



Recommended Operating
and
Community Improvement Budgets

For the Fiscal Year July 1, 2007 through June 30, 2008

Wake County, North Carolina

Annual Recommended Budget for Fiscal Year 2008

Board of County Commissioners



Tony Gurley
Chairman



Paul Coble
Vice Chair



Lindy Brown



Joe Bryan



Kenn Gardner



Betty Lou Ward



Harold Webb

County Administration:

County Manager: David C. Cooke

Acting County Attorney: Scott W. Warren

Clerk to the Board: Susan Banks

Deputy County Manager: Joseph K. Durham



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GFOA DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Wake County
North Carolina**

For the Fiscal Year Beginning

July 1, 2006

A handwritten signature in cursive script, likely of the President of the GFOA.

President

A handwritten signature in cursive script, likely of the Executive Director of the GFOA.

Executive Director



Foundations for the Future

2008 Fiscal Year Adopted Budget

Foundations for the Future • Foundations for the Future • Foundations for the Future • Foundations for the Future • Foundations for the Future • Foundations for the Future

May 21, 2007

Wake County Board of Commissioners:

Each May, I have the privilege of presenting the Board of Commissioners and citizens with a balanced budget for the next fiscal year. One goal of the Commissioners and County staff has been to plan not only for today's needs, but also for the needs of tomorrow. This recommended budget furthers this goal—we will maintain and enhance our existing services while laying the foundation for citizens to have a successful future in Wake County.

At this time last year, the Blue Ribbon Committee on Infrastructure was finalizing its recommendations for addressing the County's rapid growth. Those recommendations assumed a growth rate of 25,000 persons per year. Our most recent data shows that, in fact, we grew by almost 36,000 persons from July 2005 to July 2006. At a pace of 98 new citizens per day, Wake County is the 6th fastest growing County in the United States. This tremendous growth has brought us a healthy regional economy. Recently, Forbes Magazine ranked Raleigh the #1 city in America for jobs. But rapid growth also brings many challenges, such as providing classroom space for our school system which is projected to grow by 8,000 students a year, and providing development services for the 1,000 residential building permits issued each month.

In January, the Board of Commissioners identified a number of priority focus areas for the County to concentrate its efforts. Among these focus areas are an Educated Citizenry, Healthy Community, Vital Economy and Safe Community. In addition to these broad focus areas, specific goals for 2007 were established with a commitment to continuing work on certain 2006 goals. The 2007 goals are:

- Implement Blue Ribbon Committee recommendations;
- Initiate quality-of-life bond referenda in the fall of 2007 for Wake Tech, libraries and open space;
- Take an active role with the Citizens' Facility Advisory Committee to evaluate cost-effective strategies for the school building program;
- Work to design and implement a continuum of care for mental health facilities and services;
- Develop an implementation plan to address results of the Community Assessment;
- Complete the work of the county-wide Stormwater Task Force and recommend an implementation plan;
- Evaluate and implement a series of anti-littering measures that include strategies for education, clean-up and enforcement;
- Work with municipalities and the Greater Raleigh Chamber of Commerce to create an inventory of sites for large-scale economic development; and
- Implement strategies from the Gang Prevention Task Force.

You will find that the FY2008 Recommended Budget allocates resources to many of these specific goals. In particular, the budget emphasizes education for our children. Last fall, the citizens of Wake County laid a foundation for the future by approving a \$970 million bond referendum for school construction. With the voters' approval to use general obligation bonds, we will construct 17 new schools, renovate 13 existing schools, and provide additional classroom space for our growing public school system. As we discussed last year, the tax increase required to support the operating and capital portion of school construction would total 4.7 cents over the life of the bond program. The Recommended Budget partially implements this referendum, and includes a 3.6-cent tax increase to fund the debt and operating costs of the new schools.

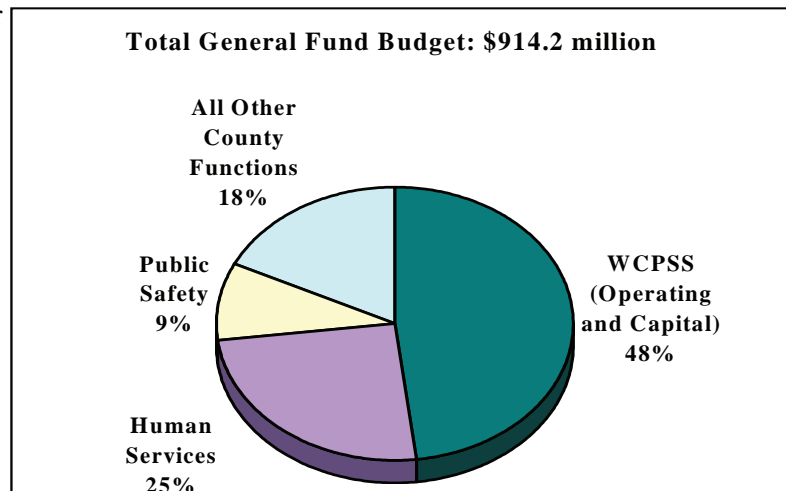
The Recommended Budget also lays foundations in other service areas

that directly support the Board of Commissioners' goals. In the next fiscal year, we will open a new Northern Regional Center in Wake Forest to better provide clinical, child welfare, and economic self-sufficiency services to our growing population. As part of our on-going commitment to mental health services, the Community Improvement Plan funds new facilities to support the mental health continuum of care. And to meet the long-term needs of the Wake County Sheriff's Office, we will partner with the City of Raleigh to construct a new law enforcement-training center.

In the fall of 2007, as a response to the Blue Ribbon Committee's recommendation and Board of Commissioners' goal, we will ask citizens to again lay foundations for the future of Wake County when we propose three referenda on Wake Technical Community College, public libraries, and open space and water-quality protection. These referenda will secure financing for these County priorities, and ensure these needs are met for current and future citizens.

LAYING OUR FOUNDATIONS FOR THE FUTURE

The total recommended General Fund Budget is \$914,207,000. The funding allocation emphasizes the County's highest priority areas with the Wake County Public School System (WCPSS) receiving 48% of the budget for operating, capital, and debt service needs. Human Services receives 25%, Public Safety 9%, and all other County functions combine for 18%.



REVENUES

Our economic vitality has helped create the strongest tax-base growth in the state, which allows us to fund our priorities. In FY 2008, the

Revenue Growth	
Property Taxes ("regular" growth)	\$28.7 million
Sales Tax	15.4 million
Human Services and All Other	-9.9 million
Total Revenue from Normal Growth	\$34.2 million
3.6 cent tax increase	28.1 million
Total	\$62.3 million

property tax base is estimated to increase by 4.2% over the FY 2007 actual base. New revenue

from normal growth in property taxes will equal \$28.7 million, while the revenue generated by the tax increase for the school system comes to \$28.1 million. Growth in sales tax revenue, our second largest revenue source, continues to increase at a steady rate. Projected income in FY 2008 will grow by \$15.4 million (10.9%) over the FY 2007 adopted amount, for a total of \$157.3 million. All other revenues will decrease by \$9.9 million, largely due to a decrease in state reimbursements that previously went to the County but will now go directly to providers. Overall, the Recommended Budget includes \$62.3 million in new revenue.

EXPENDITURES

Expenditure Growth	
WCPSS Operating & Capital	\$39.9 million
Fund Prior Commitments	\$15.3 million
Maintain Current Operations	\$8.9 million
Wake Tech	\$2.6 million
Opening New Facilities	\$0.9 million
All Other County Expenditures	(\$5.3 million)
TOTAL	\$62.3 million

Even with strong revenues and clear priorities, the choices are never easy as we work to meet very

real and competing needs while balancing the budget. Of the \$62.3 million in new revenue, almost two-thirds (\$39.9 million) is recommended for the Wake County Public School System (WCPSS) to fund the WCPSS operating budget and to pay for debt service and cash funding of school building programs. The remaining funds are designated

for prior commitments, maintaining current operations, Wake Tech, and the opening of new facilities. There is a net reduction of \$5.3 million in all other County expenditures.

Wake County Public Schools

The FY 2008

Recommended Budget continues the Board's commitment to quality education. County funding continues to outpace the growth in the number of students.

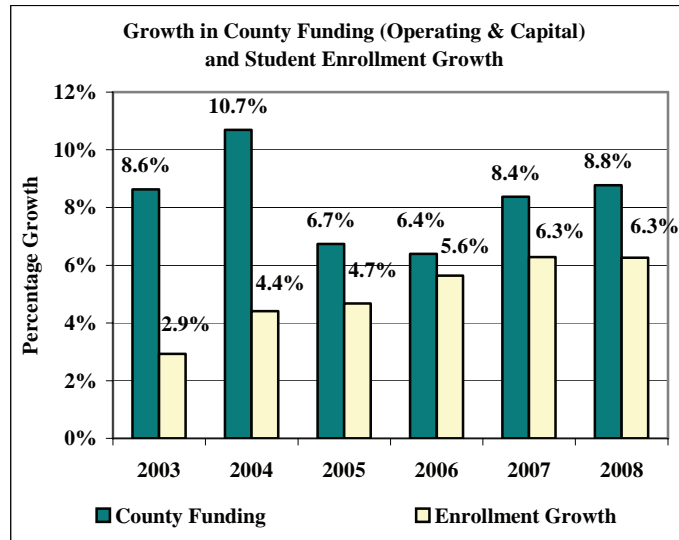
Over the past six years, the increase in

County funding has consistently exceeded the increase in enrollment.

The Board of Education requested total funding of \$305.7 million for FY 2008, an increase of roughly \$30 million over FY 2007. The Recommended Budget funds an additional \$18.9 million to WCPSS, for a total appropriation of \$294.7 million.

The Recommended funding will increase the County's per pupil funding from the FY 2007 level of \$2,084 to \$2,094 in the FY 2008. For the past five years, the growth in the County's appropriation for operating and capital (debt service) has increased at a greater percentage than student enrollment.

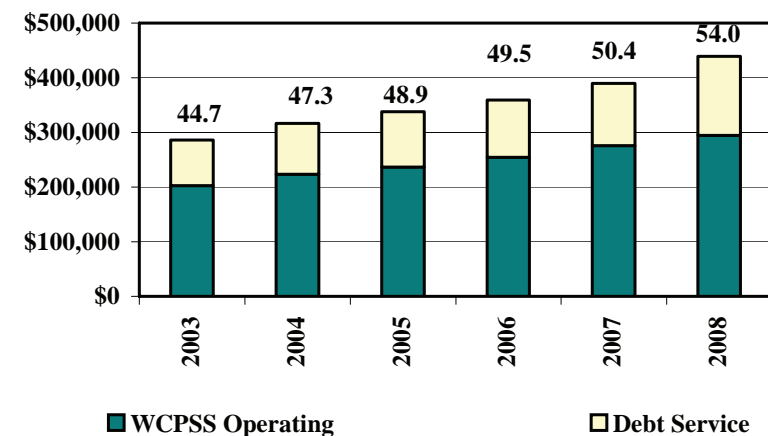
In the November 2006 bond referendum, voters approved the use of general obligation bonds for school construction, allowing us to borrow at the lowest interest rates. Consistent with the financial plan supporting the referendum, in which we identified a 4.7-cent total tax increase



to support the schools' building program, the Recommended Budget calls for a 3.6-cent tax increase to begin to implement WCPSS' CIP 2006. Of this 3.6-cent increase, 2.7 cents is necessary to support the debt service and capital costs of the school construction program. An additional 0.9 cents is needed to support the operating costs associated with additional square feet for 9th grade centers and the operating costs of transitioning 19 elementary schools and 3 middle schools to a multi-track year-round calendar. The remaining 1.1 cents in tax increases will be implemented in upcoming budgets.

In addition to partially implementing the 2006 bond program, the budget supports our prior commitments to the school system, namely the opening of new schools and costs associated with schools operating on a year-round calendar. Funds are provided to operate and maintain six new elementary schools opening in permanent facilities (three of these schools opened in prior years at early-start campuses), the opening of two middle schools (Wendell Middle will open as an early-start middle school at the Hwy 97 modular complex and East Cary Middle will open for six graders and continue to house 9th graders for FY 2008), and the addition of two ninth grade centers for Wake Forest-Rolesville and Wakefield High Schools.

County Appropriation & Cents of County Tax Rate for WCPSS

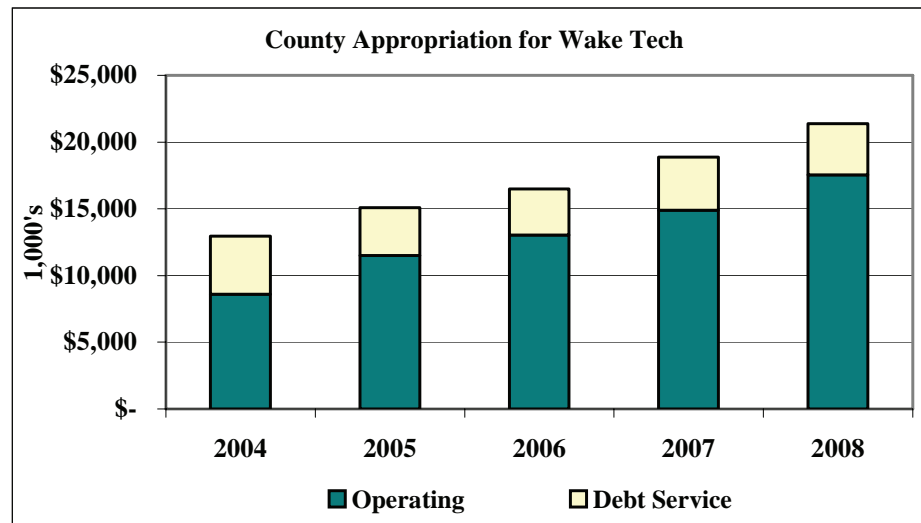


In addition, the County appropriation to WCPSS has exceeded WCPSS' share of growth from County property tax revenue for the past six years. For FY 2008, the recommended budget for WCPSS operating and debt service equals 80 percent of the property tax rate (54.0 out of 67 cents).

Wake Technical Community College

The FY 2008 Recommended Budget also supports the Board of Commissioners' priority area of an educated citizenry by providing an additional 18% to Wake Technical Community College (Wake Tech), for a total appropriation over \$17.5 million. Funding supports the third year of start-up staffing of Wake Tech's North Campus. Funding also supports salary and benefit increases for County-funded positions and an increase for utilities and maintenance to support the addition of 152,840 square feet at Wake Tech's North Campus (134,840 sq. ft.) and the Chapanoke Road Public Safety Center (18,000 sq. ft.).

The Community Improvement Plan (CIP) also includes an additional \$1 million for minor capital needs at College facilities. These funds are for furniture, fixtures and equipment for the main campus and may also be used to further equip and outfit the North Campus.



Human Services

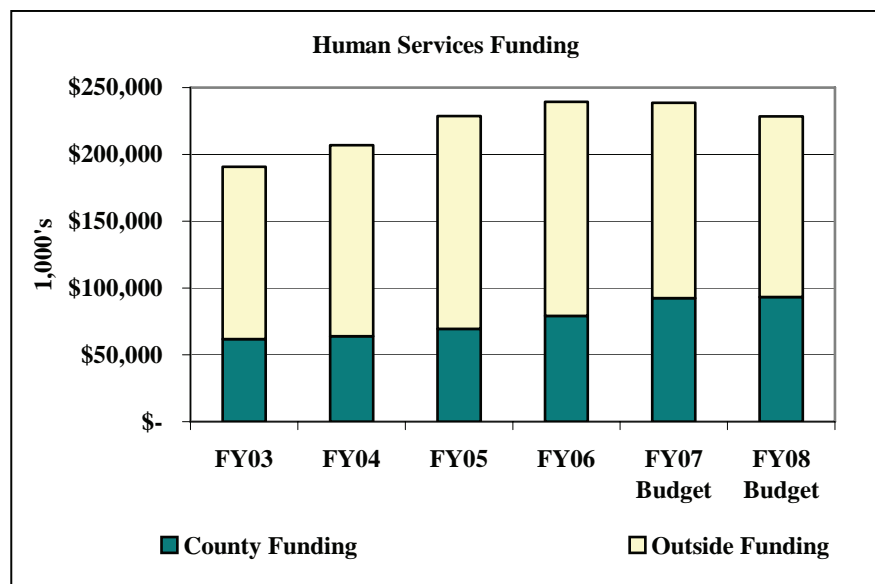
In January 2008, the County will open the new Northern Regional Center in Wake Forest. This new regional center will bring a variety of services closer to citizens in the County's northern areas, including: Sheriff's Office, child welfare, mental health, public health clinics, revenue collection, animal control and building inspection, to name a few of the programs. The Human Services budget includes \$1.2 million to provide 40 new positions for this center, including staff for child protective services, economic services such as Medicaid, and health clinics.

The budget also provides additional resources to keep up with demand from our growing population. The budget funds 16.9 new staff members to maintain service levels in child welfare and community health, and provides a coordinator for Wake County's Gang Prevention Partnership. The budget also includes funding for additional school nurses.

A key assumption in this budget is that the County's share of Medicaid will remain capped at 2006 levels. Last year, all North Carolina counties' current share of Medicaid was temporarily capped by the North Carolina General Assembly. For Wake County, this is a \$7 million issue. We are counting on the cap to continue or the Medicaid issue to be resolved altogether. If the cap is removed and Medicaid remains unresolved, we will need to address the issue during the year.

As part of Mental Health reform, the State expects that the capacity of community-based providers will increase so that clients receiving mental health services directly from Local Managing Entities (LMEs) can instead be served in the community, rather than by LMEs or the County government. In accordance with this approach, the Human Services department has reduced the number of direct-service staff positions, and it will continue reducing these positions into FY08. To ensure that adequate service levels exist within the community, the County has solicited information and proposals from community-based providers and has successfully brought in out-of-state providers to serve Wake County clients.

In other changes, Human Services' budget will decrease by \$16 million in both revenues and expenditures related to Medicaid-funded services. These reductions do not mean that Wake County consumers will lose benefits or receive less service. Instead, these reductions reflect the fact that community health providers are taking the responsibility to serve



Medicaid clients by billing the State directly for Medicaid reimbursement, and these transactions will no longer pass through the County's books. This reduction is shown in the chart above; while the County appropriation has grown 51% since FY2003, outside funding sources only grew 5% since FY2003. In fact, Human Services' outside funding sources are lower in FY2008 than last year.

The Board of Commissioners is committed to assuring a quality mental health continuum of care in Wake County as part of its Healthy Community goal. To respond to the State's mental health reform efforts, the County continues planning for and developing a broad range of mental health services for our citizens. The state-run psychiatric hospital in Raleigh, Dorothea Dix Hospital, will close in FY08, with some portions of the hospital shutting down as early as fall 2007. The County has developed plans for a full continuum of mental health care, including substance abuse medical detox, substance abuse treatment, and short-term mental health crisis beds. The \$5 million allocated in this FY08-14 CIP brings the total County funding available for this project to \$12.8 million, not including the funds spent on land acquisition. It is anticipated that additional funding from other sources will be required to fully fund the capital expense for these potential facilities.

Sheriff's Office

To further your goal of Safe Communities, the budget recommends a 5% increase for the Sheriff's Office, a \$2.8 million increase. A total of 14 new positions will bolster specific needs within the department and allow law enforcement officers to concentrate on field duties.

- Two investigators for the Sheriff's Office Intel/Gang Suppression Unit;
- Four additional school resource officers;
- Four positions for detention transport security;
- Two positions for the training division; and,
- One position for Courthouse security and one for recruiting.

The CIP funds a partnership between the Wake County Sheriff's Office and the City of Raleigh for a joint law enforcement training facility. The new site will take advantage of City-owned property located in Southeast Wake County. We are working with Raleigh to develop an interlocal agreement, which we will bring to you in early FY08. Two key provisions of the agreement will be the City's commitment to enter into a 50-year lease of the property to the County, and their commitment of approximately \$400,000 toward site-planning infrastructure costs. The Sheriff's Department portion of the project includes a building containing 36,844 square feet to house administrative, classroom, fitness and support spaces. In addition to the building, the site will include a running track, obstacle course, rappel tower, and parking for 170 vehicles.

Public Safety

The Recommended Budget supports our Emergency Medical Services system by providing an additional peak-load ambulance that will help the system meet response-time standards. The budget also funds improved safety equipment for EMS personnel, and the operating costs of the new Automatic Vehicle Locator system (AVL), which will enable ambulance units to respond to calls more quickly. We will also fund five new EMS dispatchers at the Raleigh-Wake Communications Center. These new positions will address the increase in service demand and help lower dispatch times, improving EMS service throughout the County.

We will also support the EMS system through our Community Improvement Plan, which provides \$2 million for future EMS facilities.

The Wake County EMS System – including the County’s Public Safety Department, six contracted agencies, and the EMS Peer Review Committee – is developing a long-range plan for facility needs. As part of this effort, the plan will identify opportunities to co-locate ambulance units with fire stations and other existing facilities.

Other County Departments

In response to Wake County’s rapid growth, and increasing service demands, the budget provides additional resources for the following County departments:

- Community Services—Three additional General Inspectors to keep up with workload demands; Branch Manager for the New Leesville Library; increased security for Public Libraries.
- Environmental Services—One position for the County’s animal shelter and one position for water quality protection.
- Finance—Increased funding for the department’s internal audit function.
- General Services Administration—Increase of \$1.3 million primarily to cover the full-year cost of new facilities opened in FY07 and increasing utility costs.
- Information Services—Four positions for desktop support, telecommunications, and land records applications.
- Planning—Additional Planner position for zoning and subdivision reviews.

Solid Waste

In June 2006, the County Commissioners laid the foundation for Wake County to dispose of solid waste in an effective, economical manner by approving the new South Wake Landfill. The FY08 budget for the South Wake Landfill Enterprise Fund totals \$5.8 million for the cost of operating the new landfill and revenue sharing with the Inter-local Agreement Partners. The FY08 budget for the Solid Waste Enterprise Fund totals \$25.5 million for the cost of operating the North Wake Landfill, Citizen Convenience Centers and recycling promotion, and other solid waste activities.

Fire Tax District

The Fire Commission, which makes recommendations relating to fire service in the Fire Tax District, unanimously recommends an FY 2008

operating budget consistent with its Long-Range Business Plan, approved by the County Commissioners in February 2005. The budget, maintains the tax rate at 10 cents, funds cost increases for fuel, liability insurance and department health plans. The FY 2008 budget does not include expansions for staffing; however, the Fire Commission is committed to developing a long-range staffing plan to address the staffing needs across the County.

Support for Memberships and Public Agencies

The budget includes County funding to community agencies and not-for-profit organizations. The Recommended Budget provides \$3.8 million for memberships, public agencies and contractual services. Memberships will require a 3.3% increase. The budget recommendation maintains our commitment to public agencies. For example, the recommended budget includes funding for the County’s commitment to the

Agency or Organization	FY 2007 Adopted	FY 2008 Requested	FY 2008 Recommended
Memberships:			
Capital Area Metro Planning Organization	\$ 161,634	142,954	142,954
Institute of Government	74,904	79,656	79,656
National Association of Counties	11,257	11,568	11,568
NC Assoc. of Co. Commissioners	61,523	66,313	66,313
RDU International Airport	12,500	12,500	12,500
Triangle J Council of Governments	170,788	196,000	196,000
Total Memberships	492,606	508,991	508,991
Public Agencies:			
Communities in Schools	\$ 75,000	75,000	75,000
East Wake Education Foundation	-	50,000	50,000
Exploris/IMAX	1,000,000	1,000,000	1,000,000
Healing Place for Men	250,000	250,000	250,000
Healing Place for Women	250,000	250,000	250,000
MEAC Tournament	200,000	200,000	200,000
North Carolina Symphony	34,000	100,000	34,000
Public Agency Funding Process	-	600,000	600,000
Soccer Sports Facility	150,000	150,000	150,000
Wake County United Arts Council	350,000	350,000	301,000
Women's Commission	12,500	12,500	12,500
Total Public Agencies	2,321,500	3,037,500	2,922,500
Contract Services:			
Wake County Economic Development - EDGE3	100,000	153,483	100,000
Wake County Economic Development - General	295,000	295,000	295,000
Total Contract Services	395,000	448,483	395,000
Total	3,209,106	3,994,974	3,826,491

edge3 program, a five-year program in conjunction with North Carolina State University to attract technologically oriented employers to the County. The following table summarizes all public agency allocations:

EMPLOYEE PAY AND BENEFITS

The County is able to provide excellent, customer-valued services because of the hard work and dedication of roughly 3,700 employees. Our pay system awards salary increases within market-competitive pay ranges based strictly on performance. We evaluate the competitiveness of our pay ranges each year through targeted salary studies. All pay ranges will be adjusted this year between 0.37% and 7.83% in the FY 2008 budget to ensure our ranges remain competitive. Approximately 150 employees' pay will be increased to bring their current salary to the new pay minimum. Also, the recommended performance pay increase is budgeted at an average of 4%.

The County provides a comprehensive program of benefits to employees, including a 5% contribution to a 401(k) savings plan, participation in the state retirement system, County-paid life insurance and long-term disability, optional life insurance and short-term disability programs, and dental insurance. All of these benefits will remain unchanged in FY 2008.

One benefit, the County's health insurance plan, will change significantly in the upcoming year. As part of the budget message last year, I noted an employee committee would be formed to evaluate health insurance options and costs and to develop a recommendation for a sustainable, strategic plan for health care. The 22-member Health Insurance Core Team has completed a major portion of its work and made its recommendations to the Board of Commissioners in April. The FY 2008 budget funds the recommendations of this employee committee.

The Health Insurance Core Team developed its recommendations with the assistance of a consulting firm that specializes in health insurance plan design and implementation. The recommended plan was created within a framework of key values held by our organization, leadership input, competitive market data and employee feedback. Based on all of the planning and analysis, six major objectives served as the basis for the recommendation:

- Keep catastrophic coverage as a design element in all medical plan choices;
- Keep the overall value of the new plan choices comparable to our current choices, and include features designed to encourage employees and dependents to understand the real cost of their health care and make wise health care decisions;
- Continue to offer employees plan choices with meaningful distinctions between options in terms of benefits and employee costs;
- Manage long-term costs for the employees and the County;
- Support prudent benefit and health care choices through increased health education, a focus on wellness, and the provision of decision-support tools; and,
- Make dependent contributions more affordable through a revised employee-contribution strategy.

The Core Health Insurance Team recommendations address a wide range of issues related to our health insurance plans, and I will provide an overview of each of the major recommendations.

The first recommendation is to move to a calendar plan-year effective January 1, 2008, making it easier for employees to budget benefit expenses along with other annual expenses. As a result of this change, there will be two open enrollments this year: one for the current benefit plans that will continue to be offered from August through December, and a second one for the new full-plan year that will run from January 1, 2008, to December 31, 2008. The benefits for the current Base and Premium plans will remain the same, while the employee cost of the plan will increase approximately 6% for the five-month period.

For the 2008 plan year, employees will continue to have the choice of two plans: a point-of-service plan that is similar in structure to our existing plans and a consumer-driven health plan. The consumer-driven health plan will offer a new option designed to give employees and their dependents more control over how health care dollars are spent and will also allow them to apply savings toward future medical expenses. Enhancements to the health care plans will include: improvement of selected benefit provisions to meet industry standards, incentives designed to encourage healthy behaviors, and 100% coverage of preventive health care as prescribed by the American Medical Association guidelines for age and gender.

As a part of new plan options for 2008, the County will implement a

new contribution strategy that will require all employees to contribute toward the cost of health care premiums, and the County will begin subsidizing the cost of dependent coverage. Employee-only cost under the new plans is projected to be \$10 per month for the point-of-service plan and \$22 per month for the consumer-driven health plan. For the point-of-service plan, dependent coverage cost under the new plans will range from \$137 per month for employee and children to \$460 per month for employee and family. For the consumer-driven health plan, dependent coverage will range from \$207 per month to \$578 per month for employee and children and employee and family, respectively. Employees who currently have dependent coverage will see a savings in monthly premiums ranging from \$60 to \$340.

The last recommendation that I will highlight is regarding health care coverage at time of retirement. The County's current liability for providing health care coverage to those employees currently vested for that benefit is estimated to be approximately \$100 million and is projected to significantly increase over time. In order to minimize this future liability, the County will eliminate retiree medical coverage for employees hired after January 1, 2008. Current employees and those hired before January 1, 2008, will remain eligible under the current provisions.

As you see, there will be many changes occurring over the next few months, and the Core Health Insurance Team is currently working on a communications and education strategy so that all employees will be well-informed of these changes and have the tools and information necessary to make wise decisions for themselves and their families.

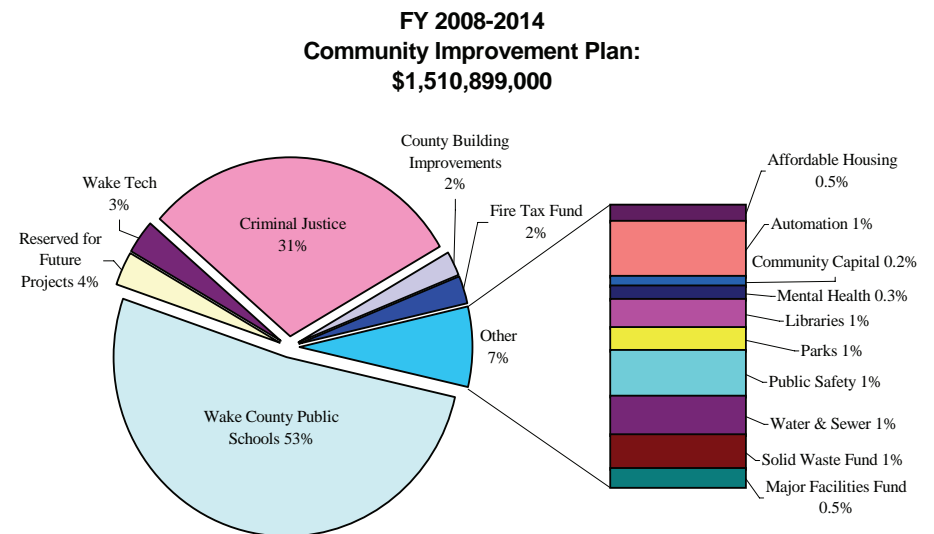
Providing an affordable, sustainable and quality health care plan is a priority for the County, and I would like to thank all of the members of the Core Health Insurance Team who have worked so diligently over the past year to put forth these recommendations that balance care for employees and their families and the fiscal stewardship our citizens expect.

