362,745
Contractual Services		2,075,199	2,286,693	2,278,709	2,200,818
Supplies, Materials and Other Charges		481,008	(3,337)	30,544	(909,020)
Capital Outlay		22,760	–	–	22,759
Expenditure Totals	$	3,614,110	3,215,865	3,260,764	2,677,302
Revenues:					
Miscellaneous		3,970	4,000	4,000	4,000
Revenue Totals	$	3,970	4,000	4,000	4,000
Number of FTE's		6.00	6.00	6.00	6.00

DIVISION PURPOSE AND GOALS

Safety and Security Division provides corporate safety and security and provides screening staff and surveillance to court security operations.

Safety and Security 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.

MAJOR ACCOMPLISHMENTS

Safety and Security continued to provide a law enforcement officer post adjacent to the high risk client interview rooms at Human Services Swinburne by supplementing electronic security on all floors and elevators. Started the final phase of interview rooms on the fourth floor. These rooms are designated to control meeting settings and volatile interviews.

Maintained an average screener score above national standard for the Wake County Courthouse screeners. On average, 94,250 bags per month, over 1.1 million bags annually and detection of over 13,000 weapons and contraband were screened at the Wake County Courthouse x-ray machines.

Assisted the Sheriff's department in installing magnetometer in the detention intake area of the John H Baker Public Safety Center and provided training to the detention staff and deputies on the use of handheld wands.

Continued to test the SMS (Security Management System) at each facility to insure the system is operating correctly and to document placement of devices in FM interact. During the Fiscal Year, Garner Fire and EMS, Durant EMS, Human Services at Millbrook, Public Defender's Office and WakeBrook campus were added to the electronic security system (ESS). The ESS continued to expand with the activation of Leesville Road Community Library, the Law Enforcement Training Center and the Hammond Road Parking Deck.

Installed new Automated External Defibrillators (AEDs) at several designated facilities and documented the placement of these devices in FM Interact software. There are a total of 48 publicly accessible AEDs available in County facilities.

Conducted multiple fire drills at several facilities to meet standards and promote the corporate safety program. Continued to meet with Human Services staff to meet Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation and keep emergency evacuation plans updated. Met with

staff on several occasions to conduct workplace violence training.

Utilized the emergency badging system with Emergency Management and Human Services in the tornado relief effort for temporary housing at NCSU in April 2011.

FY 2012 DISCUSSION

Preparing for the opening of the Hammond Road Detention Center expansion in April 2012.

Initiating the process of updating the RFP for contract security service and begin the process of competitively bidding this service.

Preparing for security and safety hazards that may occur due to the population growth of Wake County and the current economic situation. Continue to identify and assist in resolving situations that involve individuals utilizing Wake County facilities in a fashion that is unacceptable or illegal. Protect Wake County assets by reducing the risk of internal and external theft by establishing operational parameters that deter this activity.

Continuing to deploy the use of Biometric bioscypt identification system for areas within County facilities identified as High Risk with Special Control Requirements.

HORIZON ISSUES

Staffing levels to manage facility and inventory growth.

Preparing for the opening of the new Justice Center. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of security incident reports investigated	1,703	1,873	2,043	N/A
Number of seized weapons and/or contraband	15,172	15,990	17,509	N/A
Number of access card holders in system	29,749	32,706	35,650	N/A

General Services Administration

Division Summary - Criminal Justice/General Government

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services		261,828	784,695	792,162	247,549
Supplies, Materials and Other Charges		509,916	15,555	15,555	508,592
Capital Outlay		14,874	–	–	14,874
Expenditure Totals	$	786,618	800,250	807,717	771,015
Revenues:					
Charges For Services		2,212,328	2,330,085	2,330,085	2,280,085
Revenue Totals	$	2,212,328	2,330,085	2,330,085	2,280,085
Number of FTE's		0.00	0.00	0.00	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.

General Services Administration

Division Summary - Field Services

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,470,189	1,612,595	1,565,098	1,565,307
Contractual Services		564,114	627,553	656,222	588,084
Supplies, Materials and Other Charges		819,208	681,767	674,934	837,206
Capital Outlay		77,790	23,022	55,000	77,790
Expenditure Totals	$	2,931,301	2,944,937	2,951,254	3,068,387
Revenues:					
Charges For Services		485	–	–	–
Miscellaneous		9,575	–	–	–
Revenue Totals	$	10,060	–	–	–
Number of FTE's		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

Field Services Division continues to establish and follow water conservation measures in each work group to preserve drinking water. Met or exceeded each municipal recommendation water restrictions for irrigation purposes. Managed and reduced water consumption by expanding CPU-based water controllers.

Field Services Landscape Maintenance teams have continued to perform landscape modifications, during the winter, to meet the conditions of the Security Vulnerability Assessment. Landscape Maintenance teams have completed 80 percent of winterization schedule of facilities with reduced staff levels of frozen positions.

Field Services Sign Graphics program continues to install newly required signs in the field to comply with new regulations from the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) regulations mandated in 2012. These regulations increased the size of the character height in fabricating the sign blades. The regulation required Type III or IV Prismatic material to be used in sheeting sign blades to increase Minimum Retro-reflectivity. 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.

Field Services Sign Graphics program has purchased GPS equipment to identify each County road sign as the program replaces and repairs road signs in the field. This data is collected and used by GIS and WC Field Services to meet the (FHWA-MUTCD) regulations. This data collection also meets the requirements for having one of three methods in place to document and track the compliance of sign retro reflectivity.

Progress with a multi-year plan to survey, assess and conduct life-cycle replacement of flood control (1, 2, and 3) structures and began final phase of EAP of those flood control sites. Continued to work on all flood control structures EAP and completed the second phase study of EAP of all flood control sites. Continue to have consultants work on providing

sediment survey of identified structures as funding is available.

Continue to assist 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.

Progression of Joint Use Agreements (JUAs) between Wake County and 1.) City of Raleigh Law Enforcement Training Center, 2) City of Raleigh Resource for Seniors, 3.) City of Raleigh Leesville Library and Park, 4.) Town of Holly Springs Cultural Arts Center and Library.

Field Services continues to work with Wake County Public Schools System / Community Schools, Parks Recreation and Open Space, and Municipal User groups to encourage Level 4 JUA of School Parks whenever possible.

Major projects GSA / Field Services involvement includes: Brady Jefcoat Pond Dam Improvements; Sunnybrook Road Reclaimed Water; Open Space (LARC); CSC / Resource for Seniors (City of Raleigh); North Wake Fuel Site Master Plan; Raleigh / Wake County Rain Water Cistern Installation; Animal Shelter Renovation and Expansion; Garner Fire / EMS Station; Durant Road EMS Station; WakeBrook Campus; Historic Oakview Park Renovation Repairs and Upgrades; Hammond Road Detention Center expansion; Wake County Justice Center

Continue to work with property owners, with assistance from other Departments pertaining to the Little River Reservoir to restricted hunting on County owned property.

Field Services Sign Graphics staff continues to work with the County Attorney's office and committee members of the registered County logo as an official trademark of the county. This enables Wake County to manage and control the use of the county logo.

FY 2012 DISCUSSION

Continue to evaluate each Field Services work group and programs for efficient cost and operations. Reduction of Human Services Supportive Employment services agreement will have an adverse affect on School Park sites cleanliness and landscape maintenance without the assistance of user groups.

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 development of inventory management systems associated with tracking and accounting for equipment and supplies.

Continue to study the use of electronic directories or informational signage is to be used in high-rise facilities and other facilities throughout the County.

Continue to inventory Road Signs in GIS and eventually tie to GSA's electronic work order system (Maximo).

HORIZON ISSUES

Economic conditions will require a push for User groups to take on level 4 JUA on School Parks or a downgrade of standards will be required for some school park facilities. User groups will need to take a more active role in maintenance of the park they are using.

Participating in and directly impacted by various Master plans in development including: Wake County landfill properties, Parks (Lake Myra), Recreation and Open Space, Human Services, Library facilities & Facility Condition Assessments.

Addressing and implementing the Federal Highway Administration Manual on Uniform Traffic Control Devices (FHWA-MUTCD) guidelines for road name signage (specifically size requirements, retroreflectivety, and state road number sizing); 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 code requirements from Urban Foresters (specifically Tree Conservation Areas, Champion Trees, and or pruning within City right of way).

Implement Flood Control structure of life-cycle repairs and or renovations components from the facility condition assessments. Continue to develop and implement an Emergency Action Plan for all Flood Control structures based on NCDENR Dam Safety requirements.

General Services Administration

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 Conservation, 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 undeveloped properties totals over 4,400 acres.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of acres landscaped	668	688	711	N/A
Yearly inspection of County sites with a grading scale indicating performance sites. Points out the demands and impacts of development around each site.	86	86	88	85

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of road name signs new/replaced	1,775	1,687	992	N/A

Division Summary - Utilities/Life Safety/Environmental

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services		165,260	95,474	95,474	149,717
Supplies, Materials and Other Charges		6,278,693	6,933,518	6,887,087	4,226,049
Expenditure Totals	$	6,443,952	7,028,992	6,982,561	4,375,766
Revenues:					
Charges For Services		8,334	10,000	10,000	10,000
Revenue Totals	$	8,334	10,000	10,000	10,000
Number of FTE's		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.

General Services Administration

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of buildings with corporate recycling	54	56	56	N/A
Number of facilities with building control systems	42	44	45	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percentage of facilities free of regulatory violations	99	99	99	N/A
Input				
Number of facilities with SCADA controls (MOSCAD)	36	42	43	N/A

General Services Administration

Division Summary - County Building Agreements

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services		55	–	–	55
Supplies, Materials and Other Charges		1,512,232	44,952	14,952	(54)
Expenditure Totals	$	1,512,287	44,952	14,952	1
Revenues:					
Charges For Services		199,284	225,000	225,000	225,000
Revenue Totals	$	199,284	225,000	225,000	225,000
Number of FTE's		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.

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Human Services

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	101,761,157	105,230,248	102,452,272	103,867,504
Contractual Services		100,771,078	105,780,292	102,872,804	95,205,261
Supplies, Materials and Other Charges		9,940,597	12,675,769	12,874,276	12,545,919
Capital Outlay		590,191	566,000	659,742	658,120
Budget Reserves		–	1,928,041	–	(483,858)
Transfers Out		122,250	–	–	–
Expenditure Totals	$	213,185,273	226,180,350	218,859,094	211,792,946
Revenues:					
Federal	$	10,547,557	14,387,653	14,595,892	14,770,791
State		103,005,111	102,585,625	102,057,727	97,434,632
Local		1,112,802	1,065,500	1,057,600	1,183,100
Charges For Services		29,598,569	31,656,860	26,009,378	27,152,362
Interest Income		52,424	23,654	38,092	23,654
Miscellaneous		303,557	42,800	43,300	42,500
Revenue Totals	$	144,620,021	149,762,092	143,801,989	140,607,039
Number of FTE's		1,739.600	1,707.482	1,726.836	1,727.836

DEPARTMENT PURPOSE AND GOALS

Wake County Human Services (WCHS), the only consolidated human service organization in North Carolina, is dedicated to providing public health, behavioral health and social services to over 140,000 people a year. The Department serves as an agent of the State of North Carolina in addressing statutory requirements for the Public Health Code, benefits administration, child protection and safety, elderly and disabled protection, child support enforcement, and mental health through the Local Managing Entity (LME). The Agency's goal is to promote and support health and well-being and build human capital among County residents. Wake County Human Services reaches each and every person in Wake County, including all residents during pandemic outbreaks or weather emergencies; those needing prevention services such as immunizations or flu shots; low income households in need of economic self-sufficiency assistance; children and adults with substance abuse, developmental disabilities, or mental illness; women, infants and families in need of health and nutrition services; children or seniors who are at risk of abuse or neglect; those who are homeless or in need of housing assistance; and at risk youth.

Vision 2020 strategies guide the long-term strategic direction of WCHS. These are the key strategies that increase the probability of accomplishing the programmatic and operational/managerial goals of the Agency, and are incorporated in the Consolidated WCHS Work Plan for eight Divisions.

The mission, Vision 2020 and state statutory requirements are addressed through a Consolidated Wake County Human Services Work Plan that includes the following components. The first is to successfully provide mandated health, behavioral health and social services. Services will comply with laws and standards; be accessible and customer friendly; and will make a positive difference in people's lives. The second component of the work plan addresses Board of Commissioner Goals. For Human Services, the Board of Commissioner goals

include the County's plan to improve mental health services in partnership with Holly Hill Hospital; construction of a Continuum of Care Facility; re-organization of the Local Management Entity (LME); and partnerships with the Sheriff's Office; Emergency Management Services and others. This work objective also focuses on building human capital and supporting the Middle Class Express (MCE).

FY 2012 DISCUSSION

As part of the FY 2012 Budget development, departments were asked to identify a total of three percent of expenditures and/or revenues in an effort to balance the FY 2012 Budget. Balancing measures were categorized based upon service level impacts of minimal, moderate and significant. Included in the County Manager's Budget for Human Services is a total of $1,976,821 in reductions of which $1,104,205 has a minimal impact, $755,772 has a moderate impact and $116,844 has a significant impact on services. The identification of $325,592 increase in specific revenue streams is included in the budget, as well. Balancing measures also included the elimination of 8.00 FTEs of which all are vacant. Additionally, $3,204,509 in county dollars have been included in the department's budget to cover costs related to program expansions.

Division Summary - Social Services Economic Self Sufficiency

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		20,236,998	21,187,282	20,923,926	21,644,469
Contractual Services		9,424,849	10,339,165	10,108,083	9,407,266
Supplies, Materials and Other Charges		1,699,450	1,755,670	2,086,806	1,687,656
Capital Outlay		7,956	–	5,600	–
Expenditure Totals	$	31,369,253	33,282,117	33,124,415	32,739,391
Revenues:					
Federal		720,690	850,500	772,500	765,753
State		16,506,416	16,534,139	16,796,262	16,216,289
Local		120	–	–	–
Charges For Services		789,442	737,533	787,037	1,236,361
Miscellaneous		0	–	–	–
Revenue Totals	$	18,016,668	18,122,172	18,355,799	18,218,403
Number of FTE's		415.668	394.500	394.500	402.500

DIVISION PURPOSE AND GOALS

The Division is comprised of the following programs: Child Support Enforcement, Family Medicaid and Food Assistance, Program and Staff Development, Service Intake for Emergency and Energy Assistance, Vocational Services, Work First and Customer Services (Call Center). The Division also includes Adult Services Programs, including Adult Protective Services, Adult Guardianship, Adult Economic Services, and Senior and Adult Services. Adult Protective Services investigates complaints of abuse, neglect and exploitation of disabled adults. The Adult Guardianship staff act as guardians for 294 adults deemed incompetent by the court, with an additional 215 cases handled by contract agencies. Adult Economic Services determines eligibility for Medicaid, Food and Nutrition Services and Special Assistance for over 24,000 senior and disabled adults. Senior and Adult Services monitors 72 Adult Care Homes, 11 Adult Day Care facilities, investigates complaints at these facilities, and provides case management and payee services for 160 senior and disabled adults.

The Economic Self Sufficiency Division seeks to enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. The primary goals are to: Promote personal responsibility; Provide time-limited public assistance; Provide emergency assistance; Offer access to health care; Establish and enforce child support obligations; Build capacity to secure employment; and Assist older and disabled adults meet their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

MAJOR ACCOMPLISHMENTS

Putting people back to work: Despite the economy during FY 2010, 495 Work First clients have obtained employment. Sixty Seven percent of cases that left Work First for employment 12 months ago remain off Work First. 449 Work First families were diverted from long-term welfare dependency through the use of Benefit Diversion during FY 2010. Thanks to funding from the American Reinvestment and Recovery Act (ARRA), the Workforce Investment Act (WIA) program enrolled 52 participants into training programs. To date, 35+ people have completed coursework at community colleges and 31 have

received Career Readiness Certifications. Areas of training include BioWorks, Certified Nurses Assistant (CNA), HVAC/Plumbing, Medial Healthcare Office, and Office Technology.

In its first full year of operation, the new JobLink Career Center at the Millbrook Human Services Center assisted an average of 239 job-seekers each month.

The Supportive Employment Program was awarded a new, three-year accreditation from CARF, International. CARF accredits health and human services providers that meet rigorous program and administrative standards. The JobLink Career Center at Swinburne expanded its partnership with Wake Tech, adding three additional daytime GED classes.

Through collaboration with the IRS, Family Resource Center of Raleigh and Wake EITC Coalition, Volunteer Income Tax Assistance (VITA) sites were expanded from the Swinburne facility to include the three regional centers. Through the work of trained volunteers, 651 tax returns were filed totaling $928,699 in total federal refunds of which $393,251 represented the Earned Income Tax Credit (EITC).

Food and Nutrition Services hired temporary Case Managers through ARRA funds and Federal Contingency funds which allowed for increased capacity to respond to the increasing demand for services. During this year, the FNS program has averaged 2,728 new applications per month and the number of households receiving FNS benefits has grown from 26,034 to 31,090. An average of $8.5 million dollars in FNS benefits are being awarded in Wake County each month.

Child Support Enforcement collections met the total collections goal by collecting $44,452,659 as of June 30, 2010, of which 93 percent was distributed directly to the families for their benefit.

Major gains were made in customer service. The Customer Support Center (Call Center) assisted 384,997 clients, an increase of almost 7,000 calls from the previous fiscal year. Over 1,100 Human Services employees were trained in the Human Services Academy's Customer Service Training. Redesign of the Swinburne information and security desk has been completed. This major project has maximized customer service in the Swinburne building while protecting our clients and staff with security presence and the supporting security technology.

FY 2012 DISCUSSION

Due to the down turn in the economy, the Division has faced a challenging year, with an increased demand for services and a reduction in resources. The Division has taken steps to evaluate and assesses current business practices and processes to create efficiencies, and effective ways of dealing with the demand for services.

The Family and Children's Medicaid program experienced an eight percent increase in the last year in the number of active cases and a two percent increase in the average number of applications received monthly.

In Food and Nutrition Services caseloads continue to increase. In this report last year we reported that the number of households receiving FNS benefits monthly was expected to be over 31,000 cases at the beginning of the 2011 fiscal year. As of July, 2010 the number of active households were 31,804, higher than projections. The program is able to function due to the addition of temporary case managers hired though Stimulus and Contingency funding. That funding is scheduled to expire at the end of June which will decrease the number of FNS case managers by ten.

The Customer Support Center does not have adequate staff to handle all incoming calls resulting in a high abandoned rate and deflected call rate. As demand for services increases the number of abandoned and deflected calls will rise.

As of June 30, 2010, the Child Support Enforcement program was serving 63,304 participants, an increase of 6.6 percent over last year, with a total number of active cases of 21,231. Of those cases, 16,693, or 78 percent had court orders that were being enforced.

It is becoming more difficult to meet the needs of seniors who would like to stay in their own homes and receive services. The Community Alternatives Program for Disabled Adults (a program for those needing nursing home care who wish to remain at home with additional services) has a waiting list of 439, and slots are currently frozen due to state budget cuts. There are also long waiting lists for services such as Meals on Wheels (354) and in home aides (173). New appointments to the Adult Guardianship program have increased 23 percent in the last year.

Service Intake has narrowed its scope of service. Energy assistance is provided to low income families in crisis. There is a new assessment process. This new process helps evaluate the households situation to determine if a crisis has occurred and to help provide guidance to families so that they might become more self-sufficient and better able to meet their own household's financial responsibilities.

HORIZON ISSUES

The aging of the population will continue to drive demand for services. Current projections by the Office of State Budget and Management show that the 55+ population in Wake County is projected to grow from 188,758 in 2010 to 333,513 in 2020. There is a need to work closely with our community partners to meet the needs of senior and disabled adults with the limited resources available. Often these limited resources result in individuals being served in higher and more expensive levels of care, when the support is not available to remain at home. There is also a need to work efficiently and collaboratively to eliminate duplication of effort and make services more seamless to the consumer. It is expected that the new Community Resource Connections initiative will begin to improve the service delivery system resulting in better access to information and available services.

Providing child care services for Work First families remains an issue with additional budget cuts anticipated. The lack of child care imposes a major barrier for the majority of Work First families and would have a negative impact on Wake County's ability to meet the federally mandated All Families Participation Rate. Failure to meet the participation goals could result in financial penalties to the State and County. With the high unemployment rate there is a need for more jobs, greater capacity at Community Colleges, more short term training targeted at in-demand fields, greater emphasis on preparing the job seeker for the workforce, greater capacity to serve persons with multiple barriers, additional job readiness assistance for "Older Workers", and more job opportunities for persons with disabilities.

Summary of Services and Performance Measures

Service Area: Children Medicaid

Description: Provide health insurance coverage for low income parents and children up to age 21, pregnant women up to 185% of the PFL, and family planning services to low income adults.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of family Medicaid recipients	64,595	72,346	81,027	N/A

Service Area: Food & Nutrition (General Food Stamps Program)

Description: Food Assistance (food stamps) supplements the household's income for food. The household must meet income eligibility requirements.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of Food Assistance Individuals	68,115	85,884	108,198	N/A

Service Area: Energy Assistance

Description: A variety of federal and state programs that provide energy crisis assistance to individuals and families in heating or cooling emergency.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of households receiving energy assistance	11,942	8,900	7,900	N/A

Service Area: Crisis Intervention/Emergency Programs

Description: Provide crisis assistance to individuals and families in emergency situations that threaten their ability to meet basic needs.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of households requesting emergency financial assistance	16,031	8,400	9,631	N/A
Total number of households receiving emergency financial assistance	14,344	6,923	7,500	N/A
Total number of households utilities retained	12,977	6,923	7,500	N/A

Service Area: Work First

Description: Provide temporary assistance for families with children who are unable to meet basic needs. The focus of the program is employment or short term training that will lead to employment.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of families that gained employment and effectiveness	495	560	590	N/A
% of families that left Work First for employment and remained off for 12 months	64	75	78	N/A

Service Area: Employment/Job Link

Description: Job Link makes available at one location services to help individuals find job openings and access employment and training. Workforce Investment Act programs for adults and laid off workers are provided through JobLink and offer funding for skills training for JobLink customers who meet certain requirements.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of repeat/other customers served	21,895	11,654	21,000	21,000

Service Area: Child Support

Description: Ensure that non-custodial parents provide court-ordered financial support and medical insurance coverage for their children.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of collections	44,452,659	44,932,583	45,000,000	N/A

Service Area: Older Adults-Support Services

Description: Support services (home delivered and congregate meals, adult day care, in-home aide, transportation, case management) provided in community settings and in the private homes of senior and disabled adults as an alternative to institutional care.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of consumers who will have medical, physical, mental and/or social needs met allowing them to continue living at home.	93	95	95	95

Service Area: Older Adults-Adult Care Homes

Description: 1) Monitor the quality of care and services provided to senior and disabled adults living in adult care homes (assisted living facilities), and 2) provide case management services to "heavy care" Medicaid eligible residents.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of substantiated complaints in adult care homes.	28	28	28	28

Service Area: Medicaid, Food Stamps and Special Assistance for Older Adult

Description: Includes Medicaid, Special Assistance, (a program which helps pay for the cost of care in an adult care home/assisted living facility), and Food Stamps for senior and disabled adults.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of adult Medicaid recipients	18,712	19,460	20,238	N/A

Service Area: Adult Protective Services

Description: Accept calls for information and referral and/or evaluation of reports of abuse, neglect, and exploitation of disabled adults.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
% of incoming calls that are accepted for evaluation	25	28	30	33

Service Area: Adult Guardianships

Description: WCHS is at times named by the Wake County Clerks of Court to serve as the legal guardian of the person for elderly and disabled adults.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Total Guardianship wards successfully placed	489	586	674	N/A

Division Summary - Child Welfare

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		13,541,723	14,953,027	13,918,170	14,458,744
Contractual Services		6,035,864	6,342,052	6,251,708	5,996,687
Supplies, Materials and Other Charges		792,692	755,923	812,347	809,470
Transfers Out		18,250	–	–	–
Expenditure Totals	$	20,388,529	22,051,002	20,982,225	21,264,901
Revenues:					
Federal		844,506	715,657	715,657	675,657
State		11,021,263	11,759,900	11,851,339	12,071,307
Local		15,333	5,000	5,000	5,000
Charges For Services		503,055	–	–	7,500
Miscellaneous		18,645	–	–	–
Revenue Totals	$	12,402,803	12,480,557	12,571,996	12,759,464
Number of FTE's		234.900	230.750	230.750	230.750

DIVISION PURPOSE AND GOALS

Child Welfare has three federally mandated goals. The first goal is safety - children will be protected from harm from child abuse and neglect. The second goal is permanence - children entering foster care will be reunited with family or placed in a new permanent home as quickly as possible. The third goal is well-being - the educational, health and overall well-being of children in foster care or receiving CPS In-Home Services will be enhanced. Federal, state and local policy dictate that Child Welfare seeks to accomplish these three goals by supporting and strengthening families.

MAJOR ACCOMPLISHMENTS

Child Welfare worked diligently in partnership with the state and the court system to improve our performance on the Child and Family Services Review (CFSR), the tool used by the federal government to assess performance on the federal goals of child safety, permanence and well-being. This work has included conducting quarterly CFSR reviews jointly with the state, conducting peer reviews, providing training to all staff, implementing new protocols and developing and piloting a more structured approach to supervision.

Child Welfare worked on two major Human Capital Development Projects. The Fostering Bright Futures program is designed to improve educational opportunities and outcomes for youth who have aged out of foster care. This work was done in collaboration with 4H Youth Development and the Wake Tech foundation. The Child Welfare Employment Pipeline links Child Welfare parents with appropriate employment services and assures collaboration and coordination of services and expectations of the Child Welfare and employment services. This project was planned in FY 2010 in collaboration with Work First, JobLink, and the Center for the Study of Social Policy in New York.

The third major accomplishment is that one hundred thirty-one (131) foster children found permanent homes through adoption, with over half the children adopted by members of their extended family.

FY 2012 DISCUSSION

North Carolina's implementation of its Program Improvement Plan, mandated by the federal

government after the State's 2007 Child and Family Services Review (CFSR), has increased the expectations for services and documentation on each Child Welfare case.

Cuts in state funding have reduced access to mental health services for parents and children involved in Child Welfare and pose safety risks for children and financial risks for Wake County. Mental health services have been used to safely divert children from foster care, to provide safe residential treatment programs for abused and neglected children, and to speed reunification. Loss of these services is contributing to an increase in the number of children in foster care. Changes in availability of Medicaid funding for residential treatment placements is resulting in the county paying for high cost placements for youth in its legal custody. In some cases, safe and appropriate services are unavailable for children in Wake County's legal custody.

HORIZON ISSUES

North Carolina has informed Wake County that it will represent the state in the next Federal Child and Family Services Review, expected to take place in one to three years. The federal government uses the CFSR to engage every state in a continuous quality improvement process. Each state is required to implement program improvement plans and demonstrate improvement or be at risk for sanctions including funding penalties.

Summary of Services and Performance Measures

Service Area: Child Welfare Core Services CPS Assessment/Investigations

Description: Screening and assessment for children with mental health and substance abuse problems. Includes emergency assessments, initial treatment planning, and referrals for treatment providers.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of reports accepted for CPS Assessment	5,211	5,100	5,300	N/A

Service Area: Child MH Service to Child Welfare Children

Description: Child Mental Health Behavioral Outpatient is a specialty provider with a focus on services to children and their families who are involved in child welfare and juvenile court. The focus of treatment is to reduce emotional and behavioral problems.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of clinical evaluations	325	350	375	375
Total number of children seen in therapy	274	250	290	290

Service Area: Child Welfare Core Services Foster Care

Description: Provide foster care services to children who have been abused or neglected and cannot safely remain at home. Reunifies children with parents or finds alternate permanent homes when reunification is not possible.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of children in foster care	530	555	575	N/A

Service Area: Foster Care Emergency Placements (Wake House)

Description: Wake House is a 6-bed emergency shelter serving older boys in Wake Countyøs legal custody. It is used primarily for youth whose behavior problems make it impossible to immediately place them in a foster home or who have been extruded from a placement.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Adolescents admitted to emergency shelter will leave within 90 days.	79	89	90	90

Service Area: CW Core Services- In Home Treatment

Description: Provide in-home services to families in which child abuse or neglect has been substantiated to protect children and strengthen families.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total number of families referred for CPS In-Home Services	810	850	875	N/A

Service Area: Adoption Assistance

Description: Payments made to parents who have adopted former foster children to help them access services to meet their children's special needs.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Adoptive families of special needs foster children will receive financial assistance	1,030	1,044	1,050	1,050

Division Summary - Children Youth and Family

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		14,647,146	14,873,646	14,161,332	14,049,415
Contractual Services		39,116,654	40,959,433	39,272,528	35,557,721
Supplies, Materials and Other Charges		871,022	1,141,711	922,124	953,888
Capital Outlay		–	–	7,819	–
Expenditure Totals	$	54,634,822	56,974,790	54,363,803	50,561,024
Revenues:					
Federal		4,099,494	4,699,660	4,945,034	4,935,080
State		42,001,777	43,778,048	41,959,936	37,958,408
Local		4,324	5,000	2,000	3,100
Charges For Services		3,512,442	3,080,817	2,933,714	4,242,018
Revenue Totals	$	49,618,038	51,563,525	49,840,684	47,138,606
Number of FTE's		267.900	270.350	261.350	253.350

DIVISION PURPOSE AND GOALS

The Children, Youth, and Family (CYF) Services Division works with children, youth, adults, and families in communities, to ensure and to achieve safety, well-being, and self-sufficiency. The foundation of practice in CYF is Human Capital Development across the lifespan at the individual, family, community, and system levels. The business model is that of an integrated services delivery system that leverages partnerships and maximizes resources to achieve shared client and system outcomes.

CYF has the following five goals. 1) Families in Wake County create home environments that encourage and support safety, educational success, emotional and healthy development of their children. 2) Individuals, families and community groups choose healthy behaviors and reduce health risks. 3) Low-income individuals build assets that support their economic stability and minimize dependency on government services. 4) Communities promote youth safety and healthy lifestyles. 5) Families, single adults and seniors develop their coping skills and social support networks, reducing social isolation, and family violence.

MAJOR ACCOMPLISHMENTS

CYF has contributed to healthy birth outcomes in the following ways. The "Special Delivery" Maternal Health Home Visiting Nurse Team continues to be recognized as a Best Practice by UNC Maternal and Fetal Medicine. The recognition comes as a result of the implementation of the Preterm Labor Reduction Intervention, to reduce premature deliveries, a leading cause of infant mortality. Child Passenger Safety Team was recognized for services to Wake County children at the Annual SafeKids Service Awards Banquet in November 2009. Screening procedures implemented by the Step By Step Program continue to result in improved case detection and serve as a very useful tool for identifying substance-using women in the perinatal population.

The Division successfully addressed healthy development and school readiness in children ages zero to five. There has been successful alignment of early childhood service teams with Child Welfare zones and successful programmatic and service alignment of Ready To Learn Center services with Child Service Coordination services in eight community-based zones. Child Care Health Consultants completed the NAP-SACC program with

17 child care facilities with over 6,000 children to improve the nutrition and physical activity policies, procedure, and practices in the centers. In Wake County, 9,372 children/families received child care subsidy to support employment of parents, 468 children were able to stay in their own home while receiving Child Protective and family support services, and all children who received vouchers are in centers with an average quality star rating of 3.53.

There were several accomplishments for youth development. In Wake County, 98 percent of youths who received School-based Mental Health services were promoted to the next grade level, 85 percent demonstrated an Improvement in their Classroom Behavior, 76 percent demonstrated and Improvement in Grades and 97 percent reported an Improvement in their Mood. Wake County 4-H Youth development partnered with key stakeholders from K-12 education, post-secondary education, city and county government, private funders, local businesses, workforce development, not for profit agencies, law enforcement, and juvenile justice to complete a comprehensive county-wide strategic plan for youth in Wake County. 4-H responded to concerns expressed by Family Support and Child Welfare staff about the multiple needs of children living with relative caregivers and teens aging out of foster care by developing and piloting educational groups for these populations. 4-H, School-based Mental Health, and HIV/STD Prevention staff collaboratively designed and implemented summer programming for high-risk teens identified by other Human Services units, Juvenile Court Counselors, and community-based organizations.

CYF has helped families move toward self-sufficiency, specifically families with children receiving care from relatives. Nine hundred fifty (950) children who received Family Support Services are being cared for by their relatives thus preventing them from entering into foster care system.

CYF played a lead role in service integration for WCHS by completing Phase 1 of service integration process - all staff are aligned in eight community-based zones with specific processes and work plans in place to further support the work of agency service integration. An Agency Service Integration cabinet was established to guide and to support the work of agency transformation. Shared client outcomes of healthy births, school readiness, successful youths, and self-sufficient families in will continue to guide the work of our service delivery system

FY 2012 DISCUSSION

At the same time that the need for services is increasing, funding is decreasing. There is a decrease in Medicaid reimbursement for home visiting/ case-management outreach services to pregnant moms and their babies.

The infant mortality rate in Wake County is 7.9 per 1,000 births. This represents a 29 percent increase over the 2008 rate.

Inadequate access to quality child care is a continuing issue. The demand for child care exceeds the supply for child care subsidies. State funding for child care subsidies is subject to state budget cuts in this and the coming fiscal years. As of the end of December 2010, 4,000 eligible children were on waiting list for child care subsidy. Half of licensed childcare centers in Wake County do not have access to health and safety training and consultation services.

Lack of child care in or near the clinics greatly impacts the success of women who could be more involved in treatment services if this assistance was offered during the times of their scheduled appointments.

HORIZON ISSUES

Poverty and unemployment continue to increase the need for CYF services.

High unemployment, coupled with a slow, but continual rise in the cost of homeownership and rental units has made it difficult for lower income families to access affordable housing.

Substance abuse continues to be an issue with children and youth. School-based services continue to see an increasing number of chronic marijuana

abusers who test positive at delivery, who are also involved with Child Protective Services. Continual racial gaps in health disparities and the low number of substance abusing pregnant women who are reluctant to access prenatal care and substance abuse treatment in the first trimester. There is an increase in the number of youth who need and are referred to school-based mental health services.

Summary of Services and Performance Measures

Service Area: WIC

Description: Provides nutritional counseling and vouchers for healthy food items for pregnant and postpartum women, infants, and young children to promote healthy growth and good nutritional status in children.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of low birth weights experienced by newborns (<5 lbs. 9 oz)	8	7	7	7

Service Area: MCH Case Management (Pregnant and Postpartum Women & Family

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of identified risks/needs that are resolved at closure, 60 days postpartum	95	96	96	85

Service Area: Perinatal Substance Abuse

Description: Identification and treatment for women abusing alcohol or drugs during pregnancy to assure healthy births.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
% of women who delivered clean at delivery	77	80	82	82
% of women who deliver after 36 weeks of birth	89	90	90	90
% of infants born weighing 5.5 lbs or higher	83	85	87	90

Service Area: Child Care Subsidy

Description: Subsidies for eligible low income, Work First and Child Protective Services families to enable parents to maintain employment or attend school.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of family members working or in training as a result of subsidy voucher	5,040	5,040	7,400	7,400

Service Area: MCH Case Mgmt (Families w/children 0-5 at risk of DD)

Description: Assist vulnerable families to support their young childrens' (aged 0-5) health and development.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
% of newborns and children birth - 5, served by CSC who attained typical developmental milestones	97	97	98	98

Service Area: Youth Services-Community Youth Development

Description: Non-school hour programs for vulnerable adolescents.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of at-risk 4-H youth participants demonstrating no recidivism and /or reduced alcohol, tobacco and other drug use	85	85	87	80

Service Area: Youth Services-School Mental Health

Description: Mental health services for emotionally or behaviorally disturbed students.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of student clients promoted to next grade level	94	95	95	95

Service Area: Family Support

Description: Assist Work First families (including relatives raising children) and families at risk of abuse/neglect to improve family functioning and to become self-sufficient

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of relative caregivers that received Family Support Services	738	700	700	700

Division Summary - Public Health

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		7,605,829	8,156,771	8,060,349	7,886,191
Contractual Services		933,336	528,547	534,735	427,788
Supplies, Materials and Other Charges		1,085,084	1,028,864	1,106,185	1,217,152
Capital Outlay		28,009	–	–	–
Budget Reserves		–	28,041	–	–
Expenditure Totals	$	9,652,259	9,742,223	9,701,269	9,531,131
Revenues:					
Federal		1,943,410	1,586,769	1,299,947	1,284,096
State		730,209	653,674	637,347	421,002
Local		4,320	–	1,000	–
Charges For Services		5,296	54,451	153,451	6,000
Revenue Totals	$	2,683,235	2,294,894	2,091,745	1,711,098
Number of FTE's		143.357	138.307	139.311	139.311

DIVISION PURPOSE AND GOALS

The Wake County Public Health Division (PHD) focuses on Health Promotion, Disease Prevention and Disaster Preparedness. PHD views the Wake County population as the client. Programs address a wide variety of health promotion, disaster preparedness and disease prevention issues, including chronic disease, wellness promotion, HIV/STI, other infectious diseases, injury, adolescent health, reproductive health, immunization, tobacco, primary care, and behavioral health.

MAJOR ACCOMPLISHMENTS

Immunization and outreach accomplishments included addressing the H1N1 Pandemic and immunizing children. There were 86,650 H1N1 vaccine doses distributed at County buildings, schools and at 131 community clinic sites. By comparison, the average seasonal flu vaccine response for the previous three years was 10,247. The results of the most recent assessment by the NC Immunization Program (NCIP) reported 88 percent of children with their medical home at WCHS were age immunized by 24 months of age and 94 percent by 35 months of age.

The Communicable Disease Section, the Public Health Regional Surveillance Team, and Disaster Preparedness successfully managed two major Food Borne Illness (FBI) outbreaks this past year. In January the team and multiple state and federal agencies concluded an outbreak investigation that started in November 2009 and involved numerous people ill from norovirus contaminated oysters. The second of the two major food borne incidents involved a mass outbreak involving over 1500 people at the downtown Raleigh hotel in a group of high school students at a convention, taken ill improper refrigeration and serving temperatures of chicken. Approximately 800 vector borne cases, over 300 Hep B cases, and over 1000 STD cases were registered in the NC Electronic Data Surveillance System.

In January 2010, the HIV/STD Community Outreach Program (COP) was able to secure a new facility for Under One Roof, where comprehensive services for Wake County HIV positive individuals are provided in collaboration with the Alliance of AIDS Services-Carolina. The HIV/STD Program has successfully competed for funding. It was awarded $180,000 for the next three years to continue providing HIV/STD testing at 21 community testing sites across the

county. In addition it was also awarded an additional $ 60,000 for the next three years to provide HIV/STD testing in four Substance Abuse Centers in Wake County.

Disaster Preparedness and the PHRST Team provided incident command planning coordination for the H1N1 vaccinations to citizens of Wake County, and also coordinated the local planning and distribution of the Nuclear Regulatory Commission/ Supplied Potassium Iodide for the 10-mile Emergency Planning Zone (EPZ) of the Shearon Harris Nuclear Plant. This regional effort involved provision of information to all citizens, schools, day cares, employers and others in the EPZ.

There is a 2.64 percent increase in WCPSS student population as of the 20th day of school, Fall 2010. The strategic planning process with WCPSS and WCHS resulted in a unique and innovative model of acuity staffing procedures for allocation of the limited nursing resources to individual schools based on the the number of children with doctor's order, invasive procedures, emergency medical /health care plans, free & reduced lunch and the school attendance. This model is being reviewed by the National School Nurse Association.

The Project ASSIST Coalition and Public Health were a critical part of the enforcement and education for the newly passed smoke free restaurants legislation.

The Health Promotion Program actively engaged many Wake County residents. The Women on the Move Forum promoted economic self-sufficiency and middle class status for 200+ participants; 20 vendors. Eight breast cancers were detected via WCHS' Health Promotion breast health programs, resulting in a potential cost savings of $560,000 to Wake County with 100 percent secured care for each case. The Western Wake Farmers' Market was the first in the County to accept EBT Cards as of June 2010. A ribbon cutting ceremony held June 2010 celebrated the completion of Raleigh's first inclusive playground at Marsh Creek Park, designed to provide children of all abilities the opportunity to play without barriers. Because of the purchase of the Boundless Playground Program, this playground meets ADA Guidelines.

The Migrant Health program visited and assessed 677 migrant and seasonal farm workers, held 32 evening migrant clinics and cared for 323 patients.

The Office of Community Affairs, the PHRST Team, the Public Health Team, along with a Community Steering Committee of 60+ partners completed the Community Health Assessment in December, 2010. CHA helps to identify factors affecting our county, determine resources needed to address these factors and develop a plan of action to address community needs. After the formal report is completed, the team will develop a plan of action to address the priorities identified through the assessment. The 2010 CHA utilized the innovative GIS mapping technology for the first time to assure a statistically accurate survey selection process that will provide county-wide information, as well as information that can be used at the zone level.

FY 2012 DISCUSSION

1 - The agency is applying for public health accreditation in September 2011. Policies and procedures across Human Services and with the Human Services Board will be reviewed and revised to assure successful accreditation.

2 - Changes to the NC Immunization Program will continue to impact our vaccine budget as we purchase doses to provide immunization services to insured or private pay clients. Continued budget reductions could change the way we offer walk-in seasonal flu clinics, foreign travel vaccines or adult immunization services.

3 - Electronic Medical Records and new software system integration and compatibility with existing systems such as the NCIR, NCEDSS, and other technology changes could have an impact on reporting of vaccine doses administered and general care delivery.

4 - The Health Information Technology for Economic and Clinical Health Act (HITECH) provided HHS with the authority to establish programs to improve

health care quality, safety, and efficiency through the promotion of health information technology (HIT), including electronic health records and private secure electronic health information exchange. These federal requirements for public health Electronic Health Records (EHR) and Integrated Health Technology services begin integration process efforts this year.

5 - The increasing demand for collaboration on policy and program development input from PH which includes Health Impact Assessments (HIAs) continues to increase. The demand to include more health data driven focus to address issues such as walkable communities, public health injury prevention, safety, obesity HIA's for programs, policy and planning efforts will influence staff and time allotments.

6 - Growth in population continues in Wake County, thus review and revision of emergency planning to accommodate emergency PH response to a larger population continues. The population is also aging, thus additional emergency response issues for this population will need to be addressed.

7 - The Public Health Regional Surveillance Team is being removed from the County and placed with the State. This will reduce access to the team resources for emergency response planning, and remove epidemiology resources from the County's public health building.

8 - There is an anticipated minimum nine percent increase in students in WCPSS with complex medical health conditions in school population. Potential redistricting of student population at individual schools may significantly shift demand for nursing services in the different regions of the county.

HORIZON ISSUES

Health Care Reform (HCR) will be an unknown variable that will require close monitoring due to the evolving process and some service areas will not appreciably benefit from HCR. HCR also could change funding methods for the provision of medical services to HIV clients.

The unstable state and federal budgets will impact service provision. Decreased funding for Prevention Programs will diminish pre-emptive measures in communities.

Also, the integration and role of Federally Qualified Health Centers is still undefined for NC and Wake County. Employee Health and Wellness services will be impacted by the local Detention Center expansion of 300 new deputy officers/detention staff to cover the new Annex that will provide approximately 700 new beds for inmates. New employees will need initial and annual TB skin tests and Hepatitis B vaccines to meet OSHA requirements and ongoing assistance. Discussions related to Detention Center and WCHS/PH Division roles may transform current service employee health structure.

North Carolina no longer offers Universal Vaccine Coverage; therefore, close monitoring of vaccine utilization will be imperative. Lack of free vaccines will likely impact immunization rates with a possible rise in vaccine preventable disease rates. The addition of new vaccines or changes to requirements by the State of North Carolina may impact our planning for outreach and clinic activity in coming years. Exponential increase in obesity and overweight rates for children and adults and its correlation to chronic diseases prevalence will impose an ongoing cost to health care delivery.

In keeping with the Wake County Human Services and Environmental Services Board priorities as well as the results from the 2010 CHA findings, obesity was identified as a priority in all eight zones. Obesity/overweight was ranked as #1 health issue and lack of exercise was ranked #5 among the most important risky behaviors. Lastly, trend analysis indicate increase in several Communicable Disease and Food Borne Illnesses rates, particularly STD rates among the 15-25 age groups and increase in disease outbreaks related to increased utilization of foods prepared outside the home and improper food handling techniques.