COMMUNITY IMPROVEMENT PLAN

The FY 2008-2014 Community Improvement Plan (CIP) totals \$1.5 billion, with FY 2008 accounting for \$370 million of those expenditures. The recommended CIP reflects the Board of Commissioners' priorities, and the seven-year plan invests heavily in education, for both

the Public Schools and Wake Technical Community College. It also allocates considerable resources to support mental health, criminal justice, law enforcement, and public safety.

The CIP lays the foundation for successful service delivery to future generations of Wake County citizens. Wake County has a proud legacy of planning for the long-term and of providing outstanding facilities for its citizens. Continuing this tradition of excellence, the FY 2008-2014 CIP is long-term oriented, anticipates future needs and supports responsible stewardship of existing facilities. It also supports many of the Board of Commissioners' goals that were adopted in 2007, such as promoting education, criminal justice and environmental stewardship.



FOUNDATIONS FOR THE FUTURE

The FY2008 recommended budget:

- Provides funding for the Board of Commissioners' priority areas and goals
- Increases the property tax rate by 3.6 cents
- Continues our commitment to long-term planning and success

The process of balancing the annual budget is also a reminder of the challenges on the horizon. We are a prospering and growing county, and for that I am thankful. The growth, however, requires us to plan and invest for the future. This past year is great evidence of our need and ability to respond. The 65 member Blue Ribbon Committee on the Future of Wake County committed countless hours reviewing infrastructure plans and presenting recommendations for the County and the State legislature. Voters approved a \$970 million bond referenda for schools. We opened several new libraries throughout the County. The County entered into an agreement with Holly Hill Hospital for inpatient mental health beds with the impending closure of Dorothea Dix. Improvements in Public Safety technology continue to be implemented to reduce our response times to citizens. And, a Citizens Committee to look at how to save money in the construction of schools is hard at work. In the end, a strong foundation for a successful annual budget and the long-term health of the county is dependent on the appropriate balance of planning, investment, and fiscal stewardship. I believe we have that balance as we move into fiscal year 2008 and beyond.

We will continue the work of the Blue Ribbon Committee and pursue the recommendations they put forward. Among their recommendations are continued investments in our infrastructure. This fall, we will work with our partners and ask voters to approve three bond referenda—one for libraries, one for Wake Technical Community College and one for open space preservation. And, while these investments will require future increases in the property tax rate, we will continue to pursue other revenue sources from our North Carolina general assembly so that the entire burden of infrastructure investment does not fall on the Wake County property owner. Finally, being ever mindful that we are stewards of the taxpayers' money, we must continue to set priorities and pursue more cost-effective ways to deliver services to citizens. In the end, finding the right balance between planning, investment, and fiscal stewardship will provide our community a strong foundation both today and for future generations.

Respectfully submitted,



David Cooke
County Manager

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ADOPTION OF FISCAL YEAR 2008 OPERATING AND CAPITAL BUDGETS

Agenda Item Title:

Adoption of Fiscal Year 2008 Operating and Capital Budgets and Personnel Ordinance

Specific Action Requested:

That the Board of Commissioners adopt the following FY 2008 budget and personnel ordinances.

Item Summary:

On May 21, 2007, the County Manager presented a recommended fiscal year 2008 General Fund budget totaling \$914,207,000.

On June 4, 2007, the Board of Commissioners held a public hearing and on June 11, 2007, the Board of Commissioners conducted a budget work session.

At the budget work session, the Board of Commissioners amended the recommended budget as follows:

General Fund

Added \$49,000 to the recommended appropriation for United Arts Council of Raleigh and Wake County, bringing the total to \$350,000. The Board considers the amount of \$350,000 as the organization's new base funding level and assumes this appropriation supports future facility lease costs.

Added \$100,000 for PLM based on actions taken at the June 4, 2007 Board of Commissioners Meeting to provide funding in fiscal years 2007 and 2008.

Reduced the Board of Commissioners' Contingency by \$325,000 to a total of \$100,000. The remaining amount is reserved for education support activities in the areas of Garner and Fuquay-Varina.

Housing and Community Revitalization Fund

Added \$57,00 to the recommended budget to increase funding for the Catholic Charities' Support Circles Program, which is a component of the 10-year Plan to End Homelessness.

Grants and Donations Fund

\$36,453, is added to the recommended budget to appropriate a grant from WakeMed to evaluate patient care reporting systems. As authorized by the Board on June 4, all remaining appropriation from FY 2007 is re-appropriated in the FY 2008 budget.

Capital Improvement Fund

Added \$750,000 to the recommended capital budget to support the City of Raleigh in its efforts to transition the Police Department to the County's 800 MHz system. Funds will help the City pay for necessary infrastructure expansions to the communications system.

FISCAL YEAR 2008 BUDGET ORDINANCE

The attachments include all ordinances to implement the fiscal year 2008 operating and capital budgets as amended on June 11, 2007. The totals of each fund are:

Fund	Amount
A(i). General Fund	\$ 914,031,000
A(ii). Debt Service Fund	145,930,000
A(iii). Emergency 911 Fund	1,478,000
A(iv). Solid Waste Enterprise Fund	25,544,000
A(v). South Wake Landfill Fund	5,814,000
B. Capital Area Workforce Development	4,955,000
C. Fire Tax District Fund	18,165,000
D. Grants and Donations Fund	4,078,000
E. Major Facilities Fund	34,605,000
F. Housing & Community Revitalizaion Fund	4,123,000
G. Revaluation Reserve Fund	1,134,000
H(i). County Capital Projects Fund	66,173,000
H(ii). Fire Tax Capital Projects Fund	9,812,000
H(iii). Major Facilities Capital Projects Fund	1,025,000
H(iv). Solid Waste Capital Projects Fund	5,050,000
H(v). Wake County Public Schools Capital Projects Fund	309,900,000
H(vi). Wake Technical Community College Capital Projects Fund	15,835,000

Salary Structure

To assure that the County's salary structure remains competitive and that employees are fairly compensated for the type of work they actually perform, the County's salary schedule and classification plans are monitored regularly by comparing the County against national surveys and peer organizations with whom we compete for qualified candidates.

Salary Structure Changes and Minimum Pay Adjustments

This year, Human Resources has recommended changes to the non-exempt salary schedule averaging 2.19% and changes to the exempt salary schedule averaging 5.83%. Pursuant to these changes, an employee's pay is only adjusted if the new minimum of the band exceeds the employee's current salary. Approximately one hundred (100) employees' pay will be increased to meet the band minimum, costing approximately \$87,000.

Classification Plan Changes

As part of the One-Third Market Survey, Human Resources recently evaluated 80 benchmark classifications; the department recommends the following changes to the Non-exempt and Exempt bands.

Non-Exempt

Classification Title	Current Band	Proposed Band
Appraiser	6	7
Environmental Health Specialist	6	7
Environmental Services Team Leader	7	8
Facility HVAC Technician*	5	6
Facility HVAC Specialist*	6	7
Physician Extender	10	11
Planning Technician	5	6
Trades Supervisor	7	8

**New classification and/or title change.*

Exempt Bands

Classification Title	Current Band	Proposed Band
Assistant Director of Detention Services*	30	31
Assistant Library Director*	31	32
Facilities Project Manager*	30	31
Fire Marshal	31	32
Human Services Assistant Division Director*	N/A	31
I/T Business Analyst*	31	31
I/T Project Manager*	31	32
Librarian II	27	28
Long Range Planning Administrator	30	31
Pharmacy Director	33	34
Internal Audit Manager*	30	32
Senior Appraiser	27	28
Senior Facilities Project Manager*	30	32
Solid Waste Management Director	32	33
Water Quality Director	32	33

**New classification and/or title change.*

FISCAL YEAR 2008 BUDGET ORDINANCE

These band changes will affect one hundred forty-five (145) regular employees. Pursuant to these changes, an employee's pay is only adjusted if the new minimum of the band exceeds the employee's current salary. Six (6) employees' pay will be increased to meet the band minimum, costing approximately \$7,200.

Attachments:

1. Fiscal Year 2008 Operating Budget Ordinance (includes General Fund, Debt Service Fund, Emergency 911, Solid Waste Enterprise Fund, South Wake Landfill Fund, Salary Bands and Classifications)
2. Capital Area Workforce Development Ordinance
3. Fire Tax Special Revenue Fund Budget Ordinance
4. Grants and Donations Fund Ordinance
5. Major Facilities Fund Ordinance
6. Housing and Community Revitalization Ordinance
7. Revaluation Reserve Fund Ordinance

8. Capital Improvement Fund Ordinances (including Fire Tax District, Major Facilities, Solid Waste, Wake County Public School System and Wake Technical Community College)

FISCAL YEAR 2008 BUDGET ORDINANCE

Operating Budget Ordinance for Fiscal Year 2008

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, 2007 and ending June 30, 2008:

General Government:

Board of Commissioners	\$ 478,221
County Manager	1,266,237
County Attorney	1,234,444
Board of Elections	2,752,077
Budget & Management Services	851,751
Facilities Design & Construction	1,161,949
Finance	8,138,284
Human Resources	1,734,555
Information Services	12,020,206
Planning	1,606,024
Register of Deeds	3,058,802
Revenue	4,835,475
Community Services	23,663,761
Environmental Services	8,898,319
General Services Administration	27,238,883
Human Services	228,317,774
Medical Examiner	200,000
Public Safety	22,203,626
City-County Bureau of Identification	4,206,671
Sheriff	57,648,710
Education:	
Wake County Public Schools:	
Current Expense	300,744,100
Community Use of Schools	410,000

Wake Technical Community College:	
Current Expense	17,548,165
Non-Departmental:	
Membership Agencies	508,991
Public Agencies	3,071,500
Non-Departmental Services	909,952
Reserve for Salary and Benefit Increases	4,621,523
Transfers:	
Transfer to County Capital Projects Fund	39,378,000
Transfer to Schools Capital Fund	16,000,000
Transfer to Debt Service Fund	124,003,000
Transfer to Revaluation Reserve	1,100,000
Transfer to Grants and Donations Fund	120,000
Contingency	<u>100,000</u>
TOTAL GENERAL FUND APPROPRIATION	\$ 920,031,000

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2007:

Ad Valorem Taxes	\$ 551,440,000
Sales Tax	157,228,000
Tax Penalties and Interest	2,500,000
Lease/Rental Vehicle Tax	2,500,000
Payment in Lieu of Taxes	1,201,000
Real Property Transfer (Excise) Tax	12,300,000
Federal Shared Revenues	5,220,335
State Shared Revenues	109,724,019
Local Shared Revenues	3,480,119
Licenses and Permits	4,347,191
Charges for Services	55,620,734

FISCAL YEAR 2008 BUDGET ORDINANCE

Investment Earnings	354,410
Miscellaneous	472,444
Transfers from Other Funds	1,231,000
Appropriated Fund Balance	12,411,748

TOTAL GENERAL FUND REVENUE	\$ 920,031,000
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Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized July 1, 1984 under authority of Article 40 of the North Carolina General Statutes and sixty percent (60%) of the local half-cent sales and use tax authorized October 1, 1986 under the authority of Article 42 of the North Carolina General Statutes are hereby declared to be included in the appropriation for school capital outlay, capital projects, and/or school debt service.

Section 3: The following is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008 for the purpose of paying debt service commitments:

Debt Service Principal, Interest and Fees	\$ 145,930,000
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TOTAL DEBT SERVICE FUND APPROPRIATION	\$ 145,930,000
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Section 4: It is estimated that the following revenue will be available in the Debt Service Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Transfer from General Fund - Ad Valorem Tax	\$ 99,986,000
Transfer from General Fund - Sales Tax	24,017,000
Transfer from Major Facilities Fund	991,000
Transfer from Fire Tax Fund	745,000
Interest Income	19,500,000
Appropriated Fund Balance	691,000

TOTAL DEBT SERVICE FUND REVENUE	\$ 145,930,000
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Section 5: The following is hereby appropriated in the 911 Special Revenue Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008 for the purpose of maintaining an Emergency 911 system in Wake County:

Emergency 911 Recurring Expenses	\$ 1,478,000
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TOTAL 911 SPECIAL REVENUE FUND APPROPRIATION	\$ 1,478,000
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Section 6: It is estimated that the following revenue will be available in the 911 Special Revenue Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

911 Surcharge	\$ 1,478,000
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TOTAL 911 SPECIAL REVENUE FUND REVENUE	\$ 1,478,000
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Section 7: The following is hereby appropriated in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Operating Expenses	\$ 23,488,000
Transfer to General Fund	306,000
Transfer to Capital Projects Fund	1,750,000

TOTAL SOLID WASTE ENTERPRISE FUND APPROPRIATION	\$ 25,544,000
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Section 8: It is estimated that the following revenue will be available in the Solid Waste Enterprise Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Disposal and License Fees	\$ 17,681,900
Intergovernmental Revenue	1,135,000
Miscellaneous	105,500
Investment Earnings	1,600,000
Appropriated Fund Balance	5,021,600

TOTAL SOLID WASTE ENTERPRISE FUND REVENUE	\$ 25,544,000
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FISCAL YEAR 2008 BUDGET ORDINANCE

Section 9: The following is hereby appropriated in the South Wake Enterprise Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Operating Expenses	\$	5,814,000
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TOTAL SOUTH WAKE ENTERPRISE FUND APPROPRIATION	\$	5,814,000

Section 10: It is estimated that the following revenue will be available in the South Wake Enterprise Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Disposal and License Fees	\$	5,814,000
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TOTAL SOUTH WAKE ENTERPRISE FUND REVENUE	\$	5,814,000

Section 11: There is hereby levied a tax at the rate shown below, per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2007, 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 & Production Service District	\$985,000,000	4.4516 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 \$438,482. The actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 12: The following fee schedules are hereby amended to cover costs associated with service delivery:

Emergency Medical Services Transport Fees:		Fee Rate
BLSE		\$425
ALS Non-Emergency		\$525
ALS Emergency		\$525
ALS II		\$595
Treatment No Transport (BLS)		\$150
Treatment No Transport (ALS)		\$200
Mileage		\$8 per mile

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) Subject to Section 15-C 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 classify salary and benefit amount within departments
- C) He may not transfer any amounts between funds except as provided in Section 15-D.

He may not transfer from the General Fund contingency or emergency reserve appropriations

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 He may transfer amounts from the salary and benefits reserve to individual departmental appropriations following adoption of the budget in order to properly classify salary and benefit amount

FISCAL YEAR 2008 BUDGET ORDINANCE

within departments.

- B) He may execute contracts for: (1) purchases of apparatus, supplies, and materials, or equipment which are within budgeted appropriations; (2) leases of personal property for a duration of one year or less and within departmental appropriations; (3) lease of personal property for more than 12 months if the annual expense is less than \$50K; and (4) service contracts within appropriations or contracts for 12 months or less.
- C) He may execute grant agreements to or from governmental units and other public, private, and non-profit organizations that are within budgeted appropriations, unless a grantor requires approval and execution by the Board of Commissioners.
- D) He may execute contracts, as the lessor or lessee of buildings, land, equipment, vehicles, heavy equipment and other property provided that such leases are of one-year duration or less and that funds therefore are within budgeted appropriations.
- E) He may, within budgeted appropriations, approve all change orders and amendments to contracts previously approved by the Board of Commissioners. .

Section 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 sixty-seven and eight-tenths cents (67.8¢) per one hundred dollars (\$100.00) valuation of property listed as "Current Year Ad Valorem Tax" in Section 2 of this Ordinance.

This rate is based on an estimate total valuation of property, for the purpose of taxation, eighty two billion, one hundred seventy five million dollars (\$82,175,000,000), 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: Funding is provided in Section 1 of this ordinance for a 4% compensation adjustment for the members of the Board of Commissioners, the members of the Wake County Board of Education, the Sheriff, and the Register of Deeds, effective with the October, 2006 payroll.

Section 19: The salary minimums, midpoints and maximums are hereby established for the salary schedule effective July 16, 2007.

NONEXEMPT SCHEDULE			
BAND	MINIMUM	MIDPOINT	MAXIMUM
1	\$12,792	\$22,000	\$31,208
2	\$20,250	\$27,000	\$33,750
3	\$22,700	\$30,250	\$37,800
4	\$25,150	\$33,500	\$41,850
5	\$28,150	\$37,500	\$46,850
6	\$31,900	\$42,500	\$53,100
7	\$36,000	\$48,000	\$60,000
8	\$40,700	\$54,250	\$67,800
9	\$45,750	\$61,000	\$76,250
10	\$51,000	\$68,000	\$85,000
11	\$56,400	\$75,250	\$94,100
EXEMPT SCHEDULE			
BAND	MINIMUM	MIDPOINT	MAXIMUM
26	\$34,500	\$46,000	\$57,500
27	\$37,900	\$50,500	\$63,100
28	\$42,000	\$56,000	\$70,000
29	\$46,500	\$62,000	\$77,500
30	\$51,000	\$68,000	\$85,000
31	\$56,650	\$75,500	\$94,350
32	\$62,650	\$83,500	\$104,350
33	\$69,000	\$92,000	\$115,000
34	\$75,750	\$101,000	\$126,250
35	\$84,000	\$112,000	\$140,000
36	\$92,250	\$123,000	\$153,750
37	\$101,250	\$135,000	\$168,750

FISCAL YEAR 2008 BUDGET ORDINANCE

Section 20: The following non-exempt position classification schedule is hereby established effective July 16, 2007.

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

Section 21: The following exempt position classification is hereby established effective July 16, 2007.

Class Title	Class Title	Class Title
Band 26	Band 30	Band 32 (cont'd)
Administrative Services Coordinator I	Assistant to the County Manager	Intergovernmental Relations Manager
Librarian I	Budget & Management Analyst	Internal Audit Manager
Park Manager	Business Officer	Pharmacist
Risk Management Specialist	Code Enforcement Complaint Coordinator	Physical Plant Director
Workforce Development Specialist	Computer System Administrator	Public Information Director
	Deputy Director of Detention Services	Public Safety Manager
Band 27	Facilities Engineer	Radio Systems Manager
Business Auditor	Financial Systems Administrator	Risk Manager
Human Resources Consultant	GIS Analyst	Senior Facilities Project Manager
Human Services Program Specialist	Human Services Program Manager	Special Aide to Sheriff
Human Services Supervisor I	Information Services Customer Service Supervisor	Workforce Development Director
Nutritionist Supervisor	Information/Technology Analyst	
Planner I	Payroll Manager	Band 33
Safety Officer	Public Information Manager	Attorney
Telecommunications Supervisor	Senior Psychologist	CCBI Director
	Solid Waste Facilities Manager	Chief of Staff - Sheriff
Band 28	Watershed Manager	Deputy General Services Director
Administrative Services Coordinator II		Deputy Sheriff - Major
Assistant Register of Deeds	Band 31	Information Services Division Supervisor
Chemist	Assistant Director of Detention Services	Management Services Director - Sheriff
Criminal Justice Planner	Central Services Director	Solid Waste Management Director
EMS Quality Assurance Coordinator	Deputy CCB Director	Water Quality Director
Environmental Health Supervisor	Deputy Sheriff - Captain	
Housing Rehabilitation Coordinator	Facilities Project Manager	Band 34
Human Services Supervisor II	Fleet Director	Deputy Finance Director
Information/Technology Specialist	Human Resources Manager	Human Services Deputy Director
Librarian II	Human Services Assistant Division Director	Information/Technology Manager
Planner II	Information/Technology Business Analyst	Library Director
Psychologist	Land Development Administrator	Pharmacy Director
Senior Accountant	Long Range Planning Administrator	
Senior Appraiser	Parks, Recreation & Open Space Director	Band 35
Senior Soil Scientist	Purchasing Director	Budget & Management Director
Workforce Development Coordinator	Regional Library Supervisor	Dentist
		Deputy County Attorney
Band 29		Facilities, Design & Construction Director
Assistant EMS Director	Band 32	General Services Director
Consumer Records Director	Appraisal/Collection Manager	Human Resources Director
Detention Officer - Captain	Assistant Library Director	Planning Director
Environmental Engineer/Consultant	Budget Manager	Revenue Director
Environmental Planner	Community Services Manager	
Human Services Program Consultant	Director of Detention Services	Band 36
Inspections Supervisor	Director of Elections	Community Services Director
Investment Analyst	Emergency Management Director	Dental Director
Mapping Supervisor	EMS Director	Environmental Services Director
Planner III	Environmental Health and Safety Director	Finance Director
Web Administrator	Financial Services Manager	Information Services Director
	Fire Marshal	Public Safety Director
	Human Services Division Director	
	Human Services Finance Officer	Band 37
	Information/Technology Engineer	Deputy County Manager
	Information/Technology Project Manager	Human Services Director
	Inspections, Development, Plans & Permits Director	

FISCAL YEAR 2008 BUDGET ORDINANCE

Section 22: Operating funds encumbered by the County as of June 30, 2007 are hereby appropriated to this budget. Multiple year grants unexpended by the County as of June 30, 2007 are hereby appropriated to this budget.

Section 23: Funds provided by the State of North Carolina for disposal of white goods that are not spent as of June 30, 2007, are designated for future year expenditures on white goods programs and are hereby appropriated to the enterprise fund budget.

Section 24: The County Manager shall distribute copies of this Budget Ordinance as appropriate.

ADOPTED this the 18th day of June 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

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 involve a variety of workforce development activities, including the Job-Link 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: It is estimated that the following revenues will be available to complete those projects described in section 3:

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

Federal Shared Revenues	\$ 2,955,000
Contingency for Anticipated Federal Shared Revenues	<u>\$ 2,000,000</u>
Total	\$ 4,955,000

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.

Fiscal Year 2008 CAWD Program	\$ 2,955,000
Contingency for Anticipated Grant Programs	<u>\$ 2,000,000</u>
Total	\$ 4,955,000

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 18th day of June, 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

Fire District Special Revenue Fund Ordinance

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

Section 1: It is estimated that the following revenue will be available in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Ad valorem taxes	\$18,165,000
Total Fire Tax District Special Revenue Fund Revenue	\$ 18,165,000

Section 2: The following amount is hereby appropriated in the Fire Tax District Special Revenue Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Contracted Services	\$14,303,380
Other Operating Expenses	\$325,620
Transfer to Debt Service Fund	\$745,000
Transfer to Fire Tax District Capital Fund	\$2,791,000
Total Fire Tax District Special Revenue Fund Appropriation	\$18,165,000

Section 3: There is hereby levied a tax at the rate of ten cents (\$0.10) per one hundred dollars (\$100.00) valuation of property listed for taxes as of January 1, 2007, 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, eighteen billion, three hundred eighty million dollars, six hundred forty six thousand dollars (\$18,380,646,000) which is 100% of the total assessed property tax valuation, and upon a collection rate of 97.3% and upon a collection fee of 2.5%.

Section 4: The Finance Director is hereby directed to maintain within the Fire Tax District Special Revenue 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, Durham Highway, Falls, Furina, Garner, Hipex, Holly Springs, Hopkins, Morrisville, Rolesville, Stony Hill, Swift Creek, Ten Ten, Wake New Hope, Wakelon, Wakette, Wendell Holmes, Western Wake.

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

ADOPTED this the 18th day of June, 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

Grants And Donations Project Ordinance

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

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

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

Federal Shared Revenues	\$1,742,939
State Shared Revenues	1,150,935
Local Shared	832,574
Miscellaneous	31,226
Transfer from General Fund	<u>320,326</u>
Total	\$4,078,000

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

Grants	\$3,812,654
Donations	121,620
Forfeitures	23,726
Business Incentive Grants	<u>120,000</u>
Total	\$4,078,000

Section 4: In the event that net revenues from an individual donation or forfeiture source exceeds 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 18th day of June 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

Major Facilities Fund Ordinance

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

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

Occupancy Tax	\$ 14,243,000
Prepared Food & Beverage Tax	16,590,000
Appropriated Fund Balance	<u>3,772,000</u>
 Total	 \$ 34,605,000

Section 2: The following amounts are appropriated for projects and administration of the tax collection efforts:

City of Raleigh Hold-back from Occupancy Tax Proceeds	680,000
Town of Cary Hold-back from Occupancy Tax Proceeds	691,000
Allocation to the Greater Raleigh Convention & Visitors Bureau	3,701,000
Allocation to the City of Raleigh for Discretionary Projects	1,000,000
Transfer to Debt Service Fund for Debt on Five County Stadium	991,000
Allocation for Construction of the New Convention Center	12,625,000
Operating Support for the Centennial Authority	1,786,000
North Carolina Museum of Art	6,000,000
Debt Service on the RBC Center Construction	5,206,000
Transfer to General Fund, Admin. Fee for Occupancy Tax	428,000
Transfer to General Fund, Admin. Fee for Prepared Food & Beverage Tax	497,000
Transfer to County's CIP Fund for Discretionary Projects	<u>1,000,000</u>
 Total	 \$ 34,605,000

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 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 18th day of June 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

Housing And Community Revitalization Project Ordinance

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

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

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

Federal Shared Revenues	\$	2,636,818
Program Income		382,182
Transfer from Capital Improvement Fund		1,000,000
Transfer from General Fund		104,000
Total	\$	4,123,000

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

Fiscal Year 2008 HOME Program	\$	997,598
Fiscal Year 2008 CDBG Program		1,960,717
American Dream Downpayment Initiative		16,675
Affordable Housing Activities		1,148,010
Total	\$	4,123,000

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

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

Section 6: The County Manager is authorized to transfer appropriations between projects within the Housing and Community Revitalization Fund.

Section 7: 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 8: Copies of this Housing and Community Revitalization Project Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 18th day of June 2007

FISCAL YEAR 2008 BUDGET ORDINANCE

Revaluation Reserve 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 activities associated with the revaluation of property. Funds are transferred from the Wake County General Fund.

Section 2: The following is hereby added as an appropriation in the Revaluation Reserve Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008 for the purpose of conducting a revaluation of real property within Wake County:

Revaluation Expenses	\$	1,134,000
TOTAL REVALUATION RESERVE FUND APPROPRIATION	\$	1,134,000

Section 3: It is estimated that the following additional revenue will be available in the Revaluation Reserve Fund for the fiscal year beginning July 1, 2007 and ending June 30, 2008:

Transfer from General Fund	\$	1,100,000
Investment Earnings		34,000
TOTAL REVALUATION RESERVE FUND REVENUE	\$	1,134,000

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

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

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

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

Section 8: Copies of this Revaluation Reserve Project Ordinance shall be filed with the County Manager and the Finance Director.

ADOPTED this the 18th day of June 2007.

FISCAL YEAR 2008 BUDGET ORDINANCE

Capital Improvement Fund Project Ordinance For FY 2008

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 for the construction and acquisition of capital assets for the fiscal year beginning July 1, 2007:

Automation	\$ 4,108,000
Community Capital Projects	555,000
County Building Improvements	4,729,000
Criminal Justice	25,214,000
Libraries	3,095,000
Mental Health Continuum of Care	10,000,000
Parks and Recreation	1,750,000
Public Safety	5,395,000
Reserved for Future Projects	1,780,000
Transfer to Housing and Community Revitalization Fund	1,000,000
Transfer to Wake Technical Community College Capital Fund	1,500,000
Water/Sewer	7,047,000
TOTAL COUNTY CAPITAL PROJECTS APPROPRIATION	\$ 66,173,000

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, 2007:

Bonds: Authorized	\$ 3,095,000
Debt – To Be Authorized	11,835,000
Interest Earnings	2,382,000
Transfer In – Ad Valorem Tax	39,378,000
Water / Sewer Funds	737,000
Municipal Reimbursement	2,307,000
Federal Grant	1,439,000
Local Grant	5,000,000
TOTAL COUNTY CAPITAL PROJECTS REVENUE	\$ 66,173,000

Section 3: The following amount is hereby appropriated in the Fire Capital Projects Fund for the fiscal year beginning July 1, 2007:

Fire Expenditures	\$ 8,215,000
Reserved for Future Projects	1,597,000
TOTAL FIRE CAPITAL PROJECTS FUND APPROPRIATION	\$ 9,812,000

Section 4: It is estimated that the following revenue will be available in the Fire Capital Projects Fund for the fiscal year beginning July 1, 2007:

Transfer In: Fire Tax District Fund	\$ 2,791,000
Other Sources	316,000
Debt Proceeds	6,705,000
TOTAL FIRE CAPITAL PROJECTS FUND APPROPRIATION	\$ 9,812,000

Section 5: The following amount is hereby appropriated in the Major Facilities Capital Projects Fund of the County Capital Projects Fund for the fiscal year beginning July 1, 2007:

Five County Stadium	\$ 918,000
Carolina Mudcats Restaurant Loan	107,000
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND APPROPRIATION	\$ 1,025,000

Section 6: It is estimated that the following revenue will be available in the Major Facilities Capital Projects Fund of the County Capital Projects Fund for the fiscal year beginning July 1, 2007:

Transfer from Major Facilities Special Revenue Fund	\$ 1,000,000
Loan Repayments	25,000
TOTAL MAJOR FACILITIES CAPITAL PROJECTS FUND REVENUE	\$ 1,025,000

FISCAL YEAR 2008 BUDGET ORDINANCE

Section 7: The following amount is hereby appropriated in the Wake County Public School System Capital Projects Fund for the fiscal year beginning July 1, 2006:

Wake County Public Schools Capital Building Program	\$ 30,900,000
<hr/>	
TOTAL WAKE COUNTY PUBLIC SCHOOL SYSTEM CAPITAL PROJECTS FUND APPROPRIATION	\$ 30,900,000

Section 8: It is estimated that the following revenues will be available in the Wake County Public School System Capital Projects Fund for the fiscal year beginning July 1, 2006:

Transfer In – Ad Valorem Tax	16,000,000
Lottery Proceeds	8,000,000
State Public School Building Fund	5,900,000
Prior Years' Uncommitted Funds	733,000
Interest Earnings	267,000
<hr/>	
TOTAL WAKE COUNTY PUBLIC SCHOOL SYSTEM CAPITAL PROJECTS FUND REVENUE	\$ 30,900,000

Section 9: The following amount is hereby appropriated in the Wake Technical Community College Capital Projects Fund for the fiscal year beginning July 1, 2007:

401 North Campus Buildings	\$ 11,710,000
Chapanoke Road Property	1,125,000
General Repairs and Renovations	500,000
Mechanical and Electrical Projects	1,500,000
Minor Capital Projects	1,000,000
<hr/>	
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND APPROPRIATION	\$ 15,835,000

Section 10: It is estimated that the following revenues will be available in the Education Capital Projects Fund for Wake Technical Community College for the fiscal year beginning July 1, 2006:

Bonds: Authorized	\$ 14,335,000
Transfer from County Capital Fund	1,500,000
<hr/>	
TOTAL WAKE TECHNICAL COMMUNITY COLLEGE CAPITAL PROJECTS FUND REVENUE	\$ 15,835,000

Section 11: The following amount is hereby appropriated in the Solid Waste Capital Projects Fund for the fiscal year beginning July 1, 2006:

Solid Waste Expenditures	<u>\$ 5,050,000</u>
TOTAL SOLID WASTE EXPENDITURE FUND APPROPRIATION	

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, 2006:

Transfer In: Solid Waste Enterprise Fund	\$ 1,750,000
Reserve for Closure/Post-Closure	<u>3,300,000</u>
<hr/>	
TOTAL SOLID WASTE CAPITAL REVENUE	\$ 5,050,000

Section 13: The Finance Director is hereby directed to maintain within the County Capital Projects Fund, the Wake County Public School System Capital Projects Fund, the Wake Technical Community College Capital Projects Fund, the Fire Capital Projects Fund, the Major Facilities Capital Projects Fund and the Solid Waste Capital Projects Fund sufficient specific detailed accounting records for each capital project authorized.

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

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

FISCAL YEAR 2008 BUDGET ORDINANCE

by Board action.

Section 16: The County Manager, or his designee, is authorized to transfer appropriations between elements within a capital projects fund in an amount not to exceed \$75,000 with an official report on such transfer presented at the next regular meeting of the Board of Commissioners.

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

ADOPTED this the 18th day of June 2007

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, 2007, to June 30, 2008 ("fiscal year 2008").

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 2006 actual results; the FY 2007 budget, both adopted and current as of March 31, 2007; and FY 2008 adopted budget. A sample of the format is provided below:

Department Summary

		FY 2006	FY 2007	FY 2007	FY 2008
		Actual	Adopted	Current	Adopted
			Budget	Budget	Budget
Personnel Services	\$				
Operating Expenses					
Capital Outlay					
Expenditure Totals	\$	-	-	-	-
Intergovernmental Revenues	\$				
Fee & Other Revenues					
Revenue Totals	\$	-	-	-	-
Number of FTEs		-	-	-	-

READER'S GUIDE TO THE BUDGET

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 develop a three-year (2007 to 2009) 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.

Development of the County Manager's Recommended 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 timelines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to final adoption of the budget.

Department requests are based on Budget Instructional Manual guidance. Each request must relate to the organization's program objectives in preparing cost estimates. In preparing the cost estimates for existing services, departments were instructed to calculate actual costs of providing the service. This serves as the basis for determining the appropriate funding level. Areas of new services or enhancements to existing services requested by departments are 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 is analyzed based on these objectives. These requests are received and compiled by the budget staff. Due to revenue constraints, departments are encouraged to develop proposals to trade or shift expenditures rather than seek additional funding.

The departments use a multi-step process to complete the budget requests to County Commissioners. The process consists of (1) Describing programs and emphasizing the outcomes produced by each department; (2) Clearly articulating measurable service objectives; (3) Identifying existing or new performance measures, specifying targets for each; (4) Identifying strategies to achieve the improvements; (5) Linking resources with outcomes; and (6) Discussing requests and strategies with the County Manager, who develops a recommended budget.

Public Input and Board Consideration

The public may view the Recommended Budget through different venues. Interested readers can access the document on the County's website, where they can view a specific section or print the entire document. The website also displays the County Manager's budget message and presentation to the County Commissioners. In addition to the website, copies of the Recommended Budget are distributed to all County library locations, and copies are available to any individual requesting one.

There are multiple ways for citizens to comment on the Recommended Budget. On the date of the Board of Commissioners' first June meeting, two public hearings are held, one in the afternoon and one in the evening. A "Budget-at-a-Glance" is distributed at the public hearings, providing an overview of the Recommended Budget. In addition to the public hearings, citizens can provide feedback through email and voice-mail.

BUDGET PROCESS

After the County Manager presents the Recommended Budget, the Board of Commissioners begins its deliberation. Following the public hearings, the Commissioners hold a work session to discuss only operating and capital budget issues. The County Manager works with the Commissioners to determine the budget topics covered at the work session. At this work session, the Board considers and debates changes, and may instruct the County Manager to modify the budget before adoption.

Board of Commissioners' Authorization and Appropriations

In compliance with the *North Carolina Local Government Budget and Fiscal Control Act*, the Board of Commissioners adopts an annual budget ordinance for all governmental and proprietary funds except funds authorized by project ordinances. All budget ordinances are prepared on the modified accrual basis of accounting. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency funds are not required by state law to be budgeted. All capital projects funds and certain special revenue funds (e.g., Grants and Donations, Major Facilities, and Revaluation Reserve) and expendable trust funds are budgeted under project ordinances spanning more than one fiscal year and are controlled by project. Project appropriations continue until the projects are complete.

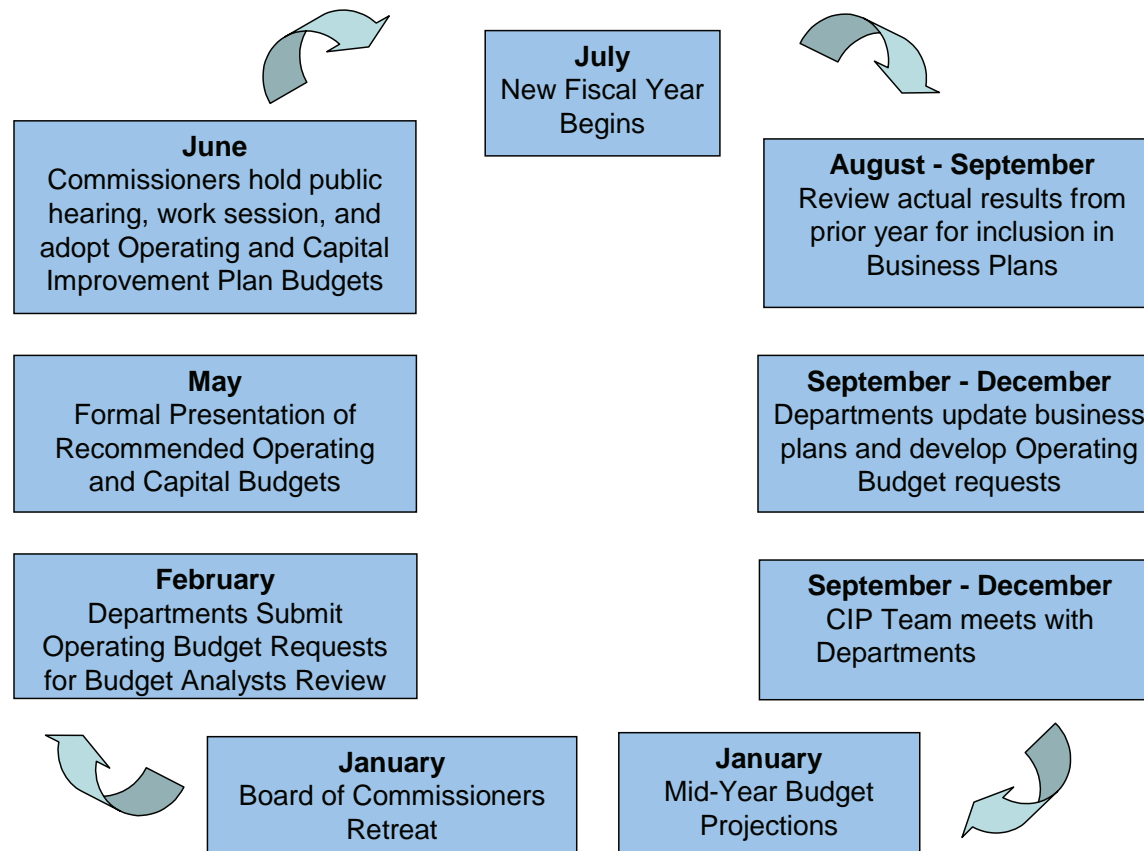
County Manager's Authorization

For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and amended as necessary during the fiscal year. The County Manager is authorized to transfer budgeted amounts within any fund; however, any transfers exceeding \$75,000 between departments shall be reported to the Board of Commissioners, except for certain transfers from the Risk Management Internal Service Fund. Revisions that alter the total appropriations of any fund must be approved by the Board of Commissioners.

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. 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.

Budget Implementation

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 2008

Date	Budget Activity
October 17, 2006	Budget Instruction Manual distributed to departments Budget Kickoff with Extended Management Team
December 17, 2006	Departmental Business Plans Updated Departments submit FY2008 Expansion Requests
September to December 2006	Community Improvement Plan Review—Meetings conducted by Facilities Design and Construction, General Services Administration and Budget and Management Services
February 16, 2007	Departments submit FY 2008 Operating Budget Requests
May 2007	Board of Education and Wake Technical Community College submit formal budget requests
May 21, 2007	Formal presentation of FY 2008 Recommended Budget and Community Improvement Plan to Board of Commissioners at regularly scheduled meeting
June 4, 2007	Public Hearing on Operating Budget, annual Community Improvement Plan and any proposed fee or tax changes
June 11, 2007	Special Budget Work Session with Board of Commissioners
June 16, 2007	Adoption of FY 2008 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	Special Revenue Funds	Capital Project Funds	Proprietary Funds
General Fund	Capital Area Workforce Development Fund	County Capital Improvement Fund	Solid Waste Management Fund
	Debt Service Fund	Fire Tax District Capital Fund	South Wake Landfill Fund
	Emergency 911 Fund	Major Facilities Capital Trust Fund	
	Fire Tax District Fund	Solid Waste Capital Improvements Fund	
	Grants and Donations Fund	Wake County Public Schools Capital Projects Fund	
	Housing and Community Revitalization Fund	Wake Technical Community College Capital Projects Fund	
	Major Facilities Fund		
	Revaluation Reserve Fund		

FUND STRUCTURE

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, sales 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, Emergency 911 Fund, Housing and Community Revitalization Fund, Major Facilities Fund and Revaluation Reserve Fund. The Emergency 911 Special Revenue Fund was established pursuant to state law [G.S. 159-26(b)(2)], which mandates that 911 revenues and expenditures be accounted for in a special revenue fund.

Capital Project Funds

Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County has six capital project funds within the governmental fund types: County Capital Improvement Fund, Wake County Public Schools Capital Projects Fund, Wake Technical Community College Capital Projects Fund, Fire Tax District Capital Projects Fund, Major Facilities Capital Trust Fund, and the Solid Waste Capital Projects Fund.

Proprietary Fund Types

Enterprise Fund

The enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds: the Solid Waste Management Fund and the South Wake Landfill Fund.

FUND STRUCTURE

The Chart below summarizes the relationship between County departments and the County's fund structure

Organizational Units	General Fund	Capital Area Workforce Development Fund	Debt Service Fund	Emergency 911 Fund	Fire Tax District Fund	Grants and Donations Fund	Housing and Community Revitalization Fund	Major Facilities Fund	Revaluation Reserve Fund	County Capital Improvement Fund	Fire Tax District Capital Fund	Major Facilities Capital Fund	Solid Waste Capital Trust Fund	WCPSS Capital Improvements Fund	Wake Tech. Comm. College Capital Projects Fund	Solid Waste Management Fund	South Wake Landfill Fund
Board of Commissioners	O																
Board of Elections	O																
Budget and Management Services	O		M			M		M	M	M		M	M				
Community Services	O			P													
County Attorney	O																
County Manager	O																
Environmental Services	O			P							M				D	M	
Facilities Design and Construction	O							M	M	M							
Finance	O	M				M				M		M	M				
General Services Administration	O			P				P									
Human Resources	O																
Human Services	O	D			P	D											
Information Services	O							P									
Medical Examiner	O																
Non-Departmental	O																
Planning	O																
Public Safety	O		M	M	P				M								
Register of Deeds	O																
Revenue	O						M										
Sheriff	O																
Wake County Public Schools	O											M					
Wake Technical Community College	O												M				

Key:

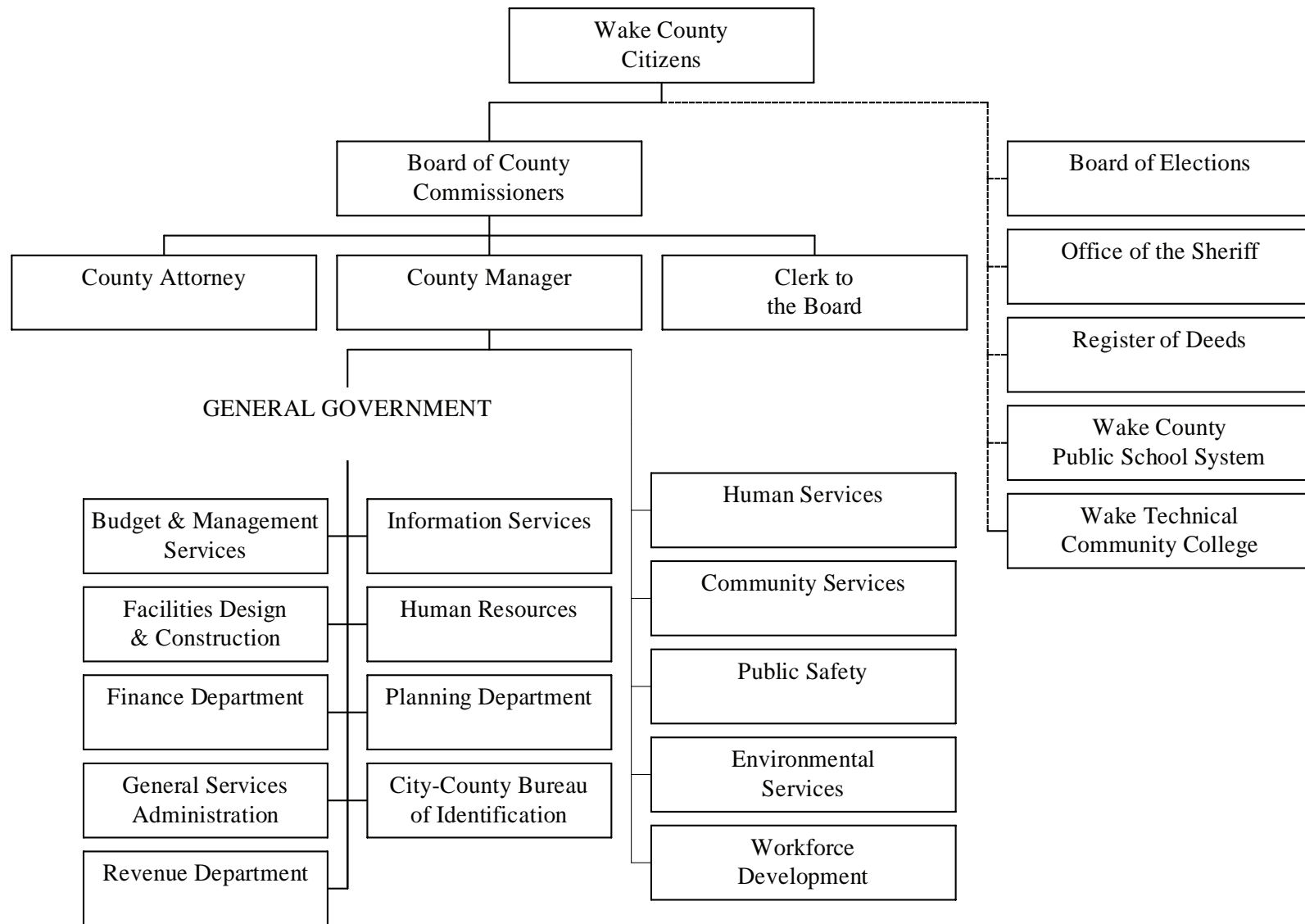
O: All, or most, operating funding for this unit is budgeted in the General Fund

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 FISCAL YEAR 2008 ORGANIZATIONAL CHART



----- Denotes liaison relationship

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 Director of Budget and Management Services may approve any changes within a fund that do not require an alteration of the appropriation level. Appropriations lapse at year-end, except appropriations for the funds that are budgeted under project ordinances spanning more than one fiscal year, 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

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

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

Operating Budget

The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations. Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements. The County shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses. The County's annual budget shall be adopted by July 1 and shall be effective for a fiscal period beginning July 1 and ending June 30.

Reserves

The County shall maintain a total General Fund balance of at least fifteen percent (15%) and an unreserved fund balance of at least 11% of the following fiscal year's General Fund adopted budget in order to provide the County with adequate working capital and investment income. Any unreserved fund balance is available for appropriation only for one-time non-recurring expenses. Any appropriation to a contingency account in the County's general fund shall not exceed one percent (1%) of the total general fund budget.

Revenues

The County shall diversify its revenue sources to the extent possible to

reduce reliance on the property tax. Periodically, the County will review specific programs and services that are identified to be potential areas for funding through user fees. The Board of Commissioners will determine the level of cost recovery for the program or service. For example, building inspection fees will be set at a level sufficient to recover the full costs of the services and solid waste fees shall be set at a level sufficient to recover the full costs of the solid waste enterprise operations. Sound cash management practices shall augment revenues available to the County. The County shall maintain an active investment portfolio in which 100% of all temporarily idle funds are invested daily.

Capital Improvements

The County adopts a seven-year Community Improvement Plan (CIP) to be revised and approved annually. The County shall appropriate all funds for capital projects with a capital project ordinance in accordance with state statutes. Typically, capital expenditures included as a project in the Community Improvement Plan shall cost at least \$100,000 and have a useful life of at least ten years. The Board of Commissioners will determine actual funding for the capital projects on an annual basis.

Debt Policies

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

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

FINANCIAL POLICIES

Debt Services Polices (Cont'd)

seven years. This will provide management the ability to plan and fund needed capital facilities.

- The following revenues are dedicated to the CIP model:
 - * 19.2 cents of the property tax;
 - * The portion of Article 40 and 42 of sales tax that are statutorily-dedicated to school capital;
 - * Any federal, state or local grants that are used for capital improvement;
 - * Any General Fund unrestricted interest earnings. The County will dedicate unrestricted General Fund interest income to the Debt Service Fund, which it uses to account for all its debt service payments. This dedication matches interest earnings on investments with interest expense on variable rate debt as economic conditions vary.

Debt Service Guidelines

Many ratios and rankings are reviewed by the rating agencies. The County does not directly control most of the economic indicators used by the rating agencies, such as per capita wealth, growth of the labor force and unemployment rates; however, several are controlled by management and are addressed below. The County will compute the following debt calculations each year and benchmark against other AAA-rated units. When available, statistics are included with ratios from the 42 AAA-rated counties nationwide. Although the Board of Commissioners has not formally adopted specific debt limits, these standards provide the framework for developing the County's Community Improvement Plan.

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

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

Guideline 3: To promote asset and liability management, the County will issue variable rate debt. However, the long-term variable rate debt component should not exceed 25% of the County's total outstanding debt. The concept of this management tool is that the County matches interest income from investments with interest expense on the variable rate debt in the debt service fund. These revenues and expenditures (or asset and liabilities) move in the same direction as they react to market conditions. This concept is used by many "AAA" units to take advantage of historically lower variable debt rates while reducing the stress on budgeting. **Wake County currently has 21.4% in variable rate debt.**

Guideline 4: The average AAA- rated entity repays 70% of bond principal within 10 years, one of the factors considered by the rating agencies. **Wake County will pay 61% of bond principal within 10 years.**

Guideline 5: The amount of general obligation net debt (including municipal net debt) per capita should be consistent with other AAA units. Per capita debt is considered to be a basic benchmark that depicts a jurisdiction's burden on the general population. **Net per capita debt at June 30, 2007 will be \$1,917 and will be monitored annually.**

Guideline 6: The combined County and municipal debt should not exceed four percent of the countywide tax base. Based on historical funding levels as well as standards used by credit rating analysts, it is advisable that the County not incur a level of total outstanding general

FINANCIAL POLICIES

obligation debt that exceeds four percent of the tax base. This level of debt includes debt issued by Wake county government as well as debt issued by the various municipalities within the boundaries of Wake County. Municipal debt is included since the municipal taxpayer bears the burden of debt issued by the respective municipal government and by county government (in North Carolina property within municipal boundaries is also within the county boundaries). Furthermore, credit rating analysts typically consider this total debt level in a layered system of governments such as exist in Wake County. **As of June 30, 2006, the combined debt was approximately \$4,888 million or 2% (percent) of the countywide tax base.**

Guideline 7: Wake County government's net outstanding debt should not exceed 2.5% of the countywide tax base. North Carolina state law permits local governments to issue debt up to eight percent of the total assessed valuation. Consistent with the County's desire to maintain a AAA bond rating, Wake County has adopted 2.5% as a guideline. **The County's debt per assessed valuation is currently at 1.92% as of May 2007.**

Guideline 8: Wake County's annual debt service payments should not exceed 20% of the general fund and debt service budget. The County's annual debt service payment will not exceed 20% of the General Fund and Debt Service Fund budgets. (Note: Divide total annual debt service payments by the totals of the General Fund expenditure budget plus the Debt Service Fund expenditure budget, less the transfer between the two funds.) This computation is a ratio that rating agencies use to judge the government's ability to make debt payments and to continue to respond to operating priorities. **As of June 30, 2006 Wake County's debt service payments were 14.41% of the general and debt service fund budgets.**

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

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primary guiding principle.

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

B. If the purpose of the fee is to improve equity by charging users for the consumption of goods and services, the following criteria should be considered in setting the fee:

1. If the service is purely a private good and does not enhance community-wide quality of life, the fee shall be set according to market rates and shall strive for full cost recovery. Whether or not the service is deemed to enhance community-wide quality of life will depend on the goals and objectives of the County.
2. If the service provides broader public benefits through its consumption, thereby enhancing community-wide quality of life, the fee shall be set so that use of the service is not discouraged, demand for the service is unchanged and partial recovery of costs is obtained.
3. If low-income citizens are included in the population of service recipients, fees for their participation shall be set to recover partial costs of providing the service, as long as this can be accomplished without precluding their use. A sliding-scale fee is one strategy for accomplishing this.

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

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

New Jobs Threshold: New or existing 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 2004, the average wage was \$605 per week; 120% would be \$726 per week.) Existing Companies are eligible

FINANCIAL POLICIES

Business Investment Grant Policy (Cont'd)

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 policy adopted by Board of Commissioners on October 17, 2005

Summary of Significant Accounting Policies

The accounting policies of the County conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governments. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles in the United States. The following is a summary of the more significant accounting policies:

Deposits and Investments All deposits of the County are made in board-designated official depositories and are secured as required by State Law [G.S. 159-31]. The County may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. Also, the County may establish time deposit accounts such as NOW and SuperNOW accounts, money market accounts and certificates of deposit. In compliance with the North Carolina Local Government Budget and Fiscal Control Act, the Board of County Commissioners adopts an annual budget ordinance using the modified basis of accounting for all governmental and proprietary funds except funds authorized by project ordinances. The annual budget for governmental funds and proprietary funds must be adopted no later than July 1. Agency and pension trust funds are not required by state law to

be budgeted. All capital projects funds and special revenue funds other than the Special Tax District and the Major Facilities 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. The Debt Service Fund is also budgeted annually.

State law [G.S. 159-30(c)] authorizes the County to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the State of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high quality issues of commercial paper and bankers' acceptances; and the North Carolina Capital Management Trust (NCCMT), a Securities and Exchange Commission registered (2a-7) mutual fund.

As required, the County's investments are stated at fair value as determined by quoted market prices. The NCCMT Cash Portfolio securities are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio securities are valued based upon a matrix pricing system and/or appraisal by a pricing service. Except for the Pension Trust Fund and unspent bond proceeds, the County pools moneys from several funds to facilitate disbursement and investment and maximize investment income. Income from pooled moneys is allocated to participating funds based on the funds' respective share of total pooled cash and investments. The County pools moneys from several funds to facilitate disbursement and investment and to maximize investment income. Therefore, all cash and investments are essentially demand deposits and are considered cash and cash equivalents. All deposits of the County are made in board-designated official depositories and are secured as required by State Law [G.S. 159-31]. The County may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. Also, the County may establish time deposit accounts such as NOW and SuperNOW accounts, money market accounts and certificates of deposit.

Receivables and Payables Outstanding balances between funds are reported as "due to/from other funds". Any residual balances outstanding between the governmental activities and the business-type ac-

FINANCIAL POLICIES

tivities are reported in the government-wide statements as “internal balances.” State law [G.S. 159-30(c)] authorizes the County to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the State of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high quality issues of commercial paper and bankers' acceptances; and the North Carolina Capital Management Trust (NCCMT), a Securities and Exchange Commission registered (2a-7) mutual fund.

Taxes Receivable: In accordance with State law [G.S. 105-347 and G.S. 159-13(a)], ad valorem taxes for property other than vehicles are levied on July 1, the beginning of the fiscal year and are due on September 1 (lien date); however, no penalties or interest are assessed until the following January 6. Property taxes on certain registered motor vehicles are assessed and collected throughout the year. The taxes are based on the assessed values as of January 1, 200320042005. As required, the County's investments are stated at fair value as determined by quoted market prices. The NCCMT Cash Portfolio securities are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio securities are valued based upon a matrix pricing system and/or appraisal by a pricing service. Except for the Pension Trust Fund and unspent bond proceeds, the County pools moneys from several funds to facilitate disbursement and investment and maximize investment income. Income from pooled moneys is allocated to participating funds based on the funds' respective share of total pooled cash and investments. The County pools moneys from several funds to facilitate disbursement and investment and to maximize investment income. Therefore, all cash and investments are essentially demand deposits and are considered cash and cash equivalents.

Deferred Revenues: Ad valorem taxes collected within 30 days after the fiscal year end for the year ended June 30, 200420052006 and prior years are accrued within the funds because the amounts are considered measurable and available. The remaining ad valorem taxes receivable are not accrued, as the amount is not considered available. These taxes receivable are significantly past due and are not considered to be an available resource to finance the operations of the subsequent year.

GAAP states that property taxes, which are measurable but not available, should be initially recorded as deferred revenues under the modified accrual basis of accounting. The receivable amount is reduced by an allowance for uncollectible taxes and an amount equal to the net receivable is shown as deferred revenue on the combined balance sheet. In addition, property taxes collected in advance of the fiscal year to which they apply are recorded as deferred revenues.

Allowances for Uncollectible Accounts: Allowances for uncollectible accounts are maintained on all types of receivables that historically experience uncollectible amounts. Allowances are based on collection experience and management's evaluation of the current status of existing receivables.

Inventories and Prepaid Expenditures: Inventories are valued at cost, using the weighted average method. The inventories of the General Fund consist of expendable supplies and are recorded as expenditures when consumed. The General Fund inventories reported on the fund balance sheet are offset by a fund balance reserve, which indicates that it does not constitute a resource available for appropriation. Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

Capital Assets: Capital assets that are purchased or constructed are recorded at historical cost. Donated assets are recorded at estimated market value at the time of donation. The County defines capital assets as assets with an individual cost of more than \$5,000, and an estimated useful life of more than two years. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. The County will capitalize infrastructure assets that were acquired or constructed prior to July 1, 2001 in a subsequent fiscal year.

The County began to retroactively report its infrastructure assets during fiscal year 2005. The County chose to include all assets over the capitalization threshold of \$5,000 that have been acquired since July 1, 1980. The infrastructure assets are recorded at historical cost.

FINANCIAL POLICIES

Depreciation is computed using the straight-line method. Any interest incurred during the construction phase of proprietary fund type capital assets is reflected in the capitalized value of the asset being constructed.

Capital assets are depreciated on the following basis:

- Buildings 40 years
- Improvements 40 years
- Infrastructure 20-50 years
- Vehicles and Motorized Equipment 5 years
- Machinery and Equipment 3 years
- Land used for landfills is depleted using the straight-line method over its expected useful life of 3 years.

Long-Term Debt: In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bond using the straight line method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt. In the fund financial statements governmental fund types report the face amount of debt issued as an other financing source. Bond premiums and discounts, as well as bond issuance costs, are recognized during the current period. The face amount of the debt issued and any related premium are reported as other financing sources. Discounts on issuance are reported as other financing uses. Issuance costs are reported as a reduction of proceeds. The special obligation bonded debt issued for solid waste construction is carried within the enterprise funds. The debt service requirements for the special obligation debt are being met by system revenues.

Compensated Absences: The vacation policy of the County provides for the accumulation of up to thirty days earned vacation leave with such leave being fully vested when earned. An expense and a liability for vacation pay and salary-related payments are accrued as the leave is earned in the government-wide and proprietary fund financial statements. The compensated absences liability is liquidated using funds to which the liability accrued as the accumulated leave is used. The County's sick leave policy provides for an unlimited accumulation of earned sick leave. Sick leave does not vest but any unused sick leave

accumulated at the time of retirement may be used in the determination of length of service for retirement benefit purposes. Since the County has no obligation for the accumulated sick leave until it is actually taken, no accrual for sick leave has been made.

Fund Equity: In the fund financial statements, governmental funds report reservations of fund balances for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change. State law [G.S. 159-13(b)(16)] restricts the appropriation of fund balance to an amount not to exceed the sum or cash and investments minus the sum of liabilities, encumbrances and deferred revenues arising from cash receipts as those amounts stand at the close of the fiscal year preceding the budget year. Net assets in government-wide and proprietary fund financial statements are classified as invested in capital assets, net of related debt; restricted; and unrestricted. Restricted net assets represent constraints on resources that are either a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or b) imposed by law through state statute.

FINANCIAL MODELS

Capital and Debt

Wake County uses a long-term financial planning model for its Community Improvements Plan (CIP) and the General Fund. The County funds its CIP through a dedicated funding approach. Dedicated revenues include portions of the County's property tax (currently 19.2 cents) and sales taxes plus the income from the County's investments, including investments held in the County's general fund, capital projects funds and debt service fund.

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

The primary revenues deposited into the debt service fund include a portion of the property tax (currently about 67% of the 19.2 cents) plus the entire portion of sales taxes that is required by state law to support public school capital outlay. Investment income from the County's general fund and debt service fund is the other source of revenue. The remaining 33% of the 19.2 cents property tax plus various other revenues are deposited into the County's capital projects funds.