Summary of Services and Performance Measures

Service Area: Health Promotion Education

Description: Provide a set of chronic disease prevention and management services (including screenings) that address obesity, cardiovascular disease, stroke, diabetes, breast and cervical cancer, and smoking cessation to at risk populations and communities with existing health disparities.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
# of breast cancers detected of women screened through the BCCCP and Komen mammography programs	8	9	9	8
Medical cost savings of women screened through the BCCCP and Komen mammography programs	560,000	630,000	630,000	560,000

Service Area: Epidemiology-Surveillance-Tuberculosis

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
% of TB investigated/reported within the state mandated time frame	98	98	98	N/A

Service Area: School Nursing-School Dental

Description: Promote health, safety and educational success of the school age child in Wake County by serving students, families and school staff through partnerships, evidence based practice and professional standards of care.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of physician orders delegated and training of school staff completed	100	100	100	100

Service Area: Public Health Preparedness

Description: Coordinates the Human Services response to natural and man-made disasters (e.g. provision of shelters, evaluation centers and medication dispensing.)

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
# of public health incidents in which WCHS responded with our partners	6	3	3	N/A

Service Area: Epidemiology-Surveillance-Disease Investigation

Description: The study of chronic diseases, communicable diseases, and preventable conditions in Wake County communities and populations. The collection, coordination and analysis of primary and secondary data designed to impact service delivery and outcomes for Wake County citizens. Use and analyze the resultant data to drive planning for the prevention and treatment of disease as well as the protection of the community.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
% of all reportable communicable diseases investigated/reported within the mandated time frame	98	98	98	98

Service Area: AIDS-HIV/STD Services

Description: Provide outreach prevention education, syphilis elimination efforts, HIV counseling and testing, AIDS case management, sexually transmitted diseases (STD) screening and treatment, HIV/STD surveillance and HIV/STD primary care.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% of AIDS defied clients with current CD4 count less than 200	24	23	20	25

Service Area: Immunizations

Description: Objectives are to increase age-appropriate immunization levels of two-year old children to 90% or more and to assure that at least 95% of North Carolina children 0-18 years of age are represented in the North Carolina Immunization Registry(NCIR).

Human Services

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of doses administered	116,315	60,000	65,000	65,000
Number of clients immunized	68,778	25,000	25,000	26,000

Division Summary - Health Clinics

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		11,796,397	12,694,769	11,710,026	12,255,934
Contractual Services		1,318,869	1,594,372	1,592,940	1,683,512
Supplies, Materials and Other Charges		1,982,972	2,847,942	2,729,321	2,090,746
Capital Outlay		6,065	–	11,003	–
Expenditure Totals	$	15,104,302	17,137,083	16,043,290	16,030,192
Revenues:					
Federal		1,152,021	1,172,354	1,522,752	1,752,873
State		441,809	446,930	380,093	341,826
Local		6,919	15,000	9,100	5,000
Charges For Services		8,783,468	9,451,606	9,320,278	9,567,348
Miscellaneous		(62)	–	500	500
Revenue Totals	$	10,384,154	11,085,890	11,232,723	11,667,547
Number of FTE's		144.500	143.100	146.300	146.300

DIVISION PURPOSE AND GOALS

The Health Clinics Division houses the services that provide direct clinical care or support to targeted and categorical populations. These clinics are: STD, Child Health, Prenatal, Immunization and Refugee Health, Dental and Women's Health. Support services include Laboratory and Pharmacy. The services are offered to uninsured, underinsured and Medicaid-covered individuals. Patients are offered fee adjustments on a sliding-fee scale based on family size and income. Pharmacy and Laboratory also serve community health clinics and outreach programs.

MAJOR ACCOMPLISHMENTS

Expansion of Women's Health and STD services at the Southern Regional Center

The STD/HIV Clinic: The clinic's mission is to improve the quality of life for HIV infected individuals of Wake County. Once a client is enrolled in treatment, only 23.3 percent of the clinic's CDC-Defined AIDS patients had a CD4 less than 200.

The Child Health Clinics: Within six months, WCHS Child Health Clinics consistently exceeded its year one goal of patients with three care components. Best practice of asthma management includes three care components: assessing daily control of symptoms, assuring patient is on a controller medicine, and assuring a flu vaccine seasonally.

The asthma action plan gives daily and emergency care instructions to the patient and/or patient's school. WCHS exceeded its year one goal of percentage of patients with action plans on four occasions. (Data Source: Monthly chart audits of random samples of children using IPIP guidelines. IPIP is a national quality improvement initiative administered by North Carolina AHEC programs.)

The Dental Health Clinic: The Dental Clinic was successful in grant application, Strengthening the Oral Health Safety Net through Blue Cross Blue Shield of North Carolina Foundation, to work with practice management consultants in implementing new business strategies for assuring access to care for vulnerable populations.

The Immunization/Refugee/Foreign Travel Clinic: 5,000 doses of Influenza vaccine were administered between October 2010 and January 2011. This was

accomplished both in clinical settings, as well as out in the community.

The Pharmacy: Wake County's Pharmacy is the third largest in the State as a provider of patient assistance medications that have been donated by Pharmaceutical companies. The Patient Assistance Program provides optimal treatment regimens to uninsured citizens who suffer from a mental illness.

The Laboratory: Introduced NAAT testing on Rectal & Pharyngeal specimens, thereby eliminating GC Culture testing, resulting in improved surveillance, increased staff efficiency and as well as increased ability to bill for the procedure. The costly Neonatal Bilirubin Procedure was eliminated is now being done at a reference lab.

HORIZON ISSUES

The impact of the Affordable Care Act on the services rendered by this Division will need to be monitored. As more citizens are eligible for Medicaid, it is likely that the demand for our services will increase unless there is a significant uptake of these clients by private medical providers. The need to move towards an Electronic Medical Record and new practice management system will be essential for compliance with Federal regulations.

The Affordable Care Act has provisions for oral health including issues around safety net, prevention and surveillance with attention to children and adolescents which could influence services provided by the Dental Health Program and increase demand for services.

The State of North Carolina is proposing a managed care model for Medicaid-covered pregnant women. This proposal is still being crafted but preliminary discussions include a "per member per month" payment to Local Health Departments as well as additional payments for various aspects of clinical care that include screening for High Risk conditions, decrease in Cesarean Section rates, offering 17 alpha-hydroxyprogesterone caproate (17P) to high-risk pregnant women who have a history of preterm-delivery and providing case management. Both Wake County's Maternal Health Clinic and Outreach Programs are poised to maximize these revenue sources.

Summary of Services and Performance Measures

Service Area: Child Health Clinic

Description: Provide comprehensive health care (prevention and treatment) to uninsured and underinsured children from birth to age 18.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Well child visits at age-appropriate intervals	79	80	82	100

Service Area: Maternal Health Clinics-Prenatal

Description: Provide social work and/or nursing intervention and health and injury prevention education to assure healthy planned births and the safety of children.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
% Infant Mortality Rate w/white live births	5	4	4	N/A
%Wake County's Infant Mortality Rate w/non white live births	10	9	8	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Wake County's teen pregnancy rate for females 15-19 years old (NC average 58.6/1,000, US goal for 2015 is 43.0/1,000	40	37	35	N/A

Service Area: Comm Disease Clinics-Migrant Health

Description: Provide health care to migrant farm workers in Wake County through clinical and outreach services.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of refugees/assylees immunized	69	75	75	75

Service Area: Dental Clinics

Description: Provide comprehensive preventive and treatment dental care to uninsured and underinsured children under the age of 20 and pregnant women. Provide community outreach including screening, referral, follow-up and education.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of unduplicated patients	6,461	6,500	6,600	6,600

Service Area: Pharmacy Services

Description: Support all health and mental health clinical programs with a limited formulary of prescription medications, community dispensing for mass care/bioterrorism event, community collaboration to provide medication for uninsured citizens.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of prescriptions filled	66,763	71,000	74,550	N/A
Total patient assistance funding	8,700,000	9,200,000	9,600,000	N/A

Service Area: Lab Services

Description: Support all clinical programs and services with quality, proficient laboratory tests, procedures, and results. Support Environmental Services with environmental specimen tests, procedures, and results.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of lab tests performed	172,341	180,000	180,000	180,000

Division Summary - Behavioral Health

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		14,282,032	13,420,019	14,301,294	13,818,988
Contractual Services		1,421,022	1,757,343	1,688,794	1,381,426
Supplies, Materials and Other Charges		611,656	870,922	793,501	1,799,939
Capital Outlay		–	–	7,124	–
Budget Reserves		–	1,900,000	–	–
Expenditure Totals	$	16,314,710	17,948,284	16,790,713	17,000,353
Revenues:					
Federal		194,258	261,268	271,268	302,495
State		2,281,115	2,492,872	2,712,895	2,723,190
Local		1,000,100	1,000,000	1,000,000	1,000,000
Charges For Services		1,960,803	2,172,277	2,105,039	2,323,892
Miscellaneous		600	3,000	3,000	3,000
Revenue Totals	$	5,436,876	5,929,417	6,092,202	6,352,577
Number of FTE's		191.175	186.975	202.125	202.125

DIVISION PURPOSE AND GOALS

The Division of Behavioral Health Services (BHS) provides assessment, treatment and referral of children and adults at risk for or diagnosed with these disabilities who may not be eligible for services elsewhere. BHS is the safety net and public partner within the Wake County community provider network of mental health, substance abuse and developmental disability services.

BHS provides outpatient psychiatric consultation and treatment services for persons with severe and persistent mental illness, co-occurring mental illness, substance abuse and/or developmental disabilities. BHS also provides 24 hour a day, year-round outpatient crisis assessment/stabilization services, transition services for persons discharged from inpatient psychiatric or substance abuse hospitalization who are awaiting placement elsewhere in the community provider network, and walk-in psychiatry services for any individual in need.

The Developmental Disability Bridging Team provides Eligibility assessments and recommendations to the Wake LME on all new Wake residents seeking Developmental Disability services and works with new or unfunded clients for up to six months long to bridge entrance to other funded services and natural supports while stabilizing crises that precipitated a family/consumer's request for services.

The division also serves persons requiring inpatient substance abuse rehabilitation treatment. Outpatient and community services are also provided for children and adolescents, including sexually abused children and difficult to place children and teens with disruptive behaviors and severe mental illness or substance abuse diagnoses. Integrated behavioral health services are provided for clients in child welfare, work first, HIV/AIDS, and at risk for or diagnosed with post-partum depression.

Services may be provided in regional centers where access to a private community provider is limited. Pharmacy services include the inpatient detox and treatment units; medication for transitioning clients and outpatient clients in the entire community provider network, and facilitates income eligibility

determination and enrollment in pharmaceutical company sponsored Patient Assistance Programs.

MAJOR ACCOMPLISHMENTS

BHS opened and is operating a crisis stabilization services and recovery services at the new WakeBrook campus on Sunnybrook Road as contract provider to the Wake Local Management Entity.

Crisis and Developmental Disability Eligibility assessments were provided for 5492 consumers. Transition services for consumers awaiting placement with community providers were provided for 729 consumers. Acute medical detox and inpatient substance abuse treatment services were provided in a state of the art, down-sized 16 bed recovery center for 576 consumers. An assessment and short term treatment clinic was developed in response to community needs identified by the Wake LME division, to decrease wait time and to improve access to routine and urgent care for adult MH/SA clients. This service was implemented on October 1, 2010, and has offered an average of 100 new client assessments per month.

The BHS continued outpatient treatment for individuals with severe and persistent mental illness and/or co-existing mental health and substance abuse services with clinic or community based interventions and treatment, as well as assessment and clinical consultation services for adults and adolescents incarcerated in the Wake County jail or detention center; screened nearly 20,000 inmates and assessed over 3,000 adult inmates in the jail. Integrated Services to post-partum mothers with maternal depression, Work First clients with substance abuse, HIVAIDS clients in need of counseling and therapy and parents of children in the child welfare system were continued.

Behavioral Health continues to operate the Hammond Road Community Task Force (HRCTF) life skills program in the Hammond Road jail through the support of over 25 community partners. Participants ages 16 to 23 and their families with a focus on job attainment, interpersonal/family and community relationship building. BHS provided child mental health assessments, juvenile court consultations, and specialized child sexual abuse treatment services.

HORIZON ISSUES

There are seven horizon issues for Behavioral Health:
1 - Accreditation of community and facility based behavioral health services.

2 - Developing and implementing alternative best practice models of clinical care for the chronically ill that also improve financial efficiency.

3 - Increasing alternatives to acute hospitalization; diverting less acute individuals to alternative services; and shortening the wait time for hospital transfer for persons.

4 - Improving Behavioral Health Services infrastructure and business practices (e.g., reception, appointments, billing, collection, data reporting); maximizing reimbursements for services, and implementing of IT for practice management and clinical providers.

5 - Taking advantage of incentives to further implement an Electronic Medical Record.

6 - Finding safe and alternative placements for teens discharged from inpatient hospitalization or disruptive in their community placements.

7 - The newly opened Recovery Center will offer evidence based treatment to address to address an increase in prescription drug abuse; treatment services for returning veterans and their families; and support Drug and Child Support Court Judges to offer treatment services as a more effective alternative to incarceration.

Summary of Services and Performance Measures

Service Area: Crisis Services [Crisis and Assessment]

Description: Provide screening, triage and assessment for children and adults with mental health, substance and developmental disability problems. Includes emergent, urgent, and routine evaluations, initial treatment, and referrals to treatment providers. These services are provided in a 24/7/365 outpatient crisis unit.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Total # visits, persons receiving crisis services and referred to hospitalization or residential placements or referred to and receiving outpatient services	8,827	5,492	6,500	6,500

Service Area: Alcohol and Substance Abuse Detox

Description: Provide short-term (up to 14 days) intensive inpatient treatment for addictions and clients with co-occurring mental illness.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number receiving acute medical detox	835	575	N/A	N/A

Service Area: Adult Mental Health

Description: A full array of community-based mental health and substance abuse treatment services for adults.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
% of clients in higher risk consumer groups, as defined by Wake LME	93	90	90	N/A
# of assessments provided to criminal justice clients in Wake County jail	3,023	3,000	3,042	N/A

Service Area: Child Mental Health

Description: A full array of community based mental health and substance abuse treatment for children.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Average monthly caseload	220	220	220	N/A

Service Area: Foster Care Assistance-Therapeutic Homes

Description: Family treatment homes for children with severe mental health problems in which the parents are trained by Human Services. Joint child welfare/child mental health service.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
% of children not requiring psychiatric hospitalization	80	90	100	90

Division Summary - Administration and Operations

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		12,874,655	12,575,693	12,246,341	12,688,211
Contractual Services		8,074,250	8,055,409	8,249,639	7,560,623
Supplies, Materials and Other Charges		2,500,404	3,633,032	3,259,016	3,548,561
Capital Outlay		548,161	560,000	574,535	658,120
Transfers Out		104,000	–	–	–
Expenditure Totals	$	24,101,470	24,824,134	24,329,531	24,455,515
Revenues:					
Federal		621,036	543,443	545,732	545,732
State		5,041,748	5,222,825	5,357,264	5,667,844
Local		81,686	40,500	40,500	170,000
Charges For Services		3,718,636	3,763,176	3,802,325	3,869,243
Interest Income		52,424	23,654	38,092	23,654
Miscellaneous		59,949	39,800	39,800	39,000
Revenue Totals	$	9,575,479	9,633,398	9,823,713	10,315,473
Number of FTE's		229.350	232.750	241.750	242.750

DIVISION PURPOSE AND GOALS

The Administration and Operations Division performs the administrative support functions of the department as a centralized system for the services divisions. This Division includes administration functions of the Office of the Director; the Human Services Academy; the Office of Community Affairs, including Consumer Affairs; and Human and Environmental Services Board support. Operations functions include the functions of client accounting, budget and finance, contracts/grants management, consumer records, technology and data support and staff recruitment/retention. Additional services for housing and homelessness prevention, transportation, regional centers, and funding for the County's responsibilities as related to juvenile detention services and juvenile programs in community-based settings are coordinated through this Division.

MAJOR ACCOMPLISHMENTS

Wake County Human Services, with the assistance of County Finance, reconfigured the fiscal budget to better align with service delivery. This complex task resulted in a more streamlined budget that better aligns with service delivery, will allow for more in-depth monitoring, and makes it easier to track revenue sources and expenditures.

The Human Services Strategic Information Technology Plan 2010-2014 was completed and is currently under annual review and update. Planning and analysis has begun for the top priorities of implementing a Document Management System in Social Services and replacement of the aging Practice Management System in Clinical Services to include Electronic Medical Records. CIP requests were submitted and work is expected to begin in July 2011 pending budget approval. Horizon requests were also submitted for a Case Management System in Child Welfare and an upgrade from Carelink to Provider Connect.

Phase 1 of the Behavioral Health Automation System was successfully implemented last year and Phase 2 began in February 2010. Phase 2 adds the Clinical Workstation to Behavioral Health Services which is

the first step into Electronic Medical Records. Outpatient began using the new modules in January 2011 with Inpatient and Crisis and Assessment to follow.

During the calendar year of 2010, the Human Services Academy (HSA) offered 217 classes that trained 4,115 staff. The HSA, through the eight tracks of the Middle Class Express has approximately 35 staff from across the Agency working to develop resource information and educational opportunities for participants of the MCE. The HSA is also represented on the MCE Management team, helping to imbed human capital development strategies into the offerings of the MCE. In addition, 471 staff participated in Professional Learning Communities (PLCs), developing strategies to help the agency operate more efficiently and engage the community more effectively.

With the help of a 60 member steering committee comprised of community volunteers, and staff across County Government, the 2010 Community Health Assessment (CHA) was completed and accepted by the Human and Environmental Services Board, and the Board of Commissioners. The report provides a snapshot of the community's overall health and meets requirements for state accreditation of local health departments and the state consolidated contract with local health departments. The County will use the findings from the CHA to develop a collaborative community Action Plan that will address identified priority issues. This report is another example of government partnering with citizens as we prepare and plan for a better tomorrow.

Volunteer Services in the Office of Community Affairs (OCA) placed 840 volunteers who provided 13,239 volunteer hours at a value of $268,090 (based on $20.25 per hour); and coordinated 25 internship agreements with colleges and universities for 130 interns.

OCA's Resource Development Office leveraged dollars through several seasonal campaigns, with primary examples being Warmth for Wake volunteers have delivered 87 truckloads of donated firewood to low income households as of January 11, 2011, and raised $17,000 in donations that will help families keep their heat on. Holiday Cheer 2010 helped to match 475 families with sponsors who provided a Thanksgiving meal, and matched 741 families with sponsors who provided holiday gifts to 1,748 children.

Housing provides more than just a roof over the heads of families and its accomplishments are numerous, including the following examples: The South Wilmington Street Shelter for homeless men was occupied by an average of 233 people on any given night. The Community Outreach Team successfully placed 35 chronically mentally ill persons in housing last year. The McKinney team placed seven people in housing last year.

North Carolina General Statute 108A-19 and Court Order (Blue vs. Craig) require the provision of transportation for Medicaid eligible individuals to medical and related services for which they qualify under Medicaid. For these and other transportation services, ridership increased nearly nine percent, the average cost per trip has been reduced by seven percent, and the remaining cost of service continues to be covered through fees for service rendered. This was accomplished by coordinated trips with people who are paying for the service with their own funds using a shared trip model.

HORIZON ISSUES

The Administration and Operations Division will be working with the Senior Management Team to increase accountability for agency work plan development, data management, and fiscal planning and oversight. With a new budget structure in place, all program managers and supervisors will need to be trained. The new budget structure will make it possible to better link and track program revenues and expenditures by a more efficient division and unit based structure.

Given the increasing number of multi-service facilities, technology solutions are critically needed for maintenance of agency business. A unified, single portal electronic record system would streamline business and greatly enhance efficiency of work. Technology could also be used as a means of

communication (like teleconferencing); therefore, curtailing the need for staff to travel to different facility sites for meetings or to attend needed credentialing workshops. This would save both time and money in the longer term.

Wake County Government, in partnership with the municipalities (Apex, Cary, and Morrisville) is developing a comprehensive assessment of the western region of the County, and will recommend alternatives for delivery of those services. The review will provide an opportunity to identify challenges, economic, technological, social, service patterns, housing patterns, and other factors affecting service deliver for the County, and provide the information needed for the County to decide what infrastructure needs to be in place to support service delivery in the future.

The number of customer complaints that Consumer Affairs processes has increased approximately 130% when comparing the first two quarters of FY 2010 (n=114) with the first two quarters of FY 2011 (n=262). Consumer Affairs continues to collect and examine these trends, and work with senior leadership to develop protocol and procedural recommendations to alleviate complaints as much as is possible with the extreme increase in demand in services, particularly in economic self-sufficiency services.

Summary of Services and Performance Measures

Service Area: Cornerstone/Supported Housing

Description: Multi-service center for homeless individuals, with an emphasis on those with disabilities, such as mental illness or substance abuse, focusing on economic benefits, employment services, shelters, and affordable housing.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Provide rental assistance to homeless disabled people	195	210	220	250

Service Area: Housing Supports - Voucher Program

Description: Provide case management and on going community based supports to help persons who are formerly homeless and persons with unstable housing.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Cash donations leveraged from community for low income and disabled seniors and families with young children	N/A	89,500	75,000	75,000
In-kind donations leveraged from community for low income and disabled seniors and families with young children	N/A	150,004	150,000	150,000

Service Area: Housing - South Wilmington Shelter

Description: Provide emergency and transitional shelter for homeless men. Program helps homeless men become self-sufficient by focusing on benefits, employment, and housing.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Total number of men sheltered nightly	234,112	217,150	234,120	234,120
Total number of men graduated to permanent housing	112	150	120	120

Service Area: Housing & Community

Description: Create affordable housing opportunities for low-income families by providing loans for additional housing, rehabilitation of existing housing, and neighborhood improvements.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
# of transitional housing units to prepare individuals for permanent housing	35	30	40	40

Service Area: Transportation

Description: Wake Coordinated Transportation Service acts as a broker for transportation services for WCHS clients and consumers of many non-profit partners.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of transportation trips	54,390	58,000	58,000	N/A

Division Summary - Local Management Entity

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		6,776,377	7,369,041	7,130,834	7,065,552
Contractual Services		34,446,233	36,203,971	35,174,377	33,190,238
Supplies, Materials and Other Charges		397,317	641,705	547,838	438,507
Capital Outlay		–	6,000	53,661	–
Budget Reserves		–	–	–	(483,858)
Expenditure Totals	$	41,619,926	44,220,717	42,906,710	40,210,439
Revenues:					
Federal		972,143	4,558,002	4,523,002	4,509,105
State		24,980,774	21,697,237	22,362,591	22,034,766
Charges For Services		10,325,426	12,397,000	6,907,534	5,900,000
Miscellaneous		224,425	–	–	–
Revenue Totals	$	36,502,768	38,652,239	33,793,127	32,443,871
Number of FTE's		112.750	110.750	110.750	110.750

DIVISION PURPOSE AND GOALS

The Wake County Local Management Entity (LME) is responsible for developing and managing a network of mental health, developmental disabilities and substance abuse (MHDDSA) services that enables consumers to live, work and participate in their community to the greatest extent possible. The LME provides 24/7/365 availability of screening, triage and referral for MH/DD/SA services, which are provided through a network of over 135 community service providers in Wake County. It is responsible for coordination of care for consumers transitioning from inpatient and residential treatment and implementation of plans for reducing utilization of state facilities. The LME ensures quality of care through training, technical assistance and collaboration with providers, program development and maintenance, endorsement of providers for Medicaid-funded services, monitoring of service quality, and investigation of complaints. It collaborates with providers, stakeholders and consumers to identify and address community MH/DD/SA needs and to improve the quality and accessibility of care. The Wake LME is also responsible for oversight of services purchased through contractual providers, authorization of services, and management of federal, state and county funds allocated for MH/DD/SA care. The Wake County LME is funded entirely by State MH/DD/SA funding that is allocated for performance of statutorily required LME functions and requirements contained in the DHHS - LME contract.

Wake County Local Management Entity (LME) Purchase of Service (POS) funding consists of State, Federal and County funding allocated for purchasing MHDDSA services from a network of community providers. (Additional State, Federal and County MHDDSA funds that are budgeted in other WCHS Behavioral Health Divisions are not covered in this summary). Funds are allocated to specific age and disability groups and are distributed to community providers through Unit Cost Reimbursement (UCR) and Non-UCR contractual payments. Services that are funded through UCR reimbursement are paid based on a "fee-for-service" arrangement, by which providers must request preauthorization for services and are reimbursed only for those services that have been authorized. Most outpatient treatment services are paid using this approach. LME Utilization Management Care Managers authorize services in accordance with the Wake LME's benefit plans, which

are designed to align type, intensity and duration of services with the service needs of prioritized target populations. Non-UCR contracts support programs and services that are not readily funded through a fee-for-service model, and are paid by invoice based on a program budget approved by the LME. Examples of Non-UCR contracts are those that assist with program start-up or programs that don't fit in "fee-for-service" billing codes. Budget management for this division requires regular monitoring of expenditures, referral and utilization trends.

MAJOR ACCOMPLISHMENTS

The Wake County LME has completed a reorganization in order to better align staffing with statutory requirements, ensure separation of LME and direct service functions and improve performance of LME functions. This restructuring included reorganization and refinement of Wake County Human Services & Environmental Services Board subcommittees, changes in organizational structure and supervisory roles, changes in staff assignments, and physical relocation of staff. One significant change was the development of a new Access Center, which has enhanced the LME's capacity to provide Screening, Triage and Referral services.

The Wake County LME is in its second year of national accreditation with CARF for the maximum allowable period (three years). The NC Department of Health and Human Services requires all LMEs to obtain national accreditation, and a three-year accreditation ensures that the Wake County LME is in compliance with this expectation.

In FY 2010, Wake LME implemented the new automated Managed Service Organization software that provides improved business capacity. Providers can now submit authorization requests and claims through a secure web-portal, which has increased controls and efficiency.

In FY 2010, Wake LME POS served 6,356 MH/DD/SA consumers through contracts with 77 community providers. The Wake County LME has continued to develop and support community partnerships that enable broader input, collaboration and community development planning. These include the Behavioral Health Collaborative, comprising providers, stakeholders, and LME staff; the Wake County Community Collaborative for Children and Families, including family representatives as well as providers, stakeholders and LME staff; a Juvenile Justice/Mental Health partnership, a day treatment collaborative that works with the local school system and day treatment providers to develop services for children with autism and behavioral disorders, and a partnership between the LME, Community Care of Wake and Johnston County, and community providers that focuses on integration of medical and behavioral health care.

FY 2012 DISCUSSION

State budget reductions have resulted in significant decreases in funding for MH/DD/SA services. These reductions will result in decreased access to care at a time when demand for services is increasing.

The state MH/DD/SA system is undergoing a major transformation that will result in changes in Medicaid covered services, including elimination of Community Support, consolidation of case management services, transformation of child residential services, and reduction in Medicaid rates. Providers of Community Support Team, Intensive In-Home Services, and Day Treatment must meet the higher clinical and staffing standards of "Critical Access Behavioral Health Agencies (CABHA)". These and other changes in State eligibility requirements for provider agencies are having a significant impact on many providers, resulting in reduction in services, consolidation and merger of agencies, and in some cases, agency closures. These changes are contributing to an unstable business environment for providers, which impacts the Wake County LME's ability to assure consumer access to care.

Wake County continues to face limitations in availability of local inpatient psychiatric beds, particularly for consumers who have Medicaid coverage, and there are currently limited services available to divert consumers from inpatient treatment. Community providers face significant financial challenges due to budget reductions, elimination of Community Support services, increased expectations for service delivery which

require higher provider expenses, and reduced reimbursement rates for most services. The State MH/DD/SA system is undergoing a major transformation that will have a profound impact on the scope, type, models of care and financial viability of services provided. The overall instability of the provider network environment will also impact our ability to project service utilization, develop and maintain provider network capacity, and ensure continuity of care for existing consumers and access to care for new consumers.

HORIZON ISSUES

Federal healthcare reform plans will result in major changes in healthcare delivery and management at all levels. Changes in eligibility for Medicaid will likely result in shift of state funding and performance expectations for LMEs.

Several planned changes in the state MH/DD/SA system warrant consideration in our planning efforts. First, the State is pursuing a Federal Medicaid waiver which will allow transfer of Medicaid utilization management responsibilities to LMEs that meet State requirements for performance of this function. Second, the State has indicated a preference to have a smaller number of LMEs and/or to consolidate functions or promote mergers of LMEs. Finally, State performance expectations of LMEs will likely be increased to ensure capacity to perform expanded roles. LMEs that perform Medicaid utilization review will be required to seek accreditation through a different accrediting body than the one that provides our current national accreditation.

The Wake LME will be pursuing national accreditation with Utilization Review Accreditation Commission (URAC) over the next year and will be taking steps to prepare for local Medicaid utilization review and application to be a Medicaid Waiver site. This process will result in significant changes in policies and procedures, and may require changes in staffing and organizational structure. Recent budget cuts have reduced access to services within a system that had limited resources and has historically received one of the lowest per capita state service allocations in the state. Economic forecasts suggest that funding reductions will continue next fiscal year, despite continued growth and demand for services. The General Assembly faces a deficit of over $3 billion and each state department, including the Department of Health and Human Services, has been asked to prepare plans for major reductions in funding.

Loss of services to consumers based on State Medicaid plan changes may result in an increasingly litigious service environment and increased demands for time of LME administrative and care coordination staff.

State Medicaid waiver plans may result in transfer of Medicaid utilization review and/or CAP/MRDD Local Approval responsibilities to LMEs within the next several years. This transition would have a significant impact on our management of purchase of service funding, broadening the scope of our responsibilities and oversight significantly.

Summary of Services and Performance Measures

Service Area: LME

Description: The LME provides 24/7/365 availability of screening, triage and referral for MH/DD/SA services, which are provided through a network of over 135 community service providers in Wake County. It is responsible for coordination of care for consumers transitioning from inpatient and residential treatment and implementation of plans for reducing utilization of state facilities.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of consumers served with state IPRS funding	6,356	6,500	N/A	N/A

Human Services

Division Summary - Human Services Reserves

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Supplies, Materials and Other Charges		–	–	617,138	–
Expenditure Totals	$	–	–	617,138	–
Revenues:					
Revenue Totals	$	–	–	–	–
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Human Services established a budget reserve which enables the department to isolate funding which (1) is planned for reduction per external funder notification, (2) is determined to be available for re-allocation to other programs within the department.

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Medical Examiner

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services	$	204,200	195,000	195,000	204,200
Expenditure Totals	$	204,200	195,000	195,000	204,200
Number of FTE's		0.00	0.00	0.00	0.00

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 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	11,315,689	12,925,131	13,055,868	14,636,807
Contractual Services		1,449,126	1,386,527	1,403,656	1,728,436
Supplies, Materials and Other Charges		4,993,366	6,081,716	6,163,346	11,140,510
Capital Outlay		–	12,000	12,000	–
Debt		5,869	7,000	7,000	5,870
Expenditure Totals	$	17,764,050	20,412,374	20,641,870	27,511,623
Revenues:					
Local	$	15,172	20,000	20,000	20,000
Charges For Services		10,549,345	12,692,254	13,048,254	21,116,845
Revenue Totals	$	10,564,517	12,712,254	13,068,254	21,136,845
Number of FTE's		165.00	182.00	207.00	219.00

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 two contract EMS agencies. Emergency medical care is provided in partnership with the Cary and Raleigh-Wake 911 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. Secondarily, 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. This is best summarized by the values of our Department -- the provision of prompt, compassionate, clinically excellent care.

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 60 lives in calendar year 2009. Our nearly 40% survival for adult victims of ventricular fibrillation arrests remains among the best in the nation. Additionally, the Wake EMS System has maintained an average scene time for victims of major trauma of less than 10 minutes for two years, 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 emergently for cardiac catheterization has also been recognized at the national level. In addition to cardiac arrest care, we monitor our care on a broad array of clinical conditions including heart attacks, trauma, seizures, asthma, and congestive heart failure.

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. 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 budget development process and EMS System funding model. As a result of these efforts, a new EMS System budget manual was developed and a centralized revenue model was adopted for the EMS System. This new model will be implemented in FY 2012. Also new in FY 2012, the County EMS Division assumed responsibility for providing service in the former Six Forks EMS service area when Six Forks EMS ceased operations on May 2, 2011. 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.

Health Information Exchange: The EMS System remains committed to participation in broader care for our patients, including data exchange. Reliable data exchange allows not only for outstanding patient care but allows the EMS System to study our interventions and continually improve patient care. We have entered into the final stages of real time data exchange with WakeMed Health and Hospitals and believe we will have such data exchange with Rex and Duke in the next year. Additionally, we are trialing our first public-private partnership with a private physician group as it relates to data exchange for the patients EMS and their practice have in common.

FY 2012 DISCUSSION

As part of the FY 2012 Budget Development, departments were asked to identify 3 percent of their total target base in reductions. These reductions were categorized based on service level impacts of minimal, moderate and significant. Emergency Medical Services department identified a total of $337,720 in reductions of which $89,620 has a moderate impact and $248,100 has a significant impact on services.

As a separate, but connected process, the EMS System in conjunction with the Budget and Management Services and General Services Departments evaluated different budgeting and funding models for the EMS System. These models included the current system as laid out in the EMS System Budget Manual, a distribution of system costs to all agencies, a centralized revenue model, and a complete consolidation of the EMS System into one agency. This analysis and a recommendation was presented to the Public Safety Committee. The decision was made to pursue the centralized revenue model and staff from all agencies have been working to meet the July 1, 2011 implementation deadline.

Six Forks EMS ceased providing operations on May 2, 2011 requiring a late modification to the budget to reallocate funding and revenues to the County EMS Division late in the budget process.

Cooperation with Human Services: The APP program has enhanced the already strong bond between EMS and Human Services. This year, we continued 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.

Emergency Medical Services

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).

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Fire-Emergency Management

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	1,523,103	1,558,338	1,546,360	1,575,982
Contractual Services		15,695	18,915	18,915	5,824
Supplies, Materials and Other Charges		231,654	413,981	413,981	364,420
Capital Outlay		900	–	2,962	900
Debt		2,718	2,740	2,740	2,719
Expenditure Totals	$	1,774,070	1,993,974	1,984,958	1,949,845
Revenues:					
Federal	$	50,590	50,050	50,050	50,050
Charges For Services		314,101	299,276	299,276	239,660
Revenue Totals	$	364,691	349,326	349,326	289,710
Number of FTE's		22.00	20.00	20.00	20.00

DEPARTMENT PURPOSE AND GOALS

The Department of Fire and Emergency Management includes the Fire Services Division, and the Emergency Management Division. 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: 1) 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; 2) Protect life, property and the environment through fire prevention and code enforcement; 3) Prepare public and private agencies that play a role in the public safety system through professional and consistent education, exercises and critical feedback; 4) Provide technological systems to improve the effectiveness and efficiency of the public safety community; 5) Support the efforts of Wake County's emergency response system to promote delivery of efficient and effective emergency services; and 6) Provide and coordinate activities to ensure compliance with off-site response plans for the Shearon Harris Nuclear Power Plant.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, departments were asked to identify 3.0 percent of their expenditures target base in reduction options and/or revenue increases. Based on service level impacts, the reductions or revenues increases were categorized as minimal, moderate and/or significant. Fire/Emergency Management identified a total of $72,887 in expenditure reductions which may have a significant impact on services and decrease revenues by $17,534. The reduction option would have eliminated 1.0 vacant FTE and some temporary/ part-time funds within the department. After careful consideration of the options submitted by Fire/ Emergency Management, the FY 2012 budget includes the reduction of part-time funds only and totals $18,839.

Fire-Emergency Management

Division Summary - Administration

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Supplies, Materials and Other Charges		1,130	–	–	–
Expenditure Totals	$	1,130	–	–	–
Revenues:					
Charges For Services		119,325	–	–	–
Revenue Totals	$	119,325	–	–	–
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION PURPOSE AND GOALS

Beginning in FY 2010, the Fire Administration Division is no longer in use by the Fire and Emergency Management Department. Services were distributed between the Fire Services and Emergency Management Divisions

Fire-Emergency Management

Division Summary - Fire Services

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,186,147	1,174,514	1,165,475	1,193,633
Contractual Services		7,474	5,415	5,415	5,813
Supplies, Materials and Other Charges		71,371	129,376	129,376	124,835
Capital Outlay		900	–	2,962	900
Debt		2,718	2,740	2,740	2,719
Expenditure Totals	$	1,268,610	1,312,045	1,305,968	1,327,900
Revenues:					
Charges For Services		194,776	299,276	299,276	239,660
Revenue Totals	$	194,776	299,276	299,276	239,660
Number of FTE's		17.00	15.00	15.00	15.00

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: 1) Fire/Rescue Administration; 2) Fire Code Enforcement/Fire Prevention; 3) Fire/Rescue Training; 4) Emergency Response; and 5) Fire Suppression.

MAJOR ACCOMPLISHMENTS

Completed construction of a new fire/EMS station on Raynor Road in the southeastern area of Wake County. This new station will allow for improved response times for fire and EMS units in a cost-effective manner. The Wake County Board of Commissioners approved the extension of fire insurance district boundaries for the Garner Suburban Fire Insurance District to cover property in southeastern Wake County previously in an unrated area.

The third Wake County Fire Academy Recruit Class graduated December 2010. This academy offers an opportunity for career and volunteer firefighters to complete a 23 week program and obtain certifications and training necessary for employment with County fire departments. The academy training program includes certifications and training in the following areas: Firefighter I and II, EMT Basic, Rescue Technician, Hazmat Operations. Plus, ICS, Safety and Survival, Firefighter Rescue and several other topics. The class graduated the most recruits in the Academy's three-year history. Ten of the graduates were employed by the Garner Volunteer Fire/Rescue Department to staff the newly opened fire station.

Continued a 100 percent collection rate for fire incident reports for the fifth straight year. Wake County is one of a few counties statewide to collect and submit fire incident reports from all fire departments in the County.

Continued discussions with the City of Raleigh Fire Department to provide service in unincorporated areas as part of the overall project to evaluate the Fire Commission's fire station closure criteria for four fire stations - Bay Leaf Fire Station #3, Falls Fire Station, Wake-New Hope Fire Station #1, and Western Wake Fire Station #1.

Implemented a new fire protection agreement July 1, 2010. The new agreement increased accountability for the contracting fire departments and provides a process for ensuring contract compliance.

Completed fire inspection activities for Raleigh Durham Airport Terminal 2 Concourse Expansion Project. This project is the largest project in Wake County's jurisdiction. All fire related activities were conducted in a timely manner to support early completion of the expansion.

Participated in multi-agency, multi-jurisdiction exercises including the Wake County Public School System shooter exercise and the National Disaster Medical System exercise.

Completed the third annual Advanced Fire Investigation School. Fire experts from the United States Bureau of Alcohol, Tobacco and Firearms assisted in the instruction for fire and law enforcement personnel from across the County.

FY 2012 DISCUSSION

Continue efforts to reduce backlog of occupancies not in compliance with the state mandated inspection schedule. The Division is working to achieve compliance with the state mandated inspection schedule. Years of accumulated budget reductions have degraded the Department's capacity to provide fire inspection activities.

Prepare for Wake County Recruit Academy #4. The Fire Training Division anticipates starting Academy #4 in August with graduation anticipated in January 2012.

Continue to support the Fire Commission as needed in the Commission's long-term planning efforts.

The Fire Training Division has experienced a reduction in training center preventative maintenance and nighttime training availability. Time spent on preventative maintenance has decreased approximately 65 percent, and nighttime training has decreased approximately 52 percent.

Evaluate strategies to reduce the number of fire causes listed as "Under Investigation." Fires listed as "Under Investigation" are fires with an undetermined cause of ignition at the time of the scene investigation and may result in underreporting of intentionally set or accidental fire causes. Strategy options include continued coordination with law enforcement investigators, increase in advanced fire cause determination training, and new tools and techniques to determine fire causes.

HORIZON ISSUES

The amount of staff time required to effectively coordinate and support the Fire Commission and its various committees has increased. Efforts to improve Countywide coordination of service delivery and accountability of service providers may increase the demand on county fire services staff to monitor compliance with the Fire Commission's directives.

Continued municipal annexation of unincorporated areas and the decline in the number of active volunteers in the fire service present a number of challenges to the Fire Commission as the Commission continues its long range planning.

The number of fires cause determinations listed as "Under Investigation" continues to increase. Fires listed as "Under Investigation" are fires with an undetermined cause of ignition at the time of the scene investigation and may result in underreporting of intentionally set or accidental fire causes. Fire services staff is evaluating strategies to reduce the number of fires listed as "Under Investigation." Future strategies may result in a request for a full-time fire investigator.

Fire-Emergency Management

Summary of Services and Performance Measures

Service Area: County Firefighter Program

Description: The Fire/Rescue Division 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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Daytime Rolesville Responses	450	448	492	492

Service Area: Contract Fire Departments (Fire Tax District)

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of emergency incidents responded to by contracted fire departments	33,615	36,390	39,390	39,300
Number of fire incidents responded to by contracted fire departments	18,505	19,420	21,362	21,362
Number of medical first responder incidents responded to by contracted fire departments	15,110	16,970	18,028	18,028
Effectiveness				
Percent of emergency incidents responded to by contracted fire departments within 9.2 minutes (or less)	90	90	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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Fire/Rescue calls and/or responses	185	200	210	210
Effectiveness				
Percent of calls responded to within 45 minutes or less	95	98	90	90
Percent of fire determinations listed as "under investigation"	20	24	30	N/A

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Percent of One-year Occupancies Inspected	100	90	100	100
Percent of Two-year Occupancies Inspected	54	20	50	50
Percent of Three-year Occupancies Inspected	21	24	33	33
Total Square Footage Inspected Annually (All types)	238,640,703	200,000,000	250,000,000	250,000,000
Total Square Footage Inspected Annually (Public Schools only)	146,953,437	131,887,928	150,000,000	150,000,000
Number of Fire Code Enforcement Activities	4,293	3,880	4,300	4,500
Number of Construction Plan Reviews	514	498	600	600
Efficiency				
Percentage of Schools Buildings Inspected on Schedule	96	86	100	100
Percentage of Plans Reviewed within Seven Calendar Days	94	94	90	90
Percent of Complaints Investigated within Two Business Days	93	95	100	100
Effectiveness				
Percentage of Fire Code Enforcement Activities that are Reinspections	14	11	10	10

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Percent of Fire Report Data that was Collected	100	98	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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Fire Training Course Hours	65,102	65,300	65,000	65,000
Number of Fire Student Contact Hours	2,896	2,910	3,100	8,500
Number of Fire Officer Courses	N/A	N/A	2	3
Number of Maintenance Hours at the Wake County Fire/Rescue Training Center	811	466	2,100	4,500
Effectiveness				
Percent of Course Attendees that Improved Test Scores after completing Essential Course	95	98	100	100
Number of ICS Courses	4	4	6	7

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of HazMat Team Responses	9	6	5	5

Fire-Emergency Management

Division Summary - Emergency Management

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		336,956	383,824	380,885	382,349
Contractual Services		8,221	13,500	13,500	11
Supplies, Materials and Other Charges		159,153	284,605	284,605	239,585
Expenditure Totals	$	504,330	681,929	678,990	621,945
Revenues:					
Federal		50,590	50,050	50,050	50,050
Revenue Totals	$	50,590	50,050	50,050	50,050
Number of FTE's		5.00	5.00	5.00	5.00

DIVISION PURPOSE AND GOALS

The Division of Emergency Management (EM) 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 manmade disasters.

To accomplish this purpose, 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.

Emergency Management 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

In September 2010, EM hosted a FEMA sponsored Technical Assistance (TA) program in which a countywide Capability and Gap Analysis was conducted. This assessment provided leadership with a qualitative measure of our current capabilities against the federal Target Capabilities List. The Target Capabilities List is a program consisting of 37 capabilities and over 2800 tasks which are used to measure a community's ability to provide those capabilities. The intent of the Target Capabilities List is "to guide operational readiness planning, priority-setting, and program implementation at all levels of government."