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

Operating

Recently, the County has developed a similar long-term financial planning model for its general fund, taking into account general fund reve-

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

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

Note: Additional information on the financial planning model is found behind the tab labeled Financial Planning Model.

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 and
- Long-range Financial Modeling.

Board of Commissioners' Goals

At the Board of Commissioners' Planning Retreat on January 26, 2007, the Board identified eight focus areas to address the opportunities and challenges posed by a rapidly growing urban county. The Board considers these issues to be of significant and immediate importance to the community.

The eight focus areas are:

Educated Citizenry	Environmental Stewardship
Health Community	Cultural Awareness
Vital Economy	Strong Leadership & Governance
Safe Community	Mobility/Access to Transportation

Within these eight focus areas, the Board identified nine high-priority goals for 2007:

1. **Blue Ribbon Committee on the Future of Wake County:** Implement Blue Ribbon Committee recommendations, including seeking authorization from the General Assembly for a 1-cent sales tax to be used for transportation and school construction.
2. **Quality-of-Life Bond Initiatives:** Initiate a bond referendum in fall 2007 for Wake Tech, Libraries, and Open Space.
3. **Citizens Facility Advisory Committee:** Take an active role with the Citizens Facility Advisory Committee to evaluate cost-effective strategies for the school capital building program.
4. **Mental Health Reform:** Work with Wake County's state legislative delegation and local stakeholders to design and implement a continuum of care to compliment the 44-bed expansion at Holly Hill Hospital.
5. **Community Assessment:** Present the results of the Wake County Community Assessment, being released February 2007, and recommend an implementation plan.
6. **Stormwater Task Force:** Complete the work of the County-wide Stormwater Task Force and recommend an implementation plan.
7. **Anti-Littering:** Evaluate and implement a series of anti-littering measures that include strategies for education, cleanup, and enforcement.
8. **Economic Development/Certified Sites:** Work with the municipalities and the Greater Raleigh Chamber of Commerce to create an inventory of sites for large-scale economic development.
9. **Gang Prevention:** Implement strategies from the Gang Prevention Task Force.

Wake County will continue to work on implementing the following goals from 2006 as part of its ongoing operations:

1. **Changing Faces:** Study the impact of changing demographics on Wake County services and programs to guide plans now and in the future.
2. **Urban County Leadership:** Take a leadership role among the largest, urbanizing counties to discuss common issues and promote common legislative agendas, involving transportation, water supply, Medicaid financing and air quality, for example.
3. **Criminal Justice Trends:** Assess the impact on the County's criminal justice system resulting from the effects of mental health reform and the increased use of illegal drugs.
4. **Citizen Awareness:** Implement strategies to increase citizen awareness of and support for Wake County services.
5. **Criminal Justice Facilities:** Implement a courthouse and criminal justice long-term capital plan.
6. **Transportation Strategies:** Continue to work with the Capital Area Metropolitan Planning Organization to identify and implement transportation strategies to address the needs of Wake County and municipalities.
7. **Unincorporated Growth/ETJ:** Reconfirm the County's approach to how development should occur in the unincorporated areas and evaluate the County's criteria for extraterritorial jurisdiction expansion for municipalities.

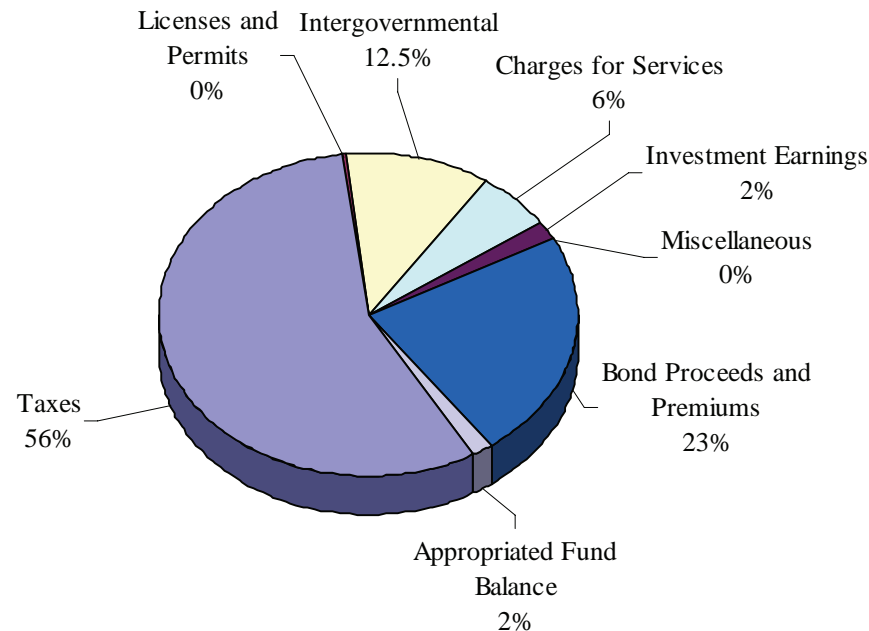
TOTAL REVENUES BY FUND

Total Revenues by Fund				
	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
General Fund	\$ 808,176,462	851,845,000	867,017,164	920,031,000
Debt Service Fund	124,674,909	130,069,000	130,069,000	145,930,000
Special Revenue Funds				
Capital Area Workforce Development	5,863,839	2,917,641	4,545,406	4,955,000
Emergency 911	1,521,111	1,551,374	1,551,374	1,478,000
Fire Tax District	16,758,276	18,352,622	18,352,622	18,165,000
Grants and Donations Fund	-	-	-	4,078,000
Housing and Community Revitalization	4,353,782	4,507,944	4,433,005	4,123,000
Major Facilities	26,900,627	27,330,000	27,330,000	34,605,000
Revaluation Reserve	1,055,500	1,525,561	1,525,561	1,134,000
Capital Improvement Fund	96,898,468	350,572,963	450,230,531	404,418,000
Risk Management Internal Service Fund	25,993,134	28,117,627	28,145,803	-
Enterprise Funds				
Solid Waste Enterprise Fund	22,430,231	22,804,673	23,577,330	25,544,000
South Wake Landfill Fund	-	-	-	5,814,000
Total Revenues	\$ 1,134,626,339	1,439,594,405	1,556,777,796	1,570,275,000
Less Interfund Transfers	(152,808,732)	(160,052,938)	(160,052,938)	(191,913,326)
Total Revenues all Funds, Net of Interfund Transfers	\$ 981,817,607	1,279,541,467	1,396,724,858	1,378,361,674

TOTAL REVENUES BY SOURCE

Total Revenues by Source

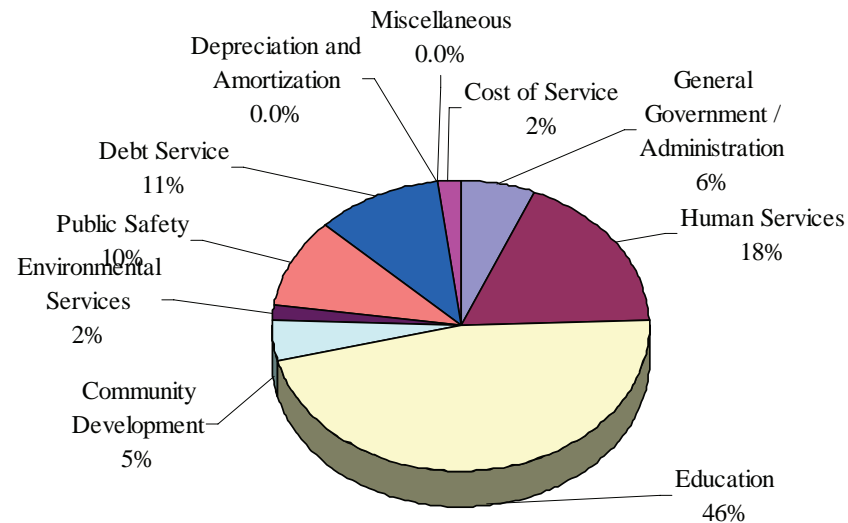
		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Taxes	\$	647,548,590	698,187,171	698,187,171	777,084,688
Licenses and Permits		4,460,184	3,746,813	3,746,813	4,351,191
Intergovernmental		135,211,180	125,758,913	143,301,816	154,285,739
Charges for Services		130,108,129	115,394,402	119,523,258	80,055,128
Investment Earnings		19,618,140	8,890,840	8,900,640	24,137,410
Miscellaneous		2,502,521	7,933,945	2,338,945	925,170
Bond Proceeds and Premiums		42,368,863	293,001,000	390,559,948	314,970,000
Appropriated Fund Balance		-	26,628,383	30,166,267	22,552,348
Total Revenues by Source	\$	981,817,607	1,279,541,467	1,396,724,858	1,378,361,674



EXPENDITURES BY USE

All Funds

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
General Government / Administration	\$ 66,492,783	83,786,843	81,608,675	87,254,589
Human Services	251,447,674	249,266,717	262,766,754	249,549,982
Education	496,363,021	582,034,000	673,767,214	644,437,265
Community Development	79,794,947	55,399,929	49,583,287	62,044,381
Environmental Services	12,720,619	16,164,667	31,694,953	21,156,719
Public Safety	111,963,564	115,643,785	119,257,616	139,659,453
Debt Service	120,216,986	127,791,712	127,791,712	145,725,615
Depreciation and Amortization	-	579,262	579,262	551,000
Miscellaneous	32,654	3,907,087	3,907,087	120,000
Cost of Service	42,465,629	44,967,465	45,768,298	27,862,670
Total Operating Expenses	\$ 1,181,497,877	1,279,541,467	1,396,724,858	1,378,361,674



SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

General Fund

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues				
Taxes	\$ 603,516,564	652,221,000	652,221,000	727,169,000
Licenses and permits	4,455,484	3,743,013	3,743,013	4,347,191
Intergovernmental	114,955,825	110,455,520	120,140,797	118,424,473
Charges for services	82,997,253	70,792,207	70,786,426	55,620,734
Investment earnings	277,815	176,152	185,952	354,410
Miscellaneous	902,560	322,045	322,045	472,444
Total Operating Revenues	807,105,501	837,709,937	847,399,233	906,388,252
Operating Expenses				
General administration	52,684,406	64,358,041	62,179,873	75,639,874
Human services	239,443,124	235,841,132	247,788,343	228,013,448
Education	267,807,500	291,140,000	291,140,000	318,702,265
Community development	20,434,342	22,017,807	22,706,165	23,812,761
Environmental services	8,266,909	8,497,667	8,995,269	8,898,319
Public safety	76,156,171	82,207,353	86,424,514	84,059,007
Debt service	-	-	-	-
Depreciation and amortization	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	664,792,452	704,062,000	719,234,164	739,125,674
Revenues Over (Under) Expenditures	142,313,049	133,647,937	128,165,069	167,262,578
Other Financing Sources (Uses)				
Transfers in	1,070,961	1,118,200	1,118,200	1,231,000
Transfers out	(144,748,290)	(147,783,000)	(147,783,000)	(180,905,326)
Bond proceeds and premiums	-	-	-	-
Total Other Financing Sources (Uses)	(143,677,329)	(146,664,800)	(146,664,800)	(179,674,326)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,364,280)	(13,016,863)	(18,499,731)	(12,411,748)
Fund Balance at Beginning of Year	164,616,963	163,252,683	163,252,683	144,752,952
Fund Balance at End of Year	\$ 163,252,683	150,235,820	144,752,952	132,341,204

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Debt Service Fund

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues					
Taxes	\$	-	-	-	-
Licenses and permits		-	-	-	-
Intergovernmental		-	-	-	-
Charges for services		-	-	-	-
Investment earnings		7,845,289	7,240,000	7,240,000	19,500,000
Miscellaneous		-	-	-	-
Total Operating Revenues		7,845,289	7,240,000	7,240,000	19,500,000
Operating Expenses					
General administration		-	198,701	198,701	204,385
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		120,216,986	127,791,712	127,791,712	145,725,615
Depreciation and amortization		-	-	-	-
Miscellaneous		32,654	2,078,587	2,078,587	-
Cost of service		-	-	-	-
Distributions		-	-	-	-
Total Operating Expenses		120,249,640	130,069,000	130,069,000	145,930,000
Revenues Over (Under) Expenditures		(112,404,351)	(122,829,000)	(122,829,000)	(126,430,000)
Other Financing Sources (Uses)					
Transfers in		115,471,000	122,829,000	122,829,000	125,739,000
Transfers out		-	-	-	-
Bonds and other financing transactions		1,358,620	-	-	-
Total Other Financing Sources (Uses)		116,829,620	122,829,000	122,829,000	125,739,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses		4,425,269	-	-	(691,000)
Fund Balance at Beginning of Year		59,356,526	63,781,795	63,781,795	63,781,795
Fund Balance at End of Year	\$	63,781,795	63,781,795	63,781,795	63,090,795

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Special Revenue Funds				
	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues				
Taxes	\$ 44,032,026	45,966,171	45,966,171	49,915,688
Licenses and permits	-	-	-	-
Intergovernmental	8,851,481	5,358,393	6,911,219	11,318,266
Charges for services	790,982	1,531,017	1,531,017	942,494
Investment earnings	658,113	76,688	76,688	34,000
Miscellaneous	20,000	-	-	31,226
Total Operating Revenues	54,352,602	52,932,269	54,485,095	62,241,674
Operating Expenses				
General administration	1,461,466	1,525,561	1,525,561	1,134,000
Human services	8,995,587	7,425,585	8,978,411	11,536,534
Education	-	-	-	-
Community development	22,334,176	22,830,122	22,830,122	31,806,620
Environmental services	-	-	-	161,400
Public safety	14,698,671	15,674,374	15,674,374	16,776,446
Depreciation and amortization	-	-	-	-
Debt service	-	579,262	579,262	551,000
Miscellaneous	-	1,828,500	1,828,500	120,000
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	47,489,900	49,863,404	51,416,230	62,086,000
Revenues Over (Under) Expenditures	6,862,702	3,068,865	3,068,865	155,674
Other Financing Sources (Uses)				
Transfers in	2,090,290	2,204,000	2,204,000	2,524,326
Transfers out	(6,785,442)	(6,321,738)	(6,321,738)	(6,452,000)
Bond proceeds and premiums	10,243	-	-	-
Total Other Financing Sources (Uses)	(4,684,909)	(4,117,738)	(4,117,738)	(3,927,674)
Revenues and Other Sources Over (Under) Expenditures and Other Uses	2,177,793	(1,048,873)	(1,048,873)	(3,772,000)
Fund Balance at Beginning of Year	12,490,137	14,667,930	14,667,930	13,619,057
Fund Balance at End of Year	\$ 14,667,930	13,619,057	13,619,057	9,847,057

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Enterprise Funds

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues					
Taxes	\$	-	-	-	-
Licenses and permits		4,700	3,800	3,800	4,000
Intergovernmental		1,038,558	945,000	949,800	1,135,000
Charges for services		19,905,000	19,453,000	19,453,000	23,491,900
Investment earnings		1,015,909	650,000	650,000	1,600,000
Miscellaneous		466,064	358,900	358,900	105,500
Total Operating Revenues		22,430,231	21,410,700	21,415,500	26,336,400
Operating Expenses					
General administration		1,457,809	1,279,354	1,279,354	1,439,330
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		-	-	-	-
Depreciation and amortization		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		15,362,207	17,327,119	18,099,776	27,862,670
Distributions		-	-	-	-
Total Operating Expenses		16,820,016	18,606,473	19,379,130	29,302,000
Revenues Over (Under) Expenditures		5,610,215	2,804,227	2,036,370	(2,965,600)
Other Financing Sources (Uses)					
Transfers in		-	-	-	-
Transfers out		(275,000)	(4,198,200)	(4,198,200)	(2,056,000)
Bond proceeds and premiums		-	-	-	-
Total Other Financing Sources (Uses)		(275,000)	(4,198,200)	(4,198,200)	(2,056,000)
Revenues and Other Sources Over (Under) Expenditures and Other Uses		5,335,215	(1,393,973)	(2,161,830)	(5,021,600)
Fund Balance at Beginning of Year		13,404,364	18,739,579	18,739,579	16,577,749
Fund Balance at End of Year	\$	18,739,579	17,345,606	16,577,749	11,556,149

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Risk Management Fund

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues					
Taxes	\$	-	-	-	-
Licenses and permits		-	-	-	-
Intergovernmental		509,290	-	-	-
Charges for services		19,966,703	22,416,678	22,416,678	-
Investment earnings		314,841	125,000	125,000	-
Miscellaneous		69,300	-	-	-
Total Operating Revenues		20,860,134	22,541,678	22,541,678	-
Operating Expenses					
General administration		216,824	477,281	477,281	-
Human services		-	-	-	-
Education		-	-	-	-
Community development		-	-	-	-
Environmental services		-	-	-	-
Public safety		-	-	-	-
Debt service		-	-	-	-
Depreciation and amortization		-	-	-	-
Miscellaneous		-	-	-	-
Cost of service		27,103,422	27,640,346	27,668,522	-
Distributions		-	-	-	-
Total Operating Expenses		27,320,246	28,117,627	28,145,803	-
Revenues Over (Under) Expenditures		(6,460,112)	(5,575,949)	(5,604,125)	-
Other Financing Sources (Uses)					
Transfers in		5,133,000	2,468,000	2,468,000	-
Transfers out		-	-	-	-
Bond proceeds and premiums		-	-	-	-
Total Other Financing Sources (Uses)		5,133,000	2,468,000	2,468,000	-
Revenues and Other Sources Over (Under) Expenditures and Other Uses		(1,327,112)	(3,107,949)	(3,136,125)	-
Fund Balance at Beginning of Year		8,357,387	7,030,275	7,030,275	3,894,150
Fund Balance at End of Year	\$	7,030,275	3,922,326	3,894,150	3,894,150

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Capital Improvement Funds

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues				
Taxes	\$ -	-	-	-
Licenses and permits	-	-	-	-
Intergovernmental	9,856,026	9,000,000	15,300,000	23,408,000
Charges for services	6,448,191	1,201,500	5,336,137	-
Investment earnings	9,506,173	623,000	623,000	2,649,000
Miscellaneous	1,044,597	7,253,000	1,658,000	316,000
Total Operating Revenues	26,854,987	18,077,500	22,917,137	26,373,000
Operating Expenses				
General administration	10,672,278	15,947,905	15,947,905	8,837,000
Human services	3,008,963	6,000,000	6,000,000	10,000,000
Education	228,555,521	290,894,000	382,627,214	325,735,000
Community development	37,026,429	10,552,000	4,047,000	6,425,000
Environmental services	4,453,710	7,667,000	22,699,684	12,097,000
Public safety	21,108,722	17,762,058	17,158,728	38,824,000
Depreciation and amortization	-	-	-	-
Debt service	-	-	-	-
Miscellaneous	-	-	-	-
Cost of service	-	-	-	-
Distributions	-	-	-	-
Total Operating Expenses	304,825,623	348,822,963	448,480,531	401,918,000
Revenues Over (Under) Expenditures	(277,970,636)	(330,745,463)	(425,563,394)	(375,545,000)
Other Financing Sources (Uses)				
Transfers in	29,043,481	31,433,738	31,433,738	62,419,000
Transfers out	(1,000,000)	(1,750,000)	(1,750,000)	(2,500,000)
Bond proceeds and premiums	41,000,000	293,001,000	390,559,948	314,970,000
Total Other Financing Sources (Uses)	69,043,481	322,684,738	420,243,686	374,889,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(208,927,155)	(8,060,725)	(5,319,708)	(656,000)
Fund Balance at Beginning of Year	368,372,384	159,445,229	159,445,229	154,125,521
Fund Balance at End of Year	\$ 159,445,229	151,384,504	154,125,521	153,469,521

SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

All Funds				
	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Operating Revenues				
Taxes	\$ 647,548,590	698,187,171	698,187,171	777,084,688
Licenses and permits	4,460,184	3,746,813	3,746,813	4,351,191
Intergovernmental	135,211,180	125,758,913	143,301,816	154,285,739
Charges for services	130,108,129	115,394,402	119,523,258	80,055,128
Investment earnings	19,618,140	8,890,840	8,900,640	24,137,410
Miscellaneous	2,502,521	7,933,945	2,338,945	925,170
Total Operating Revenues	939,448,744	959,912,084	975,998,643	1,040,839,326
Operating Expenses				
General administration	66,492,783	83,786,843	81,608,675	87,254,589
Human services	251,447,674	249,266,717	262,766,754	249,549,982
Education	496,363,021	582,034,000	673,767,214	644,437,265
Community development	79,794,947	55,399,929	49,583,287	62,044,381
Environmental services	12,720,619	16,164,667	31,694,953	21,156,719
Public safety	111,963,564	115,643,785	119,257,616	139,659,453
Debt service	120,216,986	127,791,712	127,791,712	145,725,615
Depreciation and amortization	-	579,262	579,262	551,000
Miscellaneous	32,654	3,907,087	3,907,087	120,000
Cost of service	42,465,629	44,967,465	45,768,298	27,862,670
Distributions	-	-	-	-
Total Operating Expenses	1,181,497,877	1,279,541,467	1,396,724,858	1,378,361,674
Revenues Over (Under) Expenditures	(242,049,133)	(319,629,383)	(420,726,215)	(337,522,348)
Other Financing Sources (Uses)				
Transfers in	152,808,732	160,052,938	160,052,938	191,913,326
Transfers out	(152,808,732)	(160,052,938)	(160,052,938)	(191,913,326)
Bond proceeds and premiums	42,368,863	293,001,000	390,559,948	314,970,000
Total Other Financing Sources (Uses)	42,368,863	293,001,000	390,559,948	314,970,000
Revenues and Other Sources Over (Under) Expenditures and Other Uses	(199,680,270)	(26,628,383)	(30,166,267)	(22,552,348)
Fund Balance at Beginning of Year	626,597,761	426,917,491	425,523,518	396,751,224
Fund Balance at End of Year	\$ 426,917,491	400,289,108	395,357,251	374,198,876

OVERVIEW OF CHANGES IN FUND BALANCE

Overview of Changes in Fund Balance

For FY08, 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. The use of fund balance 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 groups.

General Fund

The County is expected to slightly increase its fund balance in the General Fund for FY07, a positive variance from the current budget. For FY08, the General Fund appropriated fund balance has been identified for the following purposes:

- \$8,300,000 that represents 2% of the non-education, non-capital related expenditures. It is the County's practice to budget this as a "margin of error" that actual revenues will exceed or actual expenditures will be less than budgeted amounts. For the past three years, actual results show that the General Fund balance has increased and supports this practice of appropriating fund balance.
- \$4,300,000 for various one-time funding items one-time items for FY08 include: (1) approximately \$1,600,000 for start-up costs for Wake Technical Community College North Campus that after a year of operations will be funded by the state; (2) an amount of \$1,000,000 is being used to partially fund the movement of the Risk Management fund to the General Fund; and (3) \$1.7 million designated for one-time vehicle and equipment purchases.

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% 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 FY08, \$691,000 of fund balance will be used in accordance with this practice.

Special Revenue Funds

The Special Revenue Funds are projected to use \$3,772,000 in fund balance. This amount is associated with project funding in the Major Facilities Fund. This use of fund balance is planned as part of funding various community organizations capital projects as approved by both the Wake County Board of Commissioners and City Council of the City of Raleigh. Financial modeling is also used for this fund to ensure that long-term commitments do not exceed anticipated future revenue sources.

Enterprise Funds

The Solid Waste Operating Fund is projected to use approximately \$5,000,000 of fund balance for funding various capital projects and North Wake Landfill closure and post-closure costs (For GAAP purposes, the reserve for closure and post-closure costs will be reduced). While this use is approximately one-third of the Solid Waste fund balance as of FY06, the amount was planned and the remaining fund balance represents more than 50% of FY08 operating expenditures.

REVENUE HIGHLIGHTS AND FEE CHANGES

Property Tax

The property tax is levied against real and personal property not exempt from taxation. For FY08 the general property tax rate is increased by .044 to a total rate of \$.678 per \$100 assessed valuation. The overall increase in the valuation of property is projected to increase by 4.2 percent. Each component of the property tax base is discussed below.

Composition of Tax Base FY 2008 Estimates

Real Property	\$66.1 billion
Business Personal Property	\$5.3 billion
Public Service	\$2.9 billion
Motor Vehicles	\$7.9 billion
Total	\$82.2 billion

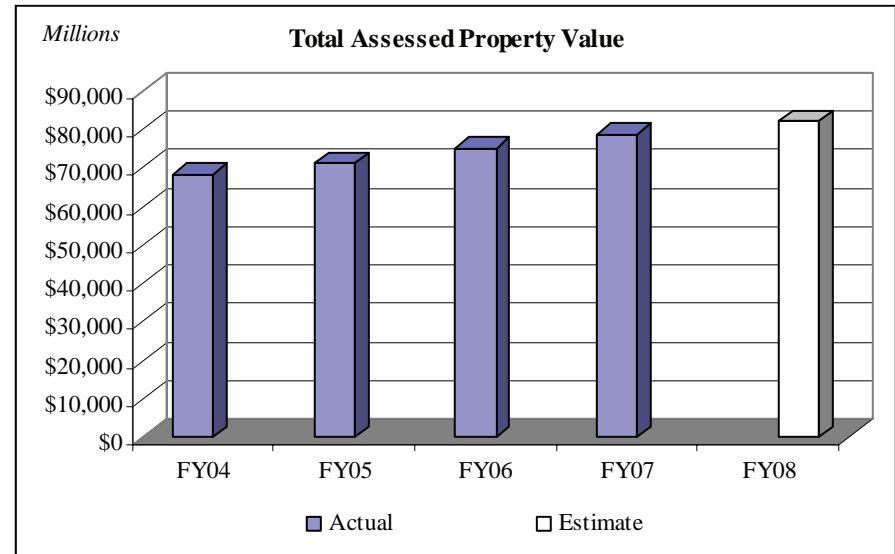
The County's property tax collection rate continues to be one of the highest in the state, at 98.8 percent of the levy collected. One cent on the general fund property tax rate generates approximately \$8 million.

Real property includes real estate values for all commercial, industrial, and residential buildings, and land. Values of real property are assessed every eight years. The last revaluation of real property occurred in FY01. The real estate portion of the FY08 tax base is estimated to increase by 5.0 percent compared to the FY07 actual. Residential tax base growth continues to be strong while business property growth is not as strong.

The personal property and vehicles portion of the tax base is also projected to increase by 5%. These values are adjusted annually.

The public services tax base component includes the taxable assets of statewide utilities operations such as gas and electric utilities, communications companies, railroad companies, and the rolling stock and fleet equipment of highway and air transportation companies. The State of North Carolina sets the values of taxable assets for utilities companies annually. During the fourth and seventh year of an eight-year county

valuation cycle, the State adjusts utilities companies' values to bring them more in line with the other values of a county's tax base. The fourth year of this cycle occurred in FY05. The FY08 valuation is seventh year of the cycle, and valuation is expected to decrease by 13 percent.



Sales Tax

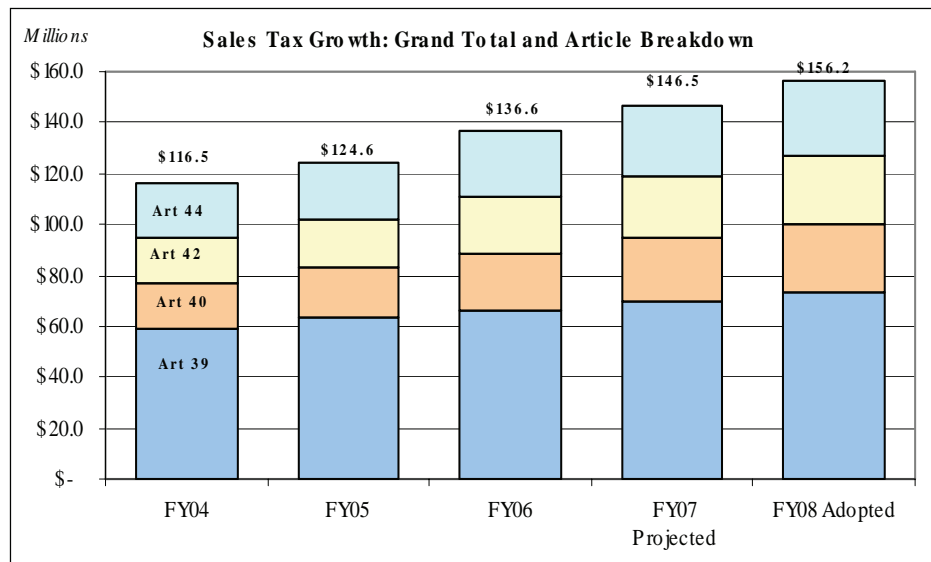
Wake County's second largest revenue source is the sales tax. Total sales tax revenue for FY08 is estimated to be \$157.2 million, an 11% percent increase over the FY07 budget. There are four statutory authorizations for sales tax, with three different distribution methods:

Article 39 of the North Carolina General Statutes enables counties to levy a one-cent sales tax. This authorization dates back to 1967 and is the original local government sales tax. All proceeds from this one-cent tax are returned to Wake County and its municipalities in a "point of sale" distribution. Prior to the 2001 session of the N.C. General Assembly, the point of sale, or source of a sale, was determined by the location of a retailer's business. A change in the law now determines the point of sale by the location of where the purchaser receives the prod

REVENUE HIGHLIGHTS AND FEE CHANGES

uct. Consequently, sales tax revenue from many purchases made from vendors in Wake County now goes to surrounding counties. There are no restrictions as to how receipts from the one-cent local option sales tax can be used within the county budget.

One-cent sales tax revenue in FY08 is estimated to grow by five percent to \$73.2 million. Projections are based on historical trends and actual revenues collected during the current fiscal year.



The County also receives sales tax revenue from two one-half cent sales taxes levied under authority granted by Articles 40 and 42 of the N.C. General Statutes in 1983 and 1986. The revenue collected from these two levies is placed into a statewide pool and distributed among the state's counties in proportion to how much of the total state population resides in each county. State statute requires that 30 percent of the Article 40 sales tax revenue and 60 percent of the Article 42 sales tax revenue be used to support public school capital outlay or retire any indebtedness incurred by the county in providing capital outlay for the schools. Revenue from these two half-cent sales taxes for FY08 is projected to grow by nine percent over the current year estimate. The amount required by state statute for school capital is transferred to the

capital projects fund.

Article 44 of the N.C. General Statutes authorizes counties to levy a one-half cent sales tax. This sales tax authorization replaces state reimbursements made because of the repeal of previously authorized property taxes. This tax is levied on purchases as is the other local option taxes with one exception: unprepared food is excluded from taxation. The distribution of receipts from this tax within the state is blended. One half of the net proceeds of the tax collected is distributed to all counties based on a point of origin basis (as is the Article 39 sales tax). The other half of the tax is distributed on a per capita basis (as is the Article 40 and 42 sales tax). There are no restrictions or earmarking of these funds within the overall budget. The Board of Commissioners authorized the levy of this tax effective December 1, 2002. The FY07 amount is estimated at \$27.3 million with six and ½ percent growth expected in FY08.

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

Beer and Wine Excise Tax

The state levies an excise tax on beer and wine sales at the wholesale level and remits a portion of the net proceeds to local governments. Participating cities and counties share the proceeds on a per capita basis. Of the total tax on beer collected, counties and cities receive 23.75% of the amount collected; for fortified wine, local governments receive 22% of the proceeds; and for wine, local governments receive 62% of the tax proceeds. The amount budgeted is \$750,000 based on state estimates of a 2% increase.

Lease/Rental Vehicle Tax

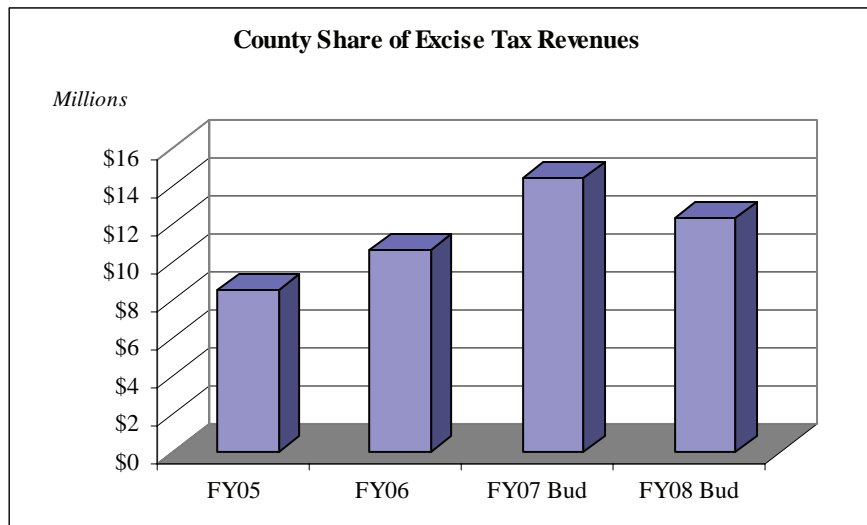
In FY 2001, the General Assembly eliminated the property tax on daily leased and rental vehicles (vehicles leased less than 365 days). To hold local governments harmless, the legislation provided for an alternative 1½ percent gross receipts tax on vehicles leased or rented less than 365 days. The County is projected to receive approximately \$2.5 million dollars from this revenue source in FY08 based on collections during

REVENUE HIGHLIGHTS AND FEE CHANGES

the current fiscal year and historical trend information.

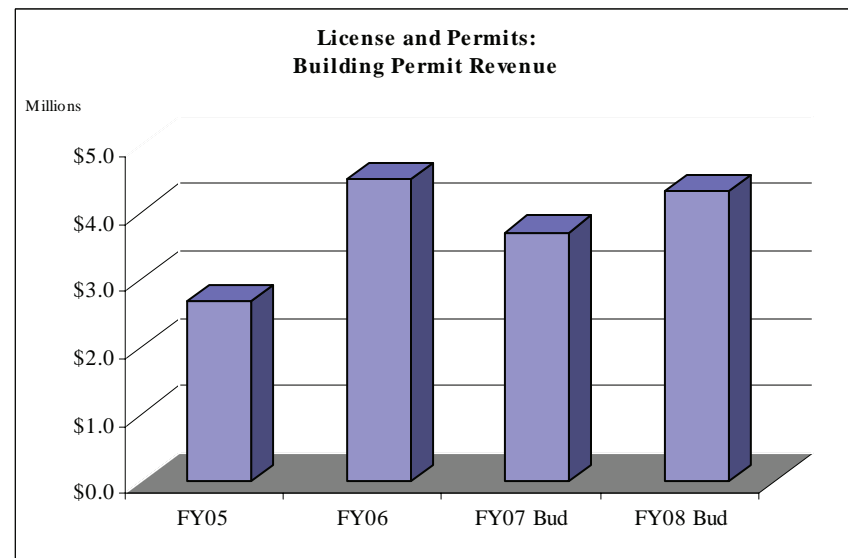
Real Property Excise Tax

State statutes provide for counties to collect an excise tax on transfers of real property. The tax levied on each recorded deed is \$2.00 per \$1,000 property valuation and is collected by the Register of Deeds. Wake County receives one-half of the collections as revenue to support County services with the other half remitted to the state. The FY08 budget reflects a 7.0% increase over the projected FY07 actual amount.



Licenses and Permits

The largest revenue source in this category is from building permits. For FY08, revenue is projected to increase as building activity in the eastern part of the County increases. 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, and Public Safety. These revenue sources are dependent upon actions by the legislative bodies of both levels of government, as well as upon administrators of the respective programs. Revenues from these sources are expected to be approximately \$8 million more than the current FY07 budget. The amount budgeted in FY 2008 for Human Services Shared Revenue is \$111 million. This is an increase of approximately \$8 million over the FY07 adopted budget.

Fees and Charges for Services

Charges for services include user fees for Human Services, Sheriff, Public Safety, Register of Deeds, Parks, Libraries, and other county services. The County also contracts with municipalities for various services, such as fire inspections, and receives revenue from these contracts. These fees usually finance, in part, the county functions for which they are assessed. All fees are consistent with the County's User Fee Policy, found behind the Process and Policies tab of this book.

REVENUE HIGHLIGHTS AND FEE CHANGES

Human Services Fees and Charges

In FY08, Human Services will earn approximately 17% of its revenue (or \$23.5 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 FY08 budget of \$23.5 million is \$19.5 million less than the FY07 adopted budget for Human Services fees and charges. This decrease is primarily due to a change in how Medicaid payments to non-County health providers are processed, which reduced both the County's revenues and expenditures by \$15.6 million in the FY08 budget.

Sheriff Fees

The Sheriff's Office receives payments for serving civil process papers, executing criminal warrants, pistol and concealed weapon permit fees, and providing investigative reports. Other fees collected by the Sheriff include jail fees from the Federal government for housing detainees awaiting trial in Federal Court. Projected revenues from housing Federal detainees is expected to reach \$1.2 million, which is \$350,000 higher than the amount currently projected in the FY 2007 budget.

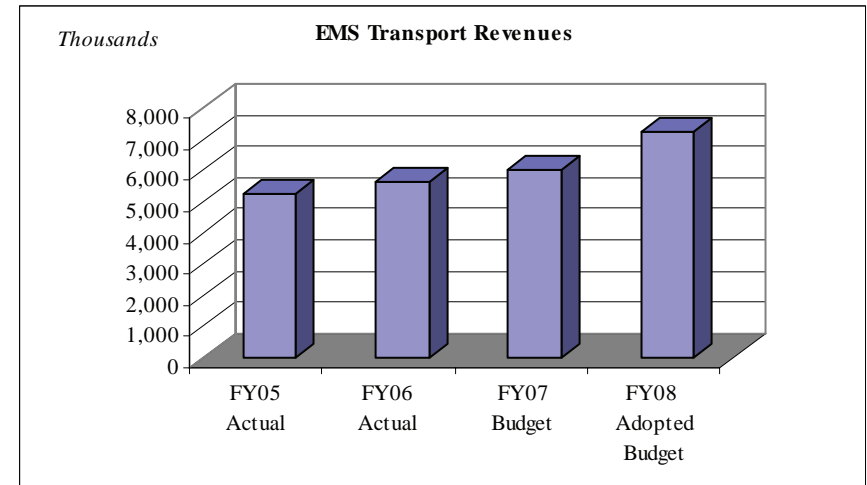
Emergency Medical Services Fees

Charges for Emergency Medical Services are assessed when paramedics transport patients for any medical reason. Fee amounts are based on services provided and applicable mileage, and are based on the Medicaid Reimbursement Schedule. For fiscal year 2008, the County recommends adjusting its fee schedule to recover more service delivery costs and more closely align fees with comparable EMS systems. The new EMS fee schedule is consistent with Wake County's user fee policy which states that if the fee is a non-regulatory fee, and the purpose is to provide a service for a fee but not discourage its use, the fee shall be set so that demand for the service is not significantly reduced, while recovering partial costs of providing the service.

The EMS billing firm, with which the county contracts to collect all current and delinquent fees, reported that by adjusting our fees accord-

ing to the EMS Transport Revenue chart, the county stands to recognize an increase in revenue of \$700,000 for FY 2008.

Transport Service	Current Rate	FY08 Adopted Budget
BLSE	\$325	\$425
ALS Non-Emergency	\$425	\$525
ALS Emergency	\$425	\$525
ALSII	\$550	\$592
Treatment No Transport (BLS)	\$109	\$150
Treatment No Transport (ALS)	\$156	\$200
Mileage	6.25/mi	8/mi



Environmental Services Fees

The department provides services that assist developers in meeting their regulatory obligations. These regulations are meant to protect the environment from harmful effects of development. The department intends to recover its costs for providing these service through the imposition of fees and charges. In FY08, the Environmental Services department expects to receive \$2 million from charges and fees.

REVENUE HIGHLIGHTS AND FEE CHANGES

Register of Deeds Fees

The Register of Deeds collects fees for most official acts performed. Fees charged are for recording deeds, marriage licenses, and other instruments. The FY08 budget of \$6,633,500 anticipates a slight decrease in these revenues from FY07 equaling an estimated (\$116,000) or -1.7%.

Other Revenue

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

Interfund Transfers

Interfund transfers represent money transferred from other County funds to the General Fund for various purposes. The Solid Waste Enterprise Fund will transfer \$294,000 to the General Fund for costs associated with supporting the activities of the Solid Waste Management division, including salaries and benefits totaling \$94,000 in the General Fund's Facilities Design and Construction department. Also, the Major Facilities Trust Fund will transfer \$937,000 to the General Fund to pay the County's administrative cost for collecting the one percent tax on Prepared Food and Beverages and on Hotel/motel Occupancy revenues.

Appropriated Fund Balance

The County regularly budgets appropriated fund balance in the General Fund equal to 2% of non-education, non-capital expenditures to serve as the "margin of error." It is anticipated that this reduction in fund balance will not be needed as either realized revenue will exceed estimates or actual expenditures will be less than budget. Fund balance has also been used to fund one-time expenditures for Wake Tech, risk management and vehicles and equipment.

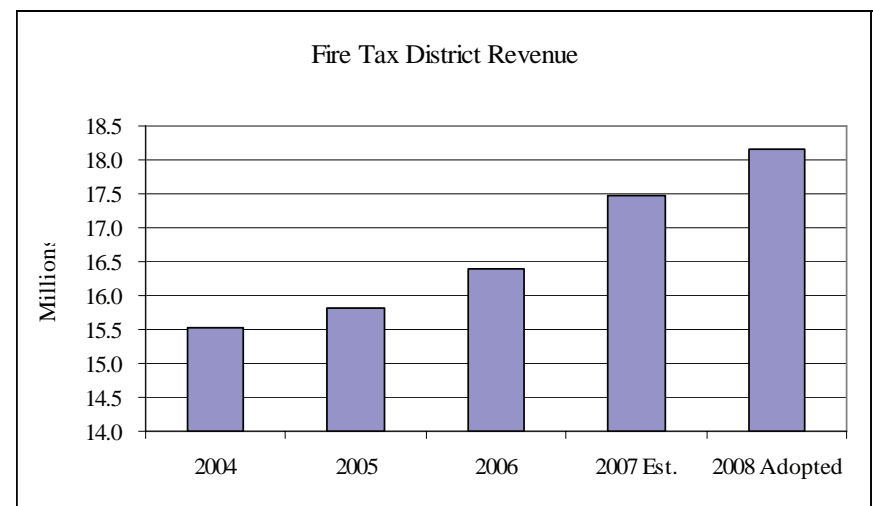
Non-General Fund Revenues

Debt Service Fund

Debt service 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 budgeted from the Fire Tax District to cover the cost of financing fire apparatus. In addition, interest income from the General and Debt Service funds is an additional funding source.

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 10-cent property tax is levied on all residential and commercial property in the district to fund operating and capital needs. It is estimated that tax revenues will reach \$18.2 million in FY08.



REVENUE HIGHLIGHTS AND FEE CHANGES

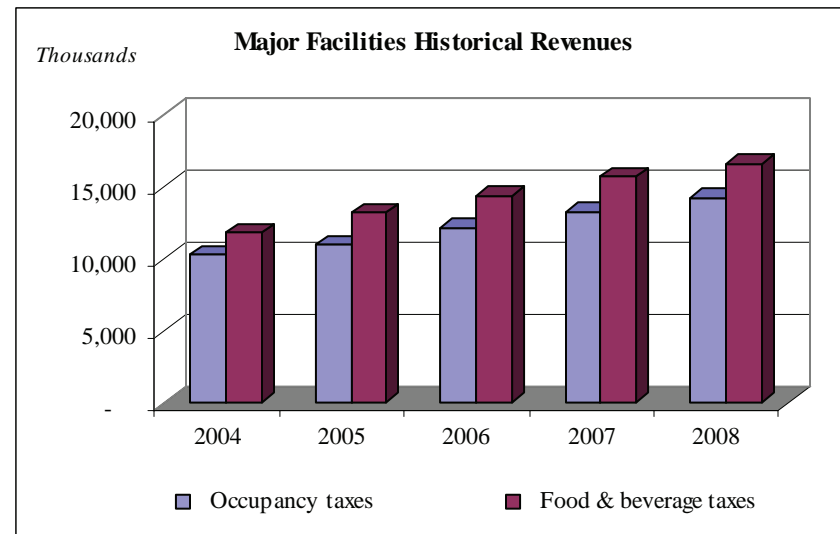
Housing and Community Revitalization Fund

The major revenue sources for this fund are: Community Development Block Grant funds administered by the U.S. Department of Housing and Urban Development; an annual transfer of \$1 million from the Capital Projects Fund; and program and interest income resulting from fund activities.

Major Facilities

A special revenue fund has been established to account for the proceeds from a 6% tax on occupancy sales at hotels, motels and guest houses, and from a 1% tax on sales of prepared food and beverage. Revenue from these taxes are projected to grow at a rate of 15% and 11% respectively in Fiscal Year 2008 over the FY07 budget, to \$14.2 million for occupancy and \$16.6 million for prepared food and beverage. Proceeds from the taxes support tourism activities in the County such as the construction of stadiums, convention facilities, museums and parks. Proceeds from these two taxes represent 100% of the fund's revenues.

Revaluation Reserve



The sources of income for the Revaluation Reserve are an annual transfer from the General Fund and interest earnings on the unexpended cash in the fund.

Emergency 911

The primary source of revenue is from a twenty-five cent surcharge fee on land-line telephone bills within the County. The funds also receives revenue from a 911 revenue sharing agreement with the City of Raleigh. Total revenues for this fund will be approximately \$1.5 million.

Enterprise Funds

Solid waste operations in Wake County are accounted for in enterprise funds, segregating the fund from reliance on property taxes. The revenues that support solid waste operations come from tipping fees, household fees, recycling proceeds, grants and interest income. The tipping fee rate in Fiscal Year 2008 is set at \$29.50 a ton for disposal of waste at the landfill, and at \$33.50 a ton for disposal at the transfer station. The household fee is set at \$20 per household per year. These two sources of revenue represent 70% of the funds total revenues.

The revenues that support the South Wake Landfill operations come from fees and charges. The tipping fee rate will be set prior to the opening of the facility based on the process outlined the Inter-Local Agreement with the partners.

EXPENDITURE HIGHLIGHTS

Board of Elections

The budget for FY 2008 includes expansions for additional voting equipment to establish 8 new precincts where the number of registered voters has exceeded 5,000 and had a high voter turnout during the 2004 General Election. Three precincts will be located in North Raleigh, two in Wake Forest, and one in Apex, Holly Springs and Knightdale.

Community Services

The Community Services budget includes full year funding for North Regional, Holly Springs and Southgate Community libraries equaling about \$439,000. North Regional library was opened in January 2007, Holly Springs Community Branch Library was opened in December 2006 & Southgate Community Branch Library just recently re-opened in May 2007. In addition, the budget funds an additional \$87,000 for enhanced security at selected library locations.

Three new Building Inspection positions are approved for FY08 equaling about \$200,000. These positions are necessary to continue to handle the estimated growth related to inspections for 2008 and beyond. The county not only handles such duties for the unincorporated areas of the county but four contract municipalities (Knightdale, Rolesville, Zebulon and Wendell) as well.

Education

Wake County Public School System: The Wake County Public School System (WCPSS) requested an increase of \$29,898,608 over the FY07 County appropriation of \$275,827,000. Included in the FY08 budget is an increase of \$24,917,100 bringing the FY08 county appropriation to the WCPSS to \$300,744,100. The County appropriation to the WCPSS is proposed at the FY2007 equivalent tax rate. Additional funds are also added for maintenance, housekeeping, custodial, utility, and environmental health and safety costs for an additional 992,770 square feet, as well as operating costs associated with new year-round schools and 19 existing elementary schools and three existing middle schools converting to a year-round calendar. In addition to funding current expense, the FY08 budget includes \$128,889,977 for debt service in support of WCPSS' building program.

Wake Technical Community College: Wake Technical Community College requested \$19,899,690 million in operating funds, a 34 percent increase over the FY 2007 county appropriation of \$14,903,000. While the FY 2008 budget does not fund the full request, an appropriation of \$17,548,165 is proposed for Wake Tech. Included in the County appropriation are funds for the third year of start-up staffing of Wake Tech's North Campus. Funding also supports salary and benefit increases for County funded positions, increases in health insurance and retirement costs for County funded positions, and an increase for utilities and maintenance for the addition of 152,840 square feet at Wake Tech's North Campus (134,840 sq. feet) and Chapanoke Road Public Safety Center (18,000 square feet). The FY08 budget also includes \$3,830,266 for debt service in support of Wake Tech's \$40 million building program, approved by voters in 2004.

Environmental Services

The budget for FY2008 includes expansions for the Division of Health and Safety (DHS) and the Division of Water Quality (DWQ). These expansions include one Health Care Technician to be assigned to the Animal Shelter within DHS and one Plans and Permitting Technician assigned to DWQ. These expansions are driven by the increased demand for services as it relates to animal care and control as well as the growing need for plan review and permitting for the sediment, erosion, storm water and floodplain management programs.

General Services Administration (GSA)

Utility costs and additions to the fleet largely drive the increase in the budget for GSA. Of the nearly \$2.1 million increase, vehicle purchases accounts for \$1.2 million. Electric and natural gas cost escalations of eleven and fourteen percent, respectively, combined with the annualization of utility costs for the increase in county square footage drive these numbers.

EXPENDITURE HIGHLIGHTS

Human Services

Human Services FY08 budget totals \$228.3 million and is supported by \$135.1 million in outside revenue. The budget includes several significant changes from FY07. The FY08 budget reflects a decrease of \$15.6 million in both revenues and expenditures due to a change in how Medicaid payments to non-County providers are processed. Also, the budget continues the \$5 million in funding to support the mental health, substance abuse and developmental disabilities continuum of care; this funding, which supports the Board of Commissioners' "Healthy Community" goal, was first included in the FY07 Adopted Budget.

The FY08 budget includes several new positions to support Human Services' work, including 10 positions for Child Protective Services. (Full information about new positions can be found on the Personnel Summary pages of this section.) Also, the budget provides increased funds for School Nursing, Vital Records, the tuberculosis program, the dental health clinic, and adult guardianship. In support of the Board of Commissioners' goal to foster a safe community, the budget funds a coordinator for the Wake County Gang Prevention Partnership. Finally, partial-year funding was included for 40 FTEs for the new Northern Regional Center in Wake Forest, which is scheduled to open in January 2008. The FY09 budget will reflect the full-year cost of these 40 FTEs.

Information Services

The budget includes a transfer of 9.0 FTEs from Human Services as part of the Information Management Unit (IMU) transfer. This transfer accounts for approximately a \$1 million increase in the Information Services budget for FY08. The budget also includes an additional 4.25 FTEs equaling \$271,631. Funds are also included for increases in license and maintenance fees that support desktop services and network security.

Office of the Sheriff

The Sheriff's Office budget increases by \$2.8 million, with \$500,000 largely resulting from the annualization of a salary compression adjustments implemented in FY07. The Detention budget includes increases for contract services equaling \$315,000, with a majority of that increase associated with food service and medical contracts for FY08.

The remaining portion of the increase is for the addition of fourteen new FTEs equaling \$835,566 for FY08. Ten positions will be designated for Law Enforcement duties related to Training, increasing Intel/Gang Suppression Unit functions, Courthouse Security, Recruitment Investigations, and additional School Resource Officers, with the remaining four fulfilling necessary Detention Transport functions.

Planning

The budget includes funding for one additional position to support zoning and subdivision application review and processing. The FY 2008 budget also includes \$10,000, budgeted under non-departmental funds, for demographic services to update the age and gender specific population projections originally generated in 2001.

Public Safety

The FY 2008 budget reflects a \$1.26 million dollar reduction, mainly due to the expiration of \$2.4 million in Homeland Security grants. This budget does, however, fund a number of public safety improvements, while covering cost increases such as medical supplies and fuel due to increased service demand. Public Safety's budget includes the approval of several expansion items at a total cost increase of \$972,735. The major cost drivers of this increase are five new ambulances, two regular duty for Eastern Wake EMS and three medium duty trucks for Wake EMS. The Raleigh Wake Communications Center is adding an additional \$241,168 for five new dispatchers.

In Criminal Justice Planning, the budget expands the electronic monitoring program, which provides unique benefits to inmates while allowing for law enforcement tracking. CJP recognized an increase of \$71,295 in pass through grant funding from the Department of Corrections for the operation of the Day Reporting program.

Salaries and Benefits

Performance pay increases are budgeted at an average of four percent and total \$5.3 million for three quarters of a year. The County cost of

EXPENDITURE HIGHLIGHTS

health insurance will increase 10% requiring an additional \$1 million to cover the costs of active employees as well as retirees. An allowances for county-wide vacancies of \$1 million has also been included in the salary and benefits reserve.

Non-General Fund Expenditures

Fire Tax District

The Fire Commission, which makes recommendations relating to fire service in the Fire Tax District, unanimously recommends a FY 2008 operating budget consistent with its Long-Range Plan, approved by the County Commissioners in February 2005. The budget, which does not propose a tax increase, funds cost increases for fuel, liability insurance, utilities and health plans.

Solid Waste Enterprise Fund

The FY08 budget for the Solid Waste Enterprise Fund totals \$25.5 million for the cost of operating North Wake Landfill, Citizen Convenience Centers and recycling promotion and other solid waste activities. The FY 2008 budget include expansions for a Business Officer to provide day to day management of the fund and a vehicle to be utilized to promote environmental and waste reduction education within the Wake County community. The budget does not increase the landfill tipping fees or household fees, which make up over 70% of the fund's total budget.

South Wake Enterprise Fund

The FY 2008 budget for the South Wake Landfill Fund totals \$5.8 million for the cost of operating the South Wake Landfill. The budget assumes a tipping fee of \$30 for the Inter-Local Agreement Partners and a \$27 tipping for the City of Raleigh who will receive a large volume discount.

REQUESTS NOT FUNDED

BOARD OF ELECTION **\$119,807**

Polling Place Accessibility
Voting Equipment and Voting Booths

ENVIRONMENTAL SERVICES **\$1,739,163**

8 FTEs - Animal control officers
5 FTEs - Additional animal shelter staff
10 FTEs - Additional environmental health specialists
1 FTE - Additional plan review position
Funding for spay neuter program
Funding for temporary salaries
Funding to conduct a stakeholder process for on-site water systems
2 FTEs - Environmental Engineers/Consultants

HUMAN SERVICES **\$2,675,000**

13 FTEs for Child Protective Services investigations, treatment and foster care
9.5 FTEs for the Northern Regional Center
1 FTE for STD health clinic
2.0 FTEs for mental health pharmacy
1.0 FTE to increase capacity of nonprofit organizations
0.8 FTE for laboratory services
0.5 FTE for Family and Youth administrative support
Funding to purchase Adult Mental Health and Substance Abuse services, senior adult in-home services; coordination of a homelessness prevention program,
Funding to continue formerly grant-funded Education, Community and Health Outreach program

INFORMATION SERVICES **\$412,920**

Additional Staff – 3 FTEs
Development Contractor
IT Contractor for Board of Elections Support
Career Advancement Plan

PLANNING **\$223,021**

1.0 FTE for Zoning & Subdivision
1.0 FTE for Long-Range Planning
Temporary Salaries
Consulting Dollars

PUBLIC SAFETY **\$2,707,182**

Failure to Appear Pilot
Expand Electronic monitoring
Shooting range - public access expansion
Shooting range – advertising

Emergency Medical Services:
Additional Staff: 12.7 FTEs
Fleet Upgrade: District Chief Response
Six new vehicles including two ambulances
Financial Services Contract
EMS Special Operations
Induced hypothermia Protocol Fluid Coolers
Employee illness prevention
12 hour shift change

CITY / COUNTY BUREAU OF INVESTIGATION **\$119,751**

CALEA Accreditation
Contract Latent Examiner
Contract Pooled Drug Chemist
Terminals for Latent Examiners
Part-Time (.5 FTE) DWI Breath Analyst

REQUESTS NOT FUNDED

SHERIFF	\$825,303
1.0 FTE - Administrative Assistant	
5.0 FTEs - (2) Armed Detention Officers, (2) Courthouse Detention Officers & (1) Administrative Assistant	
1.0 FTE - Recruitment Investigator	
4.0 FTEs Courthouse Deputies (6) vehicles	
 WAKE COUNTY PUBLIC SCHOOLS	 \$4,977,508
 WAKE TECHNICAL COMMUNITY COLLEGE	 \$2,351,525
 TOTAL REQUESTS NOT FUNDED	 \$16,151,180

PERSONNEL SUMMARY

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	<i>Change from FY 2007 Adopted</i>
General Fund					
General Government					
Board of Commissioners	3.00	3.00	3.00	3.00	-
County Manager	12.00	13.00	13.00	13.00	-
County Attorney	10.70	10.70	11.00	11.00	0.30
Board of Elections	16.00	16.00	16.00	16.00	-
Budget and Management Services	8.00	9.00	9.00	9.00	-
Facilities Design & Construction	11.00	11.00	11.00	11.00	-
Finance	40.10	30.10	32.25	36.25	6.15
Human Resources	21.00	22.00	22.00	22.00	-
Information Services	76.50	82.50	91.50	95.75	13.25
Planning Department	20.00	20.00	20.00	21.00	1.00
Register of Deeds	38.00	39.00	39.00	39.00	-
Revenue Department	62.00	62.00	62.00	62.00	-
General Government Total	318.30	318.30	329.75	339.00	20.70
Community Services					
Administration	4.00	4.00	5.00	5.00	1.00
Geographic Information Services	20.00	20.00	20.00	20.00	-
Inspections, Development Plans, and Permits	34.00	35.00	35.00	38.00	3.00
Libraries	198.50	210.50	209.50	210.50	-
Parks, Recreation and Open Space	25.50	25.50	25.50	25.50	-
Veterans Services	4.00	4.00	4.00	4.00	-
Community Services Total	286.00	299.00	299.00	303.00	4.00
Environmental Services	100.00	101.00	101.00	103.00	2.00
General Services					
Administration	8.00	9.00	9.00	9.00	-
Central Services	22.00	23.00	23.00	23.00	-
Field Services	31.00	31.00	31.00	31.00	-
Fleet	13.00	14.00	14.00	14.00	-
Physical Plant	52.00	54.00	54.00	54.00	-
General Services Total	126.00	131.00	131.00	131.00	-

PERSONNEL SUMMARY

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
Human Services	1,751.85	1,761.80	1,756.30	1,789.55	27.75
Public Safety					
EMS	122.00	136.00	136.00	136.00	-
Fire/Rescue	21.00	17.00	17.00	17.50	0.50
Emergency Management	7.00	7.00	7.00	7.00	-
Administration	4.00	4.00	4.00	4.00	-
Public Safety Total	154.00	164.00	164.00	164.50	0.50
City-County Bureau of Identification	63.00	64.00	64.00	64.00	-
Office of the Sheriff					
Detention	389.00	389.00	389.00	393.00	4.00
Law Enforcement	386.00	387.00	388.00	398.00	11.00
Office of the Sheriff Total	775.00	776.00	777.00	791.00	15.00
Subtotal General Fund	3,574.15	3,615.10	3,622.05	3,685.05	69.95
Other Funds					
Debt Service	1.00	1.00	1.00	1.00	-
Grants and Donations Fund	-	-	-	23.65	23.65
Capital Area Workforce Development	13.55	12.00	12.00	12.00	-
Housing and Community Revitalization Fund	7.50	7.50	7.50	7.50	-
Risk Management Internal Service Fund	4.00	4.00	4.00	-	(4.00)
Solid Waste	14.00	14.00	14.00	15.00	1.00
Subtotal Other Funds	40.05	38.50	38.50	59.15	20.65
Total Positions All Funds	3,614.20	3,653.60	3,660.55	3,744.20	90.60

PERSONNEL SUMMARY

Position Changes from FY 2007 Adopted to FY 2008 Recommended Budget

County Attorney—Net Change +.30 FTE

Added .30 to create a 1.0 FTE Attorney.

Finance—Net Change +6.15 FTEs

Transferred 2.15 FTEs during FY 2007, from Human Services to enhance the department's internal audit function.
Transferred 4.0 FTEs from Risk Management Fund

Information Services—Net Change +13.25 FTEs

Transferred 9 FTEs from the Information Management Unit of Human Services to IS.
IT Technicians for Desktop Team — 2.0 FTEs
IT Specialists for Telecommunications — 1.25 FTE
IT Engineer for Land Records — 1.0 FTE

Planning - Net Change +1.0 FTE

1.0 FTE to support compliance with the Unified Development Ordinance.

Community Services—Net Change +4.0 FTEs

1.0 FTE Leesville Community Branch Manager
3.0 FTEs General Inspectors – These positions are to continue to keep up with estimated inspection growth within the four contract municipalities of Rolesville, Wendell, Knightdale & Zebulon.