Completed the evaluation and solidified the structure and focus of the Wake County Local Emergency Planning Committee by eliminating unnecessary work being performed by the Committee and staff, refocusing efforts towards mandated functions, updating Committee By-Laws and retooling subcommittees. Conducted the Business Environmental Safety and Training (BEST) Conference on February 8, 2011. Other accomplishments of the LEPC include: formal adoption of a revised Data Storage Box (aka "HazMat Box") ordinance by the Wake County Board of Commissioners and several municipalities and; accepted coordination of a "foam program" which will establish a common material and logistical support mechanism driven by risks associated with new ethanol fuel regulations.

Completed evaluations and procedural updates for Wake County's sixth primary shelter site at Heritage High School.

Completed the County's Continuity of Operations Plan (Version 1) and the Continuity of Government Plan.

Successfully submitted data for consideration as an Urban Area Security Initiative jurisdiction. This included the updating or adding critical infrastructure sites meeting DHS criteria.

Participated in regional homeland security programs which provided the opportunity to seek federal grant funds to fulfill unmet needs of the community.

Continued development of a logistical support program providing equipment and supplies. Equipment was maintained in a "ready state" 88.8 percent of the time (reduction of eight percent); 96 (15 more than last year) items loaned with only nine (versus 12 last year) requests declined (as of January 15, 2010).

Participated in two exercises thus far during the year (as of January 26, 2011) including the VA sponsored National Disaster Medical System exercise and an Active School Shooter exercise sponsored by Wake County Public School System. The FEMA evaluated bi-annual Harris exercise was conducted in the spring of 2011.

Updated seven plans/Standard Operation Procedures as of January 15, 2010 (three less than same time last year).

Facilitated enhancements to the information sharing platform (WebEOC) used during emergency events. Besides existing system enhancements, a Public Information Officer (Public Affairs) Board was created to facilitate information sharing among Public Information Officers from across the county.

Collected approximately 289 chemical facility reports providing locations, inventories and other data on specific chemicals; performed Quality Assurance checks on three percent of the submitted reports and distributed the information to first responders for emergency pre-planning and response activities.

Successfully completed a Workshop in August 2010 establishing a baseline of the County's standing against the Department of Homeland Security's Target Capabilities List.

FY 2012 DISCUSSION

Emergency Management continues to experience difficulty sustaining its program due to a measurable portion of Specialists' time being spent on clerical tasks and continually realigning priorities to address surge events such as H1N1 and other events that impact the community. Although more time is being spent on document tracking, Standard Operating Procedure (SOP) updates and preparedness activities, EM is still unable to maintain critical plans and procedures as demonstrated during the Christmas 2010 snow event.

Seek and leverage grant funds to fulfill Business Plan goals, compliment ongoing EM programs and objectives including 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.

Exploring resolutions to overcome real or perceived shortfalls of the Division identified by our community partners. In general, the list of areas that could be improved include: information sharing, fulfill more requests for assistance in developing and/or conducting exercises and training classes, and participating in existing programs such as the development of the Fusion Center, the FBI's Joint Terrorism Task Force, hazardous materials program, Urban Search and Rescue program, Chemical Facility Anti-Terrorism Project and Statewide projects that would benefit from Wake County's support.

Continued development of WebEOC, an information sharing, web-based software that will extend EM's ability to communicate, collaborate and efficiently achieve goals with County partners. Training with Geographic Information Services software will provide first responders with additional tools to be used in planning, response and recovery activities.

EM successfully conducted a workshop that brought community partners together to study our standing against the DHS Target Capabilities List. The current challenge is to prioritize the findings of the study in a manner that will successfully bring Wake County up to nationally accepted standards.

As clearly demonstrated during exercises this year, more personnel are in need of incident management training. Community partners have turned to EM in order to facilitate these communitywide training classes but to date, EM has had to decline requests due to staffing limitations.

HORIZON ISSUES

Emergency Management's programs are driven by a combination of consequence assessments, based on risk, threat and vulnerability, and governmental rules (federal, state, local; Statutes, Ordinances, Laws, Regulations, Rules). As the population of the County continues to grow, industry continues to move to and expand in the county and; existing and newly discovered risks and threats are addressed, EM will work diligently to mitigate, prepare for, respond to and recover from hazards and events. Primary in these opportunities will be the continued assessment of Homeland Security's Target Capabilities List; establishment of the 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 County resources, EM will continue to explore emerging technologies; strengthen partnerships in the community and explore unique avenues to complete our goals.

Based on discussions with community partners and "After Action Reports" from exercises, it is abundantly clear that more communitywide, multi-disciplinary incident management and tactical training is needed. EM is interested in the addition of an Exercise and Training Specialist position but understanding the current fiscal health of the County, has chosen to suspend the request. However, once the fiscal health of the County improves, the request for a new position will be a high priority.

The County has maintained an Emergency Operations Center (EOC) since 1990. Since that time, FEMA has revamped emergency response protocols twice. During the first revision (1998) Wake County was able to reorganize the EOC structure to operate in the existing building footprint. In 2005, the response protocols changed from the status of "guidelines" to "requirements" and, increased staffing positions. In January 2006, the Wake County Board of Commissioners passed a resolution adopting the requirements. In attempting to meet these new requirements, EM was forced to make a decision that removed municipal representation from the county EOC. With a desire to maintain existing community partner expectations, the County should consider an alternate facility to accommodate the needs of a functional EOC. In December 2010, EM submitted a request to FDC to have a third party evaluate the current EOC based on its function, size and capabilities. This request was declined for pursuit.

In FY 2013, Wake County will be hosting the Ingestion Pathway Zone (IPZ) Harris exercise. This is the first time this exercise has been conducted since the initial licensing exercise in 1989. At that time, there were three FTEs committed to the Harris program. Although there were many other factors that drove the FTE level at that time, it is anticipated that a temporary increase in staffing will be needed for approximately 12 months before the exercise (March 2013) and for approximately three months thereafter. In addition to the IPZ, the Nuclear Regulatory Commission (NRC) has recently adopted increased exercise requirements (NSIR/DPR ISG 01 and NUREG 0654 Supplemental 4) that will begin to impact jurisdictions beginning in 2012. These changes impact the frequency and scope of exercises required by counties hosting nuclear power plant facilities.

Fire-Emergency Management

Summary of Services and Performance Measures

Service Area: Emergency Management Administration

Description: 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 manmade disasters.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Responses by Emergency Management Staff	113	100	100	250
Number of Program Objectives Completed in Pursuit of the Emergency Management Accreditation	N/A	24	24	24
Effectiveness				
Number of Emergency Management Program Coordination Interactions with Municipalities	33	5	50	50
Input				
Number of Full-time Employees Required to Provide Administrative Support	3	3	1	2

Service Area: Technology/Communications

Description: To maintain notification systems to quickly and efficiently notify necessary person(s) in an emergency and to provide critical notification information for a rapid response to incidents through out the county. Service includes the administration of Power 911 contracts and updates.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Emergency Notifications provided by Communicator	1,752	1,200	2,000	5,000
Number of Boards Created to Efficiently Share Emergency Information to Community Partners	3	12	15	22
Number of Community Contacts used for Outreach and to Distribute Information to the General Public	28	20	52	52
Number of Activations of the Geocast Notification System	22	16	52	52
Input				
Number of Full-time Employees Required for Internal Application Development and Maintenance of Information Services/ Technology	1	1	1	2

Fire-Emergency Management

Service Area: Harris Nuclear Plant Responses Planning

Description: The Harris Nuclear Plant Program provides required annual training, planning and preparedness activities for the utility and agencies with identified responsibilities. Standard Operating Procedures, equipment and training matrices are maintained along with updated plan components. Drills and exercises are conducted to validate capabilities.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Agencies Trained for Compliance with HNPP Exercise and Master Training Schedule	39	60	65	175
Number of Equipment Replaced/Exchanged Prior to Expiration or Calibration Date	1,485	1,485	1,485	1,500
Number of Primary Plan and Standard Operation Guideline Updates	18	24	24	30
Effectiveness				
Percent of Coordination and participation activities with the Harris Task Force regarding information provided to the Public within the EPZ.	20	20	20	20
Percentage of verified updated databases, containing population and facilities information related to Harris Nuclear Plant.	50	85	85	100

Service Area: Community Right to Know Act

Description: Chemical emergency planning and SARA Title III compliance activities are conducted. Site specific emergency plans are compiled and training/exercises are conducted.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of sites that require Quality and Assurance checks on Tier II reports submitted by required facilities	1,164	1,200	1,500	1,900
Number of EHS sites that received Outreach and assistance within Wake County	25	15	25	119
Number of Sites with Hazardous Materials On-site Audited for Wake County Records Compliance	36	35	50	50
Effectiveness				
Number of participants that attend BEST conference	396	400	525	550
Number of complaints received from Wake County LEPC	19	2	12	12

Fire-Emergency Management

Service Area: Domestic Preparedness Response Planning

Description: Develop and implement the Domestic Preparedness and Response program for Wake County. Planning, response training and exercises are all components of the program. Multiple grants are administered, which provide funding for equipment and supplies.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Domestic Preparedness Task Force Meetings with Staff Participation	12	6	8	12
Percent of Objectives Completed in the MMRS Grants Program	61	54	75	100
Number of sectors of the Vital Facility survey and Vulnerability Assessment Study addressed.	1	N/A	5	43
Evolve the Tier program	20	6	100	100
Efficiency				
Number of programs to assure preservation of secure information	N/A	N/A	4	4
Effectiveness				
Number of objectives completed regarding coordinating the efforts of the entire Domestic Preparedness Task Force	30	30	35	35
Input				
Staff Hours Committed to Participating in North Carolina Regional Planning	181	160	120	200

Service Area: Planning, Training and Reponses for Significant Incidents

Description: Maintain county Emergency Operations Plan associated annexes, equipment and supplies, training and exercises. Work with county and municipal partners to achieve capabilities to respond to and recover from significant events.

Fire-Emergency Management

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of Emergency Operations Center Staff Receiving Required Training	79	10	116	116
Number of Wake County Emergency Management Plans and Standard Operating Procedures Updated Annually	38	14	40	48
Number of Community Exercises that Provide Support to Requesting Agencies	2	2	2	8
Percent of Personnel able to Provide and/or Arrange for Public Safety Training	5	5	10	100
Percent completion of a Hazard Vulnerability Assessment Addressing Man-made and Natural Hazards	N/A	N/A	100	100
Efficiency				
Number of Templates Generated by Staff to Assist with Special Event Planning	N/A	1	1	1
Effectiveness				
Percent of Time Maintaining the Emergency Operations Center in a "State of Readiness"	86	90	100	100

Service Area: Emergency Management Logistics

Description: Includes support of on-site logistical support, loanable items, and warehouse operations.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Percent of Time Equipment Assigned to Emergency Management was "In Service"	93	88	90	100
Effectiveness				
Percent of Warehouse Readiness to Support Response Efforts	38	5	90	100
Input				
Number of Requests Received for Equipment Loans from Partnering Agencies	141	192	75	125

Emergency Communications

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services	$	388,805	348,499	348,499	411,805
Supplies, Materials and Other Charges		568,534	611,981	611,981	599,597
Capital Outlay		–	73,000	73,000	76,000
Expenditure Totals	$	957,339	1,033,480	1,033,480	1,087,402
Revenues:					
Charges For Services	$	957,662	1,024,983	1,024,983	1,078,245
Interest Income		10,036	–	–	–
Revenue Totals	$	967,697	1,024,983	1,024,983	1,078,245
Number of FTE's		0.00	0.00	0.00	0.00

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 the replacement of the Alphanumeric pagers utilized by County and municipal EMS and Fire service agencies. This project involved the replacement of approximately 1,400 Alphanumeric pagers.

Completed the replacement of the Tone and Voice pagers utilized by County and municipal EMS and Fire service agencies. This project involved the replacement of approximately 1,300 Tone and Voice pagers.

Community Oriented Policing Services (COPS) 2009 Technology Grant funds were utilized to complete two projects in FY 2011. This project consisted of the replacement of the 800 MHz console equipment that supports forty-eight dispatch positions in the Raleigh-Wake Emergency Communications primary and backup 911 centers including the replacement of the Sheriff's Office dispatch consoles. The second project consisted of the upgrade of the Fuquay Varina site communications shelter and generator capacity to support simulcast expansion at a future date. This project also included adding two additional channels to the Fuquay Varina site to provide additional 800 MHz call capacity.

Lastly, COPS 2010 Technology Grant funds were utilized to upgrade all City-County Bureau of Identification (CCBI) and Wake Sheriff's office 800 MHz radios (656 units) to P25/Omnilink compliance to support interoperability among disparate public safety agencies.

FY 2012 DISCUSSION

As part of the FY 2012 budget process, Emergency Communications has identified permanent and one-time reductions of $38,853, or 1.93 percent from FY 2011 total expenditures, not including recovered

costs of $2,010,299. 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 decreases resulted from a service level change associated with the 800 MHz system maintenance contract (a move from premier to standard response) as well as the elimination of funding for engineering inspections for the County tower sites which occur every three years (inspections performed in Fiscal Year 2011). In addition, Emergency Communications recommended the elimination of the purchase of landline phone lists that are used to support emergency notifications for a savings of $9,100 and will implement the use of a self-registration system for new households and business phone numbers.

Revisions were made to the CIP funding model originally established in FY 2009 and documented in the Wake County 800 MHz Master Plan. Specifically, changes were made related to the initial recommendation for the replacement of the 800 MHz subscriber devices (radios). The majority of these radios were acquired in calendar year 2004 and the Master Plan had initially established a replacement schedule beginning in FY 2011 and continuing through FY 2013. Research performed by the Wake County Information Services department determined the radios are not failing at a rate that warrants replacement at this time. Based on this, the decision was made to push the radio replacement schedule out three years to FY 2014, 2015, and 2016 and continue with the current time and materials repair contract. Portions of the 800 MHz plan were funded in the FY 2009 - 2015 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 million and has been identified as a horizon issue in the County CIP.

To assist Wake County with developing an upgrade/replacement strategy for the County's existing 800 MHz platform, FY 2011 CIP funding included $100,000 for consulting services. This funding was utilized to engage a consultant that will help the County analyze current system usage (coverage, performance, etc.), evaluate the viability of a platform self maintenance option for the County, evaluate the advantages and disadvantages of the County electing an upgrade/replacement option remaining in partnership with the North Carolina State Highway Patrol, evaluate neighboring communications systems and possibilities for partnerships, and lastly develop cost estimates for the various upgrade/replacement options available. This work is scheduled to be completed in the first half of FY 2012.

City-County Bureau of Identification

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	3,526,093	3,710,409	3,656,416	4,133,672
Contractual Services		97,665	97,900	97,900	97,664
Supplies, Materials and Other Charges		374,607	391,623	416,623	546,681
Capital Outlay		–	4,775	4,775	–
Debt		4,854	–	–	4,854
Expenditure Totals	$	4,003,218	4,204,707	4,175,714	4,782,871
Revenues:					
Charges For Services	$	1,034,168	1,079,200	1,079,200	1,030,000
Miscellaneous		(15)	–	–	–
Revenue Totals	$	1,034,153	1,079,200	1,079,200	1,030,000
Number of FTE's		64.00	64.00	64.00	70.50

DEPARTMENT PURPOSE AND GOALS

The City-County Bureau of Identification (CCBI) is a Wake County agency that provides forensic services to every law enforcement agency in Wake County. The agency continuously strives for perfection while setting the highest standards in crime scene investigation, forensic analysis of evidence, and collection of criminal arrest information. A staff of sworn law enforcement officers and civilian employees provide services 24 hours per day, seven days per week. CCBI is unique in the State of North Carolina and the only agency that replicates some of services provided by the North Carolina State Bureau of Investigation. Services provided by CCBI fall into six general areas and include: 1) investigate and process crime scenes and collect and analyze physical evidence; 2) determine whether drug samples are controlled substances; 3) analyze fingerprints and footwear impressions; 4) fingerprint, photograph, and create computerized files on all Wake County arrestees; 5) the collection of post-arrest DNA; and 6) provide fingerprinting and criminal background checks for citizens upon their request.

MAJOR ACCOMPLISHMENTS

Crime Scene Agents investigated 7,620 crime scenes in 2010.

In 2010, CCBI effected 1,027 potential suspect identifications as a result of finger and palm-prints collected from crime scenes. Calendar year 2010 was the third consecutive year CCBI has exceeded 1,000 identifications.

CCBI is undergoing an accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA). CCBI has completed the on-site assessment and has been recommended for "Accreditation without conditions." Accreditation will be formally received in March 2011.

CCBI formed a Central Records Manager position to meet the growing demand of discovery requests. This position was created internally by redesignating positions within the organization. The Central Records Manager: 1) complies with all CCBI received orders for discovery and documents that compliance; 2) receives, organizes, maintains, and disposes of all CCBI records in accordance with applicable laws, retention schedules, and accreditation standards; and 3) continues the ongoing project of organizing and inventorying the agency's historical records.

The Forensic Drug Chemist received 968 controlled substance cases while completing 937 with an average turnaround time of one-week.

City-County Bureau of Identification

CCBI applied for and was awarded a federal grant (Coverdell) to enhance training and certification and for the purchase of necessary forensic equipment.

Processing Unit Identification Technicians fingerprinted and photographed 32,369 arrestees in 2010.

In conjunction with the Raleigh Police Department, CCBI was awarded a COPS technology grant for the acquisition of portable fingerprint identification devices.

FY 2012 DISCUSSION

As part of the FY 2012 budget development process, departments were asked to identify 3.0 percent of their expenditures target base in reduction options and/or revenue increases. Based on service level impacts, the reductions or revenues increases were categorized as minimal, moderate and/or significant. CCBI identified a total of $127,104 in expenditure reductions which may have a significant impact on services. The reduction option would have eliminated 2.0 vacant FTE's within the department. After careful consideration of the options submitted by CCBI, no reductions options or revenue changes were included in the FY 2012 budget.

The FY 2012 budget for CCBI includes funding for three expansions totaling more than $582,000 or 6.5 FTEs. The expansions include four full-time Crime Scene Investigators, two full-time Crime Scene Supervisors, and one part-time Chemist for blood analysis work related to driving under the influence (DUI) cases.

CCBI incurs mandatory accreditation fees annually to maintain compliance with the Commission on Accreditation for Law Enforcement Agencies.

HORIZON ISSUES

CCBI is in need of additional Crime Scene Agents to fully achieve the response time benchmark. CCBI investigates crime scenes for all law enforcement agencies in Wake County. In FY 2011, CCBI's agent ratio for population, square mileage, and calls for service are the lowest compared to other metropolitan areas in North Carolina: 1) agents to citizen ratio: 52,229 to 1; agents to square mileage ratio: 43.8 to 1; and agents to call service volume: 423 to 1.

CCBI is in need of additional Forensic Examiners for the Latent Print Unit. Currently, the Unit has a backlog of 700 investigative requests for suspect comparisons with an average turnaround time 377 days, while possessing a database backlog of probable identifications averaging 100+ monthly. The backlog of these cases represents potential suspects that could/will continue to victimize the citizens of Wake County.

Acquisition of a Laboratory Information Management System (LIMS). LIMS will provide a seamless electronic transfer of information from crime scene investigation to laboratory analysis to courtroom presentation.

Accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). CCBI's Investigation & Crime Laboratory Divisions will seek Accreditation from ASCLD/LAB.

It is the intent of CCBI to acquire and utilize a three-dimensional laser imaging system for use in crime scene documentation.

It is the intent of CCBI acquire and provide facial recognition technology to the law enforcement community of Wake County.

It is the intent of CCBI to acquire and utilize, in conjunction with the Wake County law enforcement community, a mobile crime laboratory vehicle.

Sheriff

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits	$	48,608,780	48,976,342	49,293,597	51,749,137
Contractual Services		5,372,842	5,777,937	3,628,550	4,102,993
Supplies, Materials and Other Charges		6,313,713	7,680,378	7,668,195	8,094,451
Capital Outlay		–	62,760	65,060	168,000
Debt		–	2,500	2,500	–
Transfers Out		126,765	123,860	123,860	–
Expenditure Totals	$	60,422,101	62,623,777	60,781,762	64,114,581
Revenues:					
Federal	$	755,676	723,514	723,514	860,744
State		421,169	476,407	–	–
Local		3,761	5,000	5,000	5,000
Charges For Services		4,428,800	3,833,500	3,833,500	4,395,540
Licenses & Permits		76,535	155,000	155,000	171,400
Interest Income		229	300	300	100
Miscellaneous		25,162	4,000	4,000	4,000
Revenue Totals	$	5,711,332	5,197,721	4,721,314	5,436,784
Number of FTE's		806.00	806.00	810.00	902.00

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 serves civil process in all jurisdictions within Wake County. The public safety of citizens is a high priority for any local government. Wake County is no exception to this view. As the population of the County grows, demand for Sheriff's Office services increases. 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 departments and to state and federal law enforcement agencies.

The Sheriff's Office consists of 810 personnel organized into seven divisions: Administration, Judicial Services, Patrol, Investigations, Special Operations, Management Services, and Detention. An additional 91 personnel will be added as part of the FY 2012 budget to support the opening of the Wake County Detention Center expansion on Hammond Road. In addition, one deputy has been added to provide a dedicated deputy at Wake Technical Community College, funded by Wake Tech. For budgetary purposes, detention is a separate account, while the other six divisions are consolidated into one "law enforcement" budgetary account. Assignment of deputies to various divisions in law enforcement is dynamic as rotations occur frequently.

Division Summary - Law Enforcement

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		25,746,233	26,234,578	25,979,071	26,558,479
Contractual Services		202,973	221,350	221,350	433,248
Supplies, Materials and Other Charges		4,793,046	5,405,114	5,492,931	5,686,179
Capital Outlay		–	12,760	15,060	168,000
Debt		–	2,500	2,500	–
Transfers Out		126,765	123,860	123,860	–
Expenditure Totals	$	30,869,017	32,000,162	31,834,772	32,845,906
Revenues:					
Federal		113,514	123,514	123,514	123,514
State		(15,067)	–	–	–
Local		3,761	5,000	5,000	5,000
Charges For Services		1,741,102	1,466,500	1,466,500	1,826,040
Licenses & Permits		76,535	155,000	155,000	171,400
Interest Income		229	300	300	100
Miscellaneous		25,162	4,000	4,000	4,000
Revenue Totals	$	1,945,236	1,754,314	1,754,314	2,130,054
Number of FTE's		399.00	399.00	403.00	404.00

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 transportation of 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 a vital resources in the safety and security of students, faculty, and staff of the Wake County Public School System (WCPSS). Through funding from the state, WCPSS 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 is also responsible for courtroom security in the 31 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 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

Provided law enforcement experience for 79 middle school students in the 6th Annual Law Enforcement Adventure Camp.

Began implementation of upgrade to the records/ crimes management and jail management systems from mainframe application to windows/web based application

Implemented new scheduling software, Tele-Staff, for Law Enforcement employees.

Installed in-car cameras in 60 vehicles.

Increased collaboration with the High Intensity Drug Trafficking Areas (HIDTA) Program, in the areas of highway enforcement, parcel interdiction, and hydroponic marijuana enforcement.

Installed new driving simulator at the Law Enforcement Training Center.

Law Enforcement, Sworn, and Civilian staff completed more than 30,500 training hours.

The Firearms Education & Training Center (FETC) held 55 firearms training courses for the public. The FETC also sold over 7,000 hours of range time, added over 2,000 new members, and sold over 110 extended memberships, helping to bring in the highest revenue totals in the history of the FETC.

Continued the Project Lifesaver Program, adding 2 new members in FY 2011, for a total of 26 members; and continued the Citizens' Well-Check Program, adding 20 new members this fiscal year, for a total of 72 members.

FY 2012 DISCUSSION

Included in the FY 2012 budget for the Law Enforcement Division expansions totaling $267,970, which includes an increase of $192,970 to support OSSI system maintenance requirements, and $75,000 and 1.0 FTE to provide one full-time deputy at Wake Technical Community College, paid for by Wake Tech. Also included is an increase in funding for programming and supplies at the Firearms Education and Training Center based on an upward trend in revenue-supported courses. These expansions are fully funded by additional revenue. Balancing measures also included aligning budgeted operating expenses with actual FY 2010 spending patterns.

The Sheriff's Office has identified the following activities for FY 2012:

Finalize staffing plan of new Criminal Justice Center in downtown Raleigh.

Schedule 20th Basic Law Enforcement Training Academy in FY 2012.

Continue Public Safety Center building renovation design and being renovation in June 2012

Investigate firearms change-out options to replace aging handguns.

Fully implement installation of in-car cameras for all patrol deputy units (additional purchase of 40 in-car cameras).

HORIZON ISSUES

Replace equipment beyond useful life at Firearms Education and Training Center.

K9 dog replacements as they age out.

Upgrade Computer Aided Dispatch system to work more closely with law enforcement reporting programs.

Renovation of property room and move communications center from Raleigh City Hall to the Public Safety Center (PSC).

Staffing of additional courtrooms in response to State allocation of additional judges to 10th Judicial District.

Summary of Services and Performance Measures

Service Area: Patrol

Description: Patrol units respond to calls for service, provide routine security checks of businesses, churches, or residences, investigate break-ins, serve warrants, and enforce traffic regulations.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Effectiveness				
Response time (received to dispatch) in minutes	3	3	3	N/A
Response time (dispatch to arrival) in minutes	9	10	10	N/A
Input				
Numbers of calls for service	54,198	54,500	54,000	N/A
Number of community and security checks	51,782	75,000	75,000	N/A

Service Area: Criminal Investigations Division (CID)

Description: Criminal investigation detectives investigate crimes against persons, identity theft, narcotics, and property crimes. Special operations officers include the Special Response Team, K-9 team, and highway drug interdiction team.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of concealed handgun permits processed	3,360	4,300	4,000	N/A
Number of pistol permits processed	15,309	17,500	16,000	N/A
Input				
Number of registered sex offenders	550	550	550	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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Output				
Number of civil papers for service received and processed	98,233	95,000	95,000	N/A
Input				
Number of warrants, summons and arrest orders	8,200	7,650	8,200	N/A

Division Summary - Detention

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		22,862,547	22,741,764	23,314,526	25,190,658
Contractual Services		5,169,869	5,556,587	3,407,200	3,669,745
Supplies, Materials and Other Charges		1,520,667	2,275,264	2,175,264	2,408,272
Capital Outlay		–	50,000	50,000	–
Expenditure Totals	$	29,553,083	30,623,615	28,946,990	31,268,675
Revenues:					
Federal		642,162	600,000	600,000	737,230
State		436,237	476,407	–	–
Charges For Services		2,687,698	2,367,000	2,367,000	2,569,500
Revenue Totals	$	3,766,097	3,443,407	2,967,000	3,306,730
Number of FTE's		407.00	407.00	407.00	498.00

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, the Wake County Detention Center on Hammond Road, and the Wake County Detention Annex on Hammond Road. 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 24 hours each day, and through contracts with external medical providers.

MAJOR ACCOMPLISHMENTS

Held three Detention Academies with a total of 56 graduates.

Major construction phase continued at the Wake County Detention Center. When the full construction phase is completed in 2012, it will add 672 additional beds to the existing bed count of 1,312.

Investigated using kiosks for inmate deposit transactions.

Continued an agreement with Corvel Corporation to review inmate medical bills in an effort to reduce medical costs and achieved a net savings of approximately 39 percent.

FY 2012 DISCUSSION

Included in the FY 2012 Adopted Budget is an expansion of $3,096,021 and 91.0 FTEs to reflect the partial year impact of the planned opening the Hammond Road Detention Center Phase II in Spring 2012. This total represents the net new staff and funding requirement following the depopulation of Hammond Road Annex facility, based on revised population estimates. As the inmate population grows in future years, detention staffing requirements and the operation of Hammond Road Annex will be reviewed and adjustments recommended as needed.

This adjustment is partially offset by reductions in other areas to align with actual spending patterns in operating expenses.

Other FY 2012 issues include:

Hiring staff for Hammond Road Phase 2 based on staffing plan; holding at least three detention academies; and transitioning major processes, such as Jail Intake, Kitchen Operations, and Classification, to the Hammond Road facility.

HORIZON ISSUES

Procuring electronic medical records systems; and evaluating implementation of Hammond Road Phase 2 staffing plan and any needed adjustments to staffing levels as inmate population increases.

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Average length of stay of inmate population in days	22	23	23	N/A
Input				
Average daily inmate population	1,341	1,285	1,350	N/A

Non-departmental

Public Agencies

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Aid To Community Agencies		530,000	502,200	502,200	365,000
North Carolina Symphony		30,600	28,458	28,458	27,604
Wake County Arts Council		315,000	292,950	292,950	284,161
East Wake Education Foundation		45,000	41,850	41,850	40,594
Communities In Schools		67,500	62,775	62,775	60,892
The Healing Place		450,000	418,500	418,500	406,000
Contribution to Marbles		900,000	837,000	837,000	750,000
Expenditure Totals	$	2,338,100	2,183,733	2,183,733	1,934,251

DIVISION PURPOSE AND GOALS

Wake County contributes to not-for-profit organizations that provide services to the public. A summary of each agency and its purpose is below:

Communities In Schools of Wake County - To connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - To assure that children reach school age healthy and ready to learn.

Healing Place for Men - To provide a rescue, recovery and rehabilitation facility for homeless males and females in Wake County.

Marbles Kids Museum - To connect all ages with the world around them by inspiring interest in our ever-evolving global society and how it touches their lives here and at home.

North Carolina Symphony - A full-time, professional orchestra with 65 members. The symphony performs about 60 concerts a year in the Raleigh, Durham, Chapel Hill and Cary metropolitan area.

Wake County United Arts Council - To build better communities through support and advocacy of the arts.

Aid to Community Agencies - In addition to direct funding, Wake County provides funds to not-for-profit agencies through a competitive process, also known as the Community Partnership. The competitive process gives other not-for-profit organizations an opportunity to submit proposals that correspond with County goals.

Memberships

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Raleigh-Durham Airport Authority		12,500	12,500	12,500	12,500
Triangle J Council of Governments		190,564	190,556	192,166	183,899
Institute Of Government		85,795	85,795	85,795	85,795
National Association Of Counties		11,253	11,253	11,253	11,253
NC Association Of County Commissioners		67,377	66,189	66,189	64,484
Expenditure Totals	$	367,489	366,293	367,903	357,931

DIVISION PURPOSE AND GOALS

The County takes part in various organizations wherein membership dues are charged for participation and organization benefits. Dues for the North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Capital Area Metro Planning Organization are determined on a per capita (population) basis. Triangle J Council of Governments (TJCOG) dues distributed in two methods. First, a portion of the dues are distributed based on a per capita basis. Another portion are based on percentages identified in Community Development Block Grants for aging and ombudsman programs administered by TJCOG. The Raleigh Durham International Airport is a flat annual fee.

Non-departmental

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Historic Preservation		128,051	132,118	137,468	132,118
Women's Commission		11,006	6,000	6,000	5,820
Non-departmental		272,776	335,929	626,876	100,000
Salary & Benefit Reserve		–	–	–	4,667,000
Combined Campaign		870	–	–	–
Chamber of Commerce		–	–	354,440	328,815
Criminal Justice		–	–	1,399,387	1,390,958
Sustainability Task Force		17,446	–	23,654	–
Indirect Reimbursements		–	–	(153,056)	(144,819)
April 2011 Tornadoes		–	–	1,000,000	–
Expenditure Totals	$	430,149	474,047	3,394,769	6,479,892

DIVISION PURPOSE AND GOALS

Funding for organization-wide activities such as consulting services and other professional services are budgeted within this category. A summary of each significant program area is below:

Historic Preservation - To safeguard the heritage of the county, including its municipalities, by preserving districts and landmarks that embody important elements of its culture, history, architectural history or prehistory; and to promote the use and conservation of such districts and landmarks for the education, pleasure and enrichment of the residents of the county and state.

Women's Commission - This group acknowledges and honors women and their role as vital contributors to Wake County, educates and advocates on behalf of women, and celebrates the accomplishments of women.

Non-Departmental - This unit is used for various consulting and legal fees that may have been tentatively identified and for contracts that may be entered into during the fiscal year.

Salary & Benefit Reserve - Represents funds that may be distributed throughout the County to address pending salary adjustments, such as merit increases or benefit charges.

Chamber of Commerce - The County contracts with the Greater Raleigh Chamber of Commerce for a county-wide economic development program that promotes the creation of new jobs in businesses that contribute to an appropriately vital local economy. Wake County also contracts with the Chamber of Commerce for the Edge4 program. The purpose of Edge4 is to leverage corporate connections with North Carolina State University and identify and rank target companies to develop industry-focused marketing tools.

Criminal Justice Partnership Planning - The purpose of the CJPP program ease local jail populations by offering alternatives to traditional incarceration for non-violent offenders. Programs include the Day Reporting Center, Pretrial Release, electronic monitoring, and the "Free the People" program offered through the District Attorney's office.

Sustainability Task Force - This group is comprised of external advisory members that focus on improvements that can be made to reduce energy, waste and water use at County facilities and be better stewards of the environment.

Indirect Reimbursements - Represents indirect cost charges for service programs in Human Services.

FY 2012 DISCUSSION

Due to economic conditions, the County has not provided employees with a pay increase during the last two years. However, prudent financial planning as well as increased stability in the economy facilitates the affordability of a pay increase in FY 2012. The pay increase is planned to cost $3.0 million and will provide a performance pay increase on October 1. This amount is included in the salary and benefits reserve.

Also included in the salary and benefits reserve for FY 2012 are increased retirement costs of almost $1.0 million. The State's Board of Trustees that manages the system increased the percent of salary required for retirement contribution from FY 2011. For employees in the LGERS group their rate changed from 6.42% to 6.95% and for LEO employees their rate changed from 6.41% to 7.40%.

In FY 2012, it is anticipated that health insurance costs will increase and the budget funds $700,000. This amount is included in the salary and benefits reserve.

Soil & Water Conservation District

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		514,288	402,391	400,361	400,522
Supplies, Materials and Other Charges		36,967	29,977	29,977	21,016
Expenditure Totals	$	551,255	432,368	430,338	421,538
Revenues:					
State		–	25,500	25,500	25,500
Revenue Totals	$	–	25,500	25,500	25,500

DIVISION PURPOSE AND GOALS

The Soil and Water Conservation District works to ensure healthy watersheds and healthy communities through the science based application of best management practices for ecosystems services and watershed management. The District's mission is to conserve Wake County's soil, water and natural resources. It provides voluntary technical, educational, and economic incentives to county farmers, citizens, and businesses. To achieve this mission, the District has five broad goals in the Long Range Business Plan. Those goals include: 1) conservation planning and watershed management, 2) providing technical expertise in sustainable working lands, 3) protecting natural resources, 4) promoting environmental stewardship, and 5) innovative leadership during changing times.

The District embraces these tasks in coordination with the County's smart growth plans. Work is accomplished by leveraging resources from grant sources, not-for-profit partnerships, and local, state, and federal agencies. Natural Resource work is prioritized sensitive watersheds and the District's works to ensure abundant and reliable clean water and natural resources are in Wake County's future.

MAJOR ACCOMPLISHMENTS

The Soil and Water Conservation District is in the forefront of natural resources work and water quality protection. The District strategically focuses its projects on priority watersheds, impaired streams, and targeted funding areas for state and federal water quality improvements. The priority areas are Falls Lake, Little River, Swift Creek and Jordan drinking water supply watersheds. Priority is then directed to rural areas that have EPA 303(d) impaired streams and working lands active in farm, forest, and local food production. Work is directed to match the resource concerns that are increasing due to Wake County's extensive number of horse operations with nutrient management concerns. The District also addresses collaborative funding projects to address stormwater erosion issues, but state funds are limited. Citizens and businesses provide a cost shared amount for each project.

The District applied conservation practices to 309 acres that reduced the amount of sediment and nutrients entering surface waters by designing and installing engineered grassed waterways, field borders, and establishing no-till and sod-based rotation techniques. The District also developed conservation plans on 1049 acres to reduce soil erosion and improve soil quality. In livestock agriculture, the District assisted farms with pasture renovations and applied 408 acres of nutrient management to improve water quality preventing runoff of animal waste to creeks and streams.

To assist landowners with conservation actions, the District matches projects with outside funding sources. During FY 2010, the District reimbursed landowners $128,382 for conservation projects from federal and state funds. The District encumbered $241,013 of federal and state funds into contractual agreements with landowners for future conservation work. Through partnerships, the District Conservationist administered $195,000 of federal

funds, which was encumbered to local governments to develop stream assessment plan for Williams Creek in Cary. The District visited 272 farms or problem sites in FY 2010.

The North Carolina Agricultural Cost Share program funds water quality and conservation projects require a 25 percent match on a set rate for area counties. Wake cost is on average higher and landowners share typically exceed 25 percent. Essentially all public and private lands are eligible for the programs with eligible participants include homeowners, businesses, schools, community groups and local governments. According to data from the NCDENR Division of Soil and Water Conservation, Wake's 2010 contracts prevented the loss of 27,253.50 tons of soil and prevented 1,963 pounds of nitrogen and 3,166 pounds of phosphorus from entering waterways.

The North Carolina General Assembly authorized the Community Conservation Assistance Program (CCAP) in 2006 to reduce non-source pollution on non-agricultural parcels located throughout the county. Through this program, the District received an allocation of $77,500 from the North Carolina Soil and Water Commission. Identified projects within Wake County include installing cisterns, bioretention areas, rain gardens, and stormwater wetlands to treat and reduce stormwater pollution into creeks and streams. Between 2006 and 2010, Wake has complete 13 CCAP contracts totaling $64,619. In FY 2010 contracts include abandoned well closures, critical area planting, grassed swales, streambank protection practices and backyard wetlands for water quality issues.

An important focus of the Wake Soil and Water Conservation District is environmental education, outreach, and volunteer coordination. This function facilitates groups, coordinates special events and trainings. Examples of facilitation accomplishments include successful coordination of the Resource Conservation Workshop, Food, Land and People workshop, and stormwater workshops. Most environmental education activities are coordinated by the Environmental Educator.

The District works with its partners to provide productive workshops throughout year. In FY 2010, the Keeping the Farm workshop attracted approximately 140 landowners and citizens. The District coordinates the County's Big Sweep program. In FY 2010, 1,100 volunteers removed 27,875 lbs (14 tons) of litter from 29 watersheds in Wake County. Volunteers donated 3,443 hours for a $69,721 value to Wake County.

Wake Soil and Water Conservation District's Environmental Educator conducted 859 hours of environmental education. The Educator provided training to nine high schools and one middle school Envirothon Team. Wake placed in the top five in competition. Participation in the soil and water conservation Poster Contest doubled across fifth grade classes in Wake County. WRAL-TV 5 spotlighted top posters for a week during the evening news.

FY 2012 DISCUSSION

The Soil and Water Conservation District FY 2010 budget was reduced 34 percent, losing two key staff members in the Reduction in Force (RIF). With three Natural Resource Conservationists remaining, the District reviewed requests for work, state and federal funding, and the ability to leverage resources through partnerships. It then determined the most efficient delivery of services with the limited resources. Work goals are now targeted toward key ecological, water quality, and funding areas. Certain services were eliminated or reduced with a Reduction in Force of skilled staff. Board of Supervisors and volunteers assist where possible.

Delivery of required operations procedures, such as maintenance reviews and spot checks have to be incorporated into the limited staff time. Conservationists are required to maintain updated training on design, planning and engineering practices in spite of economic pressures.

Cooperative Extension

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Contractual Services		–	–	–	159,264
Supplies, Materials and Other Charges		–	–	–	22,086
Expenditure Totals	$	–	–	–	181,350
Revenues:					
Charges For Services		–	–	–	20,000
Revenue Totals	$	–	–	–	20,000

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.

This section of the budget reflects Environmental Services programs; Human Services programs are in the Human Services department.

FY 2012 DISCUSSION

In FY 2012, the Environmental Services part of Cooperative Extension was transferred from Environmental Services to Non-Departmental. Cooperative Extension services, and their positions, are contracted with NC State University.

The FY 2012 Adopted Budget continues support for three programmatic and two administrative positions contracted with NC State. The three programmatic positions focus on agriculture, row crops, nutrition and horticulture.

The Adopted Budget also defunds the County's share of one position contracted with NC State that has been vacant for more than one year. This position has focused on Cooperative Extension's farmer's market program.

Non-departmental

Health Benefits

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:				
Dental Insurance	(14)	–	–	–
Disability	(3,252)	–	–	–
Life Insurance I	(12,051)	–	–	–
Healthcare - County Share	(19,338,332)	(22,202,008)	(19,878,007)	(20,578,007)
Dental - County Share	(1,236,863)	(2,082,917)	(2,082,917)	(1,250,000)
Health - Employee Share	(4,744,461)	(4,370,000)	(4,481,909)	(4,981,909)
DNTL/Fringe Adj/Employee Share	(830,224)	–	–	(833,000)
Temporary Agency Services	–	–	–	4,000
Medical Services - Other Medical	(40,622)	–	–	–
Contracted Services	82,369	100,000	100,000	100,000
Health Self Insurance Admin Costs	2,140,899	2,292,000	2,118,614	2,118,614
Health Self Insurance Claims	19,273,225	19,575,000	21,374,978	22,574,978
Dental Self Insurance Claims	1,715,137	1,882,000	1,882,000	1,882,000
Dental Self Insurance Admin Costs	82,863	95,000	95,000	95,000
Health - Retiree Claims	3,474,853	4,500,000	4,181,632	4,173,024
Stop Loss and Othe Reimbursements	(705,873)	–	(118,187)	(118,187)
IBNR_Insurance Claims	183,653	–	–	–
RX/Administration	34,028	–	–	–
RX/Claims	2,136,243	–	–	–
Stop Loss Premium	341,525	–	665,603	665,603
Rx Reimbursements	–	–	(463,589)	(463,589)
Medicare D Subsidy	–	–	(144,117)	(144,117)
COBRA Claims	40,622	–	–	–
FSA Administration	–	90,060	90,060	90,060
COBRA Administration	–	20,000	18,000	18,000
Medical Supplies	–	–	–	12,000
Expenditure Totals	$ 2,593,725	(100,865)	3,357,161	3,364,470

DIVISION PURPOSE AND GOALS

The County is self-insured for health and dental benefits. Prior to FY 2009, these funds were accounted for in the Risk Management Fund. Beginning with FY 2010, a separate division has been established within non-departmental to account for the major types of expenditures related to health and dental costs. The source of funding for these expenditures are employer contributions and employee withholdings that are recorded as part of the payroll expenditures. These amounts are reflected as a "contra" expenditure within non-departmental so that types of actual payments may be reflected in the budget without "double-counting" the expenditures.

Risk Management - Cost of Claims

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Actuarial Fees		13,000	35,000	35,000	35,000
Brokerage Fees		40,000	40,000	40,000	40,000
Consulting Fees		–	5,000	5,000	5,000
Claims Administration Expense		96,297	–	–	–
Contracted Services		–	65,000	65,000	65,000
Stop Loss and Othe Reimbursements		(583,051)	–	–	–
Labor for Purchased Goods		1,025	–	–	–
Self Insurance Deductibles - Charges to Other Dept		(57,610)	–	(42,000)	–
Risk Mgmt - Chgs to 800mz		–	(42,000)	–	(42,000)
Risk Management - Vehicle Claims		–	–	–	(384,000)
Risk Management - Workers Comp Claims		–	–	–	(816,000)
Purchased Insurance & Bonding		625,871	685,889	685,889	685,889
Self Insurance Claims		2,135,174	2,404,000	2,404,000	2,404,000
Health care claims/year-end adjustment		923,976	–	–	–
Expenditure Totals	$	3,194,682	3,192,889	3,192,889	1,992,889

DIVISION PURPOSE AND GOALS

The County's Risk Management program is managed within three departments: County Attorney's Office, Finance and GSA. The County Attorney and his staff manage the claims, settlement and litigation of those claims. Finance manages the insurance program, administers the County driving policy and risk management reporting. GSA manages the safety program and completes the OSHA reporting. Wake County is self-insured for workers compensation, liability and vehicle claims, purchasing commercial excess insurance coverage for worker's compensation and liability claims that exceed our retention levels. Bonds are purchased to cover specific risks and officials. Beginning in fiscal 2012, the County will begin posting the claims portion of the cost of risk to departments as payment for claims are made.

Transfers

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:				
Transfer To C/P Co Construction Fund	22,000,000	23,215,000	23,215,000	25,556,000
Transfer To C/P Schools	15,000,000	7,000,000	7,000,000	–
Transfer To Debt Service (property tax)	129,874,000	143,992,000	143,992,000	155,331,000
Transfer To Fleet Internal Service	–	2,000,000	2,000,000	–
Transfer To Revaluation Reserve	850,000	850,000	850,000	–
Transfer To Wake Tech Capital Fund	10,690,000	5,157,000	5,157,000	–
Intrafund Transfers	–	–	–	850,000
Transfer To Debt Service (sales tax)	26,721,957	26,855,000	26,855,000	27,268,000
Expenditure Totals	$ 205,135,957	209,069,000	209,069,000	209,005,000

DIVISION PURPOSE AND GOALS

The budget includes a dedication of 15.50 cents of the 53.4 cents of property tax rate for pay-as-you-go capital funding and debt service. For FY 2012, the 15.50 cents represents roughly $182.8 million. However, because of savings in the Hammond Road Detention Center Phase 2 construction project, the transfer to debt service may be reduced as savings in the project will be used to pay a portion of the debt service for the project in FY 2012. Thus, the transfer for debt and capital equals $182.5 million for FY 2012.

The transfer to Debt Service funded by sales tax revenues increases from $26.8 million to $27.2 million. This increase is driven by a combination of modest sales tax growth and the conversion of Article 42 from per capita to point-of-sale.

Non-departmental

Non Departmental Revenue Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Revenues:					
Property Taxes	$	628,951,135	632,638,000	632,638,000	638,646,000
Sales Tax		104,715,437	113,634,000	113,634,000	111,580,804
Lease/Rental Vehicle Tax		2,254,377	2,500,000	2,500,000	2,500,000
Lease/Rental Heavy Equipment Tax		6,000	–	–	–
Payment in Lieu of Taxes		1,249,608	1,230,421	1,230,421	1,230,421
Beer & Wine		264,139	750,000	750,000	300,000
Public Safety		–	–	476,407	493,193
Other		1,776,276	1,525,500	1,525,500	1,525,500
ABC Board		1,916,667	6,000,000	6,000,000	3,600,000
Other		652,781	30,000	666,000	700,000
Licenses		61,979	55,000	55,000	55,000
Interest		469	–	–	–
Miscellaneous Revenue		114,422	–	–	–
Appropriated Fund Balance		–	–	1,934,189	–
Transfers From		1,457,182	200,000	801,776	200,000
Revenue Totals	$	743,420,470	758,562,921	762,211,293	760,830,918

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Wake County Public School System

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Wake County Schools Allocations		313,503,223	313,503,224	313,503,224	314,411,592
Appropriation by Purpose and Function *		313,503,223	313,503,224	313,503,224	314,411,592
Debt Service		157,147,515	167,607,977	167,607,977	175,786,155
Expenditure Totals	$	470,650,738	481,111,201	481,111,201	490,197,747

* As specified in the Operating Budget Ordinance

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 operates 104 elementary schools, 34 middle schools, 27 high schools, 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 2012 DISCUSSION

The FY 2012 appropriation for the school system is $314.4 million and represents an increase of $908,368, which is approximately $908,000 more than the Board of Education's FY 2012 request.

Of this increase, $663,368 represents the current level of Wake County funding for Ready to Learn Centers. These Centers actively promote the academic success of children ages 0-5 through a set of designed strategies and activities that empower families and communities to advocate for the health and well-being of their children and to prepare them for a positive, successful school experience.

Additionally, $245,000 represents the current County support for the Wake County 4-H Youth Development program. 4-H School-Based services are focused on addressing academic failure (repeating 9th grade, failing grades, truancy), substance use (family history of abuse, child welfare involvement, juvenile court involvement, school attendance issues), violence & delinquency (adjudicated, involvement with law enforcement), and adolescent pregnancy.

The Adopted Budget realigns the funding for the above programs with an academic and early education focus such that those dollars are now directly provided to the school system. Thus, the FY 2012 budget includes an increase in the appropriation to WCPSS by the budgeted amounts of these two programs. The school system will have an opportunity to contract with the County for these programs or could use these dollars to fund other higher priorities.

In FY 2012, the appropriation to the Wake County Public School System is allocated by purpose and function as defined by NCGS 115C-426 and as authorized by NCGS 115C-429(b) and as specified in

the Operating Budget Ordinance for FY 2012. The Wake County Board of Education will notify the Board of Commissioners of amendments to the WCPSS budget. For amendments which would increase or decrease the amount of the County appropriation allocated to a purpose or function by more than 15 percent of the adopted appropriation the WCPSS will notify the Board of Commissioners at a public meeting of the Board of Commissioners.

The FY 2012 budget also includes $175.8 million for debt service in support of WCPSS' CIP 2006, Plan 2004, and Plan 2000 building programs, which is a 5 percent increase from FY 2011.

Other Issues:

In 2011-2012, WCPSS expects membership of 146,657, an increase of 3,368 students or a 2.4 percent increase from the 2010-2011 20th day student enrollment of 143,289. After taking into consideration the change in kindergarten enrollment in the 2009-2010 school year, enrollment is projected to grow at the same rate as the prior three school years.

During the 2010-2011 school year, 5,398 students were enrolled in charter schools. 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 estimates charter school enrollment for the 2011-2012 school year to be 5,799 students, a seven percent increase over the 2010-2011 school year.

WCPSS will open two new schools during FY 2012: Walnut Creek Elementary and Wake NCSU Early College. These schools, and the major renovation at Wilburn Elementary, will add a combined facilities area of approximately 189,403 additional square feet. The total estimated custodial, maintenance and utility operating costs for these new facilities is $724,897.

Wake Technical College

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Wake Technical College Allocation		16,718,550	15,696,050	15,696,050	15,696,050
Communities In Schools		295,000	295,000	295,000	295,000
Direct Appropriation		17,013,550	15,991,050	15,991,050	15,991,050
Debt Service		8,184,608	11,490,484	11,490,484	14,343,112
Expenditure Totals	$	25,198,158	27,481,534	27,481,534	30,334,162

DEPARTMENT PURPOSE AND GOALS

Wake Technical Community College (Wake Tech) is the second largest and fastest growing of the 58 community colleges in North Carolina. 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 a variety of technical and college transfer specialties offer more than 165 two-year associate degrees, one-year diplomas, or single-semester certificates. Continuing education programs include training for public safety officers (law enforcement, fire protection and emergency medical services), literacy and 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 seven 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 Western Wake Campus on Kildaire Farm Road in Cary; (4) the Public Safety Education Campus on Chapanoke Road south of I-440; (5) the Health Sciences Campus adjacent to WakeMed in Raleigh; (6), the Adult Education Center on Capital Boulevard; and (7) the Eastern Wake Education Center in Zebulon. Wake Tech offers classes at more than 60 other sites across the county including public schools, churches, chambers of commerce, senior citizen centers and other community facilities. Wake Tech also owns 86+ acres in Morrisville for the future RTP campus.

Wake Technical Community College priorities include: (1) promote economic growth and development in Wake County through educational partnerships with business and industry; (2) retrain unemployed workers; (3) maximize the use of existing facilities and develop additional facilities to serve Wake County's rapidly growing population; (4) locate new facilities more convenient to the population base; and (5) ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the global economy.

MAJOR ACCOMPLISHMENTS

Facilities: Main Campus - Completed renovations to Ready Hall and the Student Services Building; completed renovation and addition to the Early Childhood and Physical Education Building; started renovations to the Technical Education Building and Pucher LeMay Hall. Health Sciences Campus - completed the construction of the Parking Deck and started construction for the Health Sciences 2 Building. Northern Wake Campus - started construction of the Parking Deck and Building E. Public Safety Education Campus - completed Phase II and received approval as a satellite campus by the Southern Association of Colleges and Schools. Adult Education Center - completed renovations and opened the AEC annex for compensatory education. RTP Campus - started master planning effort for this new campus.

Completed the Master Plan Phase II Update which included a list of projects for new construction and renovation designed to address growth for the next

building program to begin with a future bond referendum.

Instruction: Served nearly 70,000 students in Wake County; added Fire Protection Technology A.A.S. degree program, expanded Latent Evidence Technology program and added Principles of Corrections and Detention Officer's Certificate programs at Public Safety Education Campus; reaccredited Dental Hygiene, Radiography and Heavy Equipment programs; expanded articulation agreements with Peace College for Human Services Technology and NC Wesleyan for Criminal Justice Technology; expanded short-term JobsNow training programs for the unemployed.

College-Wide: Wake Tech named one of the Great Colleges to Work For by The Chronicle for Higher Education; earned official LEED Gold certification for Building D at Northern Wake Campus; received a Pinnacle Award for Sustainability from the Raleigh Chamber of Commerce; President Scott signed the American College & University Presidents' Climate Commitment, a network of more than 680 institutions working to address climate change; Wake Tech Foundation received largest cash donation in its history ($500,000 from Harold Brenner) for technical scholarships; annual Culinary Arts Showcase drew thousands to the Raleigh Convention Center; Memorial Wall created at Public Safety Education Campus to honor public safety personnel who lost their lives in the line of duty.

FY 2012 DISCUSSION

The FY 2012 Budget for Wake Technical Community College is $15,991,050 of which $295,000 is appropriated for life long learning and community use of schools in conjunction with WCPSS. Wake Technical Community College will absorb costs associated with opening new facilities and related operation and maintenance increases.

Facilities: Due to the economic recession, the number of students turning to Wake Tech for additional training has steadily increased. Further, the rate of FTE (full-time equivalent) growth has increased faster than headcount growth, indicating that students are taking more hours per semester than in the past. In the fall of 2010, more than 5,000 students on a waiting list were unable to register for classes at the times and places they requested. The College has revised its master plan and has determined it needs to accelerate future buildings and parking facilities to meet enrollment demand.

Instruction: Wake Tech continues to add online course offerings, while recognizing the increased need for facilities for students who require seated classes to ensure success. The College continues to implement strategies to maximize existing classroom space including: the "Afternoon College" program at the Northern Wake Campus, which has enabled the campus to serve more students and is being used as a model at other Wake Tech campuses; the addition of more weekend and evening classes to maximize classroom space during off-peak hours; and the reallocation of classroom space to accommodate fast-growing programs. The College implemented a new policy requiring individual benchmarking for senior administration and supervisors as a means to gain insight on best practices nationwide. The College continues to develop ways to keep personnel motivated when there are no prospects for salary increases; explore additional funding streams from the Federal Government and private foundations to help offset reductions in State and County budgets; seek resources to expand "green technology" training and to incorporate sustainability into all curriculum and continuing education programs.

HORIZON ISSUES

Facilities: Begin discussions regarding capital funding for facilities; complete master plan for RTP Campus. Complete construction of Health Sciences 2 Building, complete Building E and the Parking Deck on the Northern Wake Campus and complete renovations of Technical Education Building and Pucher LeMay Hall on Main Campus. Work with the Board of Commissioners and other local leaders to approve and implement the next phase of the Wake Tech Building Program in an effort to approve a future bond. The future referenda would support construction at the Public Safety Education Campus, the RTP Campus in Morrisville and the Northern Wake Campus in order to serve a growing Wake County population.

Instruction: Continued emphasis on the need for competitive employee salaries as well as the need for software, hardware and educational simulations to train a greater number of students; focus on increasing the number of student completers and provide increased assistance to these students for job placement; keep students informed of new and expanded financial aid options available to them; expand individual benchmarking requirements for all employees.

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Debt Service

Department Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Debt Service Principal	$	110,568,516	118,987,479	118,987,479	134,458,407
Debt Service Interest		73,755,351	85,201,452	85,201,452	86,933,131
Debt Service Fees		4,052,342	3,443,900	3,443,900	3,914,862
Refunding Bonds		449,682,612	–	–	–
Salary / Benefits		105,221	219,322	219,322	219,347
Contractual Services		86,482	95,600	95,600	95,600
Supplies, Materials and Other Charges		268,797	2,247	2,247	2,653
Transfers Out		10,549,077	–	–	–
Expenditure Totals	$	649,068,399	207,950,000	207,950,000	225,624,000
Revenues:					
Federal	$	–	–	–	3,002,174
State		12,818,821	10,000,000	10,000,000	10,000,000
Interest Income		8,508,091	10,880,268	10,880,268	9,621,000
Other Financing Sources		470,508,903	14,091,732	14,091,732	18,270,826
Transfers		158,726,957	172,978,000	175,778,000	184,730,000
Revenue Totals	$	650,562,771	207,950,000	210,750,000	225,624,000
Number of FTE's		1.00	2.00	2.00	2.00

Debt Service Expenditures by Entity

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
WCPS Debt Service		157,147,515	167,607,977	167,607,977	175,786,155
WTCC Debt Service		8,184,608	11,490,484	11,490,484	14,343,112
Criminal Justice Debt Service		12,395,224	14,741,370	17,541,370	22,464,108
Other Debt Service		470,908,912	14,110,169	14,110,169	13,030,625
Debt Service/5 County Stadium		432,141	–	–	–
Expenditure Totals	$	649,068,399	207,950,000	210,750,000	225,624,000

Debt Service

Wake County issues long-term debt under constitutional and legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assesses 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 May 1, 2011 the outstanding general obligation principal indebtedness of the County totaled $1.832 billion.

Wake County competitively bid and sold $36.0 million in fixed-rate general obligation bonds in July 2010 to support Wake Technical Community College building projects. Of the $36 million, the County used a mixed structure allowing the County to award $18.945 million in tax-exempt public improvement bonds, $9.475 million of taxable Recovery Zone Economic Development bonds (45% interest subsidy), and $7.580 million in taxable Build America bonds (35% interest subsidy). The County saved $3.38 million over the life of the bonds by using a mixed structure of tax-exempt general obligation bonds and taxable Recovery Zone Economic Development Bonds and Build America Bonds.

The County currently has $324 million of outstanding variable rate debt, and during Fall 2010, the County reviewed its portfolio and examined options for $200 million of variable rate debt. The County issued a Request for Proposal to solicit responses to address expiring liquidity facilities on variable rate general obligation bonds. Based on the responses received, it was recommended to and approved by the Board of Commissioners to enter into a standby bond purchase (liquidity) agreement with Wells Fargo which offered the lowest bid over a three year period for liquidity for the entire $200 million of variable rate debt for which the County had expiring liquidity facilities.

The County also competitively bid and sold $116.8 million in fixed rate, tax-exempt general obligation bonds in March 2011. The bond sale included $100 million for Wake County Public School System (WCPSS) capital projects and $10 million for Open Space.

The County will continue to review market conditions and update its financial model prior to issuing additional long term general obligation debt. General obligation sales planned for FY 2012 include $96.79 million for WCPSS (which is the remainder of general obligation bonds authorized by the voters in November 2006), $11 million for Open Space, and $6.1 million for libraries.

Of the County's $324 million variable rate debt porfolio, $124 million is backed by liquidity agreements that expire in April 2012. County staff will again issue a RFP to solicit responses to address expiring liquidity facilities on variable rate general obligation bonds and will continue its analysis of the County's variable rate debt portfolio.

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 FY 2012 totals approximately $225.6 million.

Debt Service

Legal Debt Margin Information
Historical Information

	Fiscal Years 2005	2006	2007	2008	2009 (Note)	2010
Assessed Value of Property	$71,124,912,096	$75,134,720,561	$78,844,604,531	$83,122,951,280	$116,610,525,500	$119,158,250,199
Debt Limit, 8.0% of Assessed Value(Statutory Limitation)	5,689,992,968	6,010,777,645	6,307,568,362	6,649,836,102	6,993,000,000	$7,738,290,016
Amount of Debt Applicable to Limit General Obligation Bonds	1,049,485,000	1,020,850,000	1,505,200,000	1,434,595,000	1,772,370,000	$1,794,370,000
General Obligation Commercial Paper	-	58,250,000	-	-	-	-
Other Long Term Debt	11,008,343	9,799,477	9,413,588	9,943,657	11,292,727	313,263,004
Bonds Authorized not Issued	718,510,000	718,510,000	1,058,390,000	911,000,000	504,500,000	315,290,000
Total net debt applicable to limit	1,779,003,343	1,807,399,477	2,573,003,588	2,355,538,657	2,288,162,727	2.422,923,004
Legal Debt Margin	$3,910,989,625	$4,203,378,168	$3,734,564,774	$4,294,297,445	$4,704,838,000	$7,217,509,486
Total net debt applicable to limit as a percentage of debt limit	31.27%	30.07%	40.79%	35.42%	32.7%	31.3%

Note:
A revaluation of real property is required by NC General Statutes at least every eight years. The last revaluation was completed tax year 2008 (FY 2009).
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 eight 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.

Debt Service

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT
As of June 30, 2010

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2009	Net Additions (Retirements)	Debt Outstanding June 30, 2010
GENERAL OBLIGATION BONDS:						
2000 School bonds	02/01/00	5.20-5.75%	$24,000,000	$1,000,000	$(1,000,000)	$0
2001 Criminal justice facility bonds	02/01/01	4.40-4.75%	8,000,000	600,000	(300,000)	300,000
2001 School bonds	02/01/01	4.50-5.25%	150,000,000	11,400,000	(5,700,000)	5,700,000
2002 Public improvement bonds	03/01/02	4.00-4.75%	188,000,000	25,500,000	(8,500,000)	17,000,000
2003A Public improvement bonds	04/01/03	3.00-5.00%	122,890,000	48,000,000	(24,000,000)	24,000,000
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	11/01/03	3.00-5.00%	8,000,000	6,000,000	(1,300,000)	4,700,000
Refunding series 2003A	11/01/03	3.00-5.00%	83,145,000	19,900,000	(18,700,000)	1,200,000
2004 Public improvement bonds	04/01/04	3.00-5.00%	130,000,000	80,000,000	(40,000,000)	40,000,000
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	84,410,000	(11,970,000)	72,440,000
Refunding series 2005	04/01/05	3.00-5.00%	33,020,000	32,760,000	(85,000)	32,675,000
2005 School bonds	11/01/05	3.25-5.00%	41,000,000	36,500,000	(29,000,000)	7,500,000
2007 Public improvement bonds	03/08/07	4.25-5.00%	455,000,000	432,000,000	(271,000,000)	161,000,000
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
2009A Public improvement bonds	04/01/09	4.00-5.00%	135,000,000	135,000,000	(87,000,000)	48,000,000
2009B Public improvement bonds	04/01/09	4.00-5.00%	300,000,000	300,000,000	(16,000,000)	284,000,000
2009C Refunding	04/01/09	4.00-5.00%	66,320,000	66,320,000	(7,575,000),	58,745,000
2009D Refunding	04/01/09	3.00-4.00%	168,980,000	168,980,000	-	168,980,000
2010A Public improvement bonds	03/30/10	3.00 -5.00%	-	86,295,000	-	86,295,000
2010B Public improvement RZEDB bonds	03/30/10	4.80-5.30%	-	39,505,000	-	39,505,000
2010C Refunding	05/13/10	2.00 -5.00%	-			383,420,000
2010D Public improvement QSCBs	06/09/10	5.10%	-			34,910,000
Total General Obligation Bonds				1,772,370,000	22,000,000	1,794,370,000
OTHER LONG-TERM DEBT:						
Installment purchase				-	299,767	299,767
Limited obligation bonds				-	303,480,000	303,480,000
Qualified zone academy bonds				1,307,695	(163,462)	1,144,233
Capitalized equipment leases				328,068	(170,973)	157,095

SCHEDULE OF CHANGES IN GOVERNMENTAL LONG-TERM DEBT
As of June 30, 2010

	Date of Issue	Interest Rate	Amount Issued	Debt Outstanding June 30, 2009	Net Additions (Retirements)	Debt Outstanding June 30, 2010
Notes payable				-	299,767	299,767
Compensated absences				12,487,632	(319,491)	12,168,141
Other post-employment benefits				22,156,330	11,333,055	33,489,385
Total other long-term debt				45,636,690	313,283,840	358,920,530
TOTAL GOVERNMENTAL LONG-TERM DEBT				$1,818,006,690	$335,283,840	$2,153,290,530

Debt Service

SCHEDULE OF LONG-TERM DEBT MATURITIES AND
ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES
As of June 30, 2010

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2011	101,605,715	171,357,227	13,944,285	22,726,438	115,550,000	194,083,665
2012	102,217,552	170,259,250	14,622,448	23,410,832	116,840,000	193,940,082
2013	102,071,102	165,416,657	14,853,898	22,929,555	116,925,000	188,346,212
2014	99,994,523	158,578,663	14,295,477	21,666,499	114,290,000	180,245,162
2015	100,330,701	154,404,545	13,749,299	20,460,718	114,080,000	174,865,263
2016	118,860,916	168,268,633	13,749,084	19,800,587	132,610,000	188,069,220
2017	116,395,115	160,219,351	14,144,885	19,539,883	130,540,000	179,759,234
2018	118,874,191	157,121,346	11,745,809	16,458,461	130,620,000	173,579,807
2019	120,285,124	153,382,645	10,989,876	15,122,642	131,275,000	168,505,287
2020	107,692,295	135,807,915	11,152,705	14,735,977	118,845,000	150,543,892
2021-2025	417,615,103	496,404,507	60,074,897	69,058,372	477,690,000	565,462,879
2026-2030	92,185,213	100,356,222	2,919,787	3,065,780	95,105,000	103,422,002
Total Bonded Debt	1,598,127,550	2,191,846,961	196,242,450	268,975,744	1,794,370,000	2,460,822,705

OTHER LONG-TERM DEBT:
Total limited obligation bonds, qualified zone academy bonds, installment purchases, notes payable, and capitalized leases:

2011	163,461	163,461	1,631,097	15,926,470	1,794,558	16,089,931
2012	163,461	163,461	7,481,656	21,799,777	7,645,117	21,963,238
2013	163,461	163,461	13,467,951	27,484,393	13,631,412	27,647,854
2014	163,461	163,461	13,515,032	27,075,685	13,678,493	27,239,146
2015	163,461	163,461	13,561,728	26,638,437	13,725,189	26,801,898
2016-2020	326,928	326,928	62,276,307	120,112,822	62,603,235	120,439,750
2021-2025	-	-	60,700,000	104,236,519	60,700,000	104,236,519
2026-2030	-	-	60,700,000	89,296,375	60,700,000	89,296,375
2031-2035	-	-	60,700,000	74,295,950	60,700,000	74,295,950
2036-2037	-	-	18,085,000	19,278,350	18,085,000	19,278,350
Total Other Long-Term Debt	1,144,233	1,144,233	312,118,771	526,144,778	313,263,004	527,289,011

TOTAL LONG-TERM DEBT	$1,599,271,783	$2,192,991,194	$508,361,221	$795,120,522	$2,107,633,004	$2,988,111,716

On the Statement of Net Assets as of June 30, 2010, the amounts reported as liabilities for general obligation bonds - schools and limited obligation bonds also includes premiums on issuance of bonds of $161,702,526 and $21,191,699, respectively which will be amortized over the life of its related debt.

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Capital Area Workforce Development

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,699,061	–	1,546,452	1,674,283
Contractual Services		4,359,505	5,956,796	4,426,741	3,339,134
Supplies, Materials and Other Charges		997,111	–	326,391	3,023
Capital Outlay		–	–	–	–
Budget Reserves		–	313,560	(29,228)	313,560
Transfers Out		–	–	–	–
Expenditure Totals	$	7,055,677	6,270,356	6,270,356	5,330,000
Revenues:					
Federal		6,995,882	6,270,356	6,086,879	5,214,548
State		103,050	–	167,477	115,452
Local		224	–	–	–
Charges For Services		5,593	–	16,000	–
Miscellaneous		725	–	–	–
Transfers		–	–	–	–
Revenue Totals	$	7,105,473	6,270,356	6,270,356	5,330,000
Number of FTE's		27.00	28.00	28.00	28.00

DEPARTMENT PURPOSE AND GOALS

The Capital Area Workforce Development (CAWD) 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) Promoting business partnering to enhance regional competitiveness, (2) facilitating employment success for adults and youth, (3) Leading the expansion of "Regional Collaborative Engagement" in workforce and economic development initiatives, (4) Expanding resources through strategic leadership and collaborative engagement

Additionally, 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.

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.

The mission of Workforce Development is to create a highly skilled workforce system. The system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishments of this mission will enable all citizens to contribute to prosperity of the community.

MAJOR ACCOMPLISHMENTS

Twenty nine WIA participants moved into employment.

One Hundred fourteen WIA/ARRA participants received skills training.

Met established performance criteria and was awarded incentive funds in the amount $109,756.

Provided summer work experience for 350 Wake County youth, ages 16-24.

Partnered with WRAL to sponsor Career Expo; more than 3500 citizens in attendance.

FY 2012 DISCUSSION

Challenges include the current economic crisis with the unprecedented unemployment rates, successful implementation of stimulus funds to aid the economy and the operation of the summer youth employment program.

HORIZON ISSUES

Challenges include the current economic crisis with the unprecedented unemployment rates, successful implementation of stimulus funds to aid the economy and the operation of the summer youth employment program.

Fire Tax District

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		–	–	–	–
Contractual Services		15,802,724	16,036,815	16,224,253	16,545,315
Supplies, Materials and Other Charges		804,742	825,352	867,793	824,685
Budget Reserves		–	530,833	342,954	–
Transfers Out		3,440,000	2,811,000	2,811,000	2,883,000
Expenditure Totals	$	20,047,466	20,204,000	20,246,000	20,253,000
Revenues:					
Taxes		20,399,438	20,195,000	20,195,000	20,248,000
Charges For Services		–	–	–	–
Interest Income		115,058	–	–	5,000
Miscellaneous		–	9,000	9,000	–
Other Financing Sources		–	–	42,000	–
Revenue Totals	$	20,514,496	20,204,000	20,246,000	20,253,000
Number of FTE's		0.00	0.00	0.00	0.00

DIVISION 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 (LRBP) to the Board of Commissioners, which adopted the plan in February 2005. In January 2008, the Fire Commission developed and recommended the supplementary sections to the LRBP including facility and staffing components.

In FY 2009, the Fire Commission began implementing components of the staffing plan subject to available funding sources and placed ten new entry-level firefighter positions in various departments throughout Wake County. In FY 2010, two more entry-level firefighter positions were added at Fairview and Fuquay-Varina Fire Departments. Fairview Fire Department used the funding for a new position and converted existing part-time positions to create two Driver/Operator positions. The Town of Fuquay-Varina agreed to fund an additional firefighter position. Therefore, the Fire Tax District was able to leverage funding for two positions into the creation of four new positions, improve response time and service levels.

In FY 2011, the Fire Tax District added a total of 16 new positions. Nine entry-level firefighter positions were distributed to existing fire departments; three

positions at Bay Leaf, three at Fairview, and three at Stony Hill Fire Departments.

The LRBP identified a crucial need to construct and operate a fire station in the southeastern Wake County. Located on Spaceway Court near Raynor Road, Garner Station #4 was completed and opened in November 2010. The station provides fire services to unincorporated areas, some of which was outside of a rated insurance district. The opening of Garner #4 includes the creation of seven new positions needed to provide fire prevention services.

As a result of priorities identified in the LRBP and funding availability, the Fire Tax District has been able to create and/or leverage approximately 30 new positions since FY 2008.

FY 2012 DISCUSSION

The Fire Commission and Fire Budget Committee have not reviewed cost-share assumptions used for departments that receive significant municipal funding. Departments that may be impacted cost share assumption changes include Apex, Fuquay-Varina, Garner, Holly Springs, Morrisville, Rolesville, Wake Forest, and Zebulon. A review of cost-share assumptions may likely include representatives from the impacted fire departments, municipalities, Wake County, and other representatives from the Fire Tax District and/or Fire Commission. The review may include the following: 1) what criteria should be considered in the development of a cost-share assumption, 2) to what projects/expenses shall a cost-share assumption apply, and 3) the frequency of future reviews. Such a review is likely to have a significant impact on future funding and projects that may be pursued by the Fire Tax District. The Fire Budget Committee recommended to the Fire Commission that a review process take place during FY 2012 with a tentative completion date in January 2012.

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 compensation programs.

Fire Tax District

FY 2012 Fire Tax Summary	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012Adopted
Fire Tax Revenue				
Operating	16,545,438	16,964,000	16,964,000	17,008,000
Operating--Debt Service	460,000	430,000	430,000	357,000
Capital	3,394,000	2,801,000	2,801,000	2,883,000
Subtotal, Taxes	20,399,438	20,195,000	20,195,000	20,248,000
Apparatus Sales (a)	-	9,000	9,000	-
Appropriated Fund Balance	-	-	42,000	-
Interest	115,058	-	-	5,000
Total Revenues	20,514,496	20,204,000	20,246,000	20,253,000
Expenditures				
Department Appropriations				
Personnel and Operating	15,342,244	15,908,387	15,850,127	16,188,120
Department Debt Service	460,480	429,928	374,126	357,195
Subtotal, Department Appropriations	15,802,724	16,338,315	16,224,253	16,545,315
Systemwide Costs				
800 MHz Fire Costs	126,841	137,739	137,739	123,719
CAD Fire Costs	7,759	7,548	7,548	9,305
County-owned Station Utilities	11,039	12,000	12,000	12,000
Fire Service Training	286,265	317,345	317,345	317,345
Food for Fire Commission	-	-	-	2,300
HAZMAT Program	87,193	78,406	78,406	86,380
NC Forestry - Wildfire Prevention Programs	57,280	64,940	64,940	64,940
Pager & Radio Maintenance	37,475	30,000	72,000	46,859
RWCC Dispatch Services	190,890	177,374	177,374	161,837
Reserve for Future Appropriation	-	229,333	343,395	-
Subtotal, Systemwide Costs	804,742	1,054,685	1,210,747	824,685
Capital				
Appropriation to Capital	2,300,000	1,671,000	1,671,000	1,743,000
Transfer to Debt Service Fund	1,140,000	1,140,000	1,140,000	1,140,000

NOTES:
(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.
(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

Fire Tax District

FY 2012 Fire Tax Summary	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012Adopted
Subtotal, Capital	3,440,000	2,811,000	2,811,000	2,883,000
Total Expenditures	20,047,466	20,204,000	20,246,000	20,253,000
Difference (b)	$ 467,030	$ -	$ -	$ -

NOTES:

(a) Sale of replaced fire apparatus is dedicated to future capital purchases of apparatus.

(b) If the difference is positive, unused funds are placed in the Fire Tax Fund Balance and is available for appropriation in future years.

Fire Tax District

Summary of Appropriations by Department

Fund Summary

Department	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Bay Leaf FD	1,369,956	1,336,439	1,389,200	1,476,402
Durham Highway FD	739,305	716,060	716,060	721,994
Eastern Wake FD	1,560,794	1,550,840	1,550,840	1,577,932
Fairview FD	976,407	976,036	1,053,908	1,124,652
Falls FD	330,826	322,215	322,215	305,354
Garner FD	1,251,731	1,570,319	1,570,319	1,586,071
Hopkins FD	687,111	676,828	676,828	683,324
Rolesville FD	538,301	529,590	529,590	535,283
Stony Hill FD	978,032	969,721	969,721	979,287
Swift Creek FD	538,551	534,868	479,065	483,565
Wake Forest FD	368,595	392,404	392,404	1,057,483
Wake-New Hope FD	881,230	921,905	1,014,939	397,705
Wendell FD	1,388,017	1,379,407	1,379,407	1,398,131
Western Wake FD	592,410	577,635	577,635	564,888
Total - Rural	12,201,266	12,454,267	12,622,131	12,892,071
Apex FD	636,655	663,964	663,964	673,789
Cary FD	55,927	55,205	55,205	54,396
Fuquay Varina FD	1,300,094	1,310,302	1,322,743	1,328,729
Holly Springs FD	397,052	388,074	388,074	393,677
Morrisville FD	789,273	730,640	750,214	762,239
Zebulon FD	440,168	434,363	434,363	440,414
Total - Municipal	3,619,169	3,582,548	3,614,563	3,653,244
TOTALS:	15,820,435	16,036,815	16,236,694	16,545,315

Grants and Donations

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		1,672,239	1,150,346	1,196,809	858,160
Contractual Services		2,595,381	546,176	1,272,868	440,033
Supplies, Materials and Other Charges		921,353	779,978	1,631,108	899,807
Capital Outlay		288,230	–	(99)	–
Debt		–	–	–	–
Budget Reserves		–	–	170,655	–
Transfers Out		120,000	–	487,043	–
Expenditure Totals	$	5,597,203	2,476,500	4,758,384	2,198,000
Revenues:					
Federal		3,532,859	770,902	2,873,191	489,500
State		976,460	944,038	981,413	694,652
Local		908,192	337,700	453,388	219,825
Charges For Services		19,741	300,000	275,000	794,023
Licenses & Permits		–	–	–	–
Fines & Forfeitures		50	–	–	–
Interest Income		11,348	–	947	–
Miscellaneous		6,089	–	170,585	–
Other Financing Sources		–	–	(120,000)	–
Transfers		145,015	123,860	123,860	–
Revenue Totals	$	5,599,753	2,476,500	4,758,384	2,198,000
Number of FTE's		26.25	21.75	22.25	22.25

Summary by Source and Department

Department	Grants	Forfeitures	Totals
Human Services	$ 1,340,089	-	$1,340,089
Fire and Emergency Management	63,888	-	63,888
Sheriff	-	794,023	794,023
Totals	$1,403,977	$794,023	$2,198,000

Grants and Donations

Planned Use of Funds in FY 2012

Revenue Source	Description	FY 2012 Budget
Forfeitures		
Sheriff		
Forfeitures--US Department of Justice	Racketeer Influenced and Corrupt Organizations (RICO) Act funds to purchase surveillance equipment	794,023
Subtotal, Forfeitures		$794,023
Grants		
Human Services		
NC 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.	69,166
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.	74,987
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.	374,272
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.	165,011
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
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,	489,500
NC Department of Juvenile Justice and Delinquency Prevention	The Community Based Youth Gang Prevention Grant funds gang prevention and intervention efforts to be implemented by Haven House Inc. Haven House will implement a three pronged strategy of 1) gang outreach, 2) afterschool/recreation, and 3) Multisystemic Family Therapy.	74,203
Private Donations	The Williams/Agent Account is an escrow account supported by donations and contributions received to support 4-H Youth activities.	4,000
Private Donations	The Kid First Fund is supported by donations and external contributions to provide childcare assistance to eligible families in Wake County.	6,750
Private Donations	School Buddies provides book bags and school supplies to low income families throughout Wake County right before the beginning of the school year. Book bags and supplies are donated by the public.	200

Grants and Donations

Planned Use of Funds in FY 2012

Revenue Source	Description	FY 2012 Budget
Private Donations	Warmth for Wake is a partnership with the North Carolina Bankers' Association. The Association does all the marketing, and collects funds at banks in Wake County. Wake County Human Services provides the system to identify low-income elderly and households with young children to provide emergency heating assistance. The program also accepts donated wood, and uses volunteers to get the wood chopped and to households in need.	70,000
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.	63,888
Subtotal, Grants		$1,403,977
FUND TOTAL		$2,198,000

Housing and Community Revitalization

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		410,741	468,169	462,689	441,044
Contractual Services		3,552,366	4,164,720	5,616,696	3,886,019
Supplies, Materials and Other Charges		120,098	66,696	(38,742)	59,937
Capital Outlay		–	–	–	–
Budget Reserves		–	–	(19,202)	–
Expenditure Totals	$	4,083,204	4,699,585	6,021,441	4,387,000
Revenues:					
Federal		3,015,339	3,670,699	5,026,998	3,193,743
State		–	–	–	–
Local		–	–	–	–
Charges For Services		263,707	332,018	316,777	363,257
Interest Income		94	–	–	–
Miscellaneous		–	46,868	27,666	–
Transfers		754,000	650,000	650,000	830,000
Revenue Totals	$	4,033,141	4,699,585	6,021,441	4,387,000
Number of FTE's		7.50	6.75	6.75	6.75

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 May 2010. 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 and renters earning less than 40 percent Annual Median Income (AMI) per year, homeless individuals and families, and non-homeless individuals and families with special needs.

These populations were selected 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

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 2011 through rental unit production.

Housing Rehabilitation: HCR makes loans to help homeowners repair their sub-standard houses. The loans are amortized at a 0-3 percent interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program provides loans for 10-12 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 1,126 families in FY 2011 through public facility improvements.

Rental Subsidies: HCR funds 80 rental subsidies for persons with mental illness. This enables disabled and low-income people to afford safe, decent, stable housing.

MAJOR ACCOMPLISHMENTS

During FY 2011, HCR completed the following projects which are funded by three primary sources.

Community Development Block Grant (CDBG): Repaired the homes of five low-income families; made 39 grants to very low-income families to assist with emergency repairs to their homes; completed a sidewalk project in Garner; and completed street improvements in Apex.

Home Investment Partnerships (HOME): Provided funding for the development of affordable rental housing.

County Capital Funds (CIP): Funded the development of affordable rental housing; provided funding for 40 rental subsidies for persons with a mental illness; funds were also spent to fund the salary of the Support Circles coordinator position and provide rental assistance for two families that are part of the Support Circles program.

FY 2012 DISCUSSION

As part of the one-year action plan presented to the Board of Commissioners in May 2011, HCR outlines the outcomes that it expects to achieve in FY 2012*. These include plans to help homeowners repair substandard housing and emergency repairs, as well as implementation of a rehabilitation program to assist elderly and disabled people in making accessibility and mobility retrofits to homes; construction of a playground in Knightdale, road improvements in Morrisville and Rolesville, renovation of a community center in Wake Forest; provide funds for 60 additional affordable rental units; and provide funds for eighty rental subsidies for people who are mentally ill and homeless.

The County will continue to pursue a homeless employment initiative, as well.

*The FY 2012 Budget includes $20,000 based on earned program income in a program no longer reportable to HUD, thus not listed in the Action Plan.

Major Facilities

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Carolina Ballet		–	–	–	–
Cary Hold Harmless - Occupancy		629,378	634,000	634,000	713,085
Centennial - Debt Service		5,207,934	5,209,000	5,209,000	5,207,756
Centennial Authority Facility Improvements		1,000,000	1,000,000	1,000,000	1,000,000
Centennial Authority Operation 7%		1,771,291	1,773,000	1,773,000	1,934,182
Convention Center		12,462,700	12,471,000	12,471,000	14,295,301
Greater Raleigh Convention And Visitors Bureau		3,394,139	3,416,000	3,416,000	3,812,676
Green Square		700,000	900,000	900,000	900,000
NC Museum of Art		1,000,000	1,000,000	1,000,000	1,000,000
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		100,000	100,000	100,000	100,000
Transfer To Debt Service		991,000	991,000	991,000	991,000
Transfer to GF-Food Admin		517,736	516,000	516,000	553,714
Transfer to GF-Occ Admin		389,306	392,000	392,000	441,286
Unallocated and Other		–	–	–	–
Wake Annual Transfer To CIP		1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	$	30,843,488	31,082,000	31,082,000	33,629,000
Revenues:					
Occupancy Rev and 3% Adm		15,122,114	13,067,000	13,067,000	14,703,000
Prepared Food & Beverage Tax Div		17,267,206	17,215,000	17,215,000	18,448,734
Unallocated and Other		2,346,706	800,000	800,000	477,266
Revenue Totals	$	34,736,026	31,082,000	31,082,000	33,629,000
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

The Major Facilities Fund is for the collection and distribution of Prepared Food and Beverage and Occupancy (Hotel/Motel) Tax proceeds for the purpose of promoting tourism in Wake County. Created by the North Carolina General Assembly in 1991 (Chapter 594 House Bill 703), the tax rate for Prepared Food and Beverage is currently one percent and the Occupancy rate is six percent.

Revenues are distributed based on criteria established in the enabling legislation. Agencies receiving direct contributions include the City of Raleigh, Centennial Authority, Greater Raleigh Convention and Visitors Bureau, Town of Cary, and Wake County. Remaining proceeds are distributed through an Interlocal Agreement and Amendments approved by the City of Raleigh and Wake County. The initial Interlocal Agreement was approved in 1993. Since then, seventeen amendments have been approved to determine the use of uncommitted funds.

Projects that have received or scheduled to receive funds include: the American Tobacco Trail Park, Five County Stadium, Marbles Kids Museum and IMAX Theater, North Carolina Ballet, North Carolina Museum of Art, North Carolina Museum of Natural

Science, the Performing Arts Center, the new Raleigh Convention Center, RBC Center, the Saint Augustine College Track, WakeMed Soccer Park, and Yates Mill Pond Park.

FY 2012 DISCUSSION

Interlocal Agreement amendments approved by the Raleigh City Council and County Board of Commissioners direct the distribution of revenues for projects; some of which affect the current fiscal year. For example, the second amendment authorizes debt service for the RBC Center through Fiscal Year 2020 and the third amendment authorizes debt service for Five County Stadium through Fiscal Year 2016.

In 2004, the eighth amendment dedicated 85 percent of uncommitted funds to the construction and operation of a new Raleigh Convention Center. The tenth amendment distributes the remaining 15 percent to other projects. The table titled "Major Facilities Fund Projects to be Funded from 15 percent Uncommitted Funds (May 2010)" summarizes approved projects and payment schedule.

Based on language in the eighth and thirteenth amendment, staff from the City of Raleigh and Wake County conducted a public review of the distribution of uncommitted funds. The public review was held between December 2010 and March 2011 and included representatives from the following agencies: Centennial Authority, Gale Force Holdings, the Greater Raleigh Convention and Visitors Bureau, North Carolina Museum of Art, North Carolina State University, the Wake Hospitality Alliance, and staff from the Town of Cary, City of Raleigh, and Wake County.

The review was an informative process and representatives determined that additional information was needed prior to adjusting the Major Facilities Model and the Raleigh Convention Center Plan. Information needed includes the development of a capital maintenance/improvement plan for the Raleigh Convention Center, an update to the RBC Center capital maintenance/improvement plan, and benchmarking information comparing the Raleigh Convention Center's funding sources and operational expenses to other similar convention center facilities. During Fiscal Year 2012, a second review is anticipated to begin as soon as possible following the completion of the needed information.

Major Facilities

Major Facilities Fund Projects to be Funded from 15% Uncommitted Funds (May 2011)

Fiscal Year	Cary Sports Facilities* **	NC Art Museum	NC Ballet	NC Museum of Natural Sciences	RBC Center	St. Augustine's College Track	Whitewater Park**
2008	-	6,000,000	150,000	-	1,000,000	-	-
2009	-	1,000,000	100,000	1,900,000	1,500,000	300,000	150,000
2010	-	1,000,000	-	700,000	1,000,000	100,000	-
2011	-	1,000,000	-	900,000	1,000,000	100,000	-
2012	-	1,000,000	-	900,000	1,000,000	100,000	-
2013	400,000	1,000,000	-	800,000	1,000,000	100,000	-
2014	1,000,000	1,000,000	-	200,000	1,000,000	100,000	-
2015	1,000,000	1,000,000	-	200,000	1,000,000	100,000	-
2016	1,300,000	1,000,000	-	400,000	1,000,000	100,000	-
2017	1,700,000	1,000,000	-	-	1,000,000	-	-
2018	2,600,000	-	-	-	2,000,000	-	-
2019	2,000,000	-	-	-	2,000,000	-	-
2020	-	-	-	-	5,000,000	-	-
2021	-	-	-	-	5,500,000	-	-
2022	-	-	-	-	1,000,000	-	-
2023	-	-	-	-	-	-	-
Total	10,000,000	15,000,000	250,000	6,000,000	26,000,000	1,000,000	150,000

* Cary Sports Facilities include WakeMed Soccer Park, USA Baseball Complex, and the Cary Tennis Park.