Transferred 1.0 FTE from Libraries to Administration

Environmental Services— Net Change of +2.0 FTEs

Water Quality, Additional Staff – 1.0 FTE
Health and Safety, Additional Animal Shelter Technician – 1.0 FTE

Human Services—Net Change +27.75 FTEs

Positions Added: 85.15 FTEs

0.5 FTE community-based breast health coordinator to reach Latino and African American women.
1.0 FTE for STD prevention training.
3.5 FTEs for the Women, Infants and Children Supplemental Nutrition Program.
1.0 FTE for Crisis and Assessment Services.
4.0 FTEs to administer Child Day Care Subsidy funds.
12.75 FTEs for the Local Managing Entity.
1.0 FTE to work onsite at WakeMed to help patients apply for Medicaid.
3.5 FTEs for a program that increases the number of quality foster homes.
1.0 FTE nurse to coordinate care and prevent repeat hospitalizations for mental health, substance abuse and developmental disabilities clients.
40 FTEs for the new Northern Regional Center in Wake Forest.
10 FTEs for Child Protective Services
1.9 FTEs for School Nursing
1.0 FTE to coordinate the Gang Prevention Partnership
1.0 FTE for Vital Records
3.0 FTEs for the Dental Health Clinic

Positions Transferred to Other Departments: 11.75 FTEs

9 FTEs technology staff from Human Services into the Information Services department. 2.75 FTEs vacant positions moved to other County departments.

Positions Abolished: 22 FTEs

Primarily due to divestiture of mental health services to community providers

Positions Transferred to Grants Fund: 23.65

PERSONNEL SUMMARY

Public Safety – Net Change +.5 FTE

Added 0.5 FTE to create a 1.0 FTE fire inspector

Office of the Sheriff—Net Change +15.0 FTE

1.0 FTE grant funded FTE added during FY07

Positions Added in FY 2008: 14 FTEs

2.0 FTEs Training Staff - Two additional Sergeants to provide full-time training.

4.0 FTEs Detention Transport - Four additional Detention Transport Officers to transport the increasing number of detainees to off-site facilities.

2.0 FTEs Intel/Gang Suppression Unit - Two additional investigators to establish an Intel/Gang Suppression Unit within the Sheriff's Department.

1.0 FTE Recruitment Investigator - FTE to perform full-time recruitment duties.

4.0 FTEs School Resource Officers - Additional school resource officers for the opening of three new schools in Wake County. One FTE is for an additional SRO supervisor.

1.0 FTE Courthouse Deputy – Addition of one Courthouse Deputy due to the addition of one courtroom for FY08.

Grants and Donations Fund—Net Change +23.65 FTEs

Transfer 23.65 FTEs from Human Services as part of establishing the new fund

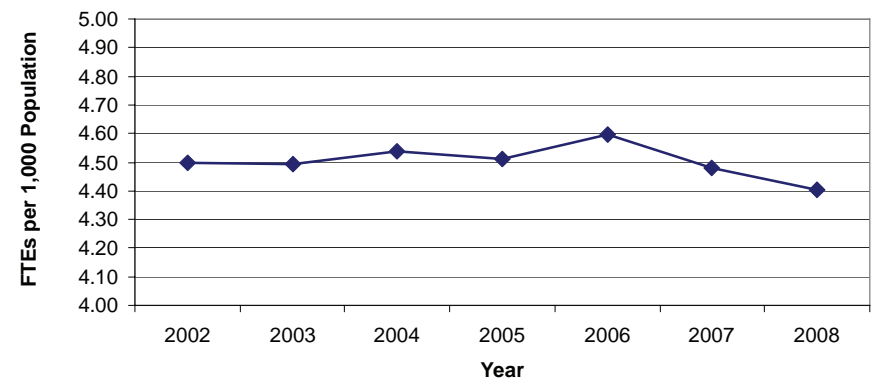
Solid Waste—Net Change +1.0 FTE

1 FTE – for a business officer

**TOTAL POSITION CHANGE FROM FY07 ADOPTED
BUDGET: +90.6 FTEs**

The table below summarizes the growth in full-time equivalent positions (FTEs) over the last several years. Population data comes from the Wake County Planning Department and is the population estimate as of July 1 of that year. With the exception of 2008, the FTE figure is the position count at the end of that fiscal year, which is June 30. For 2008, the position count in the Adopted FY 2008 budget is given.

Wake County FTEs per 1,000 Population



GENERAL FUND REVENUE SUMMARY

Description		FY 2006 Actual Revenues	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
TAXES						
Ad Valorem	\$	448,999,973	488,853,000	488,853,000	551,440,000	12.8%
Lease/Rental Vehicle Tax		2,407,688	2,500,000	2,500,000	2,500,000	0.0%
Other Taxes		1,485,662	1,400,000	1,400,000	-	-100.0%
Payments in Lieu of Taxes		1,146,502	1,148,000	1,148,000	1,201,000	4.6%
Penalties & Interest		2,307,786	2,000,000	2,000,000	2,500,000	25.0%
Property Tax Foreclosures		1,322	-	-	-	-
Real Property Transfer (Excise) Tax		10,608,018	14,400,000	14,400,000	12,300,000	-14.6%
Sales Tax		136,559,611	141,920,000	141,920,000	157,228,000	10.8%
Taxes Subtotal		603,516,562	652,221,000	652,221,000	727,169,000	11.5%
FEDERAL SHARED REVENUES						
Comm Development & Cultural - Other		6,000	-	27,800	-	-
Environmental Services		279,500	-	38,600	-	-
General Administration		2,416,522	-	6,059	-	-
Human Services		4,963,456	5,668,653	5,562,723	4,492,179	-20.8%
Public Library		(965)	-	-	50,000	-
Public Safety Sheriff		670,477	424,391	523,114	374,654	-11.7%
Public Safety-Other		3,659,168	2,830,279	3,792,871	303,502	-89.3%
Federal Shared Subtotal		11,994,158	8,923,323	9,951,167	5,220,335	-41.5%
STATE SHARED REVENUES						
ABC 5 Cent Bottle		190,117	175,340	175,340	175,340	0.0%
Beer & Wine		755,897	750,000	750,000	750,000	0.0%
Environmental Services		1,818	-	-	-	-
HS/FED 1571		23,619,627	23,424,804	23,750,285	25,010,287	6.8%
HS/State 1571		3,740,335	1,667,512	1,748,765	2,382,917	42.9%
Human Services/Other than 1571		71,737,391	70,419,065	78,057,821	78,943,977	12.1%
Cable Franchise Tax		-	-	-	1,500,000	-
Public Library		547,130	500,000	500,000	550,000	10.0%
Public Safety, Other		358,640	340,203	411,498	411,498	21.0%
State Shared Revenues Subtotal		100,950,955	97,276,924	105,393,709	109,724,019	12.8%

GENERAL FUND REVENUE SUMMARY

Description	FY 2006 Actual Revenues	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
LOCAL SHARED REVENUES					
Board of Alcohol Control	3,065,000	3,065,000	3,065,000	3,065,000	0.0%
Human Services	1,052,476	971,621	1,155,892	214,419	-77.9%
Local Contributions-Other	385,160	218,652	241,652	200,700	-8.2%
Local Shared Revenues Subtotal	4,502,636	4,255,273	4,462,544	3,480,119	-18.2%
LICENSES AND PERMITS	4,455,483	3,743,013	3,743,013	4,347,191	16.1%
CHARGES FOR SERVICES					
Bureau of Identification	779,677	775,000	775,000	775,000	0.0%
Community Services	740,145	657,500	657,500	932,148	41.8%
Libraries	619,379	729,500	729,500	735,000	0.8%
Parks & Recreation	121,454	131,267	133,767	115,188	-12.2%
Environmental Services	1,272,649	1,178,820	1,178,820	1,279,326	8.5%
General Services Admin.	1,702,764	1,651,000	1,651,000	1,653,000	0.1%
Human Services Fees Transportation	553,723	569,756	569,756	381,118	-33.1%
Mental Health	40,600,663	28,450,669	28,457,339	8,068,630	-71.6%
Planning/Development Services	1,154,466	967,450	967,450	977,938	1.1%
Public Health	10,567,776	10,651,142	10,636,191	11,106,538	4.3%
Public Safety	8,013,838	7,949,621	7,949,621	9,418,114	18.5%
Register of Deeds	6,590,485	6,749,500	6,749,500	6,633,500	-1.7%
Rental/Lease Income	408,664	353,800	353,800	429,360	21.4%
Sheriff	4,089,783	3,464,000	3,210,947	3,716,100	7.3%
Social Services	2,332,592	3,210,947	3,464,000	4,362,850	35.9%
Tax Collection Fees	900,138	854,500	854,500	985,000	15.3%
Vending Income	550,838	528,260	528,260	552,900	4.7%
Other/Miscellaneous	1,998,234	1,919,475	1,919,475	3,499,024	82.3%
Charges for Services Subtotal	82,997,268	70,792,207	70,786,426	55,620,734	-21.4%
INVESTMENT EARNINGS	277,816	176,152	186,952	354,410	101.2%

GENERAL FUND REVENUE SUMMARY

Description	FY 2006 Actual Revenues	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
MISCELLANEOUS					
Sale of Material & Fixed Assets	850,914	289,093	289,093	433,400	49.9%
Other	51,635	32,952	32,952	39,044	18.5%
Miscellaneous Subtotal	902,549	322,045	322,045	472,444	46.7%
OTHER FINANCING SOURCES					
Appropriated General Fund Balance	-	13,016,863	18,337,731	12,411,748	-4.6%
Capital Leases	178,348	-	-	-	
Other Financing Sources Subtotal	178,348	13,016,863	18,337,731	12,411,748	-4.6%
TRANSFERS	1,070,961	1,118,200	1,118,200	1,231,000	10.1%
TOTAL REVENUE	\$ 810,846,736	851,845,000	866,522,787	920,031,000	8.0%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
General Government					
Board of Commissioners	\$ 448,525	450,945	456,805	478,221	6.0%
County Manager	955,489	1,185,757	1,194,307	1,266,237	6.8%
County Attorney	1,121,928	1,153,235	1,185,464	1,234,444	7.0%
Board of Elections	4,269,385	1,952,696	1,980,755	2,752,077	40.9%
Budget and Management Services	567,445	783,195	799,790	851,751	8.8%
Facilities Design and Construction	1,057,941	1,103,178	1,152,722	1,161,949	5.3%
Finance	2,421,933	2,415,177	2,483,150	8,138,284	237.0%
Human Resources	1,527,344	1,551,678	1,587,364	1,734,555	11.8%
Information Services	9,035,981	9,652,281	10,512,411	12,020,206	24.5%
Planning	1,370,989	1,484,543	1,522,393	1,606,024	8.2%
Register of Deeds	2,776,960	2,943,315	3,114,219	3,058,802	3.9%
Revenue	4,535,341	4,645,926	4,764,397	4,835,475	4.1%
General Government Subtotal	30,089,261	29,321,926	30,753,777	39,138,025	33.5%
Community Services					
Administration	285,100	255,271	262,098	404,541	58.5%
Libraries	14,033,106	15,166,072	15,616,406	16,136,622	6.4%
Geographic Information Systems	1,512,633	1,618,828	1,676,670	1,695,371	4.7%
Inspections, Development Plans, and Permits	2,405,663	2,464,534	2,534,558	2,760,616	12.0%
Parks, Recreation and Open Space	2,275,972	2,301,824	2,400,956	2,428,869	5.5%
Veterans Services	126,877	211,278	215,477	237,742	12.5%
Community Services Subtotal	20,639,351	22,017,807	22,706,165	23,663,761	7.5%
Environmental Services					
Administration	531,615	542,404	733,873	464,424	-14.4%
Health and Safety Division	3,378,468	3,669,374	3,675,824	3,825,246	4.2%
Water Quality	4,567,653	4,333,425	4,585,568	4,608,649	6.4%
Environmental Services Subtotal	8,477,736	8,545,203	8,995,265	8,898,319	4.1%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
General Services					
Administration	1,073,511	857,172	1,445,765	1,004,164	17.1%
Central Services	6,624,883	7,241,745	7,164,022	7,454,247	2.9%
County Building Agreements	1,368,002	1,479,203	1,445,703	1,165,999	-21.2%
Court Facility Operations	94,365	50,000	83,500	83,950	67.9%
Field Services	2,658,385	2,907,704	3,053,917	3,010,098	3.5%
Fleet Operations	71,460	332,104	569,329	1,528,754	360.3%
Physical Plant	4,426,690	4,664,605	4,695,943	5,033,311	7.9%
Utilities/Life Safety/Environmental	6,642,927	7,609,619	7,811,264	7,958,360	4.6%
General Services Subtotal	22,960,223	25,142,152	26,269,443	27,238,883	8.3%
Human Services					
Resource Management	18,766,809	16,321,125	14,599,548	16,418,451	0.6%
Family and Youth Success	107,151,285	94,670,565	99,567,752	79,408,338	-16.1%
Community Health	17,661,320	18,048,011	19,150,671	19,074,436	5.7%
LME - Mental Health Administration	8,278,638	11,232,432	14,923,654	17,321,191	54.2%
LME - Purchase of Service	-	-	-	20,280,349	NA
Transportation	1,263,444	1,537,202	1,596,081	1,375,834	-10.5%
Adult Services	20,200,169	21,942,986	22,893,169	8,695,290	-60.4%
Regional Centers (Eastern, Southern and Northern)	7,513,242	7,954,635	8,354,769	9,462,191	19.0%
Emergency and Adult Mental Health	16,897,953	17,833,220	18,314,719	10,951,949	-38.6%
Economic Self Sufficiency	42,282,836	46,404,956	47,797,602	45,329,744	-2.3%
Human Services Subtotal	240,015,696	235,945,132	247,197,965	228,317,773	-3.2%
Medical Examiner	206,825	200,000	200,000	200,000	0.0%
Public Safety					
Emergency Medical Services	12,577,570	14,748,054	15,316,947	16,264,219	10.3%
Fire/Rescue Services	1,709,035	1,724,440	1,764,534	1,818,504	5.5%
Emergency Management	7,180,807	5,117,122	6,769,596	2,345,047	-54.2%
Public Safety Administration	1,706,123	1,629,116	1,799,729	1,775,856	9.0%
Public Safety Subtotal	23,173,535	23,218,732	25,650,806	22,203,626	-4.4%

GENERAL FUND EXPENDITURE SUMMARY

County Departments	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget	Change from FY 2007 Adopted
City-County Bureau of Identification	4,192,069	4,134,931	4,329,327	4,206,671	1.7%
Sheriff					
Law Enforcement	28,281,786	29,398,127	30,312,931	30,997,911	5.4%
Detention	22,357,217	25,455,563	26,131,452	26,650,799	4.7%
Sheriff Subtotal	50,639,003	54,853,690	56,444,383	57,648,710	5.1%
Non-Departmental					
Memberships	414,323	492,606	500,106	508,991	3.3%
Public Agencies	2,374,121	2,321,500	2,482,500	3,071,500	32.3%
Non-Departmental	1,625,352	827,183	1,551,021	809,952	-2.1%
Contingencies and Reserves	141,807	6,005,138	623,029	4,821,524	-19.7%
Non-Departmental Subtotal	4,555,603	9,646,427	5,156,656	9,211,967	-4.5%
Transfers to Other Funds	144,633,000	147,679,000	147,679,000	180,601,000	22.3%
Education					
Wake County Public School System	254,786,000	276,237,000	276,237,000	301,154,100	9.0%
Wake Technical Community College	13,021,500	14,903,000	14,903,000	17,548,165	17.7%
Education Subtotal	267,807,500	291,140,000	291,140,000	318,702,265	9.5%
Total Expenditures	\$ 817,389,802	851,845,000	866,522,787	920,031,000	8.0%

GENERAL GOVERNMENT BUDGET SUMMARY

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

COUNTY COMMISSIONERS

Department Summary

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

Department Purpose and Goals

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

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

Major Accomplishments

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

COUNTY COMMISSIONERS

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

facility needs.

Issues for FY 2008

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

Horizon Issues

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

COUNTY MANAGER

Department Summary

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

Department Purpose and Goals

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

Major Accomplishments

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

COUNTY MANAGER

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

Issues for FY 2008

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

illegal drugs.

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

Horizon Issues

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

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

COUNTY MANAGER

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

Program Area 1: Administration

Key Objectives:

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

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

Program Area 2: Public Affairs

Key Objectives:

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

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

COUNTY ATTORNEY

Department Summary

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

Department Purpose and Goals

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

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

Major Accomplishments

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

BOARD OF ELECTIONS

Department Summary

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

Department Purpose and Goals

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

Major Accomplishments in FY 2007

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

BOARD OF ELECTIONS

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

Issues for FY 2008

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

BOARD OF ELECTIONS

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

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

Horizon Issues

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

BOARD OF ELECTIONS

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

Key Objectives:

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

BOARD OF ELECTIONS

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

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

BUDGET AND MANAGEMENT SERVICES

Department Summary

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

Department Purpose and Goals

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

tions with Holly Hill Hospital for mental health services.

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

Horizon Issues

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

Major Accomplishments

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

FACILITIES DESIGN AND CONSTRUCTION

Department Summary

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

Department Purpose and Goals

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

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

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

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

FACILITIES DESIGN AND CONSTRUCTION

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

Major Accomplishments

- Worked with City of Raleigh staff, design team and construction managers in critical design and cost estimating sessions for development of the new 500,000 square feet. Convention Center under construction in downtown Raleigh.
- Continued next phase of critically important alterations and repairs to 29 fire and 13 EMS stations identified as Phase 2 of 2002 Facility Assessments and installed emergency generators at seven County-owned EMS stations.
- Continued implementing 10-year comprehensive life safety/building systems renovation plan and refurbishment of interior spaces for the 35-year old Courthouse; Prepared construction documents and completed renovations identified for year three of the plan. Completed construction of substantial modifications to the Courthouse Fayetteville Street plaza/entry in conjunction with City of Raleigh's Fayetteville Street Re-opening Project.
- Secured Board approval of long-term funding and project implementation plan for new \$220 million Criminal Justice Center.
- Successfully negotiated a public/private partnership for a 987-space County parking deck and adjoining mixed use development in conjunction with Criminal Justice Center plan.
- Design and installation of electronic equipment for video visitation/video arraignment for PSC, Hammond Road Jail 1A and 1B.
- Completed construction of a new 416-bed detention facility (Phase 1B) on Hammond Road in Raleigh; Facility became operational in Spring 2006.
- Energy conserving construction projects were completed in the following buildings: Public Safety Center, A.A. Thompson Center, Human Services Sunnybrook Building, Wake Office Building, and Youth & Health Services Center. Projected annual energy savings from these 5 projects exceeds \$200,000.
- Completed re-roofing to Human Services Sunnybrook Building, Southeast Regional Library, Wake County Office Building and portion of GSA Center.
- Completed Yates Mill Environmental Education and Research Center and Phase IIB of American Tobacco Trail.
- Led inclusive community involvement process with various municipalities and school system officials to prepare long-term master plans for: North Wake Landfill, Swift Creek Open Space, and Randleigh Farm.
- Completed comprehensive assessment of the condition of 12 County facilities (809,633 square feet.); representing approximately 25% of the square footage of County space (typically assess 15% of County space annually).
- Renovated 3rd floor of Wake County Office Building and relocated Human Resources Department from 8th floor, then renovated 8th floor and part of 2nd floor of Wake County Office Building to accommodate relocation of Child Support Enforcement from Courthouse. All done to accommodate Courthouse 10-Year Renovation Plan.
- Refurbished building finishes, improved lighting system and replaced audio/video systems in Commissioners Public Meeting Room on 7th floor of Courthouse.
- Continued implementation of public libraries capital improvement projects:
 - Completed construction of a new 36,000 square feet. Cameron Village Regional Library. The library opened January 2006.
 - Completed construction of a new 30,000 square feet. regional library in Cary. Opened September 2006.
 - Completed construction of 20,000 square feet. jointly developed

FACILITIES DESIGN AND CONSTRUCTION

branch library and cultural center with the Town of Holly Springs. Facilities opened December 2006.

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

Issues for FY 2008

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

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

- Complete design and begin construction of 987 space parking deck on County-owned Davie/McDowell Street property.

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

FACILITIES DESIGN AND CONSTRUCTION

Horizon Issues

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

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

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

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

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

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

Continue implementation of Libraries Master Plan 2007.

Complete closure of North Wake Landfill.

FACILITIES DESIGN AND CONSTRUCTION

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

Program Area 1: Capital Program Planning and Implementation

Key Objectives:

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

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

FACILITIES DESIGN AND CONSTRUCTION

Program Area 2: Real Estate and Land Rights Management

Key Objectives:

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

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

FINANCE DEPARTMENT

Department Summary

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

Department Purpose and Goals

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

Major Accomplishments For FY 2007

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

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

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

FINANCE DEPARTMENT

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

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

Issues For FY 2008

Replacement of Finance/Human Resources/Budget Systems

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

Enhancement of Internal Audit Function

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

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

Replacement of Solid Waste Management System

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

Risk Management

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

FINANCE DEPARTMENT

Horizon Issues

Improve Accounts Receivable Systems

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

Desired Outcomes / Performance Measures

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

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

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

To provide for more accurate, complete financial reporting

HUMAN RESOURCES

Department Summary

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

Department Purpose and Goals

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

Major Accomplishments

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

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

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

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

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

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

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

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

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

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

Wake County programs.

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

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

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

Issues for FY 2008

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

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

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

HUMAN RESOURCES

Horizon Issues

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

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

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

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

HUMAN RESOURCES

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

Program Area 1: Benefits and Wellness

Key Objectives:

- Service to employee is efficient and courteous with well-designed and accessible enrollment procedures, instructions and benefit explanations.
- Wake County provides the best possible benefits package at affordable prices
- Health care insurance is affordable and employees receive continuous and consistently high quality health care services.
- Employees lead healthy life-styles and participate in County sponsored wellness activities.
- Employees are smart health care consumers.

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

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Program Area 2: Employee Relations

Key Objectives:

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

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

Program Area 3: Recruitment and Compensation

Key Objectives:

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

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

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

Program Area 4A: Training & Organizational Development

Key Objectives:

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

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

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Program Area 4B: Employee Recognition and Appreciation

Key Objectives:

- Appreciation and Recognition is expressed to employees.

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

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Department Summary

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

Department Purpose and Goals

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

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

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

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

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

Major Accomplishments

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

Issues for FY 2008

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

Horizon Issues

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

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

Program Area 1: Leadership

Key Objectives:

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

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

Program Area 2: Applications

Key Objectives:

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

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

Program Area 3: Infrastructure

Key Objectives:

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

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Program Area 3: Infrastructure (cont'd)

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

Program Area 4: Customer Service

Key Objectives:

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

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

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Department Summary

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

Department Purpose and Goals

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

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

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

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

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

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Major Accomplishments

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

Issues for FY 2008

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Horizon Issues

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

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

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

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

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

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

Program Area 1: Subdivision Administration

Key Objectives:

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

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

- Provide support to the Planning Board.

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

Program Area 2: Comprehensive Planning and Coordination

Key Objectives:

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

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

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

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

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

Program Area 3: Land Development and Zoning Administration

Key Objectives:

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

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

PLANNING DEPARTMENT

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

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

Program Area 4: Data Analysis and Modeling

Key Objectives:

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

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

PLANNING DEPARTMENT

Program Area 5: Transportation

Key Objectives:

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

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

Program Area 6: Support Services

Key Objectives:

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

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

Program Area 7: Historic Preservation

Key Objectives:

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

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

REGISTER OF DEEDS

Department Summary

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

Department Purpose and Goals

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

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

Major Accomplishments

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

REGISTER OF DEEDS

Issues for FY 2008

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

REVENUE DEPARTMENT

Department Summary

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

Department Purpose and Goals

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

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

Major Accomplishments

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

Issues for FY 2008 and Horizon Issues

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

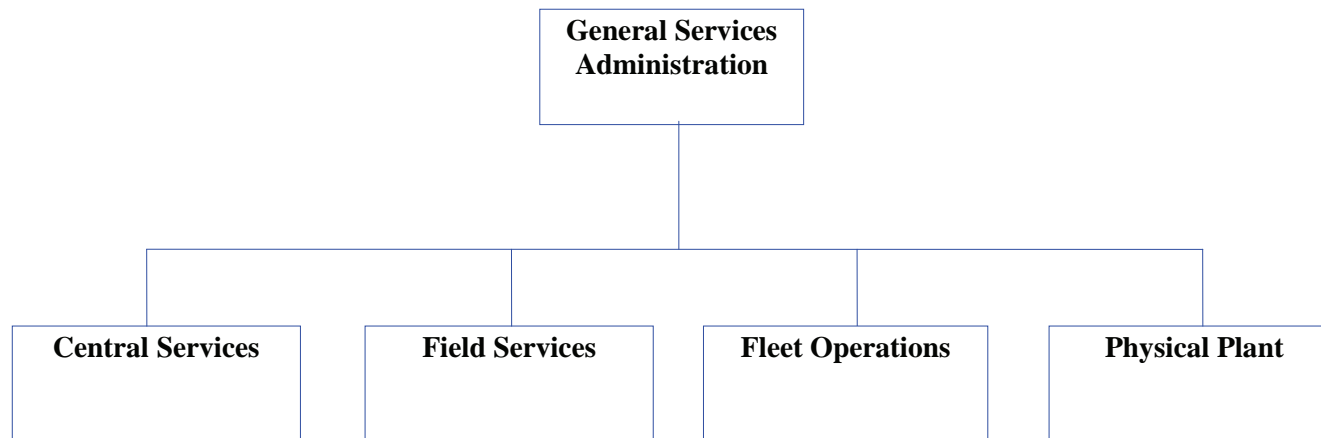
REVENUE DEPARTMENT

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

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

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Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	6,202,112	6,855,280	7,013,875	7,082,027
Operating Expenses		12,639,765	16,596,472	17,096,298	16,807,599
Capital Outlay		4,118,346	1,690,400	2,159,270	3,349,257
Expenditure Totals	\$	22,960,223	25,142,152	26,269,443	27,238,883
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		4,070,252	3,314,104	3,314,104	3,907,694
Revenue Totals	\$	4,070,252	3,314,104	3,314,104	3,907,694
Number of FTEs		126.00	131.00	131.00	131.00

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 five major organizational service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, and (5) physical plant.

These service organizations support the four core businesses of GSA: facility management, fleet management, general government and criminal justice support. Additionally, these four core businesses are comprised of twenty-six discreet strategic business units. A business unit is a component of the department that is large enough to have its own

well-defined market, customer base and requires dedicated resources. Business Units also have unique business plans with strategies for accomplishing established goals.

GSA uses an organizational matrix model to provide a broad range of services to Wake County Government, the 10th Judicial District, and related customers. A matrix organization is one that utilizes resources (staff, financial and material) across organizational reporting lines to advance its core businesses. GSA has found the matrix model to be efficient, measurable, and a proven method for providing timely, cost effective service delivery while insuring infrastructure and asset integrity. Protecting the County's facility portfolio and fleet assets and ensuring the efficient delivery of general government and court operations through excellence in service is the department's highest priority.

Business unit direction is developed through the individual work-

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group's business plans and through 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 (65% 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 understand costs and adapt services to the changing business environment. These Corporate Plans represent GSA's commitment to the idea that effective management and communication is as important as adequate funding.

Wake County owns or leases over 3.4 million square feet of space. The building portfolio is mixed and contains a large (over 40%) percentage of extended operating hour or 24/7 buildings. As a result, Facility Maintenance and Housekeeping operate two shifts, and Security operates three shifts plus weekends. Wake County operates Criminal Justice facilities, including courts and jails; Entertainment and leisure facilities – Museums, Imax Theatre, Professional Baseball stadium, parks, libraries; Human Services facilities – homeless shelter, MH, DD, SAS, public and community Health; Public Safety Buildings – sheriff's office, crime scene lab, LEO training facilities, fire and rescue facilities; and public record, general office, service and warehouse facilities.

The Wake County Fleet is comprised of Public Safety Vehicles - Sheriff and EMS Ambulance fleet, General Government Sedans, Light Transportation and Service vehicles. In all there are 834 owned vehicles, 750 of which are leased to departments and have a replacement value of \$15 million. The fleet averages 12.5 million miles per year and consumes over 900,000 gallons of fuel.

Organization

GSA is organized into five organizational service delivery divisions: (1) administration, (2) central services, (3) field services, (4) fleet services, and (5) physical plant. These divisions support the department's four core businesses, which are comprised of twenty-six business units described in this document. The following is intended to provide a high

level overview of each division's primary responsibilities:

1. **Administration Division** provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses. Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (Superior and District Courts, District Attorney, Clerk of the Court, Sheriff, CCBI, Public Defender), Detention Security Support, and Alterations, Major Repair and Replacement. Corporate Security is currently reporting to Administration and is slated to become a GSA Division. This 24/7 operation manages the Wake County Security Center, electronic security monitoring and surveillance, security training, incident tracking, workplace violence prevention, threat and vulnerability assessments and contract security.
2. **Central Services Division** provides multiple facility management, general government, and criminal justice support business services. Services include: countywide housekeeping, window washing, pest control, surplus property management, mail and courier, move management, building recycling, and reprographics.
3. **Field Services Division** provides facility management and general government services. Services include Landscape and Hard Surface Maintenance, Horticulture, Exterior Construction, Flood Control, Irrigation, Corporate Signage, Road Name Signage, wastewater sites and Land Stewardship to publicly owned land.
4. **Fleet Services Division** provides fleet management and general government services. Fleet Management consists of three strategic business areas: Asset Management, Fleet Service and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.
5. **Physical Plant Division** provides countywide facility management and general government services. Services including engineering, mechanical, electrical, general, and plumbing/piping trades; Life Safety/Environmental, Alterations Major Repair and Replacement.

Core Businesses

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GSA uses its core businesses to achieve 2 goals. (1) Business units that may be compared or benchmarked to similar internal and external organizations are organized together. This practice is a useful barometer in comparing an organization to the marketplace. (2) Core businesses provide a means to state and report costs. Cost has typically been tied to the spending organization, not the actual function.

GSA's four core businesses are defined below:

Facility Management: The practice of coordinating the physical workplace with the people and work of the organization by integrating the principles of business administration, architecture, behavioral and engineering sciences. Facility Management combines proven management practices with the most current technical knowledge to provide safe and effective work environments.