** Appropriations have not yet been made and are pending executed funding agreements.

Revaluation Reserve

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		2,772	–	–	–
Contractual Services		–	576,327	(1,934,988)	–
Supplies, Materials and Other Charges		–	273,673	273,673	–
Debt		–	–	–	–
Transfers Out		–	–	2,605,142	–
Expenditure Totals	$	2,772	850,000	943,827	–
Revenues:					
Interest Income		41,629	–	93,827	–
Other Financing Sources		–	–	–	–
Transfers		850,000	850,000	850,000	–
Revenue Totals	$	891,629	850,000	943,827	–
Number of FTE's		0.00	0.00	0.00	0.00

DEPARTMENT PURPOSE AND GOALS

Beginning in FY 2012, the management of revaluation reserves will be retained within the General Fund as a subfund of the Revenue Department. The Revaluation Reserve Fund, as a special revenue fund, will no longer be used. Please refer to the Revenue Department for specific information and budgeted amounts for the Revaluation Reserve Subfund.

Corporate Fleet Fund

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		–	819,943	819,943	860,835
Contractual Services		–	248,200	241,700	242,351
Supplies, Materials and Other Charges		–	3,260,434	3,279,759	3,422,604
Capital Outlay		–	3,617,423	5,277,914	2,674,210
Debt		–	304,000	304,000	–
Budget Reserves		–	2,000,000	2,000,000	1,044,000
Expenditure Totals	$	–	10,250,000	11,923,316	8,244,000
Revenues:					
Charges For Services		–	7,430,717	7,430,717	7,800,804
Interest Income		–	40,000	40,000	40,000
Miscellaneous		–	500,612	500,612	403,196
Other Financing Sources		–	278,671	1,951,987	–
Transfers		–	2,000,000	2,000,000	–
Revenue Totals	$	–	10,250,000	11,923,316	8,244,000
Number of FTE's		0.00	14.00	14.00	14.00

DIVISION PURPOSE AND GOALS

The purpose of Fleet Management is to provide a well-managed, competitive, environmentally responsible Fleet to Wake County and its customers. The GSA Fleet Division provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset, Service and Fuel Management. GSA Fleet Division manages parking in the Downtown Central Business District.

MAJOR ACCOMPLISHMENTS

Achieved ASE Blue Seal Certification: ASE offers a recognition opportunity for highly qualified repair facilities, which allows them to showcase their technicians and their commitment to excellence. It is called the Blue Seal of Excellence Recognition Program. The program's emphasis is to identify establishments with a large percentage of ASE-certified professionals. It is a recognition program for businesses striving to be the best, and willing to prove their commitment.

Awarded the Top 100 Best Fleets in North America: The program recognizes and rewards peak performing fleet operations in North America. 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Asset Management Shop was implemented to manage contractors who install & maintain specialized equipment for county vehicles, especially for Public Safety. In the past, individual departments handled their own installations and specialty service. This process did not allow for economies of scale relative to bidding. This facility will deliver new vehicles to the road faster and surplus vehicles quicker, maximizing a capital asset. Developed bid specifications and awarded the maintenance, repair and installation contract for the new Fleet Installation Shop.

Successfully implemented first year as an Internal Service Fund, allowing for easier budget process, tracking and management.

Bid and Awarded specialty vehicle graphics award, allowing cross departmental use and benefit.

Installed AIM units on over 70 vehicles, which allow tracking of vehicles fuel use, mileage, idle time and engine performance.

Integrated county fuel system with the Fleet Management system to allow tracking and alert notification of vehicle engine diagnosis codes.

Hosted parking for the volunteers of the NHL Allstar Training event.

FY 2012 DISCUSSION

Transitioning Six Forks EMS fleet into Wake County fleet.

Communicating our Fleet Management information with our partnering departments.

Continuing to pursue potential Ethanol Fueling sites in downtown area.

Share vehicle idle data collected by our Fuel AIM system to give departments opportunity to develop their own fleet idle policy and goals.

Partner with EMS to develop new replacement program of ambulances.

Replace aged Fleet vehicle lifts.

Install secure cage system to start stocking and inventorying parts used to outfit emergency response vehicles.

HORIZON ISSUES

Preparing for the construction of the new courthouse and parking structures in the downtown business district and Hammond Road.

Achieving fuel reduction through conservation techniques and alternative energy vehicles.

Corporate Fleet Fund

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 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Number of gallons of fuel consumed	955,864	1,051,459	995,202	N/A
Number of vehicles per mechanic	116	116	102	100
Number of vehicles owned by County	873	873	873	N/A
Number of vehicles leased to County departments and partners	770	770	770	N/A

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Solid Waste Management

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		840,828	1,082,496	1,082,496	977,822
Contractual Services		6,825,381	8,312,305	8,334,542	8,536,149
Supplies, Materials and Other Charges		673,129	1,085,693	1,125,293	885,754
Capital Outlay		55,615	–	–	–
Debt		4,297	2,506	2,506	5,275
Budget Reserves		–	–	–	12,000
Transfers Out		2,624,000	2,253,000	2,253,000	1,804,000
Expenditure Totals	$	11,023,250	12,736,000	12,797,837	12,221,000
Revenues:					
Federal		–	–	–	–
State		1,390,303	472,358	472,358	1,235,081
Charges For Services		7,312,542	7,378,400	7,378,400	7,496,911
Licenses & Permits		2,700	8,500	8,500	6,500
Interest Income		881,142	357,000	357,000	357,000
Miscellaneous		620,963	1,480,742	1,480,742	2,273,508
Other Financing Sources		–	1,849,000	1,910,837	–
Transfers		1,287,183	1,190,000	1,190,000	852,000
Revenue Totals	$	11,494,833	12,736,000	12,797,837	12,221,000
Number of FTE's		14.00	14.00	14.00	14.00

DEPARTMENT PURPOSE AND GOALS

The mission of the Solid Waste Management Division is to protect the public health and safety of Wake County by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective and environmentally responsible. The Division works collaborative with municipalities to plan and implement a comprehensive, integrated, county wide solid waste management system which addresses the community needs without costly duplication of efforts.

The Solid Waste Management system does the following: 1) Provides the maximum opportunity practicable for waste reduction, reuse, and recycling with a variety of incentives, policies, and ordinances. It offers a convenient method for residents for waste disposal and to recycle a wide range of materials. 2) Monitor and enforces illegal dumping and littering. It also regularly collects and disposes of roadside litter. 3) It is responsible for the maintenance of several closed County landfills located within the County. A team of environmental specialists regularly monitor and maintain the sites according to regulations specified by the Department of Environmental Services of North Carolina. Groundwater protection, landfill gas management and erosion control are the most important aspects of closed landfill maintenance. 4) It has a staff of environmental educators to ensure the Wake County residents, and school children are informed and educated about the importance of recycling and other environmental issues. 5) It has a secure, transparent, and equitable funding system to cover the cost of the current and future solid waste management programs addressing waste disposal and recycling.

Solid Waste Management

Summary of Services and Performance Measures

Service Area: Solid Waste - County Operations

Description: The Solid Waste Management - County Operations Division operates 17 sites conveniently located throughout the county offering easy access for trash and recycling materials. The County manages and operates 11 convenience centers specifically designed for residents' solid waste disposal and recycling needs; two multi-material sites accepting "landfill-banned" materials, such as large appliances, tires and electronics from residents and businesses, as well as debris from homeowners' house remodeling projects; and two household hazardous waste sites managed by staff trained to safely disposed of paint, herbicides, pesticides, automobile fluids, and/or propane tanks.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Efficiency				
Dollars Collected through the Sale of Recyclable Materials	369,000	440,000	440,000	N/A
Effectiveness				
Tons of Recyclables Diverted from Landfill	96,000	93,000	90,000	N/A
Input				
Tons Collected at Convience Centers (including recyclables and solid waste)	130,000	135,000	135,000	N/A
Tons Collected of Household Hazardous Waste (HHW)	300	700	700	N/A
Tons Collected of White Goods (Large Appliances)	1,068	700	700	N/A

South Wake Landfill

Fund Summary

		FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Expenditures:					
Salary / Benefits		214,350	220,176	220,176	216,375
Contractual Services		9,030,305	9,332,268	9,333,182	9,160,904
Supplies, Materials and Other Charges		4,514,143	4,468,680	4,468,680	4,331,721
Debt		–	10,000	10,000	–
Budget Reserves		–	195,876	195,876	–
Transfers Out		7,103,248	1,190,000	1,190,000	852,000
Expenditure Totals	$	20,862,045	15,417,000	15,417,914	14,561,000
Revenues:					
Charges For Services		15,550,697	15,417,000	15,417,000	14,560,763
Interest Income		158,723	–	–	–
Miscellaneous		(21)	–	–	237
Other Financing Sources		–	–	914	–
Transfers		5,816,065	–	–	–
Revenue Totals	$	21,525,465	15,417,000	15,417,914	14,561,000
Number of FTE's		5.00	5.00	5.00	5.00

DEPARTMENT PURPOSE AND GOALS

The South Wake Landfill Partnership was created to provide the most efficient, effective and sustainable long-term waste disposal services to all the citizens of Wake County. This system ensures the availability of economical long-term municipal solid waste disposal capacity.

Wake County and 11 municipalities are in a collaborative Interlocal Agreement and have jointly undertaken the development, operations, and use of the South Wake Landfill (SWLF) and the East Wake Transfer Station. By pooling their residential Municipal Solid Waste (MSW) quantities, the partners have improved the economy and predictability of the waste disposal needs for the next 28 years. This is accomplished while maintaining landfill tipping fees among the lowest 25 percent in North Carolina.

South Wake Landfill

Summary of Services and Performance Measures

Service Area: Solid Waste - Partnership Operations

Description: The Solid Waste Management Division's Partnership Section is responsible for the operations, and financial management of two sites that are regulated by the North Carolina Department of Environmental Services and accept materials from the public that are lawful to bury. The South Wake Landfill opened on February 7, 2008. The landfill is owned by Wake County and is the only active municipal solid waste landfill in the County. The East Wake Transfer Station (EWTS) was opened on May 28, 2008 and is owned by the City of Raleigh. Both facilities are operated by Wake County through an interlocal agreement among 11 other Wake County local governments.

Key Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target	Desired Level
Input				
Tons Received at South Wake Landfill	439,069	425,000	415,000	N/A
Number of Trucks across East Wake Transfer Station Scales	12,817	10,614	10,614	N/A
Number of Trucks across South Wake Landfill Scales	40,700	42,000	42,000	N/A
Tons Received at East Wake Transfer Station	256,654	248,481	239,982	N/A

Introduction and Highlights

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 2012-2018 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 $429.3 million. Of this amount, $148.7 million represents the FY 2012 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. The FY 2012 - 2018 CIP includes a reduction in the portion of property tax dedicated for debt and capital. Previously 15.76 cents of the 53.4 cents property tax rate, the new portion dedicated to debt and capital now equals 15.50 cents.

Wake County continues to respond to a different economy than what was projected during the development of some of the projects included in the FY 2012 - 2018 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 2012. Projections do not show property tax growth of 3.5 percent until FY 2017. 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 one percent for FY 2012. Projections for sales tax have been lowered such that the highest rate of growth is 2.5 percent beginning in FY 2015.

The FY 2012 - 2018 CIP continues to address slower economic growth by continuing to modify previously planned bond issuances so that projects are stretched over a longer period in the FY 2012 - FY 2018 CIP. This has resulted in project schedule changes for Open Space and Libraries.

Market events during Fall 2008 continue to influence appropriations in the FY 2012 - 2018 CIP. Wake County continues to not appropriate funds for debt funded projects until such debt has been secured. Appropriations for bond funded projects that have not yet been issued, while shown in the CIP, will be appropriated by the Board of Commissioners once bonds are issued for the project. This approach ensures 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.

The FY 2012 - 2018 CIP maintains the County's strategic, long-term approach to capital facilities. The FY 2012 - 2018 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 2012-2018 CIP

The $429.3 million FY 2012-2018 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 2012-2018 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.

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 three years, enrollment is still projected to grow by 3,368 students for the 2011-2012 school year. Total enrollment, excluding charter school students, is estimated at 146,657 students for 2011-2012. As the economy improves, updated student population projections show a total of approximately 195,000 students in the system by fall 2020. Funds included in the FY 2012-FY 2018 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 and revised bond sale schedules, some projects scheduled for construction during 2009 were delayed. Since the inception of CIP 2006, over $50 million in savings have been identified to meet school construction and renovation needs within the current bond program. A bond sale in 2012 will support remaining construction projects and the remaining funds needed for life cycle repairs, furniture replacement, educational equipment, and other recurring bond funded activities.

Wake Technical Community College

The FY 2012 - 2018 Community Improvement Plan includes $10.5 million for Wake Technical Community College. Funding is for continued repair, renovations and minor capital. All projects included in the 2007 Building Program have been funded.

Automation

The FY 2012 - 2018 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 CIP includes funding to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Included in the funds for Major Projects are dollars for the Document Management System and Public Health System Replacement System in Human Services.

County Buildings

The FY 2012 - 2018 CIP 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 building systems projects at County buildings, for minor renovations, and for improvements identified in facility condition assessments. Additionally, funds for repairs and renovations for the Crabtree Creek Watersheed flood control structures have been included in the FY 2012 - 2018 CIP.

Criminal Justice

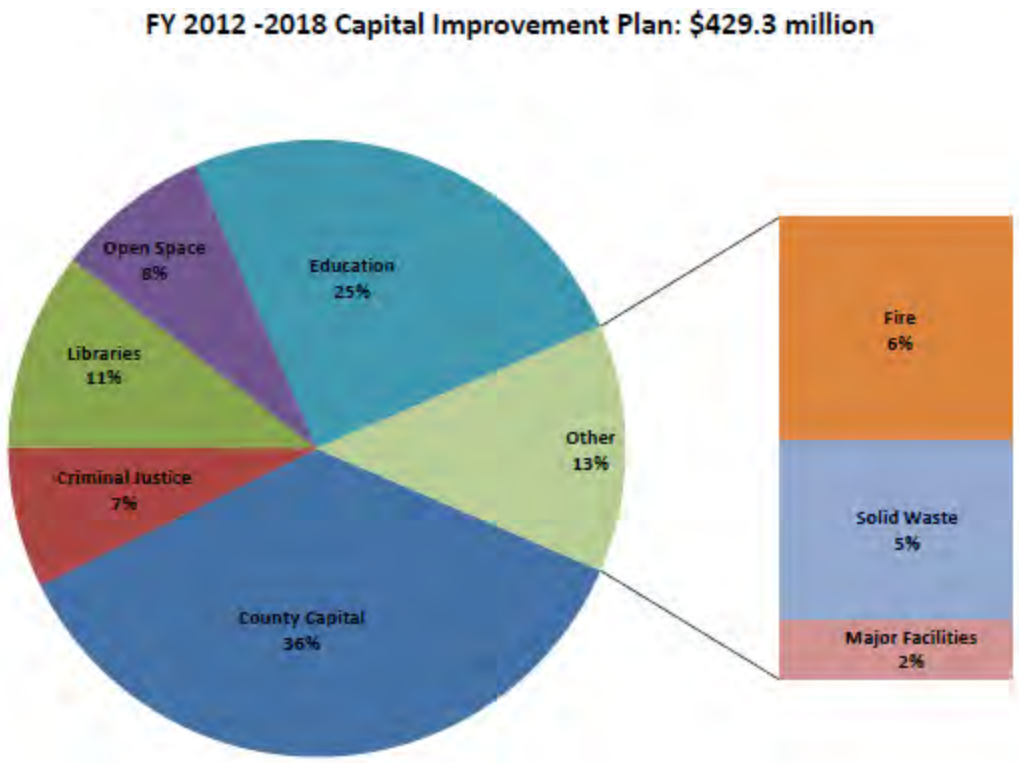
The County's rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY 2012 - 2018 CIP continues to implement the Criminal Justice Master Plan. Funding is provided in FY 2012 for the remaining dollars needed in support of the new Justice Center. Funds are also provided for the renovation of the Public Safety Center, Existing Courthouse Renovations, Detention Security, and Court Displacements while the new Justice Center is being constructed.

Libraries

The FY 2012 - 2018 CIP includes bond funds in support of new library projects. Funding is earmarked to the last remaining project approved in the 2003 building program as well as libraries authorized in 2007. The FY 2012 - 2018 CIP includes several significant schedule changes for library projects approved by voters 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 2013 and will stretch until FY 2016.

Open Space

The Board of Commissioners also advances its goal of Environmental Stewardship by continuing implementation of the county-wide Open Space preserva-



tion program. Targeting critical watershed corridors, the program supports land protection and conservation to ensure clean water 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. The current CIP anticipates planned bond sales to provide the remaining $21 million in voter authorized bond funding for open space acquisitions from FY 2013-2014. The FY 2012 - 2018 CIP also includes $10 million of bonds issued in March 2011 and funding for Open Space that is provided by municipal reimbursements to the County for prior purchases.

Emergency Medical Services Master Plan

The facilities master plan for Emergency Medical Services has been updated over the past year to address needs in the coming years with a goal of updating response time data and demographics. The FY 2012 - 2018 CIP plans to address these issues with the planned addition of stations in the Brier Creek, Knightdale South, Fuquay North, Six Forks, and Wendell Falls areas.

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. Prior CIP funding is supporting an analysis of the current system (coverage, performance, etc.), evaluation and development of upgrade/replacement strategies with the current North Carolina State Highway Patrol partnership, evaluation of neighboring communications systems and possibilities of partnerships, and lastly cost estimates of the replacement options available. This work is scheduled to be completed in the first half of FY 2012.

Capital Budget Process

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 2012-2018 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 Fafilities, 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 Finance, Facilities Design and Construction, Information Services, 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 relocation of the Sheriff's Communications Center to the Public Safety Center.

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 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 Finance Department, 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 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

Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

Capital Budget Process

A further discussion 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 *Ad Valorem* tax revenues, general obligation bonds, or limited obligation bonds. 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 2012 appropriation (a financial commitment by the Board of Commissioners), FY 2013-2018 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY 2013-2018 will be refined as design, engineering, and cost studies are completed during FY 2012 and beyond.

Seven-Year CIP Summary: A synopsis of each element's physical and financial scope, and the timeframe 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 2011

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

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 this section) shows the known operating impact on the General Fund for the projects planned in the FY 2012-2018 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 which have been included as part of the FY 2012 Adopted Budget. 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.

Operating Budget Impact

New General Fund Operating Impact

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY2017	FY2018	TOTAL
County Capital Elements								
Automation	$145,000	$788,000	$917,000	$897,000	$926,000	$972,000	$1,019,000	$5,664,000
County Building Improvements	-	-	-	-	-	-		-
Criminal Justice	3,489,000	4,979,000		-	-	-		8,468,000
Libraries		40,000	1,500,000	1,182,000	445,000	1,917,000	372,000	5,456,000
Public Safety	-	-	-	-	-	-	-	-
Education Elements								
Wake County Public Schools	-	1,065,000	1,326,000	-	-	-		2,391,000
Fire Tax District*	-	-	-	350,000	-	-		350,000
Solid Waste*	-	-	-	-	-	-		-
Total Operating Budget Impact	$3,634,000	$6,872,000	$3,743,000	$2,429,000	$1,371,000	$2,889,000	$1,391,000	$22,329,000

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 2012-2018 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 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 requires new operating budget dollars for both staff and facility maintenance which have been inculded in the FY 2012 Adopted Budget. 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

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	Application Inventory Projects	$2,500,000
	Planning and Permitting System	2,500,000
	Performace Management System Replacement	250,000
	Windows Laptop/PC Operating System	900,000
	Telecom Improvements	5,405,000
County Building Improvements	North Wake Landfill Refueling Station	835,000
	Space Planning County Buildings	300,000
	Western Regional Center	7,688,000
	Falstaff Restack	2,800,000
	Future Facility Condition Assessments	TBD
	Board of Elections Leased Space	3,100,000
	Firearms Training Center	1,000,000
	Falls Lake Water Monitoring	200,000
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
	New Hope Station	1,769,000
	Wendell Main Replacement	1,652,000
Total	All Horizon Projects	$102,504,000

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of May 9, 2011.

The FY 2012 - 2018 Community Improvement Plan is comprised of specific projects, which are rolled up to programs, and elements, which are presented in the FY 2012 Adopted Budget Book. For example, project 191A Lotus Notes Upgrade, is a project under the major automation projects, which is a part of the Automation CIP element. Some appropriations in the FY 2012 - FY 2018 CIP will be for new projects while other appropriations will support existing projects as projects in the capital fund may be ongoing or take several fiscal years to complete. The following is a list of project balances as of May 09, 2011 for both revenues and expenditures for all County Capital Projects. A negative number in Revenues Over (Under) Budget indicates revenue that has not been realized, which may mean that the project is grant funded, and reimbursement is forthcoming. A positive number may represent revenues greater than budget or revenues realized that were not budgeted. A negative under remaining expenditure authority indicates that grant funded revenues have not yet been realized.

Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (Accounts for Unrealized Revenue)
62 Automation CIP						
Division:	**6210 Major Automation Projects**					
191A	Lotus Notes Upgrade	$1,155,000.00	$0.00	$1,155,000.00	$1,146,219.60	**$8,780.40**
207A	Aerial Photography	$38,500.00	$0.00	$38,500.00	$26,998.70	**$11,501.30**
210A	Major Systems - Property Tax	$150,000.00	$0.00	$150,000.00	$0.00	**$150,000.00**
Total Division:	**6210 Major Automation Projects**	$1,343,500.00	$0.00	$1,343,500.00	$1,173,218.30	**$170,281.70**
Division:	**6220 Business Applications**					
002A	General Business Applications	$290,411.40	$0.00	$290,411.40	$5,393.56	**$285,017.84**
006A	Mental Health System Migration	$2,147,000.00	$0.00	$2,147,000.00	$1,943,293.41	**$203,706.59**
010A	Finance/Hr System Replacement	$10,733,000.00	$0.00	$10,733,000.00	$10,733,000.00	**$0.00**
017A	Major System Replacements	$3,527,908.39	$0.00	$3,527,908.39	$327,880.20	**$3,200,028.19**
052A	WCSO Automation Upgrades	$862,477.00	($265,540.00)	$862,477.00	$860,948.55	**($264,011.55)**
204A	Risk Management System	$110,400.00	$0.00	$110,400.00	$108,945.00	**$1,455.00**
235A	PROS Natural Resources Inventory Database	$6,596.00	$0.00	$6,596.00	$6,500.00	**$96.00**
Total Division:	**6220 Business Applications**	$17,677,792.79	($265,540.00)	$17,677,792.79	$13,985,960.72	**$3,426,292.07**
Division:	**6230 Computer Equipment**					
230A	New Equipment 2011	$1,447,113.85	$0.00	$1,447,113.85	$1,004,701.89	**$442,411.96**
231A	Maintenance Libraries 2011	$12,000.00	$0.00	$12,000.00	$11,446.09	**$553.91**
232A	Maintenance Upgrade 2011	$35,868.66	$0.00	$35,868.66	$4,826.66	**$31,042.00**
233A	Maintenance Repairs 2011	$25,000.00	$0.00	$25,000.00	$10,889.01	**$14,110.99**
234A	Telephone Equipment 2011	$59,319.74	$0.00	$59,319.74	$22,338.81	**$36,980.93**
Total Division:	**6230 Computer Equipment**	$1,579,302.25	$0.00	$1,579,302.25	$1,054,202.46	**$525,099.79**
Division:	**6240 Enterprise Network**					
188A	Security Strategy Implementation	$198,420.84	$0.00	$198,420.84	$96,509.66	**$101,911.18**
224A	Application Hardwar/Software 2011	$453,000.00	$0.00	$453,000.00	$52,000.00	**$401,000.00**
226A	Telecom/Desktop/Helpdesk Tools 2011	$140,000.00	$0.00	$140,000.00	$125,927.72	**$14,072.28**
227A	Network Services 2011	$179,187.35	$0.00	$179,187.35	$131,480.55	**$47,706.80**
228A	Security Services 2011	$125,610.00	$0.00	$125,610.00	$6,000.00	**$119,610.00**
229A	Server Services 2011	$457,154.13	$0.00	$457,154.13	$452,292.03	**$4,862.10**
Total Division:	**6240 Enterprise Network**	$1,553,372.32	$0.00	$1,553,372.32	$864,209.96	**$689,162.36**
Total	**62 Automation CIP**	**$22,153,967.36**	**($265,540.00)**	**$22,153,967.36**	**$17,077,591.44**	**$4,810,835.92**
64 Community Capital Projects						
Division:	**6400 Community Capital Projects**					
007C	Hospice of Wake County	$1,250,000.00	$0.00	$1,250,000.00	$1,000,000.00	**$250,000.00**
008C	ALLIANCE MEDICAL MINISTRY	$655,000.00	$0.00	$655,000.00	$655,000.00	**$0.00**
Total Division:	**6400 Community Capital Projects**	$1,905,000.00	$0.00	$1,905,000.00	$1,655,000.00	**$250,000.00**
Total	**64 Community Capital Projects**	**$1,905,000.00**	**$0.00**	**$1,905,000.00**	**$1,655,000.00**	**$250,000.00**
66 County Building Improvements						
Division:	**6610 Major County Building Projects**					
019B	Facilities Condition Assessment	$604,147.69	$0.00	$604,147.69	$604,147.29	**$0.40**
151B	FIREARMS ED TRAINING CTR IMPROVEMENTS	$300,000.00	$0.00	$300,000.00	$65,000.00	**$235,000.00**
188B	Facility Condition Upgrades	$139,101.52	$0.00	$139,101.52	$83,685.53	**$55,415.99**
198B	Animal Shelter Expansion	$2,366,365.46	$0.00	$2,366,365.46	$2,321,418.22	**$44,947.24**
200B	Mental Health Continuum	$24,000,000.00	($693,000.00)	$24,000,000.00	$23,056,798.21	**$250,201.79**
216B	Agricultural Services Center Lighting	$30,000.00	$0.00	$30,000.00	$20,940.00	**$9,060.00**
219B	WCOB Domestic Water Improvements	$527,540.91	$0.00	$527,540.91	$92,581.35	**$434,959.56**
220B	Health and Youth Services Electrical	$55,000.00	$0.00	$55,000.00	$50,534.61	**$4,465.39**
229B	Swinburne - 4th Floor Renovations	$490,000.00	$0.00	$490,000.00	$299,574.82	**$190,425.18**
230B	WCOB Ext. Wall Restoration	$475,000.00	$0.00	$475,000.00	$72,000.00	**$403,000.00**
231B	Health & Youth Services Finishes	$300,000.00	$0.00	$300,000.00	$264,349.32	**$35,650.68**
232B	PSC Life Safety Vent Systems	$1,050,000.00	$0.00	$1,050,000.00	$991,119.43	**$58,880.57**
233B	PSC Tower Elevator Modernization	$940,000.00	$0.00	$940,000.00	$90,029.44	**$849,970.56**
Total Division:	**6610 Major County Building Projects**	$31,277,155.58	($693,000.00)	$31,277,155.58	$28,012,178.22	**$2,571,977.36**

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of May 9, 2011.

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Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (Accounts for Unrealized Revenue)
Division:	**6630 County Building Security Projects**					
128B	Security Improvements-Phase 6	$986,638.92	$0.00	$986,638.92	$986,638.92	**$0.00**
222B	Security Improvements - Phase 7	$411,158.04	$0.00	$411,158.04	$201,717.04	**$209,441.68**
Total Division:	**6630 County Building Security Projects**	$1,397,796.96	$0.00	$1,397,796.96	$1,188,355.96	**$209,441.68**
Division:	**6640 Minor CIP Projects**					
032B	WCOB - BOE Upgrades	$34,973.00	$0.00	$34,973.00	$34,973.00	**$0.00**
037B	General Bld Renov - Minor-General	$175,094.42	$0.00	$175,094.42	$0.00	**$175,094.42**
038B	Swinburne Boiler Replacement	$85,000.00	$0.00	$85,000.00	$8,500.00	**$76,500.00**
045B	GSA Vehicle Exhaust System Modification/Repairs	$80,000.00	$0.00	$80,000.00	$66,558.00	**$13,442.00**
046B	FY11 Asphalt Improvements	$90,000.00	$0.00	$90,000.00	$0.00	**$90,000.00**
075B	PSC Chill Water Pump Replacement	$98,518.00	$0.00	$98,518.00	$98,518.00	**$0.00**
148B	Willow Springs FD Well, Pump & Tank	$28,525.37	$0.00	$28,525.37	$19,025.37	**$9,500.00**
194B	GSA Mechanical Replacement Design	$53,129.87	$0.00	$53,129.87	$42,961.51	**$10,168.36**
199B	Multi-Site Backflow Preventer Replacement	$182,962.50	$0.00	$182,962.50	$178,494.27	**$4,468.23**
227B	Swinburne Electrical Upgrades	$7,840.00	$0.00	$7,840.00	$7,802.45	**$37.55**
238B	CCWP - Life Cycle Replacement	$50,220.00	$0.00	$50,220.00	$37,445.00	**$12,775.00**
239B	CCWP - Site 3 Bond Lake	$129,500.00	$0.00	$129,500.00	$0.00	**$129,500.00**
240B	PSC Data Center UPS Life Cycle Replacement	$50,000.00	$0.00	$50,000.00	$7,000.00	**$43,000.00**
241B	GSA Server Room UPS Life Cycle Replacement	$70,000.00	$0.00	$70,000.00	$11,000.00	**$59,000.00**
242B	CCWP - Site 1 Sorrell's Grove	$129,500.00	$0.00	$129,500.00	$0.00	**$129,500.00**
243B	CCWP - Site 2 Hatcher's Grove	$129,500.00	$0.00	$129,500.00	$0.00	**$129,500.00**
244B	SRC Public Lobby Improvements	$15,000.00	$0.00	$15,000.00	$12,878.49	**$2,121.51**
245B	HS10 Sunnybrook Backflow Preventer Replace	$50,000.00	$0.00	$50,000.00	$10,000.00	**$40,000.00**
Total Division:	**6640 Minor CIP Projects**	$1,459,763.16	$0.00	$1,459,763.16	$535,156.09	**$924,607.07**
Division:	**6650 Mechanical, Electrical And Plumbing**					
080B	Mechanical, Electrical & Plumbing - Gen	$262,998.49	$0.00	$262,998.49	($492.58)	**$262,505.91**
172B	Youth & Health Services - HVAC	$921,125.73	$0.00	$921,125.73	$921,125.73	**$0.00**
204B	PSC Chiller Replacement	$673,049.05	$0.00	$673,049.05	$671,356.96	**$1,692.09**
205B	Swinburne HVAC Replacement	$637,000.00	$0.00	$637,000.00	$627,862.44	**$9,137.56**
234B	Wake House HVAC	$34,949.41	$0.00	$34,949.41	$34,949.41	**$0.00**
235B	Harris & Crowder Parks HVAC	$40,883.58	$0.00	$40,883.58	$36,462.91	**$4,420.67**
246B	Swinburne Emergency Power	$147,960.00	$0.00	$147,960.00	$147,959.00	**$1.00**
Total Division:	**6650 Mechanical, Electrical And Plumbing**	$2,717,966.26	$0.00	$2,717,966.26	$2,439,223.87	**$277,757.23**
Division:	**6660 Roofing Projects**					
098B	Roof Replacements - General	$230,577.10	$0.00	$230,577.10	$1.83	**$230,575.27**
196B	Crosby-Garfield Center Roof Replacement	$239,000.00	$0.00	$239,000.00	$221,440.34	**$17,559.66**
206B	Cornerstone Roof Replacement	$63,520.19	$0.00	$63,520.19	$61,452.41	**$2,067.78**
217B	Courthouse Roof Replacement	$616,000.00	$0.00	$616,000.00	$552,655.40	**$63,344.60**
236B	Commons Bldg Roof	$352,500.00	$0.00	$352,500.00	$263,342.04	**$89,157.96**
237B	CSC Roof Repairs	$2,500.00	$0.00	$2,500.00	$0.00	**$2,500.00**
Total Division:	**6660 Roofing Projects**	$1,504,097.29	$0.00	$1,504,097.29	$1,098,892.02	**$405,205.27**
Division:	**6690 Other County Building Projects**					
212B	Reclaimed Water	$100,000.00	$0.00	$100,000.00	$0.00	**$100,000.00**
Total Division:	**6690 Other County Building Projects**	$100,000.00	$0.00	$100,000.00	$0.00	**$100,000.00**
Total	**66 County Building Improvements**	**$38,456,779.25**	**($693,000.00)**	**$38,456,779.25**	**$33,273,806.16**	**$4,489,973.09**
68 Criminal Justice CIP						
Division:	**6810 Detention Facilities**					
007J	Detention Phase 2 Hammond Site	$152,499,999.52	$0.00	$152,499,999.52	$134,660,269.94	**$17,839,729.58**
008J	Detention Phase 2 PSC Site	$612,151.72	$0.00	$612,151.72	$612,151.72	**$0.00**
059J	ARRA - Detention Phase II Hammond Site	$3,030,000.00	($1,376,114.00)	$3,030,000.00	$3,030,000.00	**($1,376,114.00)**
Total Division:	**6810 Detention Facilities**	$156,142,151.24	($1,376,114.00)	$156,142,151.24	$138,302,421.66	**$16,463,615.58**
Division:	**6820 Detention Security**					
013J	Programmable Controller	$574,258.56	$0.00	$574,258.56	$29,089.59	**$545,168.97**
054J	Detention and Security Assessment Improvements	$646,891.64	$0.00	$646,891.64	$609,890.44	**$37,001.20**
055J	Hammond Road Digital Video	$148,884.01	$0.00	$148,884.01	$148,884.01	**$0.00**
Total Division:	**6820 Detention Security**	$1,370,034.21	$0.00	$1,370,034.26	$787,864.04	**$582,170.17**

Community Improvement Plan Projects

Community Improvement Plan Project Balances for County Capital as of May 9, 2011.

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Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (Accounts for Unrealized Revenue)
Division:	**6830 Judicial Facilities**					
018J	General Judicial Facilities Planned Proj	$741,441.77	$0.00	$741,441.77	$741,007.40	**$434.37**
031J	Davie St Parking Deck	$29,743,397.73	$0.00	$29,743,397.73	$29,675,568.40	**$67,829.33**
034J	CTHS Elevators 6/7 Modifications	$232,058.27	$0.00	$232,058.27	$35,873.95	**$196,184.32**
041J	Justice Facilities Displacements	$4,657,000.00	$0.00	$4,657,000.00	$4,492,005.86	**$164,994.14**
042J	Justice Center	$182,722,269.55	$0.00	$182,722,269.55	$164,416,027.88	**$18,306,241.67**
049J	Courthouse 10th Floor Renovation	$3,140,540.06	$0.00	$3,140,540.06	$2,605,542.25	**$534,997.81**
057J	Courthouse 11th Floor Renovation	$3,195,000.00	$0.00	$3,195,000.00	$1,703,986.25	**$1,491,013.75**
058J	Courthouse Caulking	$917,649.21	$0.00	$917,649.21	$34,179.49	**$883,469.72**
061J	Courthouse 6th Floor Renovation	$400,000.00	$0.00	$400,000.00	$0.00	**$400,000.00**
Total Division:	**6830 Judicial Facilities**	$225,749,356.59	$0.00	$225,749,356.59	$203,704,191.48	**$22,045,165.11**
Division:	**6840 Public Safety Center**					
060J	Public Safety Center Renovations	$500,000.00	$0.00	$500,000.00	$430,140.29	**$69,859.71**
Total Division:	**6840 Public Safety Center**	$500,000.00	$0.00	$500,000.00	$430,140.29	**$69,859.71**
Total	**68 Criminal Justice CIP**	**$383,761,542.04**	**($1,376,114.00)**	**$383,761,542.09**	**$343,224,617.47**	**$39,160,810.57**
70 Public Libraries CIP						
Division:	**7000 Library Projects**					
003L	Master Libraries	$88,714.51	$0.00	$88,714.51	$75,643.05	**$13,071.46**
009L	Northeast Regional Library	$6,444,685.77	$0.00	$6,444,685.77	$2,181,948.84	**$4,262,736.93**
014L	Northeastern Regional Library - Books	$2,907,001.00	$0.00	$2,907,001.00	$1.01	**$2,906,999.99**
023L	Wake Forest Library	$327,155.85	$0.00	$327,155.85	$327,155.85	**$0.00**
028L	Harrison Library FCA	$1,709,000.00	$0.00	$1,709,000.00	$149,749.34	**$1,559,250.66**
029L	Olivia Raney Library FCA	$510,000.00	$0.00	$510,000.00	$0.00	**$510,000.00**
036L	Green Road Library FCA	$514,000.00	$0.00	$514,000.00	$0.00	**$514,000.00**
038L	Wendell Library FCA	$331,472.29	$0.00	$331,472.29	$0.00	**$331,472.29**
Total Division:	**7000 Library Projects**	$12,832,029.42	$0.00	$12,832,029.42	$2,734,498.09	**$10,097,531.33**
Total	**70 Public Libraries CIP**	**$12,832,029.42**	**$0.00**	**$12,832,029.42**	**$2,734,498.09**	**$10,097,531.33**
72 Open Space						
Division:	**7200 Open Space**					
027G	Open Space Administration	$295,623.85	$0.00	$295,623.85	$290,133.24	**$5,490.61**
036G	Unallocated Open Space	$0.00	$2,249,671.49	$0.00	$0.00	**$0.00**
046G	Little River Reimbursement - Raleigh	$500,000.00	$0.00	$500,000.00	$0.00	**$500,000.00**
047G	TOW - Open Space Loan Agreement	$20,000.00	$1,756.75	$20,000.00	$0.00	**$20,000.00**
999G	Open Space Bond/BAN revenue	$0.00	$10,000,000.00	$0.00	$0.00	**$0.00**
Total Division:	**7200 Open Space**	$815,623.85	$12,251,428.24	$815,623.85	$290,133.24	**$525,490.61**
Total	**72 Open Space**	**$815,623.85**	**$12,251,428.24**	**$815,623.85**	**$290,133.24**	**$525,490.61**
74 Parks And Recreation CIP						
Division:	**7410 County Parks**					
035R	Southeast Regional Wake Co Park	$2,566,089.64	$0.00	$2,566,089.64	$2,022,865.83	**$543,223.81**
074R	Randleigh Farm	$300,000.00	$0.00	$300,000.00	$0.00	**$300,000.00**
Total Division:	**7410 County Parks**	$2,866,089.64	$0.00	$2,866,089.64	$2,022,865.83	**$843,223.81**
Division:	**7420 Community Use Of School/Parks**					
004R	General Community Use Of Schools	$322,112.07	$0.00	$322,112.07	$2,995.05	**$319,117.02**
028R	Cary Elementary (E-22)	$250,020.00	$0.00	$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**
061R	Apex Area Elem/E-32	$250,000.00	$0.00	$250,000.00	$250,000.00	**$0.00**
076R	Rolesville Middle School (M-6)	$250,000.00	$0.00	$250,000.00	$250,000.00	**$0.00**
Total Division:	**7420 Community Use Of School/Parks**	$1,522,132.07	$0.00	$1,522,132.07	$1,203,015.05	**$319,117.02**
Division:	**7430 Other Park Projects**					
033R	Recreation Fees	$0.00	$1,716,043.41	$0.00	$0.00	**$0.00**
Total Division:	**7430 Other Park Projects**	$0.00	$1,716,043.41	$0.00	$0.00	**$0.00**

Community Improvement Plan Projects

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Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (Accounts for Unrealized Revenue)
Division:	**7490 Existing Park Facility Improvements**					
052R	PARK FACILITY IMPROVEMENTS	$1,147,065.76	$0.00	$1,147,065.76	$1,074,189.95	**$72,875.81**
075R	Jeffcoat Dam	$56,250.00	$0.00	$56,250.00	$56,230.00	**$20.00**
Total Division:	**7490 Existing Park Facility Improvements**	$1,203,315.76	$0.00	$1,203,315.76	$1,130,419.95	**$72,895.81**
Total	**74 Parks And Recreation CIP**	**$5,591,537.47**	**$1,716,043.41**	**$5,591,537.47**	**$4,356,300.83**	**$1,235,236.64**
76 Public Safety CIP						
Division:	**7630 800 MHZ Radio Communications**					
044P	Sprint/Nextel - Rebanding Project	$589,731.00	($268.59)	$589,731.00	$423,682.57	**$165,779.84**
047P	Alphanumeric Pagers	$107,000.00	$0.00	$107,000.00	$0.00	**$107,000.00**
050P	Fuquay Varina Radio Tower	$155,000.00	($3,460.00)	$155,000.00	$151,540.00	**$0.00**
051P	Raleigh Wake Emergency Communications Console	$145,000.00	($28,096.72)	$145,000.00	$116,903.28	**$0.00**
052P	800Mhz Infrastructure Study	$100,000.00	$0.00	$100,000.00	$0.00	**$100,000.00**
053P	Tone and Voice Pagers	$67,000.00	$0.00	$67,000.00	$0.00	**$67,000.00**
057P	800MHz Radio Flash Updrade Project	$400,000.00	($400,000.00)	$400,000.00	$399,924.00	**($399,924.00)**
Total Division:	**7630 800 MHZ Radio Communications**	$1,563,731.00	($431,825.31)	$1,563,731.00	$1,092,049.85	**$39,855.84**
Division:	**7640 EMS**					
012P	EMS Defibrillators	$2,976,534.96	$0.00	$2,976,534.96	$2,971,760.11	**$4,774.85**
039P	Durant Road Substation	$1,320,075.08	$0.00	$1,320,075.08	$1,242,794.65	**$77,280.43**
041P	Garner #4, EMS Portion	$1,203,000.00	$0.00	$1,203,000.00	$971,308.24	**$231,691.76**
054P	Zebulon Substation	$108,000.00	$0.00	$108,000.00	$1,200.00	**$106,800.00**
055P	Knightdale South Co-location	$108,000.00	$0.00	$108,000.00	$0.00	**$108,000.00**
Total Division:	**7640 EMS**	$5,715,610.04	$0.00	$5,715,610.04	$5,187,063.00	**$528,547.04**
Division:	**7650 Public Safety**					
026P	Former 911 Emergency Fund	$0.00	$546,537.86	$0.00	$0.00	**$0.00**
048P	CAD Improvements	$709,000.00	$0.00	$709,000.00	$626,325.20	**$82,674.80**
Total Division:	**7650 Public Safety**	$709,000.00	$546,537.86	$709,000.00	$626,325.20	**$82,674.80**
Division:	**7660 Sheriff**					
020P	Sheriff's Training Facility	$10,988,000.00	$0.00	$10,988,000.00	$10,926,193.63	**$61,806.37**
056P	Sheriff's Communication Center	$300,000.00	$0.00	$300,000.00	$28,540.25	**$271,459.75**
Total Division:	**7660 Sheriff**	$11,288,000.00	$0.00	$11,288,000.00	$10,954,733.88	**$333,266.12**
Total	**76 Public Safety CIP**	**$19,276,341.04**	**$114,712.55**	**$19,276,341.04**	**$17,860,171.93**	**$984,343.80**
78 Water And Sewer						
Division:	**7810 Little River Reservior**					
032S	Little River Reservoir	$16,853,448.65	$0.00	$16,853,448.65	$16,833,323.60	**$20,125.05**
Total Division:	**7810 Little River Reservior**	$16,853,448.65	$0.00	$16,853,448.65	$16,833,323.60	**$20,125.05**
Division:	**7840 RTP Water Reclamation**					
005S	General Planned Projects For Onsite Infr	$750,000.00	$0.00	$750,000.00	$36,556.55	**$713,443.45**
Total Division:	**7840 RTP Water Reclamation**	$750,000.00	$0.00	$750,000.00	$36,556.55	**$713,443.45**
Division:	**7850 W/S Plan Implementation**					
008S	General RTP Offsite Infrastructure Plan	$3,078,740.55	$0.00	$3,078,740.55	$472,365.51	**$2,611,305.04**
010S	Jordan Lake Water Allocation	$290,000.83	$0.00	$290,000.83	$265,732.28	**$24,268.55**
012S	RTP Enhanced Wastewater Treatment	$95,758.92	$0.00	$95,758.92	$90,828.92	**$4,930.00**
019S	Water Sewer Impact Fee Recovery	$190,000.00	$0.00	$190,000.00	$189,040.11	**$959.89**
Total Division:	**7850 W/S Plan Implementation**	$3,654,500.30	$0.00	$3,654,500.30	$1,017,966.82	**$2,641,463.48**
Division:	**7860 Watershed Planning**					
015S	Jordan Lake Water Reclamation	$9,257,900.00	($4,840,981.17)	$9,257,900.00	$1,321,273.05	**$3,095,645.78**
Total Division:	**7860 Watershed Planning**	$9,257,900.00	($4,840,981.17)	$9,257,900.00	$1,321,273.05	**$3,095,645.78**
Total	**78 Water And Sewer**	**$30,515,848.95**	**($4,840,981.17)**	**$30,515,848.95**	**$19,209,120.02**	**$6,465,747.76**

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Fund: 4100 County Capital Improvement Fund

Unit	Unit Name	Budgeted Revenues	Revenues Over/ (Under) Budget	Current Expenditure Budget	Actual Expenses to Date with Commitments and Pending	Remaining Expenditure Authority (Accounts for Unrealized Revenue)
79 Economic Devolopment						
Division:	**7920 Off-Site Water and Sewer**					
010D	Off-Site Water and Sewer Unallocated	$30,000.00	$0.00	$30,000.00	$0.00	**$30,000.00**
Total Division:	**7920 Off-Site Water and Sewer**	$30,000.00	$0.00	$30,000.00	$0.00	**$30,000.00**
Division:	**7930 Economic Incentives**					
020D	Economic Incentives Unallocated	$1,031,665.00	$0.00	$1,031,665.00	$0.00	**$1,031,665.00**
021D	Credit Suisse	$3,509,716.00	($0.13)	$3,509,716.00	$3,382,386.32	**$127,329.55**
022D	Novartis	$728,335.00	$728,335.00	$728,335.00	$728,334.85	**$0.15**
Total Division:	**7930 Economic Incentives**	$5,269,716.00	$728,334.87	$5,269,716.00	$4,110,721.17	**$1,158,994.70**
Total	**79 Economic Devolopment**	**$5,299,716.00**	**$728,334.87**	**$5,299,716.00**	**$4,110,721.17**	**$1,188,994.70**
88 Program Wide Projects						
Division:	**8810 440 Co Construction - General - Revenue**					
001W	Revenue Subfund For CIP	$0.00	$5,340,629.15	$0.00	$0.00	**$0.00**
004W	Transfer to Affordable Housing	$4,800,000.00	$0.00	$4,800,000.00	$4,800,000.00	**$0.00**
005W	RESERVED FOR FUTURE PROJECTS	$3,781,000.00	$0.00	$3,781,000.00	$0.00	**$3,781,000.00**
006W	Transfer to Wake Tech Capital Fund	$4,500,000.00	$0.00	$4,500,000.00	$4,500,000.00	**$0.00**
007W	Transfer to General Fund	$1,257,182.00	$0.00	$1,257,182.00	$1,257,182.00	**$0.00**
Total Division:	**8810 440 Co Construction - General - Revenue**	$14,338,182.00	$5,340,629.15	$14,338,182.00	$10,557,182.00	$3,781,000.00
Total	**88 Program Wide Projects**	**$14,338,182.00**	**$5,340,629.15**	**$14,338,182.00**	**$10,557,182.00**	**$3,781,000.00**
Total Fund:	**4100 County Capital Improvement Fund**	**$534,946,567.38**	**$12,975,513.05**	**$534,946,567.43**	**$454,349,142.35**	**$72,989,964.42**

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Seven-Year Summary of Sources and Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
FY 2012 - FY 2018 CIP Uses								
County Capital	39,563,000	43,992,000	49,256,000	34,415,000	43,229,000	25,038,000	31,075,000	266,568,000
Education	98,290,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	107,290,000
Fire Rescue	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000
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
Solid Waste	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000
Total Uses	148,720,000	55,477,000	62,226,000	42,061,000	50,964,000	31,875,000	38,005,000	429,328,000
FY 2012 - FY 2018 CIP Sources								
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
Debt to be Authorized	3,400,000	1,436,000	860,000	1,164,000	3,474,000	2,140,000	–	12,474,000
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
Law Enforcement	295,000	–	1,928,000	1,180,000	150,000	–	–	3,553,000
Open Space	10,000,000	11,000,000	10,000,000	–	–	–	–	31,000,000
Appropriated Fund Balance	3,861,000	1,466,000	449,000	1,891,000	65,000	–	–	7,732,000
Authorized and Unissued	96,790,000	6,561,000	10,725,000	10,098,000	17,316,000	–	–	141,490,000
Transfers From General Fund	25,556,000	25,636,000	26,083,000	22,437,000	23,517,000	24,518,000	30,555,000	178,302,000
Transfers From Special Districts Fund	1,743,000	1,353,000	1,219,000	1,181,000	1,666,000	1,399,000	1,342,000	9,903,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Miscellaneous	625,000	725,000	5,612,000	130,000	–	768,000	3,058,000	10,918,000
Municipalities	–	–	–	180,000	1,726,000	–	–	1,906,000
Transfers From Solid Waste Enterprise	1,400,000	4,250,000	2,300,000	750,000	–	–	–	8,700,000
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	148,720,000	55,477,000	62,226,000	42,061,000	50,964,000	31,875,000	38,005,000	429,328,000

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Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Affordable Housing								
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Subtotal: Affordable Housing	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Automation								
Computer Equipment	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
Enterprise Infrastructure	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
Major Projects	2,872,000	3,076,000	1,175,000	1,250,000	1,545,000	1,525,000	1,250,000	12,693,000
Subtotal: Automation	5,598,000	6,076,000	4,175,000	4,500,000	5,508,000	4,775,000	4,500,000	35,132,000
Community Capital								
Alliance Medical Ministry	95,000	–	–	–	–	–	–	95,000
Hospice of Wake County	250,000	250,000	250,000	–	–	–	–	750,000
Reserve for Future Projects	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
Subtotal: Community Capital	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Board of Elections	150,000	–	–	–	–	–	–	150,000
Crabtree Creek Flood Control Structures	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
Major Building Renovations	1,111,000	161,000	1,440,000	2,088,000	1,068,000	1,107,000	1,081,000	8,056,000
Building Systems Replacements	2,465,000	284,000	811,000	474,000	504,000	364,000	395,000	5,297,000
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
Roofing Projects	42,000	77,000	922,000	929,000	81,000	885,000	84,000	3,020,000
Security Improvements County Buildngs	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
Subtotal: County Building Improvements	5,209,000	2,130,000	4,745,000	5,350,000	3,199,000	4,118,000	3,219,000	27,970,000
Criminal Justice								

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Detention Facilities	–	–	–	–	–	850,000	2,686,000	3,536,000
Detention Security	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
Existing Courthouse Renovations	2,253,000	3,449,000	1,671,000	3,000,000	–	–	–	10,373,000
Court Displacement	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
Justice Center	3,200,000	–	–	–	–	–	–	3,200,000
Public Safety Center Renovations	4,480,000	3,474,000	–	–	–	–	–	7,954,000
Subtotal: Criminal Justice	11,725,000	9,047,000	2,726,000	3,370,000	427,000	1,277,000	3,122,000	31,694,000
Economic Development								
Economic Incentives	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
Jordan Lake Reclaimed Water Project	–	–	–	–	2,649,000	–	–	2,649,000
On-site Water and Sewer	300,000	300,000	300,000	–	–	–	–	900,000
Subtotal: Economic Development	1,631,000	1,626,000	1,558,000	1,328,000	3,821,000	1,281,000	1,115,000	12,360,000
Libraries								
Cary Regional Library	–	–	910,000	–	11,844,000	–	–	12,754,000
Upgrades to Existing Library Facilities	–	–	717,000	847,000	–	–	–	1,564,000
Fuquay-Varina Library	–	688,000	4,470,000	–	–	–	–	5,158,000
Middle Creek Library	–	285,000	4,328,000	–	–	–	–	4,613,000
Morrisville Library	–	–	300,000	4,549,000	–	–	–	4,849,000
Northeast Regional Library	–	2,449,000	–	–	–	–	–	2,449,000
North Hills Library	–	–	–	4,702,000	4,721,000	–	–	9,423,000
Reserved for Future Library Projects	–	–	–	–	751,000	–	–	751,000
Wake Forest Library	–	3,139,000	–	–	–	–	–	3,139,000
Subtotal: Libraries	–	6,561,000	10,725,000	10,098,000	17,316,000	–	–	44,700,000
Open Space								
Open Space	1,620,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	25,740,000
Neuse River Greenway Trail	8,900,000	–	–	–	–	–	–	8,900,000
Subtotal: Open Space	10,520,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	34,640,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Parks								
Existing Parks Facility Improvements	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Community Use of School Parks	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Subtotal: Parks	250,000	550,000	550,000	550,000	550,000	550,000	550,000	3,550,000
Program-wide Projects								
Reserve for Future Projects	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
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
Subtotal: Program-wide Projects	1,500,000	4,302,000	7,994,000	2,186,000	5,522,000	11,017,000	16,549,000	49,070,000
Public Safety								
800 Megahertz System	–	–	1,928,000	1,928,000	1,928,000	–	–	5,784,000
EMS Defibrillators	–	–	–	800,000	828,000	–	–	1,628,000
EMS Projects	–	680,000	2,835,000	2,285,000	2,110,000	–	–	7,910,000
Relocation of Sheriff's Dispatch Center	1,800,000	–	–	–	–	–	–	1,800,000
Subtotal: Public Safety	1,800,000	680,000	4,763,000	5,013,000	4,866,000	–	–	17,122,000
Total: County Capital Uses	39,563,000	43,992,000	49,256,000	34,415,000	43,229,000	25,038,000	31,075,000	266,568,000

County Capital: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Law Enforcement	295,000	–	1,928,000	1,180,000	150,000	–	–	3,553,000
Open Space	10,000,000	11,000,000	10,000,000	–	–	–	–	31,000,000
Appropriated Fund Balance	3,192,000	275,000	–	–	–	–	–	3,467,000
Authorized and Unissued	–	6,561,000	10,725,000	10,098,000	17,316,000	–	–	44,700,000
Transfers From General Fund	25,556,000	25,636,000	26,083,000	22,437,000	23,517,000	24,518,000	30,555,000	178,302,000

Detailed Seven-Year Summary of Sources and Uses

County Capital: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Municipalities	–	–	–	180,000	1,726,000	–	–	1,906,000
Total: County Capital Sources	39,563,000	43,992,000	49,256,000	34,415,000	43,229,000	25,038,000	31,075,000	266,568,000

Education: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Wake Technical Community College								
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
Subtotal: Wake Technical Community College	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Wake County Public School System								
CIP 2006	96,790,000	–	–	–	–	–	–	96,790,000
Subtotal: Wake County Public School System	96,790,000	–	–	–	–	–	–	96,790,000
Total: Education Uses	98,290,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	107,290,000

Education: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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	96,790,000	–	–	–	–	–	–	96,790,000
Total: Education Sources	98,290,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	107,290,000

Detailed Seven-Year Summary of Sources and Uses

Fire Rescue: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Fire/Rescue								
Fire Apparatus and Vehicles	780,000	2,953,000	1,289,000	2,547,000	1,299,000	2,842,000	305,000	12,015,000
Fire Facilities	3,918,000	168,000	111,000	442,000	2,771,000	100,000	100,000	7,610,000
Reserve for Future Projects	30,000	30,000	30,000	30,000	30,000	138,000	376,000	664,000
Fire Equipment	1,114,000	859,000	1,128,000	1,247,000	1,135,000	489,000	591,000	6,563,000
Subtotal: Fire/ Rescue	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000
Total: Fire Rescue Uses	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000

Fire Rescue: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Debt to be Authorized	3,400,000	1,436,000	860,000	1,164,000	3,474,000	2,140,000	–	12,474,000
Appropriated Fund Balance	669,000	1,191,000	449,000	1,891,000	65,000	–	–	4,265,000
Transfers From Special Districts Fund	1,743,000	1,353,000	1,219,000	1,181,000	1,666,000	1,399,000	1,342,000	9,903,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total: Fire Rescue Sources	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000

Major Facilities: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Major Facilities Capital Trust Fund								
Five County Stadium	500,000	350,000	350,000	–	–	–	–	1,200,000
Green Square	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Marbles/IMAX	217,000	–	–	–	–	–	–	217,000
Reserve for Major Facilities Future Projects	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000

Detailed Seven-Year Summary of Sources and Uses

Major Facilities: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Subtotal: Major Facilities Capital Trust Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total: Major Facilities Uses	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000

Major Facilities: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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
Total: Major Facilities Sources	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000

Solid Waste: Uses

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Solid Waste								
Multi-material and Convenience Centers	2,600,000	1,500,000	300,000	–	–	–	–	4,400,000
East Wake Landfill	500,000	2,000,000	–	–	–	–	–	2,500,000
North Wake	100,000	–	2,000,000	–	–	–	–	2,100,000
South Wake Landfill	725,000	1,075,000	5,612,000	130,000	–	768,000	3,058,000	11,368,000
Landfill Gas Development	100,000	400,000	–	750,000	–	–	–	1,250,000
Subtotal: Solid Waste	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000
Total: Solid Waste Uses	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000

Solid Waste: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Miscellaneous	625,000	725,000	5,612,000	130,000	–	768,000	3,058,000	10,918,000
Transfers From Solid Waste Enterprise	1,400,000	4,250,000	2,300,000	750,000	–	–	–	8,700,000

Detailed Seven-Year Summary of Sources and Uses

Solid Waste: Sources

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Total: Solid Waste Sources	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000

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Affordable Housing

Element Summary: Affordable Housing

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Affordable Housing Transfer	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Transfers From General Fund	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which $830,000 is appropriated in FY 2012. The County portion of the portfolio is projected to generate $170,000 in revenues through loan repayments in FY 2012; 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. For FY 2012, County CIP funds will be used towards establishing more housing for individuals with mental illness through increasing the number of vouchers.

The Board of Commissioners adopted an Action Plan that outlines program revenue and expenditures during the upcoming fiscal year. Included in that action plan is an additional $3.6 million over and above the County's CIP contribution of $830,000. The total action plan, totaling $4.4 million for FY 2012 will be used towards the following Housing activities: Community Development Block Grant (CDBG), Home Investments Partnership Grant (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and other County CIP programs. The ordinance reflects a breakdown by these categories.

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 Development Block Grant (CDBG) 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 area median income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 60 families in FY 2012 through rental unit production.

Housing Rehabilitation: HCR makes loans to help homeowners and repair their sub-standard houses. The loans are amortized at a 0-3 percent 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 10-12 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 1,126 families in FY 2012 through public facility improvements.

Rental Subsidies: HCR funds 80 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 $22 million ($6.8 million of County funds and $15.3 million of federal loan contributions).

Project Accomplishments

During FY 2011, HCR completed the following projects, which are funded by the program's three main funding sources (CDBG, HOME, and CIP):

CDBG: Repaired the homes of 5 low-income families and made 39 emergency grants to very-low income families to help with emergency repairs to their homes.

HOME: Completed Autumn Spring Apartments (48 units for seniors) and Brookridge Apartments (40 units for homeless and/or disabled persons).

CIP: Funded 40 rental subsidies for persons with a mental illness.

Other Projects: Funding was provided to the Town of Apex for street improvments on First Street. Construction was completed on a sidewalk project in Garner. Street improvements on Est Street in Apex were completed.

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 2012-2018 CIP includes $6.8 million in transfers to the County's Housing and Community Revitalization Fund, of which $830,000 is appropriated in FY 2012. The County portion of the portfolio is projected to generate $170,000 in revenues through loan repayments in FY 2012; 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Interfund Transfers Out	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Uses	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Funding Sources									
Transfers From General Fund	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
Total Sources	*	830,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,830,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Automation

Element Summary: Automation

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Enterprise Infrastructure	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
Computer Equipment	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
Major Projects	2,872,000	3,076,000	1,175,000	1,250,000	1,545,000	1,525,000	1,250,000	12,693,000
Total Uses	5,598,000	6,076,000	4,175,000	4,500,000	5,508,000	4,775,000	4,500,000	35,132,000
Law Enforcement	295,000	–	–	–	150,000	–	–	445,000
Appropriated Fund Balance	2,000,000	–	–	–	–	–	–	2,000,000
Transfers From General Fund	3,303,000	6,076,000	4,175,000	4,500,000	5,358,000	4,775,000	4,500,000	32,687,000
Total Sources	5,598,000	6,076,000	4,175,000	4,500,000	5,508,000	4,775,000	4,500,000	35,132,000
CIP Operating Impacts	145,302	787,988	917,283	896,739	926,437	971,565	1,018,949	5,664,263
CIP Operating Impacts - FTE	3	1	–	–	–	–	–	4

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 2012-2018 CIP budget includes approximately $35.1 million to support automation investments for Computer Equipment, Enterprise Infrastructure, and Major Projects. Future technology investments will ensure that the County's technical infrastructure remains secure and is sufficiently robust to handle the organization's and public's needs for management of and access to information.

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 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, and analysis and reporting.

Major projects and major systems replacement: Funding to upgrade or replace major computer systems in County departments and across the enterprise. These projects deliver technology

improvements that either benefit the entire organization, such as the eWake ERP system, or support large departmental systems that require significant investments in resources and time to implement, such as the replacement of the public health practice management 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.

In previous years, Business Applications were treated as a separate program and funded at the level of $150,000 per year. The goal of supporting business processes with technology was shared with the Major Projects category, but the funding was aimed at smaller automation projects. This year the two categories were collapsed into the Major Projects category.

The goals of the Board of County Commissioners, the County Manager's business plan, and the business plans of County departments shape the approach to Automation CIP. The business drivers are balanced with the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. Among the guiding principles for technology projects are: business and service needs drive the use of technology; technology should contribute to making government services seamless; information must be available and accurate; and existing resources should be leveraged before new resources are acquired.

Project Accomplishments

In FY 2011, IS carried out several initiatives to upgrade core services and provide improvements for business operations. These initiatives included:

eWake (Enterprise Resource Planning - ERP - for Finance, Budget, Human Resources, and Payroll functions). This has been a multiyear project beginning with the implementation of the Finance and Budget modules in FY 2008. In FY 2010, the last major modules - Human Resources and Payroll - were placed into production, including an electronic timekeeping program that is integrated into the eWake suite. This effort put the County's core information into one system, which allows it to improve its budgeting, position management, and fiscal controls. After the implementation of the core modules, the project team immediately began work to expand self-service features for employees and to complete the online recruitment and hiring system. This employee self-service (ESS) project led to the capacity to enroll in new health, dental and flexible spending account programs online in the new eWake system. Both this and the online recruitment and hiring system were placed into production in FY 2011.

WE (WakeEmployees). An intranet portal for employees was launched using technologies that will later be used to improve the public website, WakeGOV.com. Previously, employee news, services such as electronic timesheets, policies and procedures, and training information were scattered, which made it difficult for employees to access information. The intranet portal provides a single, internet-accessible location for employees to find policies and procedures, benefits information, news of the organization, training events, and materials related to their employment with the County.

Microsoft Office. The Microsoft Office suite is the core office productivity tool used by staff and includes word processing, spreadsheets, and presentation software. A previous CIP project upgraded all staff to Office 2007 under an Enterprise Agreement with Microsoft. Because the Enterprise Agreement expires at the end of FY 2011, a second effort to upgrade all staff to the current version, Office 2010, was carried out. This action will reduce the need for further upgrades for several years.

Database improvements. Oracle and Microsoft SQL databases are the underlayment of the County's business systems. Upgrades to newer versions, implementation of virtualization technologies, and re-architecting both database platforms resulted in cost savings, improved performance, and more reliable recovery in the event of disasters.

Mental Health Automation. This has been a multi-year project, replacing the legacy system for managing mental health services. The state's mental health reform initiatives required the County to

establish a Local Management Entity (LME) to assess, authorize, and manage care, separate from the actual delivery of services. This project to provide the technical system to meet the obligations of an LME was completed in FY 2011. The companion project to manage the delivery of mental health services will be completed in FY 2012.

Operating Budget Impact

The equipment and systems acquired through the Automation CIP typically have associated annual maintenance and licensing fees. These are planned and allocated during the acquisition phase when implementing new or replacement technologies. In some instances, major systems will require additional staff to manage the underlying system and to provide additional ongoing technical support. These requirements are identified during project planning and allocation because the operating impacts are made before the systems are put in place.

Automation

Computer Equipment

The FY 2012-2018 CIP includes approximately $13.1 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 2012 Automation CIP includes funds for computer equipment to match the growth and changes in the County's business processes and to modernize existing deployed equipment. The FY 2012 CIP Equipment Budget will continue to replace County PCs that are at end of life cycle as well as meet the more specialized needs for some County departments.

Project Summary: Computer Equipment

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Purchased Services Construction	*	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
Total Uses	*	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
Funding Sources									
Transfers From General Fund	*	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
Total Sources	*	1,600,000	1,750,000	1,750,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Automation

Enterprise Infrastructure

The FY 2012-2018 CIP includes approximately $9.3 million for Enterprise Infrastructure. The Enterprise Infrastructure funds are used for the core technical components and systems that support the County's operations. The projects include upgrades to and replacement of technical platforms, new systems to handle changing needs, and support for continued efforts over several years.

Upgrades and replacements. FY 2012 includes funds for projects to replace aging network infrastructure that is reaching end-of-life/end-of-support. The network infrastructure provides connections within County facilities and connections to the County network and the internet. The projects include the replacement of the core network infrastructure in several Wake County campus facilities and the replacement of network switches that support many remote facilities. Replacement funds are also allocated for servers that will reach end-of-support during FY 2012 as well as expanding the use of virtual servers. Lastly, funds will be utilized to replace the remaining Geographic Information Systems (GIS)

Project Summary: Enterprise Infrastructure

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Purchased Services Construction	*	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
Total Uses	*	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
Funding Sources									
Transfers From General Fund	*	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
Total Sources	*	1,126,000	1,250,000	1,250,000	1,250,000	1,963,000	1,250,000	1,250,000	9,339,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

external storage devices with disk storage in the County's Storage Area Network cloud.

Automation

Major Projects

The FY 2012-2018 CIP includes approximately $12.7 million for major information system projects. The FY 2012-2018 CIP will provide funding for the maintenance and upgrading of two important systems - the eWake system, which supports the County's Finance, Human Resources, and Budgeting functions, and the Property Tax System. In addition, it will fund the replacement of a 21-year-old practice management system for Public Health's clinical services and the introduction of an electronic document management system to support the work done in Social Services. The replacement of the practice management system is also driven by modernization requirements necessary for the County to continue billing for its clinical services.

Among the other large systems that are included for FY 2012 are improvements to the Behavioral Health claims system, and a Laboratory Information Management system and facial recognition capabilities for CCBI. One of the key recommendations of the Telecommunications Strategic Plan, a replacement of the automated call distribution platform, will also be carried out in FY 2012. Departments throughout the County will be able to leverage this platform, avoiding multiple niche solutions that would be more difficult and expensive to maintain. Finally, improvements to the Books

Project Summary: Major Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Other Contracts	*	–	150,000	–	–	–	–	–	150,000
Purchased Services Construction	*	2,872,000	2,926,000	1,175,000	1,250,000	1,545,000	1,525,000	1,250,000	12,543,000
Total Uses	*	2,872,000	3,076,000	1,175,000	1,250,000	1,545,000	1,525,000	1,250,000	12,693,000
Funding Sources									
Law Enforcement	*	295,000	–	–	–	150,000	–	–	445,000
Appropriated Fund Balance	*	2,000,000	–	–	–	–	–	–	2,000,000
Transfers From General Fund	*	577,000	3,076,000	1,175,000	1,250,000	1,395,000	1,525,000	1,250,000	10,248,000
Total Sources	*	2,872,000	3,076,000	1,175,000	1,250,000	1,545,000	1,525,000	1,250,000	12,693,000
CIP Operating Impacts	*	145,302	787,988	917,283	896,739	926,437	971,565	1,018,949	5,664,263
CIP Operating Impacts - FTE		3	1	–	–	–	–	–	4

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

system used by the Register of Deeds will be made beginning in FY 2012 through FY 2018. Prior year funds of $3.2 million are also being used towards projects in FY 2012.

In addition, a number of future projects have been identified in Major Projects as indicators of the level of future investment required to support the technology needs of the County. These projects include upgrades to the county's telecommunications systems, acquisition of an identity and access management system, implementation of a records management system, the upgrade or replacement of the aging Planning and Permitting system, various projects included in the Human Services strategic plan, a Countywide video conferencing platform, and a number of projects to support a desktop optimization initiative.

Community Capital

Element Summary: Community Capital

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Reserve for Future Projects	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
Alliance Medical Ministry	95,000	–	–	–	–	–	–	95,000
Hospice of Wake County	250,000	250,000	250,000	–	–	–	–	750,000
Total Uses	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Transfers From General Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $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 2012 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 2012-2018 CIP require operating subsidies from Wake County.

Alliance Medical Ministry

The FY 2012-2018 CIP allocates $95,000 to Alliance Medical Ministry to complete the purchase and renovation of a new facility adjacent to their former property. This is the final year of a multi-year commitment totaling $750,000. 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 percent 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Professional Services	105,000	–	–	–	–	–	–	–	–
Aid to Community Agencies	550,000	95,000	–	–	–	–	–	–	95,000
Total Uses	655,000	95,000	–	–	–	–	–	–	95,000
Funding Sources									
Transfers From General Fund	655,000	95,000	–	–	–	–	–	–	95,000
Total Sources	655,000	95,000	–	–	–	–	–	–	95,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Community Capital

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, 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: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY 2012-2018 CIP allocates $750,000 to complete the County's commitment of $1.75 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.

Project Summary: Hospice of Wake County

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Professional Services	500,000	–	–	–	–	–	–	–	–
Aid to Community Agencies	500,000	250,000	250,000	250,000	–	–	–	–	750,000
Total Uses	1,000,000	250,000	250,000	250,000	–	–	–	–	750,000
Funding Sources									
Transfers From General Fund	1,000,000	250,000	250,000	250,000	–	–	–	–	750,000
Total Sources	1,000,000	250,000	250,000	250,000	–	–	–	–	750,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Community Capital

Reserve for Future Projects

The FY 2012-2018 CIP includes $2.7 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Aid to Community Agencies	*	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
Total Uses	*	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
Funding Sources									
Transfers From General Fund	*	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
Total Sources	*	155,000	250,000	250,000	500,000	500,000	500,000	500,000	2,655,000
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

Element Summary: County Building Improvements

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Board of Elections	150,000	–	–	–	–	–	–	150,000
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
Major Building Renovations	1,111,000	161,000	1,440,000	2,088,000	1,068,000	1,107,000	1,081,000	8,056,000
Security Improvements County Buildngs	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
Roofing Projects	42,000	77,000	922,000	929,000	81,000	885,000	84,000	3,020,000
Crabtree Creek Flood Control Structures	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
Building Systems Replacements	2,465,000	284,000	811,000	474,000	504,000	364,000	395,000	5,297,000
Total Uses	5,209,000	2,130,000	4,745,000	5,350,000	3,199,000	4,118,000	3,219,000	27,970,000
Transfers From General Fund	5,209,000	2,130,000	4,745,000	5,170,000	3,199,000	4,118,000	3,219,000	27,790,000
Municipalities	–	–	–	180,000	–	–	–	180,000
Total Sources	5,209,000	2,130,000	4,745,000	5,350,000	3,199,000	4,118,000	3,219,000	27,970,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

A total of $28.0 million is planned for County Building Improvements within the FY 2012-2018 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 building systems replacements, major renovations, and security improvements for County buildings. In FY 2012, the County Buildings element includes funding for repairs for the Crabtree Creek Watershed flood control structures.

History/Background

Wake County Government will occupy or have facility responsibility for over 175 buildings, totaling over 3.8 million square feet of building space in FY 2012. By FY 2013, County square footage will increase to 4.2 million square feet. Because many 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 Improvements 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.

County Building Improvements

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.

All buildings constructed prior to 2001 were evaluated over a multiyear period and this first cycle was completed in FY 2010. A new cycle of assessments will begin in FY 2015 which will incorporate facilities built from 2002-2010 and reassess the buildings evaluated in the first cycle of assessment.

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

Board of Elections

The Board of Elections is responsible for conducting all elections held in Wake County. The Board administers state election laws locally for Wake County, maintains voter registration and participation records and provides public information on voters and elections. The Board's duties include establishing election precincts and voting sites; appointing and training precinct officials, preparing and distributing ballots and voting equipment, canvassing and certifying the ballots cast in elections and investigating any voting irregularities.

The logistics of staging an election have become progressively more complex. The recent addition of one-stop and early voting sites requires an additional layer of management and support, while state and federal election laws continue to change. Technology changes mandated by the state required new voting machines, vote tabulators, laptops and infrastructure. Finally, population growth has contributed to the demand for rapid adaptation to these evolving elections operations.

The current location, size and configuration of space utilized by the Board of Elections within the Wake County Office Building is no longer adequate to accommodate mandated tasks. In particular, warehouse and storage needs for voting machines, ballots and other materials has exceed the capacity within the office building.

Therefore, the County recently leased space for the Board of Elections in a warehouse facility outside of the central area of downtown. This facility provides adequate space to carry out all functions in preparation for the 2011 elections and the larger 2012 Presidential election, with ample loading dock functions, high bay storage, good circulation and adjacent access to major roadways for ease of distribution and collection of materials. The FY 2012-18 CIP includes $150,000 to complete the upfit of this temporary leased space by including installation of heavy duty shelving and other furnishings and equipment.

Project Summary: Board of Elections

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Building Maintenance/ Repair	–	150,000	–	–	–	–	–	–	150,000
Total Uses	–	150,000	–	–	–	–	–	–	150,000
Funding Sources									
Transfers From General Fund	–	150,000	–	–	–	–	–	–	150,000
Total Sources	–	150,000	–	–	–	–	–	–	150,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

County Building Improvements

Crabtree Creek Flood Control Structures

The FY 2012-2018 CIP includes $1.5 million for the repair and renovation to the flood structures in the Crabtree Creek Watershed over a ten year period.

The Crabree Creek Watershed Project (CCWP) was created under the authorization of the Watershed Protection and Flood Prevention Act (Public Law 566) of the 83rd Congress of the United States; 1957. The CCWP was founded in 1963 by the Neuse River Soil and Water Conservation District, the Wake County Commissioners, the City of Raleigh, the Crabtree Creek Watershed Improvement District, the State of North Carolina and the USDA Soil Conservation Service. The CCWP is comprised of 10 earthen berm flood impoundment structures throughout northwest Wake County along the tributaries of Crabtree Creek. In 1985, Wake County assumed complete local sponsorship of the CCWP and is the direct contact to the USDA Natural Resource Conservation Agency (previously the Soil Conservation Service). Wake County must maintain these structure to prevent flooding of the Crabtree Creek. FY 2012 includes costs for a facility condition assessment of structures at the Brier Creek Resevoir.

Project Summary: Crabtree Creek Flood Control Structures

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
Total Uses	–	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
Funding Sources									
Transfers From General Fund	–	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
Total Sources	–	20,000	200,000	161,000	448,000	181,000	267,000	258,000	1,535,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

County Building Improvements

Major Building Renovations

The FY 2012-2018 CIP includes $8.1 million to undertake major repairs and renovations at various County facilities and to conduct the next cycle of Facility Condition Assessments later in the period. Typically, a flat level of funding is provided annually, based on a formula to allow for the renovation of approximately 2 percent of the County's square footage per year, except for facilities that have separate renovation funding, such as criminal justice facilities and parks. A portion of these funds have been reallocated to Building Systems projects, for replacement of mechanical, electrical, and plumbing systems, and to Roofing projects for replacements of roofing systems on various facilities.

The FY 2012-2018 CIP includes funds to make some important improvements. For FY 2012, funding is obligated for: Phase 3 Improvements to the Domestic Water System and Elevator Modernization in East End Tower of the Wake County Office Building, planning and design in the Wake County Office Building and existing Courthouse for new occupant space on floors that will be vacated by staff moving to the new Justice Center in 2013.

Project Summary: Major Building Renovations

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	1,033,000	86,000	1,345,000	1,888,000	893,000	987,000	931,000	7,163,000
Professional Services	*	78,000	75,000	95,000	200,000	175,000	120,000	150,000	893,000
Total Uses	*	1,111,000	161,000	1,440,000	2,088,000	1,068,000	1,107,000	1,081,000	8,056,000
Funding Sources									
Transfers From General Fund	*	1,111,000	161,000	1,440,000	2,088,000	1,068,000	1,107,000	1,081,000	8,056,000
Total Sources	*	1,111,000	161,000	1,440,000	2,088,000	1,068,000	1,107,000	1,081,000	8,056,000
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

Building Systems Replacements

The FY 2012-2018 CIP includes $5.3 million to replace mechanical, electrical and plumbing 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.

In addition, plumbing, electrical and life safety systems projects, identified through the County's Facilities Assessment process, are also included in this category. FY 2012 projects include Phase 2 of the Public Safety Center life safety ventilation system replacement, installation of emergency power equipment at the Swinburne Building and installation of air conditioning equipment at the GSA Fleet Maintenance Shop. Prior year funds of $200,000 will be used to partially fund the air conditioning project at GSA Fleet Maintenance Shop.

Project Summary: Building Systems Replacements

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	2,465,000	284,000	811,000	474,000	504,000	364,000	395,000	5,297,000
Total Uses	*	2,465,000	284,000	811,000	474,000	504,000	364,000	395,000	5,297,000
Funding Sources									
Transfers From General Fund	*	2,465,000	284,000	811,000	294,000	504,000	364,000	395,000	5,117,000
Municipalities	*	–	–	–	180,000	–	–	–	180,000
Total Sources	*	2,465,000	284,000	811,000	474,000	504,000	364,000	395,000	5,297,000
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

Minor Building Projects

The FY 2012-2018 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. Seventy percent of 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, 30 percent of the funds are allocated for alteration/renovation projects. 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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
Total Uses	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Funding Sources									
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
Total Sources	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
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

Roofing Projects

The FY 2012-2018 CIP includes $3.0 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 for replacements of roofing systems that are approaching the end of their useful life.

FY 2012 includes funds to complete roof repairs at the Community Services Center, and funding for replacement of the standing seam metal roof at the Library Administration building. Prior year funds of $200,000 will be used to fund the Library Administration roof. In upcoming years, funding is scheduled for design and installation of roof replacements at Swinburne Center and the Firearms Education Center.

Project Summary: Roofing Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	18,000	5,000	844,000	929,000	78,000	850,000	84,000	2,808,000
Professional Services	*	24,000	72,000	78,000	–	3,000	35,000	–	212,000
Total Uses	*	42,000	77,000	922,000	929,000	81,000	885,000	84,000	3,020,000
Funding Sources									
Transfers From General Fund	*	42,000	77,000	922,000	929,000	81,000	885,000	84,000	3,020,000
Total Sources	*	42,000	77,000	922,000	929,000	81,000	885,000	84,000	3,020,000
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

Security Improvements County Buildngs

The FY 2012 - FY 2018 CIP includes $1.5 million for security improvements at County buildings. Projects scheduled for FY 2012 include continued work at Sunnybrook for card access and surveillance in addition to assessments at the Southern Regional Center, Eastern Regional Center and Northern Regional Center. Future improvements include security assessments and upgrades at Southeast Regional Library, East Regional Library, Cameron Village, and North Regional Library. Dollars are also allocated to Core System Life Cycle Replacement SMS and Video Systems at West Regional Library and Eva Perry Library.

Project Summary: Security Improvements County Buildngs

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
Total Uses	*	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
Funding Sources									
Transfers From General Fund	*	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
Total Sources	*	221,000	208,000	211,000	211,000	165,000	295,000	201,000	1,512,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Criminal Justice

Element Summary: Criminal Justice

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Detention Facilities	–	–	–	–	–	850,000	2,686,000	3,536,000
Court Displacement	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
Justice Center	3,200,000	–	–	–	–	–	–	3,200,000
Detention Security	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
Public Safety Center Renovations	4,480,000	3,474,000	–	–	–	–	–	7,954,000
Existing Courthouse Renovations	2,253,000	3,449,000	1,671,000	3,000,000	–	–	–	10,373,000
Total Uses	11,725,000	9,047,000	2,726,000	3,370,000	427,000	1,277,000	3,122,000	31,694,000
Appropriated Fund Balance	1,192,000	–	–	–	–	–	–	1,192,000
Transfers From General Fund	10,533,000	9,047,000	2,726,000	3,370,000	427,000	1,277,000	3,122,000	30,502,000
Total Sources	11,725,000	9,047,000	2,726,000	3,370,000	427,000	1,277,000	3,122,000	31,694,000
CIP Operating Impacts	3,488,967	7,714,588	4,373,000	–	–	–	–	15,576,555
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total $31.7 million over the next seven years. Included in the FY 2012 - 2018 CIP is $3.5 million invested in FY 2017-2018 for preliminary design services for a future expansion of the Hammond Road Detention Center. In FY 2012 $3.2 million is appropriated to fund the remainder of construction, along with the furniture, furnishings and equipment for the new Justice Center currently under construction.

Funding of $10.4 million will be used to continue making improvements to the existing Courthouse; $4.2 million will cover facility leases through FY 2014 to temporarily house government functions recently displaced by construction of the new Justice Center. Beginning in FY 2012 three lower floors of the Public Safety Center will be renovated at a cost of $8.0 million. This renovation encompasses areas of the Public Safety Center that will be vacated in 2012 when various detention related functions are relocated to the Hammond Road Detention Center currently under construction. Renovations are necessary to provide additional inmate property storage, evidence storage, and records retention areas; a small maximum security lock-up area, modernization of inmate food preparation areas; and space needed for the various functions of the Sheriff's Office through 2030. The final component is the Detention Security project totaling $2.4 million. This project includes updating existing detention security systems (Public Safety Center and Hammond Road Detention Annex) to integrate with new electronic security systems being installed as part of construction of the Phase 2 Expansion of the Hammond Road Detention Center and new Justice Center.

All of the Criminal Justice projects support the implementation of the County's 2030 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.

Criminal Justice

History/Background

The primary goals of the Criminal Justice element are to: Provide sufficient functional space to efficiently process arrestees through booking and intake so that arresting law enforcement officers are released as soon as possible; provide adequate court facilities to enable the judicial system to process caseloads in a timely and effective manner; provide adequate detention facilities that meet state standards for safety and confinement of individuals who are awaiting court 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 minimize ongoing operational costs; 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 enable criminal, civil, and family cases to be processed in a timely and effective manner. In addition, NCGS 153.A2-21 establishes standards for designing, building and operating detention facilities. To address these statutory requirements, a Court Facility Space Planning Committee was originally established in the 1980's to work with County representatives to plan and implement justice related capital projects. This long-standing 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. This group worked collaboratively in the preparation of a comprehensive long-term Justice Facilities Master Plan that was published in FY 1999. This plan was updated in FY 2005 and endorsed by the Board of Commissioners.

The Justice Facilities Master Plan projected facility needs through 2030 and included the following key elements: Inventory and evaluation of existing facilities; recommendations for system-wide service delivery and efficiency improvements; and a long-term plan for providing judicial and detention facilities. It continues to serve as a guide for making decisions relative to funding and implementing justice related capital improvement projects.

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): The Phase 2 project includes construction of a 3-story building addition containing 415,000 sq .ft. and an adjacent 109,000 sq. ft. 3-level parking deck. Construction of site infrastructure and the 300-car parking deck was completed in FY 2010. Construction of the 3-story building is approximately 65% complete. The project is expected to be completed approximately four months ahead of the contractual completion date of August 2012.

Justice Center: Construction of a new building consisting of 14 levels (2 below grade) containing 577,000 sq. ft. is well underway. All old buildings and abandoned infrastructure located on the site were demolished and removed in FY 2010. Also completed in FY 2010 were site utilities, deep excavation, below grade street retaining walls and building piling systems. Concrete foundations, two below grade levels, building structural systems, and interior wall framing (on lower four levels) were completed in FY 2011. In addition substantial progress was made on installation of precast concrete, granite, and window wall systems required for exterior building walls. The project is progressing ahead of schedule and completion is currently projected for spring 2013.

Detention Security Improvements: Improvements underway include upgrading and modernizing existing electronic security systems at the Public Safety Center and Hammond Road Detention Center (Existing Phase 1B building). These improvements are being implemented in conjunction with major new building construction activities underway at both sites.

Existing Courthouse: Over the past eight years approximately 80 percent of the interior space in the existing Courthouse has been demolished, asbestos removed, fire sprinklers installed, and renovations completed in accordance with a 10-year Courthouse Renovation Plan. This work began in FY 2004 and has been accomplished in phases, while keeping the over-crowded court system fully operational.

Public Safety Center Renovation: The project includes renovations to approximately 62,000 sq. ft. of the Public Safety Center. Preparation of final construction plans and securing regulatory permits for the planned renovations have been the primary focus in FY 2011. Relocation of the Sheriff's emergency communications dispatch center from the Raleigh Municipal Center to the Public Safety Center is being closely coordinated with this project. Renovations of the Public Safety Center are scheduled to begin in June 2012.

Operating Budget Impact

Judicial Facilities: The FY 2012-2018 total estimated operating impact reflects preliminary operating budget costs 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

Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to 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. This acreage was acquired to accommodate long term development of inmate housing and detention support facilities. The original tract, purchased in 1987, contains 6.22 acres and is located on the west side of Hammond Road. By 2001 this tract was fully built-out as a minimum security inmate housing facility with a capacity of 416 inmates. The second tract, purchased in 2001, contains 19.36 acres and is located on the east side of Hammond Road. The Justice Facility Master Plan proposed that this larger parcel be developed in multiple phases over 30-40 years as the demand increases for inmate housing and support services. In 2006, Phase 1 consisting of a

Project Summary: Detention Facilities

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	134,679,154	–	–	–	–	–	–	–	–
Professional Services	14,750,000	–	–	–	–	–	850,000	2,686,000	3,536,000
Unallocated Budget CIP	6,330,844	–	–	–	–	–	–	–	–
Total Uses	155,760,000	–	–	–	–	–	850,000	2,686,000	3,536,000
Funding Sources									
Criminal Justice	49,077	–	–	–	–	–	–	–	–
ARRA	3,030,000	–	–	–	–	–	850,000	2,686,000	3,536,000
Limited Obligation Bonds	149,650,923	–	–	–	–	–	–	–	–
Total Sources	155,760,000	–	–	–	–	–	850,000	2,686,000	3,536,000
CIP Operating Impacts	–	3,488,967	4,978,588	–	–	–	–	–	8,467,555
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

two-story building, with capacity for 416 medium security inmates, was completed (known as Phase 1B).

Design work was completed for Phase 2 in FY 2008 and site development construction began in FY 2009. Phase 2 consists of a 415,000 sq.ft. addition to the existing building. In addition, a 300 car parking deck containing 109,000 sq.ft. is included. Construction of the Phase 2 building expansion will be completed in spring of 2012. This will result in 672 beds being added to the County detention system. Approximately 75 percent of inmates in the system will then be incarcerated at the Hammond Road site. The Phase 2 project includes relocating intake, booking, processing, City/County Bureau of Identification, and Magistrate functions from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site. Kitchen, laundry and infirmary facilities to support the entire inmate population projected to be housed in the County's detention system (beyond 2030) are also being built at the Hammond Road site as part of the Phase 2 expansion.

Final plans and specifications, along with an extensive regulatory agency plan review/permitting process, were completed for the project in FY 2010. The 300-car parking deck, site infrastructure, and building foundations for the large building expansion were completed in FY 2010. Construction of the 415,000 sq.ft. building addition is approximately 65 percent complete. Contractors are projecting that all construction will be complete in April 2012, which is four months ahead of contractual requirements.

Funding is tentatively shown in later years of the FY 2012-2018 CIP for design services for a future expansion of the Hammond Road Detention Center. The need for these future funds will be evaluated annually based on inmate population projections.

Phase 2 of the Hammond Road Detention Center is scheduled to begin housing inmates in May 2012. Additional funding for operating costs have been included in the operating budgets of the Sheriff's Office and General Services Administration for staffing needs and maintenance activities for the Phase 2 facility.

Detention Security

They FY 2012 - 2018 CIP includes $2.4 million for Dentention Security. Projects for FY 2012 - 2018 include updating security systems to integrate with the new systems planned for the Justice Center and Hammond Road Detention Center. Life cycle replacement projects include upgrading original security systems installed 20 years ago in the Public Safety Center. Installation of modern security systems as part of construction contracts awarded for the Hammond Road Detention Center Phase 2 expansion project and new Justice Center provided an opportunity to standardize access control and surveillance recording systems in all County detention facilities. This standardization will be accomplished at the Public Safety Center and Hammond Road Detention Center (existing Phase 1B building) through implementation of planned Detention Security System improvement projects.