Fleet Management: The practice of effectively managing the assets, service, and fuel inventory to support vehicles and equipment used by County employees and contracted fleets in conducting its business.

General Government: The management of services, which the County is obligated to perform, for which industry benchmarks are not available.

Criminal Justice Support: The provision of mandated and additional support to the courts and detention. Services in the form of administration-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.

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FY 2007 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 1: Facility Management

Key Objectives:

- Provide overall facility maintenance to maintain Wake County's physical building assets, life safety systems, and infrastructure.
- 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.
- Ensure that critical life safety systems function and acceptable environmental conditions exist across Wake County's facility portfolio.
- Provide a corporate framework that captures, uses and manages critical facility information, and allocates resources that optimize business value and provide healthy work environments that encourage organizational production.
- Implement security procedures and physical security safeguards needed for the protection of County personnel, visitors, and assets within County facilities.
- Provide clean, comfortable, safe and well-maintained facilities for County personnel, customers, and visitors within County facilities.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Buildings with corporate recycling	51	54	56	N/A
Number of facilities with building control systems	39	40	41	N/A
Acres of Land being landscaped	617	645	652	N/A
Number of facilities with SCADA controls (MOSCAD)	24	34	34	N/A
Access card holders in security system	21,958	22,882	24,882	N/A
Number of security incident reports investigated	1,398	1,460	1,606	N/A
Cleaning services managed (gross sq. ft.)	2,220,159	2,385,302	2,411,656	N/A
Rentable square footage managed	3,029,991	3,014,337	3,111,666	N/A
Efficiency				
Average facility maintenance cost per square foot	\$1.40	\$1.36	\$1.42	N/A
Effectiveness				
Percent of facilities free of regulator violations	99%	99%	99%	N/A

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FY 2007 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 2: Fleet Management Key Objectives

Key Objectives:

- Provide a fleet to County employees and other contracted customers that is well managed, low cost, and environmentally friendly.
- Meet customer needs while scrutinizing vehicle requests.
- Downsize larger vehicles at every opportunity without losing serviceability.
- Maintain an updated fleet to ensure a safe, reliable, and efficient overall operation.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output):				
Number of vehicles owned-titled to the County	829	847	865	N/A
Number of vehicles leased to departments/partners	746	770	788	N/A
Number of gallons of fuel consumed	933,941	965,947	978,083	N/A
Efficiency				
Ratio of vehicles to mechanics	130:1	112:1	115:1	100:1

Program Area 3: General Government

Key Objectives:

- Plan, design and perform alterations, major repairs and replacements to the County's facility portfolio.
- Maintain ten structures of the Crabtree Creek Watershed Project to prevent flooding of developed property, and to collect sedimentation in and around these structures.
- Provide support to emergency events on demand, service to the Board of Commissioners, and participation on corporate-wide committees.
- Provide operations, maintenance and assurance of regulatory compliance of a small residential sewer operation owned by the County in the Ponderosa subdivision.
- Provide land management of all Wake County purchases, leased, deeded, and easement properties that are not developed.
- Fabricate, install and maintain road name signs within all of Wake County's unincorporated areas and all municipal ETJ's except for Raleigh, Cary and Wake Forest.
- Provide parking in the downtown central business district to the public, jurors, and County employees.
- Coordinate the logistical support of physical relocations among telecommunications, information services, physical plant, and outside resources. This includes moving furniture, equipment, and miscellaneous items from one location to another and to the GSA warehouse for long-term storage and surplus.

GENERAL SERVICES

FY 2007 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area 3: General Government (Cont'd)

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Pieces of Mail Processed	1,066,224	1,077,842	1,080,000	N/A
Number of impressions	13,352,146	11,831,500	12,000,000	N/A
Road name signs repaired/replaced	2,631	2,063	2,500	N/A
Efficiency				
Average cost per impression	0.058	0.062	0.06	N/A
Effectiveness				
Flood Control average site inspection grade	88.13%	90%	90% to 92%	90%

Program Area 4: Criminal Justice Support

Key Objectives:

- Provide criminal justice support to the 10th Judicial District, Sheriff, CCBI, and related agencies by providing facilities, furnishings, Courthouse and detention electronic security support.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Number of weapons/contraband detected/seized	9,969	10,667	11,364	N/A

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Division Summary - Administration

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	472,232	408,024	610,882	474,060
Operating Expenses		576,608	418,948	780,012	500,104
Capital Outlay		24,671	30,200	54,871	30,000
Expenditure Totals	\$	1,073,511	857,172	1,445,765	1,004,164
Number of FTEs		8.00	9.00	9.00	9.00

Division Purpose and Goals

The Administrative Division insures that common, standard work processes are found in uncommon business environments (detention, health care, entertainment, etc.). Business planning, technology planning and system administration of GSA's various control and facility databases are managed here and interfaces to existing corporate systems are managed in this division.

Administration Division provides a corporate framework that captures, uses, and manages critical information relative to Facility Management, Fleet Management, Criminal Justice, and General Government core businesses. Services include Portfolio Management, Utility Management, Life Safety/Environmental, Criminal Justice Support (to Superior and District Courts, District Attorney, Clerk of the Court, Sheriff, CCBI, Public Defender), Detention Security Support, and Alterations, Major Repair and Replacement. In addition to the staffed Administration division the group manages several non-staffed divisions (divisions organized in the County's financial system) within the department that have significant dollars expended, but no dedicated FTE's. These areas include the following:

Court Facility Operations

To provide criminal justice support to the 10th Judicial District, Sheriff, CCBI and related agencies by providing administration, facilities, moves & relocations, furnishings, Courthouse and detention electronic security support. Court facility revenues are received in this account.

Utilities/Life Safety/Environmental

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 processing is a paperless process using an Internet service bureau, to receive and pay bills electronically, since 1998. Service and testing to 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 condition remediation is funded from this source.

County Building Agreements

To provide a corporate framework that captures, uses, and manages

GENERAL SERVICES

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.

Major Accomplishments

- Upgraded GSA's work order system to a web environment, positioning the department to implement mobile computing with all field personnel and allowing for real-time customer update.
- Completed the restack and displacement of groups and spaces within the central business district for the Courthouse renovation. In all 100,000 square feet and over 400 employees were effected.
- Continue to work on displacement of occupants and services for the new Justice Center construction. Partnered with FDC on lease negotiations including the Revenue and Register of Deeds (One Bank of America) and location for Probation and Parole.
- Achieved funding through Applied Technologies to fund and develop the County's moves application within the county's CAFM (computer aided facility management application). As a building block to FM Interact, this web-enabled application allows the customer to manage their individual or major move projects on a web browser, track the move and view floor plans of areas affected.
- Managed the installation of detention video visitation by interconnecting the county's 3 detention facilities with real time audio and video and using the same technical infrastructure to implement the court preliminary hearings video system. Each technology eliminates transportation of the inmate either to the visitation area or the courtroom saving time and enhancing safety of the court or detention official. Two adult courtrooms are connected to the Wake County Jails and the juvenile courtroom is connected to the State Juvenile Detention Center for secure custody hearings; preventing transfer and eliminating traffic in the central business district.
- Managed leases on behalf of Human Services (Cornerstone-Child protective services), and Public Safety.

- Located and leased facility for the library's annual book sale. GSA provided facility, support, and life safety services for the most successful sale in the Library's history.
- Completed life cycle replacement for intercom system (750 stations) in the Public Safety Center and the housing floor door pass through providing a greater number of super max cells and a safer environment for detention officers.
- Researched, specified and successfully bid and awarded the replacement of six x-ray screening machines in the Courthouse and Public Safety Center.
- Revised the security maintenance contracts for detention and corporate security systems and awarded said contract to two vendors.
- Transitioned new facilities, Hammond Road 1B, West Regional Library, North Regional Library, Southgate Library.
- Opened the Holly Springs Library and Cultural Center with the Town of Holly Springs.

Issues For FY 2008

- Refining the department's personnel, business processes, workflow, and technology to prepare for the significant, complex building inventory increase represented by the criminal justice facilities. The department purposely requested no personnel expansion to focus and refine internal processes, building systems and gain efficiencies through technology.
- Completing the plan to create a new security division. The emphasis on security within the county and growth in this area suggests a division structure for staffing and services.
- Implementing the E-Wake budget and financial system within GSA.
- Implementing a mobile computing solution for GSA personnel as we leverage GSA's work order system- MAXIMO.
- Converting of the county building plans library to digital. Includes as-built drawings sets, operations and maintenance manuals, specifications, shop drawings, facility documents and warranties, in a document management, archiving and retrieval library.

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- Developing a predictive staffing model, under the square foot cost model to represent the long-term needs for the county and department as square footage is added to the county's portfolio.

Horizon Issues

- Preparing for the construction of the Criminal Justice facilities -- new Justice Center and parking structures in the downtown business district and the next phase of Jail Expansion totaling 1.5 million square feet. Preparation requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.
- Hiring initial staff in FY09 to commission the criminal justice facilities.
- Preparing for the additional building inventory additions in the Public Safety, Human Services, Library, and Park Capital elements.

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Division Summary - Central Services

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,488,823	1,734,004	1,722,858	1,754,897
Operating Expenses		5,054,371	5,505,741	5,433,964	5,697,350
Capital Outlay		81,689	2,000	7,200	2,000
Expenditure Totals	\$	6,624,883	7,241,745	7,164,022	7,454,247
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		125,663	96,000	96,000	98,500
Revenue Totals	\$	125,663	96,000	96,000	98,500
Number of FTEs		22.00	23.00	23.00	23.00

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, corporate and court security operations and reprographics.

Major Accomplishments

- Purchased and installed new mail meters. Wake County is now in compliance for a mandate from the USPS scheduled for 2007.
- Purchased and installed a camera-to-plate maker in Reprographics.
- Inventoried all floor finishes in facilities where GSA provides janitorial services and posted the CAD drawings in FM Interact.
- Managed major moves, security installations, and logistical support for the following: Child Support, North Regional Library, Program Integrity, West Regional Library, Southgate Library, Holly Spring

Library and Cultural Center, Inspections, Public Affairs Office, Courthouse renovations and Eva Perry Library.

- Successfully addressed gang and teen issues in conjunction with the Libraries by using the appropriate mix of Law Enforcement Officials and contract security officers.
- Facilitated the placement of off-duty Sheriff's deputies at Southeast Regional and East Regional Libraries as an influx of incidents has occurred in libraries.

Issues For FY08

- Creating a new division for security. The emphasis on security within the county and growth in this area suggests a division structure for staffing and services.
- Implementing FM Moves as a companion module to FM Interact for managing move process.
- Researching a corporate conference room reservation system to optimize space utilization, provide consistency in use agreements

GENERAL SERVICES

- and improve the accountability of managing fees.
- Exploring inventory management systems associated with tracking and accounting for fixed assets and surplus property.

Horizon Issues

- Staffing levels to manage facility and inventory growth.
- Preparing for the construction of the new courthouse and parking structures in the downtown business district. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

GENERAL SERVICES

Division Summary - County Building

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	-	-	-	-
Operating Expenses		1,368,002	1,479,203	1,445,703	1,165,999
Capital Outlay		-	-	-	-
Expenditure Totals	\$	1,368,002	1,479,203	1,445,703	1,165,999
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		264,031	310,000	310,000	280,000
Revenue Totals	\$	264,031	310,000	310,000	280,000

Division Summary - Court Facilities Operations

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	-	-	-	-
Operating Expenses		94,365	50,000	83,500	83,950
Capital Outlay		-	-	-	-
Expenditure Totals	\$	94,365	50,000	83,500	83,950
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		1,702,764	1,650,000	1,650,000	1,650,000
Revenue Totals	\$	1,702,764	1,650,000	1,650,000	1,650,000

GENERAL SERVICES

Division Summary - Utilities/Life Safety/Environmental

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	-	-	-	-
Operating Expenses		6,452,927	7,609,619	7,621,264	7,958,360
Capital Outlay		190,000	-	190,000	-
Expenditure Totals	\$	6,642,927	7,609,619	7,811,264	7,958,360
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		1,003,812	926,000	926,000	926,000
Revenue Totals	\$	1,003,812	926,000	926,000	926,000

GENERAL SERVICES

Division Summary - Field Services

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,251,675	1,376,711	1,365,005	1,439,895
Operating Expenses		1,290,872	1,441,793	1,599,712	1,481,003
Capital Outlay		115,838	89,200	89,200	89,200
Expenditure Totals	\$	2,658,385	2,907,704	3,053,917	3,010,098
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		325	-	-	-
Revenue Totals	\$	325	-	-	-
Number of FTEs		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

- Sign Graphics completion of final phase of Exterior Main Facility Sign Replacement.
- Landscape Maintenance performed landscape modifications during winter to reduce security vulnerability consistent with the Security Vulnerability assessment.
- Construction Services assisted Fleet Management with a successful inspection by EPA of the Wake County fuel stations USTs.
- Sign Graphics – Based on a consultant study and recommendation, regarding new federal guidelines regarding road sign (FWHA,

MUTCD regulation to comply in 2013) the group installed prototype signs in the field for test and feasibility purposes.

- Crabtree Creek Watershed Project – Design consultants engaged to perform a Site Sediment studies, and evaluate life cycle replacement of impoundment structure risers, and begin first phase of EAP of all flood control sites.
- Construction Services and Sign Graphics worked with FDC on Land Stewardship properties to sign the boundaries of the property and clean up environmental waste allowing FDC to receive reimbursement from Clean Water Act.

Issues For FY08

Refining program standards to meet today's regulations, guidelines, or industry standards.

- Developing inventory management systems associated with tracking and accounting for equipment and supplies.

GENERAL SERVICES

- Continuing to assist in FDC construction projects - the Northern Regional Center, the Mixed-use development and parking deck, and maintain facilities when construction is completed.
- Study use of new electronic directories or informational signage in high-rise facilities.

Horizon Issues

- Staffing levels to manage facility and facility inventory growth.
- Preparing for the construction of the new courthouse and parking structures in the downtown business district and Hammond road. This requires planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.
- Participating in and directly impacted by various Master plans in development including: North Wake landfill, EMS, Parks, Recreation and Open Space, Human Services, Library Bond referendum, Sheriff's training facility & Facility condition assessments.
- Researching and validating the impact of regulations from outside agencies such as: Federal Highway Administration (FHWA) - Manual on Uniform Traffic Control Device (MUTCD) guidelines for road name signage, Department of Environment and Natural Resources (DENR) guidelines for Environmental Action Plans (EAP) for all flood control structures, North Carolina Department of Agriculture (NCDA) guidelines for pesticide-restricted use, and City codes Tree Conservation Area (TCA) impacts of tree maintenance.

GENERAL SERVICES

Division Summary - Fleet Operations

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	576,099	670,236	667,795	740,041
Operating Expenses		(4,198,993)	(1,907,132)	(1,904,671)	(2,439,344)
Capital Outlay		3,694,354	1,569,000	1,806,205	3,228,057
Expenditure Totals	\$	71,460	332,104	569,329	1,528,754
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		973,079	332,104	332,104	953,194
Revenue Totals	\$	973,079	332,104	332,104	953,194
Number of FTEs		13.00	14.00	14.00	14.00

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 Management, Fleet Maintenance and Fuel Management. Fleet Operations manages parking in the Downtown Central Business District.

Major Accomplishments

- Partnered with Wake Technical Community College in the use and development of the Commercial fueling card by the Wake Tech Fleet. These cards allow Wake Tech flexibility for fueling with the addition of the North Wake Campus allowing a benefit in time and travel cost.

- 20% of the Wake County Fleet is alternative fuel compatible.
- Assisted in the Mixed Use Parking Deck development project located at the corner of McDowell and Davie St's. The project required several parking models to be developed to maximize the demand of parking spaces in a declining supply. The plan also required GSA to keep commitments to the employee population who parked in the Davie St lot, which closed in March 2007.
- Expanded in house warranty program by adding Daimler Chrysler Fleet Warranty Certification to our current Ford authorization. This will expand Fleet's ability to decrease the need to sublet work to outside vendors for routine warranty repairs, therefore, decreasing vehicle downtime and costs.

GENERAL SERVICES

Issues For FY08

- Managing the new 990 space parking deck and manage relocation of parkers during and after the demolition of the Garland H. Jones Parking Deck (634 Parking spaces)
- Increasing Fleet Operational Workflow through new renovation designed for improved customer service
- Working with Consultant to develop updated parking policy, prepare for parking management contract RFP and survey the market for benchmarking.
- Updating Underground Storage Fuel Tank Leak Detection System
- Adding grant funded electric vehicles into Fleet Inventory
- Continuing to pursue potential Ethanol Fueling sites in downtown area
- Upgrading Fuel management software system to the latest product.
- Making information accessible from the Fleet Information System to County users.

Horizon Issues

- Creating a predictive modeling for Staff levels required for managing fleet inventory growth.
- Preparing for the construction of the new courthouse and parking structures in the downtown business district and Hammond Road. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.
- Achieving fuel reduction through conservation techniques and alternative energy vehicle.

GENERAL SERVICES

Division Summary - Physical Plant

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	2,413,283	2,666,305	2,647,335	2,673,134
Operating Expenses		2,001,613	1,998,300	2,036,814	2,360,177
Capital Outlay		11,794	-	11,794	-
Expenditure Totals	\$	4,426,690	4,664,605	4,695,943	5,033,311
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		578	-	-	-
Revenue Totals	\$	578	-	-	-
Number of FTEs		52.00	54.00	54.00	54.00

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 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, and plumbing/piping trades; Ponderosa, Life Safety/Environmental, Alterations Major Repair and Replacement. This division is the largest division within GSA with just over 40% of the department's FTEs. Physical Plant processed 15,000 work requests last year out of the departments 24,000.

Major Accomplishments

- Completion of 45+ projects of various size and complexity. These projects included renovations associated with the courthouse re-stack. Physical Plant was responsible for building out 60% of the effected 100,000 square feet.
- Continued the support to the existing 10-year Courthouse renovations (year 4). This requires the Mechanical, Electrical and Plumbing (MEP) trades groups to coordinate numerous after-hours shut-downs related to major building systems and perform follow-up inspections of work for acceptance and to ready the building to operate Court the next day.
- Supported CIP projects with technical and trade's expertise, i.e. provided wiring for the criminal justice video solutions, intercom replacement project, and phase IV security installations.
- Manage the Minor CIP projects. Most notable projects include:
 - Renovation of PSC Conference Center
 - Renovation of PSC EMS #1

GENERAL SERVICES

- Renovation of PSC Sheriff's Finance and front counter area
- FETC Ventilation Fit up
- 10 Sunnybrook door replacement
- 10 Sunnybrook boiler replacement
- WCOB Heat Exchanger Retrofit

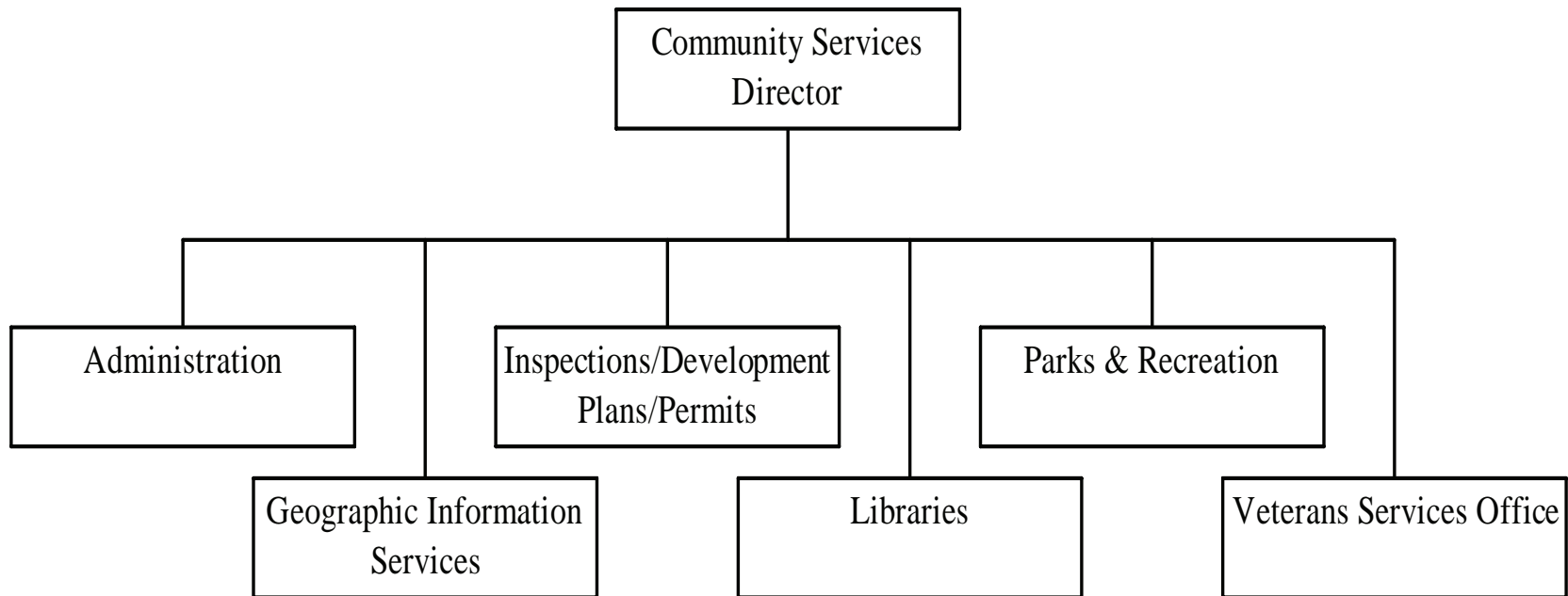
Issues For FY08

- Developing workflow processes to support a mobile computing solution for personnel using GSA's work order system- MAXIMO.
- Providing support for CIP projects managed by FDC through coordinated shutdowns and commissioning.
- Exploring inventory management systems associated with tracking and accounting for fixed assets and tagging equipment
- Upgrading and refining building management and SCADA control technologies to gain efficiencies and effectiveness.

Horizon Issues

- Staffing levels to manage facility and inventory growth.
- Preparing for the construction of the new courthouse and parking structures in the central business district and Hammond Road. This requires the planning and funding for restacking facilities, displacing programs and parking, acquiring property, demolishing and rebuilding.

COMMUNITY SERVICES



COMMUNITY SERVICES

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	14,568,477	16,006,238	16,413,654	17,337,121
Operating Expenses		6,001,895	6,003,369	6,274,013	6,314,140
Capital Outlay		68,979	8,200	18,498	12,500
Expenditure Totals	\$	20,639,351	22,017,807	22,706,165	23,663,761
Intergovernmental Revenues	\$	738,901	556,952	561,952	643,000
Fee & Other Revenues		5,205,720	4,550,726	4,599,226	5,415,375
Revenue Totals	\$	5,944,621	5,107,678	5,161,178	6,058,375
Number of FTEs		286.00	299.00	299.00	303.00

Department Purpose and Goals

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

COMMUNITY SERVICES

Division Summary - Administration

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	275,152	241,121	247,948	386,491
Operating Expenses		9,948	14,150	14,150	18,050
Capital Outlay		-	-	-	-
Expenditure Totals	\$	285,100	255,271	262,098	404,541
Number of FTEs		4.00	4.00	5.00	5.00

Division Summary - Geographic Information Services

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,280,299	1,313,263	1,351,105	1,369,806
Operating Expenses		232,334	305,565	325,565	325,565
Capital Outlay		-	-	-	-
Expenditure Totals	\$	1,512,633	1,618,828	1,676,670	1,695,371
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		18,919	18,496	18,496	14,898
Revenue Totals	\$	18,919	18,496	18,496	14,898
Number of FTEs		20.00	20.00	20.00	20.00

COMMUNITY SERVICES

Geographic Information Services Purpose and Goals

Wake County Geographic Information Services (GIS) strives to be a service-driven central resource of geographic information for Wake County, providing spatial data and solutions, which enable our customers to accomplish their business purposes.

Geographic Information Services serves as a clearinghouse and central distributor of geographic information for Wake County. To support this distribution effort, GIS has a primary responsibility for developing and maintaining core geographic databases needed by our customers. In order to accomplish these two business services, GIS staff provides technical support including needs analysis, programming/application development, software support, database development, training, and project management. The technical support provided by staff is tightly integrated with the two business services, in that staff must have the technical infrastructure, expertise, and support to provide and maintain the information, services, databases, and capabilities that are needed by our customers.

Wake County GIS provides services to three customer groups. Our primary focus is to serve as an internal service agency to Wake County agencies. A second focus is to provide mapping, geographic information, and assistance directly to other governmental jurisdictions to support their staff. GIS also provides assistance to the citizens of Wake County and the private sector. Our internal and external customers significantly impact and direct the division's workload and priorities.

Major Accomplishments

- Continued enhancements to Geographic Information Services' web presence
- <http://imaps.co.wake.nc.us/imaps>
- <http://www.wakegov.com/gis/gisdigitaldata.htm>
- <http://www.wakegov.com/gis/pdfmaps.htm>
- Continued to add functionality to GIS's Integrated Parcel Maintenance (IPM) property mapping application
- Completed development, testing, training, and implementation of

the Interactive Parcel Maintenance (IPM), Versions 4.0 during the 4th Quarter of FY07. This included full integration with the LR/CAMA system. (Full integration between the two systems has been dependent on the completion of the interface by the Revenue Department)

- Completed rewriting, repackaging, and deploying the MAPS application), offering 3 alternatives (iMAPS, ArcEngine, and ArcGIS) based on the users' needs.
- Continued to support the Raleigh/Wake Communication Center's Computer Aided Dispatch System by providing updated response, run-order, and boundary information
- Continued to support those County departments overseeing such initiatives as open space acquisition; identification of storm debris disposal sites; use of Global Positioning Systems (GPS) to locate wells, septic tanks, and easements; and environmental contamination issues
- Provided GIS support to the Emergency Operations Center in response to Tropical Storm Ernesto, the Apex EQ Chemical Event, and Shearon Harris Nuclear Power Plant exercises
- Assisted Emergency Management in integrating GIS functionality included in the new version of "The Communicator" software and a GIS add-on for the new WebEOC software to support emergency response coordination within the Emergency Operations Center
- Provided the Revenue Department with mapping and geospatial analyses to support the 2008 Revaluation Project
- Worked with Franklin County with assistance from the North Carolina Geodetic Survey to agree on the location of the Wake/Franklin County line

Horizon Issues

- Continue to assist the Revenue Department in conducting geospatial analyses and mapping to support the 2008 Property Revaluation Project
- Provide resources and support to the multi-departmental team implementing the Planning and Permitting System, with special attention to the linkages from the selected software to GIS
- Provide database and GIS analytical support as required to support

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- the Stormwater Management Project
- Work with users to evaluate and implement enhancements to the Groundwater Information Management System Project (GIMS), adding functionality to map the locations and attribute information related to septic tanks
- Continue to provide geospatial analysis on potential open space acquisition sites in priority corridors as well as the Falls Lake watershed to support the Open Space Program
- Continue to provide support to Public Safety and the Emergency Operations Center by assisting with the integration of GIS functionality with other software applications, exploring opportunities with other agencies to jointly develop projects, and investigating the need for different types of aerial photography (oblique aerial photography, color infrared (leaf-on), and satellite photography) to support emergencies
- Based on the progress in completing the project to jointly locate the Wake/Franklin County line during FY07, Wake County staff will begin working with Harnett County to jointly locate the line that both counties have been using since the early 1990s. This will require surveying and monumenting that line, and then recording the survey with the appropriate agencies
- Continue to explore additional uses of Global Positioning [Satellite] System (GPS) technology in County departments, including GSA's project to use GPS to locate and inventory street signs throughout the County
- Continue to provide support to the Automatic Vehicle Location System (AVL) and In-Vehicle Navigation (IVN) System projects and assist in integrating them with the Computer Aided Dispatch system and WebEOC
- Once the property mapping system (IPM) and Land Records/CAMA Systems are fully integrated, GIS staff will discuss and document standards on mapping currency with data users
- Explore technologies available for providing Web Navigation Mapping, i.e., providing driving directions and maps utilizing Wake County data

COMMUNITY SERVICES

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

Program Area: GIS

Key Objectives:

The County's Geographic Information System will be:

- Tightly integrated with other County and municipal data systems
- Easy and intuitive to use
- Secure
- Readily available to those authorized to use the system
- Highly reliable
- Able to readily incorporate new technology

Graphic and attribute geographic information that:

- Is efficiently updated and is current, accurate, complete and shareable
- Includes metadata (data about the geographic data)
- Can be integrated with information in other data systems that have geographic identifiers
- Reflects historical information

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Parcels created in GIS per year	14,157	13,693	14,400	N/A
Addresses assigned per year	238	486	468	N/A
Street centerline segments mapped per year	2,408	2,802	2,412	N/A
Number of "visits" on GIS's iMAPS web site	1,470,609	1,663,368	1,673,340	N/A
Effectiveness				
% of annexation ordinances mapped as of effective date of annexation	95%	99%	99%	N/A

COMMUNITY SERVICES

Division Summary - Inspections/Development Plans/Permits (IDPP)

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	2,080,275	2,119,119	2,178,642	2,424,281
Operating Expenses		325,388	344,715	355,216	335,335
Capital Outlay		-	700	700	1,000
Expenditure Totals	\$	2,405,663	2,464,534	2,534,558	2,760,616
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		4,326,421	3,569,463	3,569,463	4,440,289
Revenue Totals	\$	4,326,421	3,569,463	3,569,463	4,440,289
Number of FTEs		34.00	35.00	35.00	38.00

Inspections/Development Plans/Permits Purpose and Goals

Inspections/Development Plans/Permits Division (IDPP) provides for the administration and enforcement of the North Carolina State Building Codes as adopted by the Building Code Council and enforced by State and Local Code Enforcement Officials. This is a program mandated by the State of North Carolina. The purpose is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing construction must be permitted and inspected. The North Carolina Building Code and North Carolina General Statutes regulate most functions of the Inspections Division. Records are maintained in a manner prescribed by the North Carolina Department of Cultural Resources. The County also provides inspection services through inter-local agreements for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon.

The goals of IDPP are to provide staff, training, technology and physical facilities to bring services closer to the customer. These goals develop partnerships with our clients for the sharing of resources, services and knowledge as well as help develop education and training programs for staff both internal and external to the county. In addition, these goals also prepare for future staffing and leadership due to attrition, while reviewing the current structure of the division as well as development services to provide for consistent management style and direction.