Project Summary: Detention Security

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
Total Uses	*	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
Funding Sources									
Transfers From General Fund	*	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
Total Sources	*	223,000	285,000	262,000	370,000	427,000	427,000	436,000	2,430,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Existing Courthouse Renovations

The Wake County Courthouse is a twelve story building containing approximately 331,150 sq. ft. 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. Occupancy loads in the building have substantially increased over the past 20 years.

County staff and officials of the Raleigh Inspections Department reached agreement in 2003 on a detailed 10-year Improvement Plan for the Courthouse. The planned improvements are being implemented in phases to assure the building remains fully operational and 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 substantial compliance with modern high-rise building codes, and providing additional building accommodations as required by the Americans with Disabilities Act (ADA). Mechanical and electrical systems are also being upgraded, replaced, or refurbished. Implementation

Project Summary: Existing Courthouse Renovations

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	2,046,000	3,206,000	1,646,000	2,812,000	–	–	–	9,710,000
Professional Services	*	207,000	243,000	25,000	188,000	–	–	–	663,000
Total Uses	*	2,253,000	3,449,000	1,671,000	3,000,000	–	–	–	10,373,000
Funding Sources									
Transfers From General Fund	*	2,253,000	3,449,000	1,671,000	3,000,000	–	–	–	10,373,000
Total Sources	*	2,253,000	3,449,000	1,671,000	3,000,000	–	–	–	10,373,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

of the Courthouse 10-year Capital Improvement Plan is an essential part of the County's 30-year Justice Facility Master Plan. Funding is also included in FY 2012 for elevator modernization.

In FY 2011, demolition/asbestos abatement and renovations of the 11th floor were completed. In addition the large rooftop penthouse mechanical equipment structure was refurbished. The completion of these activities concludes all building improvements planned for the first eight years of the 10 year improvement plan. Over 80 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 in renovated areas have been upgraded or replaced.

In FY 2012, asbestos abatement and renovation of the 6th floor will be completed. Public restrooms on the 9th and 12th floors will also be renovated. In addition, the roof will be replaced, the exterior precast concrete wall panels will be cleaned, and all joint sealants replaced. Deteriorating concrete steps, along with waterproofing membrane and handrail systems, located at the west end of Courthouse walkways between the Post Office and County Office Building will be replaced in early FY 2012. Prior year funds of $1.1 million will be used towards these projects in FY 2012.

Court Displacement

The FY 2012 - FY 2018 CIP includes $4.2 million for leasing space needed for court operations and displacements required until the Justice Center is completed. On the site of the new Justice Center structures existed that were built over 45 years ago. These structures have been demolished in order to build 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 Department and Community Corrections. In addition, Public Defender offices, Pre-trial Release, and Probation functions are located in leased space. It is expected that these functions, with the exception of Community Corrections and Probation, will occupy the new Justice Center in 2013. An evaluation will be made of the option of moving Community Corrections and Probation into space vacated in the existing Courthouse in 2013 when the Justice Center opens. Various facility leases were previously approved by the Board of Commissioners. Funding in the CIP is designed to cover all relocation and facility lease costs through the full term of the various leases.

Project Summary: Court Displacement

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Rental of Real Property	4,657,000	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
Total Uses	4,657,000	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
Funding Sources									
Transfers From General Fund	4,657,000	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
Total Sources	4,657,000	1,569,000	1,839,000	793,000	–	–	–	–	4,201,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Criminal Justice

Justice Center

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. 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.

In FY 2008, design work began on a new Justice Center as proposed in the Justice Facility Master Plan. Early in the first quarter of FY 2008, the Board of Commissioners approved a comprehensive Architectural Building Program for the project. This

Project Summary: Justice Center

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	157,341,286	3,200,000	–	–	–	–	–	–	3,200,000
Professional Services	15,760,984	–	–	–	–	–	–	–	–
Furnishings & Equipment	9,620,000	–	–	–	–	–	–	–	–
Total Uses	182,722,270	3,200,000	–	–	–	–	–	–	3,200,000
Funding Sources									
Pooled Investments	2,313,561	–	–	–	–	–	–	–	–
Criminal Justice	116,383	–	–	–	–	–	–	–	–
Transfers From General Fund	9,519,630	3,200,000	–	–	–	–	–	–	3,200,000
Transfers From Special Districts Fund	49,271	–	–	–	–	–	–	–	–
Premium	11,093,629	–	–	–	–	–	–	–	–
Transfers From Debt Service	10,549,077	–	–	–	–	–	–	–	–
Municipalities	220,718	–	–	–	–	–	–	–	–
Limited Obligation Bonds	148,860,000	–	–	–	–	–	–	–	–
Total Sources	182,722,270	3,200,000	–	–	–	–	–	–	3,200,000
CIP Operating Impacts	–	–	2,736,000	4,373,000	–	–	–	–	7,109,000
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Criminal Justice

program identified goals, objectives, timeline, and budget for the Justice Center. It also included a detailed listing of all judicial and governmental functions (and space requirements) to be accommodated in the new building. Judicial functions to be located in the building include 22 criminal courtrooms, offices for Judges, Clerk of Court, District Attorney, Public Defender and various support spaces. Various inmate holding areas to support courtroom operations are included. County public records and administrative functions include Register of Deeds, Revenue Department, Budget/Finance, County Attorney, County Manager, and Board of Commissioners. In addition, security controlled underground parking for approximately 162 vehicles, and space for future central energy plant equipment to support County buildings in downtown Raleigh are included.

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 to the Wake County Public Safety Center. The approved design included an 11-story high-rise building with a partial 12th level to house mechanical equipment. There will also be two below grade levels for parking and a tunnel will connect the Justice Center to the existing Courthouse and Public Safety Center. With a total of 577,000 sq.ft., the new Justice Center will be the largest County owned building. Deep excavation, concrete pilings, building foundations, and the two below grade levels of the building were completed in FY 2010. Structural steel for the 12 floor levels above ground was erected and a ceremonial "building topping out" event was held in February 2011. Work continues on erection of precast concrete and granite panels, along with window wall systems for the exterior of the building. Interior wall and ceiling framing is underway on lower floor levels. Installation of mechanical, electrical, plumbing and fire protection systems is progressing well. All major pieces of equipment such as air handlers, chillers, boilers, cooling towers, and electrical switchgear have been placed in the building.

The public records/County administration portion of the building is currently anticipated to open in spring 2013, while the courts and related support areas are expected to open in summer 2013. Both of these opening dates are four months ahead of construction contract requirements.

Opening of the Justice Center will require additional operating funds for the Sheriff Office and GSA. Currently, there is $7.1 million projected for operating budget impact in the FY 2012 - 2018 CIP. However, during FY 2012, these costs will be further developed since the project is now under construction.

Public Safety Center Renovations

In FY 2008, a study was conducted 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 Architectural Building Programs for these two new 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 preliminary floor plans, cost estimates, and a tentative implementation timeline for the planned renovation project. The project as currently defined includes renovating approximately 62,000 sq.ft. of space in the Public Safety Center, including loading dock and inmate transfer spaces supporting basement level functions of the new Justice Center. Construction is planned in phases to minimize impact on existing Sheriff's Department operations. Phase one consists of renovations for evidence storage and cook/chill food preparation areas in the Public Safety Center. Also included is construction work associated with inmate property storage, records retention areas, service truck access improvements, and security surveillance equipment.

In FY 2011, design work began and the County selected a Construction Manager at Risk for this complex multi-phased renovation project. Design work and construction plans/specifications will be completed in fall 2011. Permitting and regulatory approvals are expected to be completed by early 2012, with construction slated to begin in June 2012. Phase 2 consists of renovations to portions of floor space on the first, second, and third floors of the Public Safety Center. Selected parts of these floors will be reconfigured and renovated for property and evidence storage, expansion of office space for the Sheriff's department, and related support spaces. The addition of ten maximum security housing cells on the 10th level in space currently vacant will be bid as an alternate and will be considered if construction bids are below the project budget.

Project Summary: Public Safety Center Renovations

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	500,000	4,480,000	3,474,000	–	–	–	–	–	7,954,000
Total Uses	500,000	4,480,000	3,474,000	–	–	–	–	–	7,954,000
Funding Sources									
Appropriated Fund Balance	–	1,192,000	–	–	–	–	–	–	1,192,000
Transfers From General Fund	500,000	3,288,000	3,474,000	–	–	–	–	–	6,762,000
Total Sources	500,000	4,480,000	3,474,000	–	–	–	–	–	7,954,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Economic Development

Element Summary: Economic Development

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Jordan Lake Reclaimed Water Project	–	–	–	–	2,649,000	–	–	2,649,000
Economic Incentives	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
On-site Water and Sewer	300,000	300,000	300,000	–	–	–	–	900,000
Total Uses	1,631,000	1,626,000	1,558,000	1,328,000	3,821,000	1,281,000	1,115,000	12,360,000
Transfers From General Fund	1,631,000	1,626,000	1,558,000	1,328,000	2,095,000	1,281,000	1,115,000	10,634,000
Municipalities	–	–	–	–	1,726,000	–	–	1,726,000
Total Sources	1,631,000	1,626,000	1,558,000	1,328,000	3,821,000	1,281,000	1,115,000	12,360,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $12.36 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 1989, Wake County, the Town of Cary and the Research Triangle Foundation (RTF) entered into an Interlocal Agreement (ILA) for providing water and sewer infrastructure for the Wake County portion of Research Triangle Park (RTP South). This agreement was renegotiated and executed on October 28, 2003 and provides for among other items and conditions, the following: 1. The County constructs the water, sewer and reclaimed water infrastructure necessary to provide service to sites of RTP South customers; 2. RTF is responsible for all other public infrastructure associated with the development of RTP South (right-of-way, roads, sidewalks, etc.); and 3. Cary will provide water and wastewater treatment to the customers of RTP South based upon available allocations from Jordan Lake and capacity at Cary's wastewater treatment facilities. This includes operation and maintenance of the water, sewer and reclaimed water facilities installed by the County.

Over the past twenty years, over 30,000 feet of water and sewer lines have been installed in order to allow for the development of RTP South for the benefit of the County. A majority of the required water and sewer lines have already been installed; however, remaining efforts are primarily related to the installation of reclaimed water lines. It is important to note that the County has worked with both the Town of Morrisville and the Town of Cary over the past 5 -7 years to jointly install a portion of the sewer lines. Essentially all three parties were able to realize significant savings through joint planning the routing and sizing of the sewer lines so that the lines serve more than just RTP South.

Jordan Lake Reclaimed Water

Economic Development

Wake County received grant awards from the EPA 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. These facilities will be constructed during 2011.

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 2012-2018 CIP includes estimated business incentive grant payments for Credit Suisse, Novartis, and RBC.

Operating Budget Impact

The capital improvements funded through the Economic Development element are expected to have no impact on 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 is the responsibility of our municipal or other partners.

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 that 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 2012 - 2018 CIP includes approximately $8.8 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). Based on the terms of the agreement, Credit Suisse is eligible to receive a total of approximately $445,000 in incentive payments in the period of FY 2012-2015.

Novartis has met the terms of the approved Economic Incentive agreement and has requested the first incentive payment in Spring 2011. Per the agreement approved by the Board of Commissioners in July 2006, Novartis was required to create an investment of at least $100 million by December 31, 2010 and create 350 new jobs. Novartis appears to have met the terms of the agreement, with the combined value of building and personal property as of December 31, 2010 of more than $290 million and 350 new jobs created. Novartis could be eligible to receive approximately $8 million in economic incentive payments from FY 2012-2018 under the terms of the agreement.

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 was required to invest $40,000,000 for RBC's United States headquarters. RBC has met the investment requirement, but because of a Brownfield agreement that allows partial exclusion from tax assessment for the first five taxable years is in place, RBC was expected to receive incentive payments of $125,000 annually from FY 2015-2017. Based on recent market accouncements in June 2011, while the CIP shows funds for RBC in FY 2015-2017, it is possible that the terms of the

Project Summary: Economic Incentives

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Economic Development	*	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
Total Uses	*	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
Funding Sources									
Transfers From General Fund	*	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
Total Sources	*	1,331,000	1,326,000	1,258,000	1,328,000	1,172,000	1,281,000	1,115,000	8,811,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

grant agreement will not be met, and funds will not be allocated to RBC.

The Board of Commissioners have approved other economic incentive agreements for GlaxoSmithKline, Lenovo, and Fidelity that are not included in the FY 2012-2018 CIP. It is anticipated that the requirements for the incentives will not be met within the investment period; thus payments are not included in the FY 2012-2018 CIP.

Economic Development

Jordan Lake Reclaimed Water Project

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 and bidding were completed in early 2011. A revision to the ILA for construction purposes was completed in late 2009.

Construction of these facilities started in the Spring of 2011 and the system should be operational by the end of calendar year 2011. 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.

Phase II of this project is budgeted in FY 2016 subject to further development within RTP South.

Project Summary: Jordan Lake Reclaimed Water Project

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	–	–	–	–	2,649,000	–	–	2,649,000
Total Uses	*	–	–	–	–	2,649,000	–	–	2,649,000
Funding Sources									
Transfers From General Fund	*	–	–	–	–	923,000	–	–	923,000
Municipalities	*	–	–	–	–	1,726,000	–	–	1,726,000
Total Sources	*	–	–	–	–	2,649,000	–	–	2,649,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

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 2012-2018 CIP includes $300,000 annually in funding for future on-site water and sewer infrastructure from FY 2012-2014.

Project Summary: On-site Water and Sewer

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	300,000	300,000	300,000	–	–	–	–	900,000
Total Uses	*	300,000	300,000	300,000	–	–	–	–	900,000
Funding Sources									
Transfers From General Fund	*	300,000	300,000	300,000	–	–	–	–	900,000
Total Sources	*	300,000	300,000	300,000	–	–	–	–	900,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Libraries

Element Summary: Libraries

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Wake Forest Library	–	3,139,000	–	–	–	–	–	3,139,000
North Hills Library	–	–	–	4,702,000	4,721,000	–	–	9,423,000
Middle Creek Library	–	285,000	4,328,000	–	–	–	–	4,613,000
Upgrades to Existing Library Facilities	–	–	717,000	847,000	–	–	–	1,564,000
Reserved for Future Library Projects	–	–	–	–	751,000	–	–	751,000
Northeast Regional Library	–	2,449,000	–	–	–	–	–	2,449,000
Cary Regional Library	–	–	910,000	–	11,844,000	–	–	12,754,000
Morrisville Library	–	–	300,000	4,549,000	–	–	–	4,849,000
Fuquay-Varina Library	–	688,000	4,470,000	–	–	–	–	5,158,000
Total Uses	–	6,561,000	10,725,000	10,098,000	17,316,000	–	–	44,700,000
Authorized and Unissued	–	6,561,000	10,725,000	10,098,000	17,316,000	–	–	44,700,000
Total Sources	–	6,561,000	10,725,000	10,098,000	17,316,000	–	–	44,700,000
CIP Operating Impacts	–	40,000	1,500,000	1,089,000	445,000	1,917,000	372,000	5,363,000
CIP Operating Impacts - FTE	–	1	25	10	14	10	8	68

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $44.7 million to construct a variety of new, replacement, and expanded libraries. Of these funds, $2.45 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 did not start as originally planned in FY 2009. Instead, upgrade projects began in FY 2011.

A bond sale is scheduled to take place late in Spring 2012. Following this sale, major construction projects are scheduled to begin in FY 2013, and will stretch through FY 2017.

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.

Project Accomplishments

Bid documents were completed and construction began on renovations and upgrades to Richard B. Harrison Library, a 9,500 SF community library originally built in 1967 in southeast Raleigh. This project is the first of seven planned upgrade projects for existing libraries. Planning and design for upgrade projects at Wendell and Green Road Community Libraries also began late in 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 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 Cary to locate a replacement library across Academy Street in conjunction with the Town's planned cultural arts campus. Design is scheduled for FY 2014 and FY 2015 and construction is currently planned for the beginning of FY 2016. The replacement library is scheduled to open in FY 2017.

The replacement library is expected to need approximately ten new staff members. Operating cost estimates shown below include these staff, along with funds for supplies and materials (phased in over FYs 2016, 2017 and 2018).

Project Summary: Cary Regional Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	–	–	–	8,344,000	–	–	8,344,000
Relocation/ Moving/ Temporary Facility	–	–	–	–	–	500,000	–	–	500,000
Professional Services	–	–	–	910,000	–	–	–	–	910,000
Library Materials	–	–	–	–	–	2,200,000	–	–	2,200,000
Furniture, Fixtures & Equipment	–	–	–	–	–	800,000	–	–	800,000
Total Uses	–	–	–	910,000	–	11,844,000	–	–	12,754,000
Funding Sources									
Authorized and Unissued	–	–	–	910,000	–	11,844,000	–	–	12,754,000
Total Sources	–	–	–	910,000	–	11,844,000	–	–	12,754,000
CIP Operating Impacts	–	–	–	–	–	42,000	697,000	207,000	946,000
CIP Operating Impacts - FTE		–	–	–	–	1	9	–	10

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, HVAC and energy conservation improvements, and replacement of furnishings, fixtures, and equipment. The FY 2012 - 2018 CIP funds upgrades at Southeast Regional Library in FY 2014 ($717,000), East Regional Library ($526,000) in FY 2015, and Zebulon Branch Library ($321,000) in FY 2015. Based on updated facility condition evaluations, the implementation schedule for library upgrade projects was reassessed and modified. The Wendell Branch Library Upgrade Project ($331,000) has been accelerated due to this evaluation. The funding schedule has been adjusted accordingly.

Project Summary: Upgrades to Existing Library Facilities

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	3,064,472	–	–	449,000	490,000	–	–	–	939,000
Professional Services	–	–	–	48,000	77,000	–	–	–	125,000
Furniture, Fixtures & Equipment	–	–	–	220,000	280,000	–	–	–	500,000
Total Uses	3,064,472	–	–	717,000	847,000	–	–	–	1,564,000
Funding Sources									
Pooled Investments	2,999,362	–	–	–	–	–	–	–	–
Miscellaneous	65,110	–	–	717,000	847,000	–	–	–	1,564,000
Total Sources	3,064,472	–	–	717,000	847,000	–	–	–	1,564,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Libraries

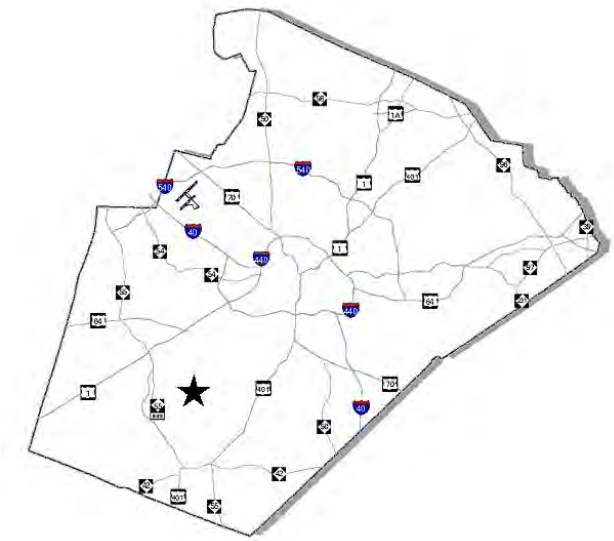
Fuquay-Varina Library

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 dedicating land adjacent to the existing library to accommodate either expansion or replacement of the current facility. This facility is scheduled to open in FY 2015. 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	–	3,000,000	–	–	–	–	3,000,000
Relocation/ Moving/ Temporary Facility	–	–	350,000	–	–	–	–	–	350,000
Professional Services	–	–	338,000	–	–	–	–	–	338,000
Library Materials	–	–	–	700,000	–	–	–	–	700,000
Furniture, Fixtures & Equipment	–	–	–	770,000	–	–	–	–	770,000
Total Uses	–	–	688,000	4,470,000	–	–	–	–	5,158,000
Funding Sources									
Authorized and Unissued	–	–	688,000	4,470,000	–	–	–	–	5,158,000
Total Sources	–	–	688,000	4,470,000	–	–	–	–	5,158,000
CIP Operating Impacts	–	–	–	–	175,000	128,000	–	–	303,000
CIP Operating Impacts - FTE		–	–	–	5	5	–	–	10

Libraries



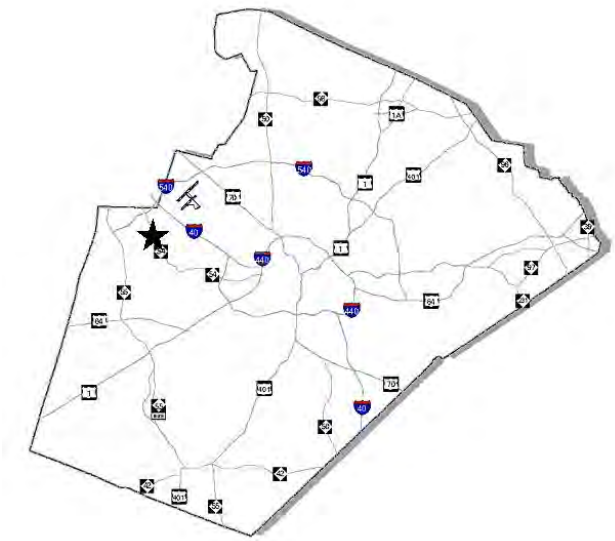
Middle Creek Library

A new community library is proposed for southern Wake County adjacent to Middle Creek High School 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 2015. The new library is expected to need approximately eight 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.

Project Summary: Middle Creek Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	–	3,083,000	–	–	–	–	3,083,000
Professional Services	–	–	285,000	–	–	–	–	–	285,000
Library Materials	–	–	–	915,000	–	–	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	330,000	–	–	–	–	330,000
Total Uses	–	–	285,000	4,328,000	–	–	–	–	4,613,000
Funding Sources									
Authorized and Unissued	–	–	285,000	4,328,000	–	–	–	–	4,613,000
Total Sources	–	–	285,000	4,328,000	–	–	–	–	4,613,000
CIP Operating Impacts	–	–	–	72,000	503,000	68,000	–	–	643,000
CIP Operating Impacts - FTE		–	–	3	5	–	–	–	8

Libraries



library. The town is also considering developing a cultural arts facility in conjunction with the new 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 2016. The new library is expected to need approximately eight new staff members. Operating cost estimates shown below include these staff (phased in over FY 2016 and FY 2017), 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

Project Summary: Morrisville Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	–	–	3,304,000	–	–	–	3,304,000
Professional Services	–	–	–	300,000	–	–	–	–	300,000
Library Materials	–	–	–	–	915,000	–	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	–	330,000	–	–	–	330,000
Total Uses	–	–	–	300,000	4,549,000	–	–	–	4,849,000
Funding Sources									
Authorized and Unissued	–	–	–	300,000	4,549,000	–	–	–	4,849,000
Total Sources	–	–	–	300,000	4,549,000	–	–	–	4,849,000
CIP Operating Impacts	–	–	–	–	–	177,000	504,000	–	681,000
CIP Operating Impacts - FTE		–	–	–	–	8	–	–	8

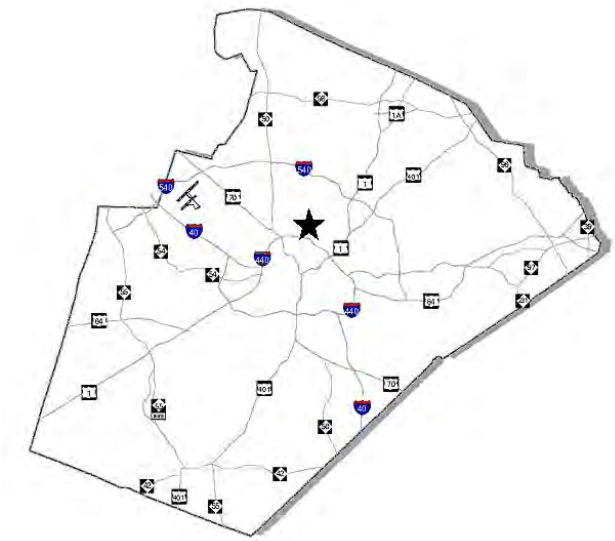
Northeast Regional Library

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 2013 and to open in FY 2014. This is the final library to be built from the 2003 library building program. 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 2013, FY 2014, and FY 2015).

Project Summary: Northeast Regional Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	4,118,647	–	1,919,000	–	–	–	–	–	1,919,000
Preliminary Development	435,000	–	–	–	–	–	–	–	–
Professional Services	244,039	–	–	–	–	–	–	–	–
Library Materials	2,907,000	–	–	–	–	–	–	–	–
Furniture, Fixtures & Equipment	579,000	–	530,000	–	–	–	–	–	530,000
Total Uses	8,283,686	–	2,449,000	–	–	–	–	–	2,449,000
Funding Sources									
Pooled Investments	2,949,989	–	–	–	–	–	–	–	–
Authorized and Unissued	–	–	2,449,000	–	–	–	–	–	2,449,000
Transfers From General Fund	3,659,712	–	–	–	–	–	–	–	–
Library	1,673,984	–	–	–	–	–	–	–	–
Total Sources	8,283,686	–	2,449,000	–	–	–	–	–	2,449,000
CIP Operating Impacts	–	–	40,000	1,050,000	411,000	–	–	–	1,501,000
CIP Operating Impacts - FTE		–	1	17	–	–	–	–	18

Libraries



North Hills Library

A new community library is proposed for Raleigh in 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 2017. The new library is expected to need approximately nine new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2016, 2017 and 2018), along with funds for supplies and materials.

Project Summary: North Hills Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Land Costs	–	–	–	–	4,400,000	–	–	–	4,400,000
Construction Costs	–	–	–	–	–	3,476,000	–	–	3,476,000
Professional Services	–	–	–	–	302,000	–	–	–	302,000
Library Materials	–	–	–	–	–	915,000	–	–	915,000
Furniture, Fixtures & Equipment	–	–	–	–	–	330,000	–	–	330,000
Total Uses	–	–	–	–	4,702,000	4,721,000	–	–	9,423,000
Funding Sources									
Authorized and Unissued	–	–	–	–	4,702,000	4,721,000	–	–	9,423,000
Total Sources	–	–	–	–	4,702,000	4,721,000	–	–	9,423,000
CIP Operating Impacts	–	–	–	–	–	30,000	716,000	165,000	911,000
CIP Operating Impacts - FTE		–	–	–	–	–	1	8	9

Reserved for Future Library Projects

During November 2007 voters approved a $45 million bond referendum to build and/or renovate several libraries throughout Wake County. As part of Libraries Master Plan six projects were identified for major construction or renovations. In addition, several other facility upgrades or renovations are expected to be completed within several Libraries throughout the County. The remaining funds of $751,000 will be used as a reserve for future library projects.

Project Summary: Reserved for Future Library Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	–	–	–	751,000	–	–	751,000
Total Uses	–	–	–	–	–	751,000	–	–	751,000
Funding Sources									
Authorized and Unissued	–	–	–	–	–	751,000	–	–	751,000
Total Sources	–	–	–	–	–	751,000	–	–	751,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Libraries

Wake Forest Library

The existing Wake Forest Branch Library is 5,200 square feet and is exceeding its circulation capacity and ability to meet other program demands and services. The facility is operating at the level of a large community branch library and is scheduled to expand to 9,000 square feet. The site will accommodate expansion of the existing library, which is located adjacent to the County's new Northern Regional Center. The expansion is scheduled to open in FY 2014. The expanded library is expected to need approximately five new staff members and includes these staff along with funds for supplies and materials.

Project Summary: Wake Forest Library

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	1,856,000	–	–	–	–	–	1,856,000
Relocation/ Moving/ Temporary Facility	327,156	–	235,000	–	–	–	–	–	235,000
Professional Services	–	–	73,000	–	–	–	–	–	73,000
Library Materials	–	–	675,000	–	–	–	–	–	675,000
Furniture, Fixtures & Equipment	–	–	300,000	–	–	–	–	–	300,000
Total Uses	327,156	–	3,139,000	–	–	–	–	–	3,139,000
Funding Sources									
Pooled Investments	140,941	–	3,139,000	–	–	–	–	–	3,139,000
Generic Bond Proceeds	186,215	–	–	–	–	–	–	–	–
Total Sources	327,156	–	3,139,000	–	–	–	–	–	3,139,000
CIP Operating Impacts	–	–	–	378,000	–	–	–	–	378,000
CIP Operating Impacts - FTE		–	–	5	–	–	–	–	5

Open Space

Element Summary: Open Space

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Open Space	1,620,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	25,740,000
Neuse River Greenway Trail	8,900,000	–	–	–	–	–	–	8,900,000
Total Uses	10,520,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	34,640,000
Open Space	10,000,000	11,000,000	10,000,000	–	–	–	–	31,000,000
Other	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	10,520,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	34,640,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

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 percent of the county's land area (approximately 165,000 acres). Of this 165,000 acres, 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 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 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 and 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 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 4,500 acres, at a cost of $86 million dollars. County funding has totaled $59.1 million dollars.

Project Accomplishments

Due to continued weak economic conditions, Open Space Acquisitions were mostly suspended for the current fiscal year. However, two special acquisitions were approved in partnership with the City of Raleigh. The Vick Farm was acquired to help with the city's mitigation requirements in connection with Little River Reservoir, and funding was approved to acquire Wake County's portion of the proposed Lower Neuse River Greenway project.

The current CIP anticipates planned, previously authorized bond sales to provide $31 million in funding for open space acquisitions from FY 2012-2014. Wake County continues to receive the City of Raleigh's reimbursement payments for acquisition of Little River Reservoir land; the County received $1.5 million for FY 2008, FY 2009 and FY 2010. Another $500,000 is anticipated to be received following FY 2011. In addition, $20,000 in annual reimbursements are anticipated from the Town of Wendell.

County staff has nearly completed a process to prioritize open space acquisitions based on GIS data. This process is being led by the Wake County Community Services department and includes staff from other County departments, including: Environmental Services; Facilities Design and Construction and Geographic Information Services.

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 continues to evaluate its land management operations and programs based on recommendations in the updated comprehensive open space master plan.

Open Space

Open Space

In October 2007, Wake County voters passed a $50 million bond referendum for additional acquisition of open space properties and the improvement of such properties. Proposals for this land acquisition are evaluated based on a specific set of criteria.

From the 2007 bond authorization, the County has issued $19 million of bonds for open space. The current bond sale schedule is anticipated to provide open space funding of $11 million in FY 2013 and $10 million in FY 2014, which will complete authorized bond sales for the 2007 open space referendum. Also included in the CIP are annual reimbursements from the City of Raleigh ($500,000) and the Town of Wendell ($20,000) that may be used towards future open space acquisition.

Due to continued weak economic conditions, Open Space Acquisitions were mostly suspended for the current fiscal year. However, two special acquisitions were approved in partnership with the City of Raleigh. The Vick Farm was acquired to help with the city's mitigation requirements in connection with Little River Reservoir.

County staff has nearly completed a process to prioritize open space acquisitions based on GIS data. This process is being led by the Wake County Community Services department and includes staff from other County departments, including:

Project Summary: Open Space

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Land Costs	*	1,620,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	25,740,000
Total Uses	*	1,620,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	25,740,000
Funding Sources									
Open Space	*	1,100,000	11,000,000	10,000,000	–	–	–	–	22,100,000
Other	*	520,000	520,000	520,000	520,000	520,000	520,000	520,000	3,640,000
Total Sources	*	1,620,000	11,520,000	10,520,000	520,000	520,000	520,000	520,000	25,740,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Environmental Services; Facilities Design and Construction and Geographic Information Services.

Open Space

Neuse River Greenway Trail

The FY 2012-2018 CIP includes $8.9 million towards the construction costs of the Lower Neuse Greenway from Poole Road south to the Wake/Johnston County line. Funds are included for design, land acquisition, and construction. The segment of the Lower Neuse Greenway from Poole Road to the Wake/Johnston County line, is of special interest to the County due to its relationship with the County's Neuse River Open Space Corridor, one of the County's original priority stream corridors for land preservation.

The estimated cost of the entire Neuse River Greenway Trail is $30.14 million and the estimated cost of the Lower Neuse Greenway Trail is $12.7 million. In an interlocal agreement approved by the Board of Commissioners on February 21, 2011, the City and the County agreed to share proportionally the $9.14 million in grants received by the City of Raleigh for the Neuse River Greenway Trail. The County's share is estimated at $3.84 million, bringing the net cost to the County to $8.9 million. The project is funded by Open Space general obligation bonds issued in March 2011. Construction of the County's portion is anticipated to be complete in the latter part of 2012.

Project Summary: Neuse River Greenway Trail

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Land Costs	–	8,900,000	–	–	–	–	–	–	8,900,000
Total Uses	–	8,900,000	–	–	–	–	–	–	8,900,000
Funding Sources									
Open Space	–	8,900,000	–	–	–	–	–	–	8,900,000
Total Sources	–	8,900,000	–	–	–	–	–	–	8,900,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Parks

Element Summary: Parks

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Community Use of School Parks	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Existing Parks Facility Improvements	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Uses	250,000	550,000	550,000	550,000	550,000	550,000	550,000	3,550,000
Transfers From General Fund	250,000	550,000	550,000	550,000	550,000	550,000	550,000	3,550,000
Total Sources	250,000	550,000	550,000	550,000	550,000	550,000	550,000	3,550,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $3.55 million for the Parks system. This includes $1.8 million representing the County's contribution towards the Community Use of School Parks Program and $1.75 million for existing facility improvements at various County parks and school/park facilities.

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 facilities 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 2011 there was no funding available for land acquisition or infrastructure development for Community Use of School Parks. FY 2012-2018 CIP does not include funding in FY 2012 for land acquisition and infrastructure development, but does include $1.8 million in future years.

Other accomplishments include completing facility improvements at four County parks (Harris Lake, Lake Crabtree, Blue Jay Point, Historic Oak View, and two school parks (Knightdale Elementary and Swift Creek Elementary).

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 2012 - 2018 CIP includes $1.75 million to address improvements identified through the condition assessment process. Eight County and School Park sites have been identified for renovations in FY 2012 and include: Harris Lake County Park, Historic Oak View County Park, Blue Jay Point County Park, Lake Crabtree County Park, Yates Mill County Park, Crowder District Park, Penny Road Elementary, and Knightdale Elementary.

Project Summary: Existing Parks Facility Improvements

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Uses	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Funding Sources									
Transfers From General Fund	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Total Sources	*	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Parks

During FY 2011 there was no funding available for land acquisition or infrastructure development for Community Use of School Parks. FY 2012-2018 CIP does not include funding in FY 2012 for land acquisition and infrastructure development, but does include $1.8 million in future years.

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.

Project Summary: Community Use of School Parks

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Uses	*	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Funding Sources									
Transfers From General Fund	*	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Sources	*	–	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
Total Uses	1,500,000	4,302,000	7,994,000	2,186,000	5,522,000	11,017,000	16,549,000	49,070,000
Transfers From General Fund	1,500,000	4,302,000	7,994,000	2,186,000	5,522,000	11,017,000	16,549,000	49,070,000
Total Sources	1,500,000	4,302,000	7,994,000	2,186,000	5,522,000	11,017,000	16,549,000	49,070,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Program-wide Projects

Reserve for Future Projects

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.

The FY 2012-2018 CIP includes $38.6 million for future capital improvement projects. Of the funds reserved for future projects, $3.2 million will be used in FY 2012 to fund renovations at the Public Safety Center and Automation Major Systems enhancements.

Project Summary: Reserve for Future Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Reserves (Budget Entries Only)	*	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
Total Uses	*	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
Funding Sources									
Transfers From General Fund	*	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
Total Sources	*	–	2,802,000	6,494,000	686,000	4,022,000	9,517,000	15,049,000	38,570,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Program-wide Projects

Transfers to Other Funds

The FY 2012-2018 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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
Total Uses	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Funding Sources									
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
Total Sources	*	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Public Safety

Element Summary: Public Safety

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Relocation of Sheriff's Dispatch Center	1,800,000	–	–	–	–	–	–	1,800,000
800 Megahertz System	–	–	1,928,000	1,928,000	1,928,000	–	–	5,784,000
EMS Defibrillators	–	–	–	800,000	828,000	–	–	1,628,000
EMS Projects	–	680,000	2,835,000	2,285,000	2,110,000	–	–	7,910,000
Total Uses	1,800,000	680,000	4,763,000	5,013,000	4,866,000	–	–	17,122,000
Law Enforcement	–	–	1,928,000	1,180,000	–	–	–	3,108,000
Appropriated Fund Balance	–	275,000	–	–	–	–	–	275,000
Transfers From General Fund	1,800,000	405,000	2,835,000	3,833,000	4,866,000	–	–	13,739,000
Total Sources	1,800,000	680,000	4,763,000	5,013,000	4,866,000	–	–	17,122,000
CIP Operating Impacts	71,000	71,000	71,000	71,000	–	–	–	284,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 Community Improvement Plan includes approximately $17.1 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 Federal COPS grants.

EMS Facilities: The EMS Facilities Master Plan has sets of projects in two phases. Phase I is planned over the course of the FY 2012-2018 CIP period. A variety of projects are planned for six different stations, at least two of which will be co-located with Fire Stations. These projects include: Knightdale South, Zebulon, Brier Creek, Six Forks, Fuquay-Varina North and Wendell Falls.

EMS Defibrillators: The FY 2012-2018 CIP also includes funding for the replacement of EMS defibrillators on a five year replacement cycle.

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 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. This plan has been modified over the past year, based on updated response time data and demographics within the EMS system. The modified plan eliminates a station in the Caraleigh area and introduces a station in the rapidly growing area of Brier Creek, near the RDU Airport. In addition, an EMS station is proposed to be co-located with a new Fire Station proposed by

the Town of Fuquay-Varina, with land acquisition beginning in FY 2014.

The FY 2012 - FY 2018 CIP includes funding for the second of two rounds of defibrillator replacements. This next round of replacements is 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 2012-18 CIP proposes funding portions of this plan.

Project Accomplishments

Construction of Durant Road EMS Station and the Garner Fire/EMS Substation were completed in Fall 2010. Land acquisition and planning work for new stations at Knightdale South and Zebulon also began during the past year.

Operating Budget Impact

New EMS facilities will 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 personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

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

Project Summary: 800 Megahertz System

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Other Contracts	*	–	–	1,928,000	1,928,000	1,928,000	–	–	5,784,000
Total Uses	*	–	–	1,928,000	1,928,000	1,928,000	–	–	5,784,000
Funding Sources									
Law Enforcement	*	–	–	1,928,000	1,180,000	–	–	–	3,108,000
Transfers From General Fund	*	–	–	–	748,000	1,928,000	–	–	2,676,000
Total Sources	*	–	–	1,928,000	1,928,000	1,928,000	–	–	5,784,000
CIP Operating Impacts	*	71,000	71,000	71,000	71,000	–	–	–	284,000
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

on the system. Today, approximately 6,882 mobile and portable radios, 1,908 alphanumeric pagers and 1,236 Tone and Voice pagers have been issued or assigned to County and municipal law enforcement, fire, EMS and other non-public safety users.

In FY 2008 the Wake County Information Services Department developed a Master Plan that details the capital projects the County should plan for over the next seven years for the 800 MHz radio and paging platforms the County operates. In FY 2011, revisions were made to the CIP funding model originally established by the Master Plan. Specifically, changes were made related to the initial recommendation for the replacement of the 800 MHz subscriber devices (radios). The majority of these radios were acquired in calendar year 2004 and the Master Plan had initially established a replacement schedule beginning in FY 2011 and continuing through FY 2013. Research performed by the Wake County Information Services department determined the radios are not failing at a rate that warrants replacement at this time. Based on this, the decision was made to push the radio replacement schedule out three years to FY 2014, 2015 and 2016 ($1.9 million each year) and continue with the current time and materials repair contract. The radios utilized by law enforcement personnel are proposed to be funded with COPS grants.

To assist Wake County with developing a long-term replacement strategy for the County's existing 800 MHz platform, FY 2011 CIP funding included $100,000 for consulting services. These services will include an analysis of the current system (coverage, performance, etc.), evaluation and development of upgrade/replacement strategies with the current North Carolina State Highway Patrol partnership, evaluation of neighboring communications systems and possibilities of partnerships, and lastly cost estimates of the replacement options available. This work is scheduled to be completed in the first half of FY 2012.

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 a five year defibrillator replacement cycle. The next phase of the scheduled defibrillator replacement cycle was completed in FY 2010 and 2011.

The FY 2012-FY 2018 CIP includes funding for the scheduled replacement of defibrillators to maintain the County's five year replacement cycle. Funding of $1.6 million is scheduled for FY 2015 and FY 2016.

Project Summary: EMS Defibrillators

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Drugs and Medical Supplies	*	–	–	–	800,000	828,000	–	–	1,628,000
Total Uses	*	–	–	–	800,000	828,000	–	–	1,628,000
Funding Sources									
Transfers From General Fund	*	–	–	–	800,000	828,000	–	–	1,628,000
Total Sources	*	–	–	–	800,000	828,000	–	–	1,628,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

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 four 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 to 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, which

Project Summary: EMS Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Land Costs	–	–	375,000	270,000	–	–	–	–	645,000
Construction Costs	30,000	–	–	2,295,000	2,060,000	2,110,000	–	–	6,465,000
Professional Services	88,728	–	305,000	270,000	225,000	–	–	–	800,000
Purchased Services Construction	1,250,000	–	–	–	–	–	–	–	–
Total Uses	1,368,728	–	680,000	2,835,000	2,285,000	2,110,000	–	–	7,910,000
Funding Sources									
Appropriated Fund Balance	–	–	275,000	–	–	–	–	–	275,000
Transfers From General Fund	1,368,728	–	405,000	2,835,000	2,285,000	2,110,000	–	–	7,635,000
Total Sources	1,368,728	–	680,000	2,835,000	2,285,000	2,110,000	–	–	7,910,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

included the Durant Road Substation, a shared EMS Station area in the new co-located Garner Fire Station #4, and the renovation of the EMS quarters co-located at Fuquay-Varina Fire Station #1. Each of these projects were completed in the first part of FY 2011.

An additional $7.9 million is being proposed for FY 2012 through FY 2018. The planned facilities in the FY 2012-2018 CIP include: FY 2013-2014: Zebulon Substation; FY 2013-2014: Brier Creek Substation; FY 2013-2015: Six Forks Substation; FY 2014-2015: Knightdale South co-located facility; and FY 2014-2016: co-located facilities at Wendell Falls and Fuquay-Varina North.

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 personnel; rather, they are proposed to handle new and declustered ambulance units that will come as a result of growth.

Relocation of Sheriff's Dispatch Center

Currently the Sheriff houses emergency communications staff in a small area (approximately 1,300 sq.ft.), adjacent to the City of Raleigh E-911 Center, in the basement of the Raleigh Municipal Building. The area assigned to the Sheriff's dispatch staff lacks sufficient space for training, storage, and future growth resulting from increased emergency calls. Lighting, ventilation and acoustic systems need improvement.

The City of Raleigh continues to discuss various alternatives for a new Municipal Public Safety Building which would require the relocation of the City's E-911 Center and the Sheriff's dispatch operations. These discussions revealed the County would be required to fund the relocation costs and the Sheriff prefers to locate his dispatchers in the existing Wake County Public Safety Center. This preferred location would place the dispatch staff within spaces on the 2nd floor currently occupied by CCBI adjacent to the Sheriff's Office. This CCBI space is not available to be converted to a dispatch center until CCBI relocates to the Hammond Road Detention Center in Spring 2012.

The ability to have immediate access and close supervision by the Sheriff and his senior staff is an important benefit realized by this relocation. The cost of the relocation and modernization of the Sheriff's emergency communication facilities/ equipment in the existing County Public Safety Center is a lower cost alternative than funding the costs for this function to be housed in a new building such as Raleigh's proposed Public Safety Building.

The project includes renovating approximately 2,400 square feet of the second floor of the Public Safety Center. Proposed renovations are projected to meet the Sheriff's current and long term emergency communications space needs. Initially one training and five dispatcher communications workstations will be equipped and operational. Space is available to add additional dispatch stations in the future, if necessary. A training area, storage, emergency backup systems, and other support spaces are also included.

Substantial progress was made in FY 2011 on design work and preparation of construction documents. In addition, the County has selected a Construction Manager at Risk to manage this project in conjunction with other renovations to the Public Safety Center. Permitting and regulatory approvals should be completed by late fall 2011. Construction

Project Summary: Relocation of Sheriff's Dispatch Center

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	300,000	1,800,000	–	–	–	–	–	–	1,800,000
Total Uses	300,000	1,800,000	–	–	–	–	–	–	1,800,000
Funding Sources									
Transfers From General Fund	300,000	1,800,000	–	–	–	–	–	–	1,800,000
Total Sources	300,000	1,800,000	–	–	–	–	–	–	1,800,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

and installation of communications consoles are planned to begin in late fall 2012 and be complete in June 2013. There have been updates and revisions to the National Electrical Code and NC Building Code in FY 2009 and FY 2010 that significantly impact the design and construction of this project. Project Costs are preliminarily estimated to total $2.1 million.

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Wake Technical Community College

Element Summary: Wake Technical Community College

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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
Total Uses	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
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
Total Sources	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes $10.5 million for general repairs and renovations and minor capital for Wake Technical Community College (Wake Tech). Items to be funded include various HVAC replacements and upgrades, miscellaneous carpet and signage upgrades, and various security and computer equipment for the College.

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 was also allocated to fund the $115 million Wake Tech 2007 Building Program.

The Wake Tech 2007 building program is nearing conclusion and the last remaining funding for the 2007 building program was appropriated in FY 2011. Savings from current projects may be reallocated to fund additional projects; however no new funding for a future building program is shown in the FY 2012-2018 CIP.

The County provides funding for Wake Tech in accordance with NCGS §115D-32 which 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.

Funds provided in the FY 2012-2018 CIP are in accordance with the provisions described above.

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. The College is able to allocate existing County appropriation to cover operating impacts of its current building program for FY 2012.

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 2012, Wake Tech has identified the following projects that will receive general repairs and renovation funds: Replacement of select chillers, boilers, and valves; upgrades to fiber optic infrastructure; reorientation of windows and doors in the Financial Aid area; and miscellaneous carpet and signage upgrades.

Project Summary: General Repairs and Renovations

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Building Maintenance/ Repair	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Funding Sources									
Transfers From CP/Co Construction	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Sources	*	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Wake Technical Community College

Minor Capital

Wake Technical Community College has identified specific equipment needs that are categorized as minor capital in the FY 2012-2018 CIP. For 2012, the College has designated funds for security and warning systems, new computers and monitors, miscellaneous wiring expenses, and various furniture replacements.

Project Summary: Minor Capital

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
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
Total Uses	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Funding Sources									
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
Total Sources	*	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Wake County Public School System

Element Summary: Wake County Public School System

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
CIP 2006	96,790,000	–	–	–	–	–	–	96,790,000
Total Uses	96,790,000	–	–	–	–	–	–	96,790,000
Authorized and Unissued	96,790,000	–	–	–	–	–	–	96,790,000
Total Sources	96,790,000	–	–	–	–	–	–	96,790,000
CIP Operating Impacts	–	1,065,000	1,326,000	–	–	–	–	2,391,000
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP includes approximately $96.8 million to improve school facilities. These are the remaining bond funds to be issued from the $970 million of bonds authorized in November 2006 for the CIP 2006 building program. The $86 million in cash funding of the original CIP 2006 has been fully appropriated. FY 2012 shows $96.8 million in bonds slated to be issued in Winter or early Spring 2012.

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 three years, enrollment is still projected to grow by 3,368 students for the 2011-2012 school year. Total enrollment, excluding charter school students, is estimated at 146,657 students for 2011-2012. As the economy improves, updated student population projections show a total of approximately 195,000 students in the system by fall 2020.

CIP 2006 originally totaled $1.056 billion, of which $970 million was funded by general obligation bonds approved for issuance by Wake County voters in November 2006 and the remainder was funded by cash generated by ad valorem taxes. At the request of the Board of Education, the Board of Commissioners agreed to move savings from prior building programs to CIP 2006 and the program now equals $1.080 billion. 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 three middle schools to a year-round multi-track calendar for additional capacity gains. Of the 15 new schools slated for construction, all have been appropriated. All of the major renovation projects are complete, except for Rolesville High, which is currently under construction.

Funds included in the FY 2012-FY 2018 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 and revised bond sale schedules, some projects scheduled for construction during 2009 were delayed until Summer 2010 and Summer 2011. Since the inception of CIP 2006, over $50 million in savings have been identified to meet school construction and renovation needs within the current bond program. A remaining bond sale in 2012 will support remaining construction projects and the remaining funds needed for life cycle

repairs, furniture replacement, educational equipment, and other recurring bond funded activities.

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities. Budget reductions within WCPSS have altered the estimates for the local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities). Included in the operating impacts above are $3.24 per square foot and the cost per acre for new land at $1,294. These estimates will be refined and updated once the Board of Education adopts a final budget with final allocations for facility maintenance, housekeeping, and utilities. Also included in the operating impacts are the cost for schools operating on a multi-track year round calendar for those schools that will open on that calendar. These estimates will also be refined and updated once the Board of Education adopts a final budget. 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 was estimated at a tax increase of 2.0 cents; 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.

The FY 2012 - 2018 CIP has $96.79 million to fund remaining CIP 2006 projects. This bond sale may support the construction of an additional 1-2 schools funded by savings from CIP 2006 and prior bond programs, as well as remaining life cycle replacement projects, land purchases, mobiles, and start-up of future projects.

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 potential additional costs for maintenance and operations, including custodial, utilities, environmental health and safety, and maintenance of acreage. The operating impacts also include costs of operating schools on a year-round schedule.

Project Summary: CIP 2006

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Wake County School Allocations	–	96,790,000	–	–	–	–	–	–	96,790,000
Total Uses	–	96,790,000	–	–	–	–	–	–	96,790,000
Funding Sources									
Authorized and Unissued	–	96,790,000	–	–	–	–	–	–	96,790,000
Total Sources	–	96,790,000	–	–	–	–	–	–	96,790,000
CIP Operating Impacts	–	–	1,065,000	1,326,000	–	–	–	–	2,391,000
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

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Fire/Rescue

Element Summary: Fire/Rescue

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Fire Apparatus and Vehicles	780,000	2,953,000	1,289,000	2,547,000	1,299,000	2,842,000	305,000	12,015,000
Fire Facilities	3,918,000	168,000	111,000	442,000	2,771,000	100,000	100,000	7,610,000
Fire Equipment	1,114,000	859,000	1,128,000	1,247,000	1,135,000	489,000	591,000	6,563,000
Reserve for Future Projects	30,000	30,000	30,000	30,000	30,000	138,000	376,000	664,000
Total Uses	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000
Debt to be Authorized	3,400,000	1,436,000	860,000	1,164,000	3,474,000	2,140,000	–	12,474,000
Appropriated Fund Balance	669,000	1,191,000	449,000	1,891,000	65,000	–	–	4,265,000
Transfers From Special Districts Fund	1,743,000	1,353,000	1,219,000	1,181,000	1,666,000	1,399,000	1,342,000	9,903,000
Fire Protection	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	5,842,000	4,010,000	2,558,000	4,266,000	5,235,000	3,569,000	1,372,000	26,852,000
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) achieve "seamless" emergency service delivery through nearest station response. 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 operating, capital and debt uses in the Fire Tax District areas. For FY 2012, the Wake County Fire Commission and County staff recommend a tax rate of 8.00 cents and applying 16.0 percent of the revenue toward capital and debt service.

For FY 2012-2018, funds totaling $26.9 million are projected for capital appropriation. All fire projects are funded with a combination of Fire Tax District tax revenues, fund balances, debt, municipal reimbursements, and surplus vehicle sales. The seven-year investment plan includes: the replacement of 39 large apparatus (pumper/tankers, tankers, and rescue trucks), one brush truck, and 34 small/administrative vehicles; one new fire station, one replacement fire station, 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 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 Business Plan (LRBP) 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 supplemental sections of the LRBP that incorporated 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 LRBP were approved by the Board of Commissioners during FY 2008.

In accordance with the Fire Tax District LRBP, the Fire Commission and County staff have proceeded with actions identified in the plan including station closure evaluations, identifying new station locations and continued monitoring the apparatus replacement plan.

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 capital 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Professional Services	*	11,000	33,000	25,000	34,000	24,000	31,000	5,000	163,000
Machinery and Equipment	*	769,000	2,920,000	1,264,000	2,513,000	1,275,000	2,811,000	300,000	11,852,000
Total Uses	*	780,000	2,953,000	1,289,000	2,547,000	1,299,000	2,842,000	305,000	12,015,000
Funding Sources									
Debt to be Authorized	*	–	1,436,000	860,000	1,164,000	803,000	2,140,000	–	6,403,000
Appropriated Fund Balance	*	48,000	164,000	179,000	826,000	–	–	–	1,217,000
Transfers From Special Districts Fund	*	732,000	1,353,000	250,000	557,000	496,000	702,000	305,000	4,395,000
Total Sources	*	780,000	2,953,000	1,289,000	2,547,000	1,299,000	2,842,000	305,000	12,015,000
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 advises the Fire Commission regarding the need for new stations or the closure of existing stations. The FY 2012-2018 CIP includes plans for a new fire station located near the Wendell Falls subdivision. The station will be a joint Fire/EMS facility and will include office space for the Wendell Police Department. This station is scheduled to be complete by 2016.

The FY 2012-2018 CIP also includes a the reconstruction of the Bay Leaf Headquarters Station (or station #1). The current station design is 15,500 SF and includes four full apparatus bays, administrative space, training facilities, and staff quarters due to 24-hour staffing. Finally, the facilities program includes funding for the ongoing remediation project at Stony Hill Fire Department

Project Summary: Fire Facilities

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	3,750,000	–	–	297,000	2,671,000	–	–	6,718,000
Improvements	*	168,000	168,000	111,000	145,000	100,000	100,000	100,000	892,000
Total Uses	*	3,918,000	168,000	111,000	442,000	2,771,000	100,000	100,000	7,610,000
Funding Sources									
Debt to be Authorized	*	3,400,000	–	–	–	2,671,000	–	–	6,071,000
Appropriated Fund Balance	*	–	168,000	–	442,000	–	–	–	610,000
Transfers From Special Districts Fund	*	518,000	–	111,000	–	100,000	100,000	100,000	929,000
Total Sources	*	3,918,000	168,000	111,000	442,000	2,771,000	100,000	100,000	7,610,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

caused by a leaking underground fuel storage tank that has since been removed.

Reserve for Future Projects

The Wake County Fire Tax District dedicates a percentage of tax collections and surplus apparatus sale revenues 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.

Beginning in FY 2012, the program includes the repayment of Garner's municipal share of Garner Fire Station #4 based on an Interlocal Agreement. The Fire Tax District anticipates approximately $30,000 for ten years. Proceeds from the reimbursement will be reserved for future projects and may be used in future years.

The FY 2012-2018 CIP includes a total of $664,000 in reserve appropriations. The placement and use of reserves are anticipated in the Fire Tax District Financial Planning Model.

Project Summary: Reserve for Future Projects

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Unallocated Budget CIP	*	–	–	–	–	–	108,000	346,000	454,000
Reserves (Budget Entries Only)	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Uses	*	30,000	30,000	30,000	30,000	30,000	138,000	376,000	664,000
Funding Sources									
Transfers From Special Districts Fund	*	–	–	–	–	–	108,000	346,000	454,000
Fire Protection	*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
Total Sources	*	30,000	30,000	30,000	30,000	30,000	138,000	376,000	664,000
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 Equipment

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 to provide reliable communications and/or dispatch services. The Equipment Committee schedules replacement based on the age and condition of equipment. All equipment funded in the FY 2012-2018 CIP have a limited operational life-span for adequate protection. When necessary, the County may replace equipment due to unanticipated damage following fire and/or rescue operations.

Types of equipment which protect firefighters include turnout gear, personal protective equipment, self-contained breathing apparatus (SCBA's), and air bottles. Equipment aiding in medical and rescue operations includes defibrillators for certain heart-related medical calls and thermal imaging cameras, which assist firefighters in locating individuals in areas with low visual indicators and to see "hidden fires" within structures. The County provides resources to develop and maintain multiple and dependable sources of communication and/or

Project Summary: Fire Equipment

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Professional Services	*	–	–	–	–	–	–	–	–
Machinery and Equipment	*	1,114,000	859,000	1,128,000	1,247,000	1,135,000	489,000	591,000	6,563,000
Total Uses	*	1,114,000	859,000	1,128,000	1,247,000	1,135,000	489,000	591,000	6,563,000
Funding Sources									
Appropriated Fund Balance	*	621,000	859,000	270,000	623,000	65,000	–	–	2,438,000
Transfers From Special Districts Fund	*	493,000	–	858,000	624,000	1,070,000	489,000	591,000	4,125,000
Total Sources	*	1,114,000	859,000	1,128,000	1,247,000	1,135,000	489,000	591,000	6,563,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

dispatch. The FY 2012-2018 CIP includes funding for 800 MHz radio replacement, 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Five County Stadium	500,000	350,000	350,000	–	–	–	–	1,200,000
Reserve for Major Facilities Future Projects	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000
Green Square	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Marbles/IMAX	217,000	–	–	–	–	–	–	217,000
Total Uses	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
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
Total Sources	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
CIP Operating Impacts	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE	–	–	–	–	–	–	–	–

Seven-Year CIP Summary

The FY 2012-2018 CIP contains $7.0 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 Kids' Museum and IMAX for repairs based on a facility condition assessment, as well as the Green Square project as approved by the Board of Commissioners in April 2011.

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 six percent of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to one percent 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 $1.0 million 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 $1.0 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

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 2012-2018 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 seating, home team and visiting team clubhouses. Also included are a ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites.

Project Summary: Five County Stadium

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Building Maintenance/ Repair	*	500,000	350,000	350,000	–	–	–	–	1,200,000
Total Uses	*	500,000	350,000	350,000	–	–	–	–	1,200,000
Funding Sources									
Transfers From Major Facilities	*	500,000	350,000	350,000	–	–	–	–	1,200,000
Total Sources	*	500,000	350,000	350,000	–	–	–	–	1,200,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore; prior funding was not estimated.

Major Facilities Capital Trust Fund

In 2007, a Facility Condition Assessment was conducted on the stadium that identified functional obsolescence. The assessment uncovered deficiencies in building systems and interior finishes 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 requires capital outlay within the next five years.

Funding began 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, and the playing field were replaced. In FY 2010, the General Admission stadium seats, along with the ballfield sports lighting and the stadium sound system were replaced and upgraded. In FY 2011, the concession area roof was replaced, HVAC units for the stadium suites, sales, pantry and press box areas were replaced, interior finishes to the clubhouse and stadium suites were upgraded including carpet, paint, and ceiling tile, emergency egress lighting in the stadium and outfield lighting control systems were upgraded.

Funds of $500,000 in major preventative maintenance and significant repair projects has been defined for the FY 2012 period.

Green Square

The North Carolina Museum of Natural Sciences has developed a plan for a museum expansion initiative, "The Nature Research Center in the Green Square Project." The Nature Research Center is currenty under construction and will be located at 111 West Jones Street. The FY 2012 - 2018 CIP includes $600,000 that will assist with construction and exhibits for the Green Square initiative.

Project Summary: Green Square

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Total Uses	–	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Funding Sources									
Transfers From Major Facilities	–	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Total Sources	–	–	100,000	100,000	100,000	100,000	100,000	100,000	600,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

Major Facilities Capital Trust Fund

Marbles/IMAX

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent to the Marbles Kids 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 28,000 square foot 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 restrooms, classrooms, storage, office space, projection room and other building support functions.

Marbles Kids 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 bound by Hargett, Martin, Morgan and Person Streets.

Conditions identified in the Facility Condition Assessment for the IMAX Theatre were deficiencies in building systems and interior finishes including upgrades needed to the humidity control system, and replacement of some interior finishes, namely the theatre carpet. In FY 2008, the humidity control system was replaced, and in FY 2010, additional HVAC equipment was replaced.

During FY 2011, the IMAX film equipment was converted from film to a digital projection system. This conversion included enlargement of the

Project Summary: Marbles/IMAX

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	200,000	217,000	–	–	–	–	–	–	217,000
Building Maintenance/ Repair	250,000	–	–	–	–	–	–	–	–
Total Uses	450,000	217,000	–	–	–	–	–	–	217,000
Funding Sources									
Transfers From Major Facilities	450,000	217,000	–	–	–	–	–	–	217,000
Total Sources	450,000	217,000	–	–	–	–	–	–	217,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

projection window, replacement of the giant screen and the replacement of all theatre seats: these projects were funded by Marbles. The previously scheduled replacement of the carpet, upgrades to the HVAC and electrical systems, and repainting of the stair and walkway rails in the theatre planned by the County were rescheduled to be completed concurrently with the digital conversion and seat replacement, thus minimizing the "downtime" for the theatre. This work was accomplished in only 3 weeks in early 2011.

Work proposed for FY 2012 includes interior and exterior lighting upgrades, building envelope repairs and scheduled replacements for mechanical, plumbing and telecommunication equipment.

Major Facilities Capital Trust Fund

Reserve for Major Facilities Future Projects

The FY 2012-2018 CIP includes $5.0 million in reserves for future major facility 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

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Building Maintenance/ Repair	*	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000
Total Uses	*	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000
Funding Sources									
Transfer Offset - CIP	*	–	–	–	–	–	–	–	–
Transfers From Major Facilities	*	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000
Other	*	–	–	–	–	–	–	–	–
Total Sources	*	283,000	550,000	550,000	900,000	900,000	900,000	900,000	4,983,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Solid Waste

Element Summary: Solid Waste

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Multi-material and Convenience Centers	2,600,000	1,500,000	300,000	–	–	–	–	4,400,000
North Wake	100,000	–	2,000,000	–	–	–	–	2,100,000
South Wake Landfill	725,000	1,075,000	5,612,000	130,000	–	768,000	3,058,000	11,368,000
Landfill Gas Development	100,000	400,000	–	750,000	–	–	–	1,250,000
East Wake Landfill	500,000	2,000,000	–	–	–	–	–	2,500,000
Total Uses	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000
Miscellaneous	625,000	725,000	5,612,000	130,000	–	768,000	3,058,000	10,918,000
Sale of Fixed Assets	2,000,000	–	–	–	–	–	–	2,000,000
Transfers From Solid Waste Enterprise	1,400,000	4,250,000	2,300,000	750,000	–	–	–	8,700,000
Total Sources	4,025,000	4,975,000	7,912,000	880,000	–	768,000	3,058,000	21,618,000
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

Wake County is required to submit and update a comprehensive Solid Waste Management Plan on a regular basis. Wake County submits a consolidated plan that integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the County.

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. The South Wake Landfill (SWLF) was constructed and began operation in February 2008.

Project Accomplishments

Landfills

The County's NWLF reached capacity in May of 2008 and was permanently capped in 2009. Starting in

2009 construction of reuse facilities began for park purposes. The park facilities opened in July of 2010. The County also continues to provide necessary environmental remediation activities per State requirements.

The SWLF began accepting municipal solid waste (MSW) in 2008 through a partnership with almost all municipalities within the County. Phase 1A of the landfill was filled during 2010 and Phase 1B was constructed during FY 2010. Construction of Phase 1B was by the County's operator of the landfill, Waste Industries, but the County provided the landfill liner soil material. Phase 1B was completed in March of 2010 and began to accept waste in July.

Convenience Centers

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 as well as facilities for MSW. Many of the convenience centers have been in operation for over 15 to 20 years without significant improvement. During FY 2010, several improvements were made including replacement of six (6) pre-crushers, replacement of concrete slabs at five (5) of the eleven (11) convenience centers and adding refuse/recycling capacity at Site #11 in Wendell. During FY 2011, concrete and drainage improvements were made at five (5) more sites and electrical improvements were made at all of the sites.

East Wake Landfill

During FY 2010, based upon discussions with the State, this previously closed landfill was determined to need improvements. During FY 2011, the County conducted numerous studies regarding the environmental impacts of this landfill including groundwater, soil and air sampling and testing. This work will be ongoing over the next several years.

Gas to Energy

As anticipated the SWLF began to generate methane gas after a couple of years of landfilling. The county installed a collection and control system and selected a Gas to Energy developer during FY 2011.

Solid Waste

Multi-material and Convenience Centers

The County currently operates two (2) multi-material facilities. One is located at the NWLF and the other is at the SWLF. In addition, each site (NWLF and SWLF) also have a separate convenience center. Per the Solid Waste Plan for Wake County, the County intends to improve the two (2) existing multi-material sites by converting them into regional recycling centers rather than separate multi-material and convenience centers. During FY 2010, a master plan was developed for the NWLF and during FY 2011 work started on a plan for SWLF. Funds are needed in FY 2012 for the purpose of improving the NWLF facilities. The SWLF improvements will be broken into multiple year improvements based upon the master plan and available funding.

Beyond the upgrading of the facilities at NWLF and SWLF, the County intends to establish similar facilities in the eastern and western portion of the County. Along that line, Site #11 in the Wendell area is being viewed as a potential site for expansion due

Project Summary: Multi-material and Convenience Centers

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	*	2,200,000	1,500,000	300,000	–	–	–	–	4,000,000
Machinery and Equipment	*	400,000	–	–	–	–	–	–	400,000
Total Uses	*	2,600,000	1,500,000	300,000	–	–	–	–	4,400,000
Funding Sources									
Sale of Fixed Assets	*	2,000,000	–	–	–	–	–	–	2,000,000
Transfers From Solid Waste Enterprise	*	600,000	1,500,000	300,000	–	–	–	–	2,400,000
Total Sources	*	2,600,000	1,500,000	300,000	–	–	–	–	4,400,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

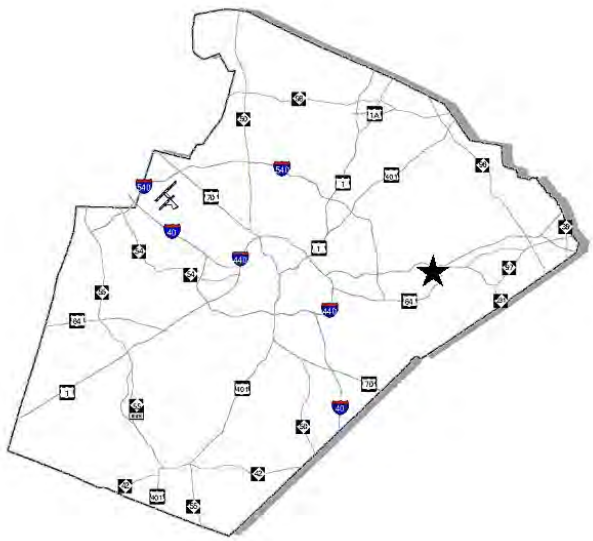
to existing available land. During FY 2012, a master plan for redevelopment of Site 11 will be undertaken, subject to approval of the Site 11 pilot project by the BOC. Over the past 2 years, all of the pre-crushers at the existing sites were replaced. The County intends to replace all of the compactors at the Convenience Center sites during FY 2012. This will put the County in control of all heavy equipment at the convenience center sites and should allow more competitive proposals for the operations of these facilities in the future.

Over the past 20 or more years, the convenience center sites have been operated seven days per week. In addition to much of the heavy equipment wearing out, a significant portion of the wearing surfaces have taken a beating. Over the past two years many concrete, drainage and electrical improvements have been made to extend the life of these important facilities. During FY 2012 the effort to upgrade these sites will be concluded.

During FY 2011 the Schematic Master Plan and Site Study for the Multi-Material and Convenience Center at NWLF was completed. The plan includes improved customer convenience through clear vehicular circulation, the provision of additional material capacity and various drop-off options that will improve flexibility for receiving additional recycled materials. The development of Construction Documents started in 2011 and construction will start based on funding made available through the sale of the borrow site property to WCPSS and the City of Raleigh.

During FY 2011, three new convenience center huts were designed, permitted and constructed at convenience center sites 1, 8 and 9. This was a project in cooperation with NC State University School of Architecture, in which architecture students were educated in the complete design and construction process. The huts were designed and constructed, by the students, with re-used materials with the intent to educate the public through a tangible example of quality building with re-used materials. The County assisted with the development of the overall site plan, site specific electrical connections and construction administration. During late FY 2012, it is anticipated that a similar effort will take place at convenience center sites 5 and 10.

Solid Waste



East Wake Landfill

The East Wake Landfill was operated under Permit No. 92-02 issued by the State of North Carolina from the late 1960's through 1985. The waste disposed at the landfill included municipal, construction and demolition, and industrial solid waste. There are two main tracts of land on which the landfill exists. Each of the current property owners has knowledge of the landfill and its operation.

On November 10, 2009, the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Waste Management issued a letter to the County regarding development activities on and/or adjacent to the closed landfill. NCDENR expressed concern over the potential impacts with regard to human health and the environment. As such, NCDENR requested the County compile information regarding development on and adjacent to the property and take appropriate action to minimize potential human health and environmental concerns.

During FY 2011, the County successfully negotiated with the State to allow some of the remediation efforts to be reimbursable through the Inactive Landfill Branch within DENR's Solid Waste Division. Also during FY 2011, much of the investigative work (groundwater wells, soil and water sampling/testing and methane gas testing) was undertaken and completed. Corrective measures should start during FY 2012 and most likely continue into FY 2013.

Project Summary: East Wake Landfill

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	500,000	2,000,000	–	–	–	–	–	2,500,000
Total Uses	–	500,000	2,000,000	–	–	–	–	–	2,500,000
Funding Sources									
Transfers From Solid Waste Enterprise	–	500,000	2,000,000	–	–	–	–	–	2,500,000
Total Sources	–	500,000	2,000,000	–	–	–	–	–	2,500,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

North Wake

The North Wake Landfill (NWLF) was closed to accepting MSW in 2008-2009. Park facilities opened on the site in July 2010. There is also an ongoing landfill gas-to-energy project on site that is owned and operated by a third party through an agreement that lasts until 2015. Due to the proximity of the park to the landfill and landfill gas facilities, the County is studying the need for a backup generator and blower for the site. This is something that was not required as part of the existing contract (1995) with the landfill gas company so the County will purchase and install these facilities, if needed.

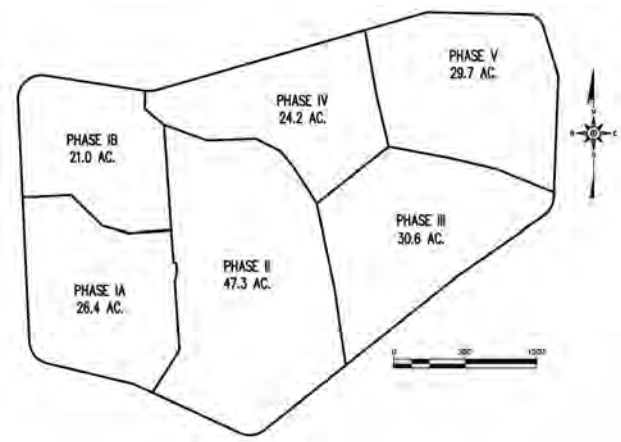
During FY 2011 the County installed both an air sparging system and a small landfill gas disposal system for the smaller, unlined landfill. These were considered environmental remediation efforts.

Project Summary: North Wake

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Machinery and Equipment	*	100,000	–	2,000,000	–	–	–	–	2,100,000
Total Uses	*	100,000	–	2,000,000	–	–	–	–	2,100,000
Funding Sources									
Transfers From Solid Waste Enterprise	*	100,000	–	2,000,000	–	–	–	–	2,100,000
Total Sources	*	100,000	–	2,000,000	–	–	–	–	2,100,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

Solid Waste



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.

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 in 2008 and reached capacity in 2010. Phase 1B was constructed during FY 2010 for which the County provided the clay liner material. Further, it is expected that most of Phase 1 (1A and 1B) will be ready for closure and capping in FY 2014. Design efforts will need to take place in FY 2012 to accommodate that schedule.

Also in 2008 Wake County began operating the East Wake Transfer Station through an Interlocal Agreement with the South Wake Partnership. 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 and the County has an agreement with the City for 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

Project Summary: South Wake Landfill

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Professional Services	*	725,000	1,075,000	5,612,000	130,000	–	768,000	3,058,000	11,368,000
Total Uses	*	725,000	1,075,000	5,612,000	130,000	–	768,000	3,058,000	11,368,000
Funding Sources									
Miscellaneous	*	625,000	725,000	5,612,000	130,000	–	768,000	3,058,000	10,918,000
Transfers From Solid Waste Enterprise	*	100,000	350,000	–	–	–	–	–	450,000
Total Sources	*	725,000	1,075,000	5,612,000	130,000	–	768,000	3,058,000	11,368,000
CIP Operating Impacts	*	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

having to replace the entire concrete floor. Design for this project was completed during FY 2011 with funds provided by SWLF Partnership reserves with construction to occur in FY 2012.

During FY 2011 a consultant was selected through the County's RFQ process for the development of a master plan for the SWLF. This effort will include a future land use study of areas within the landfill for possible public use and development. The master plan will be developed in cooperation with the Town of Holly Springs and the Town of Apex as well as through a public input process. Redesign of the existing Multi-Material and Convenience Center as well as consideration of other improvements for public use prior to the closing of the landfill will be an integral part of the master plan development. The study is underway with an expected completion in Spring 2012.

Landfill Gas Development

During FY 2011 the County began operating the landfill gas collection and control system. These facilities will enable the County to control gas odors at the SWLF as well as seek beneficial reuse of the landfill gas to create energy. During FY 2011 the County selected a landfill gas to energy developer and during FY 2012 those facilities will be installed by the gas developer. The County must oversee the project development and operate the gas collection and control system installed in FY 2011. Further, the gas collection and control system will need to be expanded as the landfill grows. Work is expected every two to three years to keep up with the landfill development.

Project Summary: Landfill Gas Development

	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY12-18
Construction Costs	–	100,000	400,000	–	750,000	–	–	–	1,250,000
Total Uses	–	100,000	400,000	–	750,000	–	–	–	1,250,000
Funding Sources									
Transfers From Solid Waste Enterprise	–	100,000	400,000	–	750,000	–	–	–	1,250,000
Total Sources	–	100,000	400,000	–	750,000	–	–	–	1,250,000
CIP Operating Impacts	–	–	–	–	–	–	–	–	–
CIP Operating Impacts - FTE		–	–	–	–	–	–	–	–

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Financial Planning Model

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 2021, 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 2012 is 53.4 cents with 15.50 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 of was increased to reflect current market rates and the tax rate is, at first, assumed to be revenue neutral.

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 2011 serves as the base. Growth projections are 1% in FY 2012, 1.0% in FY 2013, 2% in FY 2014, 3% in FY 15 and FY16, and 3.5% thereafter.

Sales Tax Growth: FY 2011 budget serves as the base. Growth projections are 1% in FY 2012, 1.5% in FY 2013, 2% in FY 2014, and 2.5% in FY 2015 and 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 (2013 to 2021). The remaining amount of property tax revenues is available for cash funding for capital projects.

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COUNTY CAPITAL

(in thousands)	2012	2013	2014	2015	2016	2017	2018	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)		6,561	10,725	10,098	17,316	-	-	44,700
Bonds - issued (Libraries)	-	-	-	-	-	-	-	-
Bonds - authorized/unissued (Open Space)	10,000	11,000	10,000	-	-	-	-	31,000
Grants	295	-	1,928	1,180	150	-	-	3,553
Municipal Reimbursement - Open Space	520	520	520	520	520	520	520	3,640
Other sources	-	-	-	180	1,726	-	-	1,906
Transfer In - Property Tax	25,556	25,636	26,083	22,437	23,517	24,518	30,555	178,302
Reserved for Future Projects Appropriation	3,192	275	-	-	-	-	-	4,517
Total County Sources	39,563	43,992	49,256	34,415	43,229	25,038	31,075	266,568
Percent Debt Funded	25%	40%	4%	29%	40%	0%	0%	28%
USES:								
Affordable Housing	830	1,000	1,000	1,000	1,000	1,000	1,000	6,830
Automation	5,598	6,076	4,175	4,500	5,508	4,775	4,500	35,132
Community Capital Projects	500	500	500	500	500	500	500	3,500
County Building Improvements	5,209	2,130	4,745	5,350	3,199	4,118	3,219	27,970
Criminal Justice	11,725	9,047	2,726	3,370	427	1,277	3,122	31,694
Economic Development	1,631	1,626	1,558	1,328	3,821	1,281	1,115	12,360
Libraries	-	6,561	10,725	10,429	16,985	-	-	44,700
Open Space	10,520	11,520	10,520	520	520	520	520	34,640
Parks & Recreation	250	550	550	550	550	550	550	3,550
Public Safety	1,800	680	4,763	5,013	4,866	-	-	17,122
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	39,563	41,190	42,762	33,729	39,207	15,521	16,026	227,998
Reserved for Future Capital Projects	-	2,802	6,494	686	4,022	9,517	15,049	38,570
Total County Uses	39,563	43,992	49,256	34,415	43,229	25,038	31,075	266,568
UNCOMMITTED FUNDS								
Beginning of Year	9,185	5,993	8,520	15,014	15,700	19,722	29,239	
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	-	2,802	6,494	686	4,022	9,517	15,049	
Use of Uncommitted Funds	(3,192)	(275)	-	-	-	-	-	
End of Year	5,993	909	15,014	15,700	19,722	29,239	44,288	

PUBLIC SCHOOLS CAPITAL

(in thousands)	2012	2013	2014	2015	2016	2017	2018	Total
SOURCES:								
Bonds - to be authorized (GO)	96,790	-	-	-	-	-	-	96,790
Transfer In - Ad valorem tax	-	-	-	-	-	-	-	-
Interest Income - capital projects	-	-	-	-	-	-	-	-
Total Schools Sources	96,790	-	-	-	-	-	-	96,790
Percent Debt Funded	100%	-						100%
USES:								
CIP2006	96,790	-	-	-	-	-	-	96,790
Subtotal	96,790	-	-	-	-	-	-	96,790
Total Schools Uses	96,790	-	-	-	-	-	-	96,790

WAKE TECH CAPITAL

(in thousands)	2012	2013	2014	2015	2016	2017	2018	Total
SOURCES								
Bonds - authorized/unissued	-	-	-	-	-	-	-	-
Bonds - issued	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-
Total Sources	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
USES:								
Wake Tech 2007 Building Program	-	-	-	-	-	-	-	-
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	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Total Wake Tech Uses	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500

TOTAL ALL PROJECTS

(in thousands)	2012	2013	2014	2015	2016	2017	2018	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	-	6,561	10,725	10,429	16,985	-	-	44,700
Bonds - authorized/issued (Open Space)	10,000	-	-	-	-	-	-	10,000
Bonds - authorized/unissued (Open Space)	-	11,000	10,000	-	-	-	-	21,000
Bonds - authorized/unissued (WCPSS)	96,790	-	-	-	-	-	-	96,790
Transfer In - Ad Valorem Tax	25,556	25,636	26,083	22,437	23,517	24,518	30,555	178,302
Other funds	295	-	1,928	1,180	150	-	-	3,553
Municipal Reimbursement	520	520	520	700	520	520	520	3,640
Interest Income - Capital Projects	-	-	-	-	-	-	-	-
Prior Year Uncommitted Funds	3,192	275	-	-	-	-	-	3,467
Interfund Transfers	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Total All Sources	137,853	45,492	50,756	35,915	44,729	26,538	32,575	373,858
Percent Debt Funded	77%	39%	41%	28%	39%	0%	0%	46%
USES:								
County	39,563	41,190	42,762	33,729	39,207	15,521	16,026	227,998
Public Schools	96,790	-	-	-	-	-	-	96,790
Wake Tech	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500
Subtotal	137,853	42,690	44,262	35,229	40,707	17,021	17,526	335,288
Reserved for Future Capital Projects	-	2,802	6,494	686	4,022	9,517	15,049	38,570
Total All Uses	137,853	45,492	50,756	35,915	44,729	26,538	32,575	373,858
UNCOMMITTED FUNDS								
Beginning of Year	9,185	5,993	8,520	15,014	15,700	19,722	29,239	
Project Closeouts	-	-	-	-	-	-	-	
Reserved for Future Projects Appropriation	-	2,802	6,494	686	4,022	9,517	15,049	
Use of Uncommitted Funds	(3,192)	(275)	-	-	-	-	-	
End of Year	5,993	909	15,014	15,700	19,722	29,239	44,288	

PROPERTY TAXES

(in thousands)	2012	2013	2014	2015	2016	2017	2018
Tax base	120,390,000	121,593,000	124,025,778	127,746,552	131,578,948	136,184,211	140,950,658
Annual growth rate	1.03%	1.00%	2.00%	3.00%	3.00%	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	629,846	635,878	648,669	688,240	688,398	712,622	737,693
Revenue per penny	11,795	11,908	12,147	12,514	12,891	13,345	13,814
Capital tax rate	15.50	15.50	15.50	15.50	15.50	15.50	15.50
Ad valorem tax - capital program	182,820	184,571	188,824	193,965	199,816	206,847	214,124
Percent change - ad valorem tax	-0.35%	0.96%	2.01%	3.02%	3.02%	3.52%	3.52%
Ad valorem tax allocation:							
Debt Service Fund	158,131	158,935	162,201	171,528	176,299	182,329	183,569
Reduce Debt Service - One Time Hammond Road Costs	(2,800)	-	-	-	-	-	-
County Capital Projects Fund	27,756	28,732	29,242	25,690	26,869	27,988	34,147
Adjustments to County Capital Cash-funded	(2,000)	(3,096)	(3,159)	(3,253)	(3,352)	(3,470)	(3,592)
Total	$180,887	$184,571	$188,284	$193,965	$199,816	$206,847	$214,124

DEBT SERVICE FUND

(in thousands)	2012	2013	2014	2015	2016	2017	2018
Sales tax annual growth rate	1.54%	1.50%	2.00%	2.50%	2.50%	2.50%	2.50%
Investment rate	2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%
Tax-exempt variable interest rate	0.87%	1.30%	2.10%	2.65%	3.30%	3.30%	3.30%
DEBT SERVICE REVENUES							
Ad valorem tax	155,331	158,935	162,201	171,528	176,299	182,329	183,569
Sales Tax: Article 40 & 42	27,268	27,677	28,231	28,936	29,660	30,401	31,161
Transfer from Major Facilities Fund	991	991	991	991	991	79	-
Transfer from Fire Tax District	606	606	606	606	606	35	35
Transfer in for fire trucks debt service	534	534	534	534	534	534	430
Lottery Proceeds	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Federal Subsidy (QSCB, BAB, RZEDB)	3,002	3,002	3,002	3,002	3,002	3,002	3,002
Premium - Bond	4,000	-	-	-	-	-	-
Interest income - WCPSS, WTCC, and County bond proceeds	1,125	385	121	23	-	-	-
Interest income - LOBs proceeds	882	-	-	-	-	-	-

DEBT SERVICE FUND

(in thousands)	2012	2013	2014	2015	2016	2017	2018
Interest Income - County Capital Projects	500	500	500	500	500	500	500
Interest income - General fund	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Plus interest income - debt service fund	3,114	2,885	2,356	1,977	2,793	2,338	2,340
Total Debt Service Revenues	211,534	209,515	212,542	222,098	227,473	233,139	235,038
DEBT SERVICE EXPENDITURES							
G.O. debt service (DS)	197,518	204,268	200,207	197,080	213,267	204,236	197,378
QSCB Interest Subsidized	1,780	1,780	1,780	1,780	1,780	1,780	1,780
QSCBs Principal	2,012	1,971	1,930	1,889	1,848	1,807	1,766
Debt Service Justice Center	6,723	12,678	12,529	12,350	12,172	11,993	11,780
Debt Service Jail	13,521	13,270	13,014	12,763	12,484	12,218	11,944
Fire truck debt service	534	534	534	534	534	534	430
Five County Stadium financing agreement	991	991	991	991	79	-	-
Bond fees (included in DS beginning 2013)	2,064	-	-	-	-	-	-
Misc. fees and costs	318	318	318	318	318	318	318
QZAB debt service	163	163	163	163	163	163	-
Total Debt Service Expenditures	225,624	235,973	231,467	227,868	242,646	233,050	225,396
Revenues in excess (less than) expenditures	(14,271)	(26,458)	(18,925)	(5,771)	(15,173)	89	9,642
Fund Balance - beginning of year	158,525	144,254	117,795	98,870	93,100	77,926	78,015
Fund Balance - end of year	144,254	117,795	98,870	93,100	77,926	78,015	87,657
Ending balance as % of next year's G.O. DS	61.2%	51.0%	43.4%	38.4%	33.5%	34.7%	40.0%

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Wake County Facts

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 900,993 residents (April 1, 2010 Census count) 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 2010 Population (1)	900,993
Municipalities	Population (2)
Angier	103
Cary	37,476
Fuquay-Varina	17,937
Garner	25,745
Holly Springs	24,661
Knightdale	11,401
Morrisville	18,576
Raleigh	402,825
Rolesville	3,786
Wake Forest	29,218
Wendell	5,845
Zebulon	4,433
Unincorporated areas of Wake County	185,175

(1) April 1, 2010 Census is the most recent release of U.S. Census Bureau county population data. Released March 2011.

(2) April 1, 2010 Census is the most recent release of U.S. Census Bureau city and town population data. Released March 2011.

Wake County has experienced explosive growth over the last 20 years. The U.S. Census Bureau reported that Wake County had 900,993 residents as of April 1, 2010. Between 2000 and 2010, Wake County added 273,000 residents, a 43.5% increase.

Wake County continues to experience a significant growth in its Hispanic population. In 2000, the U.S. Census Bureau reported the county's Hispanic/Latino population at 33,985, 5.4% of the total population. In 2010, the Hispanic/Latino population increased to 87,922, which comprised 9.8% of the total population. This increase amounted to a 159% growth rate in Hispanic/Latino residents between 2000 and 2010. During the same period the Asian population grew by 128%: 48,553 residents (5.4% of the total population).

Demographic Statistics

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
2001	659,096	97,961
2002	680,556	101,432
2003	701,854	104,461
2004	723,414	108,969
2005	754,159	114,068
2006	793,168	120,504
2007	831,915	128,072
2008	867,913	134,002
2009	895,975	137,706
2010	900,993	139,599
2011	932,665	143,289

(1) U.S. Census Bureau Population Estimates (July 2001-2009). U.S. census Bureau April 1, 2010 Census Counts, released March 2011. North Carolina State Demographer Wake County 2011 Population Projection, updated April 2011.

(2) North Carolina Department of Public Instruction. Wake County Public Schools 20th Day Membership Counts.

Fiscal Year Ended June 30	Unemployment Rate (3)	Per Capita Income (4)
2000	2.4%	37,086
2001	4.0%	37,013
2002	5.6%	36,166
2003	5.3%	36,017
2004	4.4%	37,567
2005	4.1%	39,095
2006	3.6%	41,089
2007	3.5%	42,177
2008	4.7%	41,776
2009	8.4%	39,821
2010	8.4%	Not available from this source

(3) North Carolina Employment Security Commission. 2000-2010. *March 2011 Unemployment Rate-7.4 percent.

(4) U.S. Department of Commerce, Bureau of Economic Analysis, Table CA1-3 Per Capita Personal Income

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Glossary of Budget Terms

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.

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.

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.

ARRA: American Recovery and Reinvestment Act, commonly referred to as the stimulus or the Recovery Act.

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.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners 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.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

Glossary of Budget Terms

CAP: Capital Area Preservation.

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.

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.

CIP: Community Improvement Plan.

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.

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.

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.

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.

Division: A functional unit within a County department.

Glossary of Budget Terms

EBT: Electronic Benefit Transfer.

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.

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.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

Fringe Benefits: For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, and workers compensation.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain objectives in accordance with established laws, policies, and regulations.

Fund Balance: 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 0.5 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.

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 govern-

mental 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.

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICS: Incident Command System.

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.

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.

IS: Information Services.

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.

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.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

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.

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.

Glossary of Budget Terms

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

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.

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.

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.

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.

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.

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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.

Shared Revenue: Revenues levied and collected by one government but shared with another government based on a predetermined method.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (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.

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.

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