The Division performs four functions with specialized teams handling three of the functions and all staff contributing to the fourth function. Permits, Plan Review, and Inspections are performed by specialized staff from within the division, with Record Maintenance performed by all teams as prescribed by General Statutes, in accordance with the rules of the NC Department of Archives.

COMMUNITY SERVICES

Major Accomplishments

- Maintained next day inspection throughout the year with increasing numbers
- Actual time out for inspections was 0.92 days due to many inspections being performed on same day as requested
- Streamlining the Commercial Plan Review Process and Automation of Reviews
- The plan review staff has taken a major role in the review of commercial plans allowing for greater consistency in the process by reducing documents handling.
- Autodesk's BuzzSaw an on line collaboration tool has provided easier review and communication with internal partners and clients This product also allows for electronic archival of plan documents
- Permits and Inspection Software.
- Business practices were mapped out with the help of the Farragut consulting firm.
- Drafts of the RFP were made and submitted for approval by the sponsors' team and the County Manager.
- RFP published and released mid January.
- Review of services, staffing levels and position responsibilities
- Meet with contract municipalities to determine projected growth and needs August/September 2006.
- Review of existing workload, appropriate workloads per inspector and the projected workload for the next five years. This was completed and updated November 2006.
- Developed proposals for additional staffing and submitted expansion requests.
- Obtained in-house sponsorship approvals for holding required continuing education for Inspection Certificates from the NC Department of Insurance.
- Developed syllabus for five classes to achieve the required two hours for new code updates and the additional four hours of standard continuing education for each trade.
- Scheduled four of the five classes for November and December and completed required hours. Electrical trade classes held in Spring of 2007.

Issues for FY 2008

- Continue to review the services structure and staffing provided to the development community and our contract municipalities.
- Continue the development and implement the enterprise Permitting and Inspections Application. This issue will remain for several more years as a vendor is selected, budget appropriations are approved and implementation of the new system is completed.
- Fee collections: This is a major issue as IDPP collects funds for several departments in the development process.
- Contract municipality support: Continued cooperation and support for the contracting municipalities is needed to enhance and provide continuity of services to the development community within Wake County. Educational and technical support is needed to continue the current relationship with the four towns and to review options of working with other municipalities.
- Plan review organization, document management and automation of review processes.

Horizon Issues

- Education and Training – both continuing education and advance education in specific areas.
- Preparing IDPP to assist and lead in some aspects of disaster recovery. Planning how we might provide better assistance to the citizens of Wake County during emergencies.
- Seeking closer internal and external partnerships with those involved in the development process.

COMMUNITY SERVICES

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

Program Area: IDPP

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Inspections Accomplished	62,382	68,943	73,639	N/A
Permits Issued	4,283	4,785	5,150	N/A
<i>Efficiency</i>				
Percentage of inspections performed within 24 hours	98%	98%	98%	98%

COMMUNITY SERVICES

Division Summary - Libraries

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	9,226,141	10,580,644	10,848,324	11,284,243
Operating Expenses		4,806,965	4,585,428	4,768,082	4,852,379
Capital Outlay		-	-	-	-
Expenditure Totals	\$	14,033,106	15,166,072	15,616,406	16,136,622
Intergovernmental Revenues	\$	728,031	538,000	541,000	637,500
Fee & Other Revenues		738,456	829,500	877,500	845,000
Revenue Totals	\$	1,466,487	1,367,500	1,418,500	1,482,500
Number of FTEs		198.50	210.50	209.50	210.50

Libraries 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 6 regional libraries, 10 community branch libraries, 3 specialty libraries (Athens Drive High School Public Library, Electronic Information Center, Olivia Raney Local History Library) and bookmobile services. The County has complete control over both program and funding decisions. There are other libraries within the county; however, they target the higher education community. Public library service is the sole responsibility of WCPL. Library services are supportive of the commissioner's goals, as evident in the adoption of the Library Master Plan by the Board of Commissioners. Libraries are a vital component of a community's life. They help promote the love of reading and foster the pursuit of knowledge among the residents in the county. This is considered a high priority for the Board of Commissioners during FY08. The division hopes that its current popularity and approval

rating among the citizenry will generate great support for a fall 2007 referendum to build, replace & renovate several library projects through FY15.

Major Accomplishments

- Received E-Rate Funding decision of approximately \$100,000
- Opened the new West Regional Library
- Began self-checkout replacement
- Selected and hired staff for Holly Springs Library and expanded North Regional Library
- Replaced two library servers
- Increased revenues with increased book sale proceeds by 64%
- Completed a minor upgrade to Horizon and Information Portal applications
- Constructed and opened a new 8,000SF community library in Holly Springs as part of the proposed Community Cultural Arts Facility
- Implemented a new management structure that elevated two Regional Library Supervisors to Assistant Directors

COMMUNITY SERVICES

- Completed The History of Wake County Vol.2
- Expanded and relocated the North Regional Library to new 30,000SF facility
- New Bookmobile purchased and up fitting contracted and out sourced.
- Completed minor renovations and upgraded finishes to Eva Perry Regional Library
- Received Gates Foundation Grant of \$48,000 for replacement of 32 public personal computers
- Completed Wireless installation (WiFi) in existing branches to provide public access
- Received a Housing and Urban Development (HUD) Grant for 198,000 for North Regional Library
- Updated Wake County Public Library's Master Plan
- Increased circulation of materials by 5% (WCPL will still experience an increase in circulation despite the two busiest regionals being closed for two months (Eva Perry/North) and the busiest small community branch being closed for 1 month (Wake Forest)
- Increased program attendance by 18%, public computer use by 25%, and door count by 13%
- Completed minor renovations and upgraded finishes to the Wake Forest Library
- Expanded the South Raleigh Community Library to 5,000SF
- Began Northeast Regional and Leesville Branch design phase
- Installation and configuration of Web Reporter server to supply system with usable statistics related to circulation, cataloging, and acquisitions

Issues for FY 2008

- Replacement of Bookmobile in service
- Explore purchasing hand-held wireless devices for staff
- Begin Leesville and Northeast program and design phase
- Publish The History of Wake County Volume 2
- Select Leesville Branch Manager
- Complete library automation system migration
- Continue to evaluate/address security in library branches

Horizon Issues

- Purchase replacement for 1998 Bookmobile
- Select Leesville Branch Librarians
- Select Leesville Library Assistants
- Leesville Branch Library will open to the public and begin operating costs (3Q FY09)
- Begin compilation of The History of Wake County Vol.3
- Select Northeast Regional Library Supervisor

COMMUNITY SERVICES

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

Program Area: Libraries

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Total circulation of Youth Services	4,438,571	4,644,619	5,248,420	5,500,000
Total circulation of Adult Services	3,907,556	4,118,814	4,654,259	4,965,435
Program Attendance	160,454	190,000	209,000	220,000
School Interactions Attendance	118,800	128,700	132,000	135,000
Door Count	3,949,174	4,146,600	4,685,700	5,224,800
Library Online Catalog Visits	946,018	1,041,000	1,145,000	1,249,000
Efficiency				
Cost/ Circulation	\$1.67	\$1.78	\$1.62	\$1.60
Book/Process Costs	\$4.11	\$4.11	\$4.11	\$4.11
Effectiveness				
Programs Presented	4,944	5,686	5,970	6,200
School Interactions	1,800	1,950	2,000	2,100
PC Station Use	863,568	1,076,000	1,184,000	1,292,000
Circulation per FTE	41,835	41,832	46,821	48,228

COMMUNITY SERVICES

Division Summary - Parks, Recreation and Open Space (PROS)

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,593,624	1,559,403	1,590,748	1,653,148
Operating Expenses		613,369	734,921	792,410	764,221
Capital Outlay		68,979	7,500	17,798	11,500
Expenditure Totals	\$	2,275,972	2,301,824	2,400,956	2,428,869
Intergovernmental Revenues	\$	8,870	18,952	18,952	3,500
Fee & Other Revenues		121,924	131,267	133,767	115,188
Revenue Totals	\$	130,794	150,219	152,719	118,688
Number of FTEs		25.50	25.50	25.50	25.50

Parks, Recreation & Open Space Purpose and Goals

Wake County Parks, Recreation, and Open Space acquires and maintains parks and natural areas that promote environmental and cultural resource stewardship and provide safe recreational and educational opportunities for all county citizens. The Division of Parks, Recreation and Open Space (PROS) is a facility-based system of seven parks and open spaces equaling 5,021 acres (combined county owned & leased) that are managed by staff, volunteers and County partners. The Division of Parks, Recreation and Open Space delivers a wide range of services, programs, and recreational opportunities for all of the citizens of Wake County. A bond referendum is set for fall 2007 to allow the Open Space Program to continue through FY11. This is a high priority for the Board of Commissioners for FY08, as this county program provides the opportunity to preserve land areas and water resources for generations to come.

Major Accomplishments

- Completed the final Wake County section of the American Tobacco Trail, December 2006.
- Honored with a "Triangle Access Award" for Harris Lake County Park's handicap-accessible fishing facilities and equipment.
- Received increased visitation at the County's parks; FY 2007's visitation was over 2% higher than the prior year.
- Worked collaboratively for the delivery of park, recreation, and open space services across the County.
- Reappraised the Consolidated Open Space Plan and began discussing, debating and implementing new policy directions.
- Continued acquisition of land across the County as a part of the open space initiative program. Land acquired to date total 3,398 acres.
- Honored with the "Local Government Conservationist of the Year" award for the County's outstanding commitment to protecting land

COMMUNITY SERVICES

(PROS cont'd)

and water resources in North Carolina.

Issues for FY 2008

- Visitation at County parks is expected to continue its upward trend.
- Review and implement recommendations from the County's Comprehensive Parks and Recreation Master Plan as well as Internal Division Staffing Study.
- Education and remediation of the PCB contamination at Lake Crabtree County Park.
- Stewardship of County-held open spaces.
- Funding of future open space acquisitions.

Horizon Issues

- Technology issues including GIS and reservation/scheduling software.
- Land acquisition in the southeast portion of Wake County for a future park.
- Little River County Park and future partnerships with the City of Raleigh.
- Review and implement recommendations from the County's Comprehensive Parks and Recreation Master Plan as well as Internal Division Staffing Study.
- Master-planning of existing and future County park facilities.
- Education and remediation of the PCB contamination at Lake Crabtree County Park.

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

Program Area: Park Facilities

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Total Park Visitation	778,006	845,538	922,992	N/A
Number of Programs (school group and general public programs)	2,212	2,203	2,370	N/A
Program Attendance (school group and general public programs)	35,925	36,103	37,946	N/A
Special Events	55	63	63	N/A
Special Events Attendance	55,084	48,108	50,963	N/A
Number of Volunteer Hours	1,253	1,582	1,695	N/A

COMMUNITY SERVICES

Division Summary - Veterans Services Office

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	112,986	192,688	196,887	219,152
Operating Expenses		13,891	18,590	18,590	18,590
Capital Outlay		-	-	-	-
Expenditure Totals	\$	126,877	211,278	215,477	237,742
Intergovernmental Revenues	\$	2,000	-	2,000	2,000
Fee & Other Revenues		-	2,000	-	-
Revenue Totals	\$	2,000	2,000	2,000	2,000
Number of FTEs		4.00	4.00	4.00	4.00

Veterans Services Office Purpose and Goals

The Wake County Veterans Services Office (VSO) assists veterans and their families with obtaining local, state and federal benefits. The VSO helps them discover the benefits to which they are entitled and assists them with the application process. The VSO functions to serve the veterans of Wake County in every capacity including but not limited to the following:

- Assisting veterans and their dependents in filing claims for non-service connected pensions, service-connected disabilities, and other benefits.
- Assisting veterans and their dependents in identifying medical treatment, transportation, necessary medicines, prosthetic items and adaptive equipment, and payment of medical bills.
- Assisting veterans and their dependents in filing for educational benefits at universities, junior colleges, vocational institutions, correspondence courses, and job training.

- Assisting veterans in obtaining VA Home Loan information.
- Assisting veterans in obtaining military records, correcting military records, and upgrading of discharges.
- Assisting veterans in formulating appeals when VA benefits are denied.
- Visiting veterans and their dependents in their private homes, hospitals, and nursing homes to conduct business concerning their benefits.
- Conducting weekly information sessions with veterans and their dependents.
- Providing an updated web link to Wake County's website to inform the public about services available for veterans and their dependents.

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Major Accomplishments

- Hired and trained two new Veterans Services Officers
- Moved to the A.A. Thompson Center (567 E. Hargett St.)
- Revamped the Veterans Services website

Horizon Issues

The de-escalation of Operation Iraqi Freedom/Operation Enduring Freedom will probably have a huge impact on Wake County's already enormous growth. In short, service members out-processing from one of North Carolina's military installations - Camp Lejeune, Cherry Point, Fort Bragg, Pope AFB, Seymour Johnson AFB – will probably migrate towards the capital city area, thus contributing to an increase in the number of veterans who will be applying for VA benefits with the Wake County VSO.

In anticipation of an influx of veterans in Wake County, the VSO has created Paperless Office Project, a long-term project initiation facili-

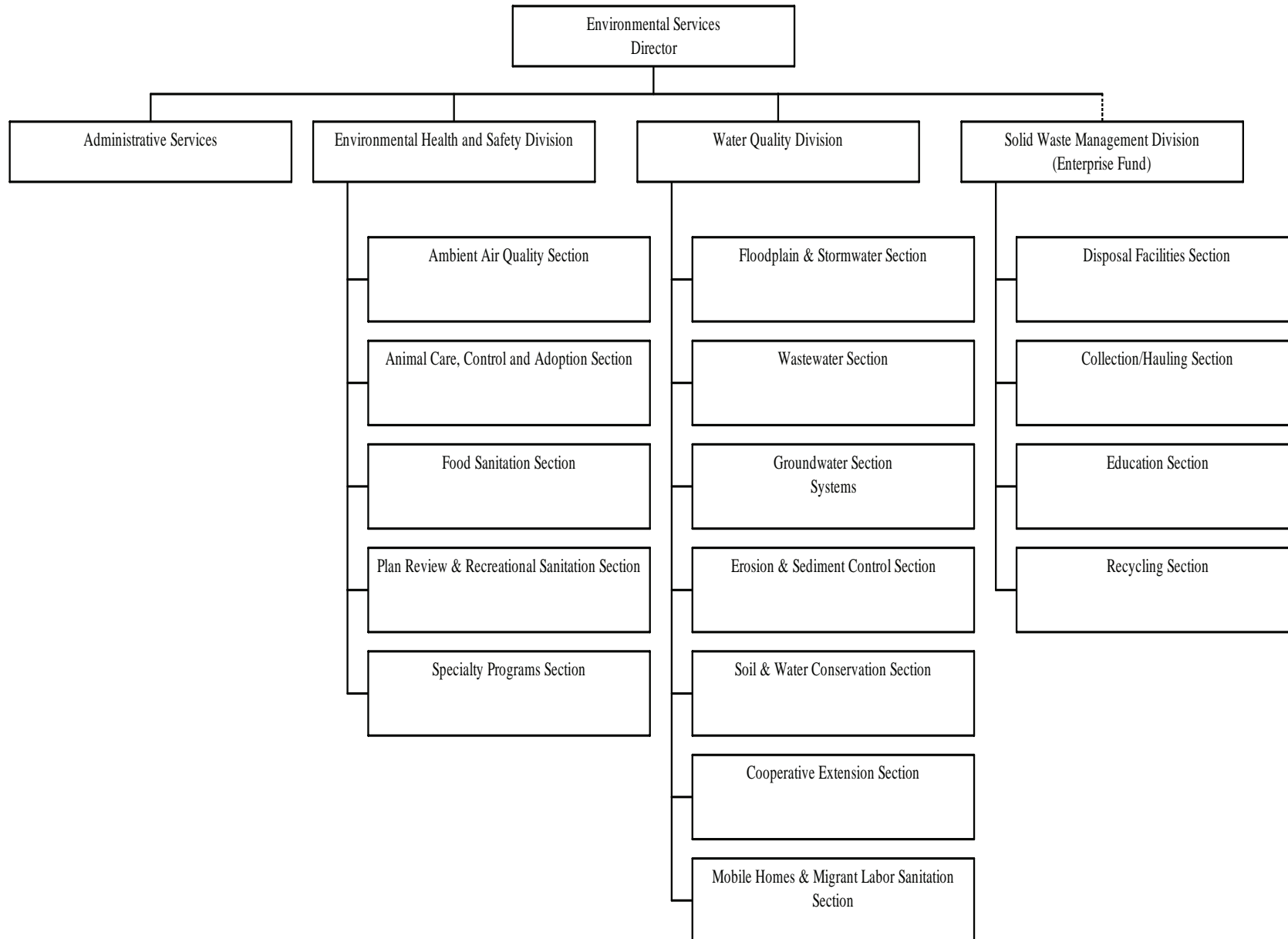
tated through Wake County Applied Technologies which addresses the spatial limitations of paper files in the VSO. The project will transfer voluminous files to an electronic medium to make for a more efficient product for veterans. The VSO has grown from one Veterans Services Officer and one Assistant Veterans Services Officer to one Veterans Services Administrator, two Veterans Services Officers, and one Assistant Veterans Services Officer within the past year (FY 07). With continued growth in the population of veterans in Wake County, there is a strong possibility the VSO will require additional FTEs to effectively provide quality customer service.

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

Program Area: Veterans Services Office

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Telephone contacts	12,060	13,358	16,029	N/A
In-person office contacts	1,531	1,742	2,090	N/A
Claims	657	835	1,002	N/A
Efficiency				
Number of claims per Veterans Services Officer	219	278	334	N/A

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Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	6,387,074	6,615,617	6,798,957	6,925,628
Operating Expenses		2,082,976	1,913,509	2,187,731	1,960,191
Capital Outlay		7,686	16,077	8,577	12,500
Expenditure Totals	\$	8,477,736	8,545,203	8,995,265	8,898,319
Intergovernmental Revenues	\$	1,002,553	60,556	116,456	59,000
Fee & Other Revenues		2,241,334	2,584,333	2,532,170	2,586,914
Revenue Totals	\$	3,243,887	2,644,889	2,648,626	2,645,914
Number of FTEs		100.00	101.00	101.00	103.00

Department Purpose and Goals

As Wake County continues to grow, issues regarding the quantity and quality of water in the County, the protection of public health, safety and the environment and the management of solid waste are of vital concern to citizens across the community. The Department's long-term goal is to ensure that future generations enjoy the same or better levels of environmental quality and public health that current citizens enjoy. To achieve this goal, the Environmental Services department is dedicated to proactively implementing the adopted Environmental Stewardship Agenda through research, education and regulatory programs. Environmental Services consolidates a number of programs that address water quality, air quality, environmental health and safety, animal care, control and adoption and solid waste.

The department's current functional areas are profiled in the following pages:

- Environmental Health & Safety, combining food, institution and sanitation inspections, animal control and sheltering, ambient air

issues, mobile home inspections and the swimming pool program.

- Water Quality, combining the on-site water and wastewater, Cooperative Extension, Soil and Water Conservation District and erosion, flood and storm water programs.
- Solid Waste Management, combining disposal, recycling, collection & hauling, collaborative development, enforcement and education/information.

All Environmental Services divisions plus the Wake County Department of Community Services are involved in environmental education. Cooperative Extension, which is a part of Environmental Services, is the lead agency for environmental education and is fashioning a comprehensive approach to environmental education.

By combining programs that deal with similar issues, program staffs are better able to coordinate and collaborate on common issues. This collaborative approach is needed in order to make the best use of staff tal-

ENVIRONMENTAL SERVICES

ents and County resources. This collaborative approach is also provides flexibility to the department to respond to changes in service demands.

Future challenges

Wake County's July 2007 population is estimated at around 790,000 people, and it is projected to increase to 1 million people by 2015, an annual increase of about 98 people per day. The land uses needed to accommodate that population growth will increase stresses on our water quality; the increase in vehicle miles traveled by motor vehicles will affect air quality; the solid waste stream generated by that population will place increasing demands on our solid waste management program; and the increased number of food and institutional establishments needed to serve the population will require inspections. The increased pet population and wildlife affected by increased urbanization of previ-

ously undeveloped lands will also increase demands upon our animal care, control and adoption program. In order to be effective, Wake County's population will need to understand how to be good environmental stewards, increasing demands upon our environmental education programs. Wake County has a significant challenge ahead.

Division Summary - Administration

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	446,987	426,228	609,572	351,274
Operating Expenses		84,628	116,176	124,301	113,150
Capital Outlay		-	-	-	-
Expenditure Totals	\$	531,615	542,404	733,873	464,424
Intergovernmental Revenues	\$	6,000	-	-	-
Fee & Other Revenues		206	-	-	-
Revenue Totals	\$	6,206	-	-	-
Number of FTEs		5.00	5.00	5.00	5.00

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Division Summary - Environmental Health and Safety

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	2,431,341	2,544,132	2,500,582	2,631,711
Operating Expenses		943,284	1,116,665	1,166,665	1,188,535
Capital Outlay		3,843	8,577	8,577	5,000
Expenditure Totals	\$	3,378,468	3,669,374	3,675,824	3,825,246
Intergovernmental Revenues	\$	71,826	60,556	60,556	59,000
Fee & Other Revenues		573,554	581,845	581,845	580,325
Revenue Totals	\$	645,380	642,401	642,401	639,325
Number of FTEs		44.00	44.00	45.00	46.00

Environmental Health and Safety Purpose and Goals

Wake County citizens and visitors enjoy and expect a high quality of life regarding public health and safety. The Division protects public health and safety by monitoring, investigating, and correcting environmental conditions that may jeopardize the quality of life in Wake County. The Division aligns its goals with the Board's adopted Environmental Stewardship Agenda and supports the County objective of ensuring a healthy and safe environment for the citizens.

The Division's overarching goal of preventing and minimizing communicable disease, food borne illness, zoonotic disease, and environmentally induced illness and injury is achieved by the following:

- Minimize the incidence of food borne illness, communicable disease, and injury with a particular emphasis on inspection of food-service establishments and institutional facilities, ensuring that facilities are designed with "built-in sanitation" considerations.

- Ensure the public is protected from incidences of disease and accidents at public swimming pools and recreational waters with plan review, inspections, and water quality sampling.
- Minimize the likelihood of infectious disease outbreaks, such as West Nile Virus, encephalitis, vector borne, and zoonotic diseases.
- Reduce the incidence of child lead poisoning through surveillance, investigation, and sampling of child occupied facilities
- Identify and reduce the occurrence of asthma triggers and medical issues associated with poor ambient and indoor air quality
- Reduce countywide pet overpopulation and improve shelter adoption services, while continuing to decrease the euthanasia of abandoned or stray animals.
- Protect and enhance the environment and public health by partnering with other County agencies, State and local governments, and the private sector to provide improved service, and leverage (limited) resources
- Educate and empower citizens and facility operators/managers to

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become environmentally aware and active through increased environmental education outreach.

Major Accomplishments

Animal Care, Control and Adoption

- Spay Day USA 2006 – Second Annual Spay Day with an outcome of 113 low income owned animals being spayed/neutered.
- Rabies Clinics – Six clinics were held during Spring 2006 resulting in 743 animals being vaccinated against rabies.
- Microchip Clinics-Initiated microchip clinics in FY06 resulting in 30 animals being microchipped. Chip technology is the only permanent form of pet ID linked to a national database. Animal reclamation is greatly facilitated through this process.
- Expanded partnership with NCSU College of Veterinary Medicine to improve general shelter health and to provide spay/neuter services to adopted animals in response to canine respiratory disease outbreak.
- Third and fourth year veterinary students participate in clinical rotation, parasitology selective, and community practice selective at Wake County Animal Care, Control & Adoption Center.
- Supported the Hurricane Katrina disaster relief by providing a temporary onsite animal shelter facility.
- Employee received National Animal Control Association (NACA) employee of the year award and named the News and Observer's "Tarheel of the Week."
- Established New Hope Placement Partners, an authorization process that approves rescue providers to increase live exits for animals. Partners assist in emergency by providing capacity for sheltering.
- Implemented quarterly educational opportunities for staff.
- Implemented round the clock dispatch for Animal Control enforcement. Partnered with the Sheriff's Office to achieve this function.

Food Sanitation

- Piloted quality assurance (QA) program for internal controls and program evaluation. The QA program focuses on behavior modifications realized in the regulated community.

- Strengthened the relationship with the County epidemiology team. Monthly meetings keep staff apprised of common goals of communicable disease prevention.
- Collaborated with Communicable Disease (CD) staff to investigate a food borne outbreak involving 300 persons of which approximately 100 were symptomatic
- Trained approximately 125 food service managers in the ServSafe® manager certification program jointly with Cooperative Extension staff. The ServSafe® manager's training course is a DENR recognized course that engages managers to implement and monitor best practices related to the "Food Code."
- Developed and instituted new filing system resulting in a significantly more efficient filing and retrieval of paper data for staff, citizen and media inquiries.
- Provided establishment scores and copies of the full inspection record to the public through the Wake County Website.
- Partnered with Community Health to make smoking information and Winners Circle Participants (State Nutrition Program) available on the Wake County website.

Specialty Programs

- Developed pilot program to provide Indoor Environmental Assessment for Asthma triggers in children, in partnerships with Wake County Human Services.
- Partnered with North Carolina Department of Environment and Natural Resources (NC DENR) to provide tattoo artist inspection training at Centralized Intern Training.
- Provided significant support for the rewrite of the North Carolina Temporary Food Establishment rules by serving on a statewide committee.
- Partnered with Wake County Water Quality Division and the North Carolina Radiological Branch to provide radon-training outreach for area homebuilders.
- Three additional staff awarded Certified Indoor Environmentalist (CIE) credentials. This involved a four-day course and the successful completion of a four-hour exam.

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Plan Review and Recreational Sanitation

- Expanded public recreational water ambient sampling areas to include Lake Wheeler and Swift Creek watershed areas.
- Increased the number of swimming pool inspections by one-third and the frequency of inspections by one week with the addition of three public swimming pool technicians.
- Migrated plan review data to a common data platform involving other County trades such as fire services and commercial permitting which resulted in improved customer service.
- Expanded the “express plan review” process to include the towns of Apex and Cary.
- Partnered with the City of Raleigh for “Netforces” nightclub/restaurant safety program.
- Staff became Certified Pool Operators (CPOs) through American Pool and Spa Association.
- Expanded the Food Service Advisory Committee, an advisory group that hears industry concerns, makes recommendations for policy changes, and promotes enhanced customer service.

Ambient Air Quality

- Partnered with Wake County Public School System to receive a grant on their behalf to retrofit diesel school buses with diesel oxidation catalysts.
- Participated in the SmartCommute™ Challenge- 276 Wake County employees participated.
- Experienced no “Code Red” days during the 2006 ozone action season.
- Achieved “Best Workplaces for Commuters” goal. Fourteen percent of Wake County employees used an alternative method of transportation other than the single-occupant automobile to commute to work.

Issues for FY 2008

Animal Care, Control and Adoption

- Study the potential and feasibility of a countywide differential licensure program with input from citizens, non-profit, and municipal partners.
- Study potential efficiencies of unifying Animal Control enforce-

ment throughout the county.

- Increase spay/neuter services through humane alliances, and a public educational campaign directed at social change. Enhance spay/neuter outreach by expanding “Spay Day” and public awareness.
- Expand rabies and microchip clinics
- Seek adequate staffing to meet demands of population growth to include 2 Animal Health Care technicians, 4 shelter attendants, 8 Animal Control Officers, 1 Administrative assistant, and create a volunteer event coordinator position.
- Improvements at the Sheltering Facility: Seek grant for sound baffles in dog kennels, minor renovations, security enhancements, etc.
- Maintain FDA Drug Enforcement Administration (DEA) licensure and North Carolina firearms licensure.
- Develop an Animal Control Advisory Board for citizen input related to Animal Welfare issues and strategic planning for Animal Services programs.
- Partner with Wake County Public School System (WCPSS) on animal welfare issues.
- Convert existing Animal Control software application to a new platform.
- Provide training for emerging zoonotic and vector borne diseases.
- Create volunteer steering committee and redevelop volunteer program.
- Initiate salary comparison study of local industry for hiring and retaining adequate staff.
- Develop policies and procedures in response to “Pet Sheltering and Transportation Act of 2006,” which requires local governments to provide for onsite sheltering of animals during emergency events.

Food Sanitation

- Implement risk-based inspection frequency.
- Collaborate with local Law Enforcement to assist in the enforcement of illegal vendors.
- Seek adequate staffing to meet growth in number of regulated establishments.
- Fully implement quality assurance (QA) program for internal controls & program evaluation.

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- Enroll in the Food & Drug Administration (FDA) National Retail Food Regulatory Standards Program.
- Research new data collection software system options for use in collecting electronic data..
- Study possibility of aligning the coordination of Temporary Food Establishment (TFE) program into the Food Sanitation Section.
- Develop policies and procedures to response to embargo authority, granted December 1, 2006 to the local health director. New law G.S. 130-A-21 extends the authority to exercise embargo authority concerning food and drink to the Secretary of Environment and Natural Resources or a local health director.

Specialty Programs

- Expand services for indoor home assessments for asthma/allergy triggers *and partnership with Community Health for screening and evaluation of potential assessments.*
- Increase involvement with “Tools for Schools” indoor air quality program.
- Provide additional specialized indoor air training for staff.
- Develop a county ordinance for clandestine methamphetamine lab site decontamination.
- Coordinate indoor air (radon, asthma, mold, etc.) outreach, utilizing grants if possible.
- Procure specialized indoor air quality testing equipment.
- Investigate approximately 50 additional cases related to 10-19 microgram/deciliter blood lead level action level in response to proposed state law changes.
- Expand online availability of Food Talk (food safety newsletter) to facility operators.
- Fully implement quality assurance program.
- Research home basing option of staff to maximize efficiency and leverage resources.
- Provide training for emerging zoonotic and vector borne diseases.
- Seek adequate staffing for indoor air, methamphetamine laboratory decontamination follow-up, routine sanitation inspections, and Temporary Food Establishment (TFE) follow-up.
- Partner with NC Department of Environment and Natural Resources (DENR) to train environmental health specialists for tattoo

authorization.

- Expand services for in-home environmental investigations for asthma triggers and further strengthen partnership with Wake County Human Services for screening of patients and to measure effectiveness of project.
- Increase involvement with the “Tools for Schools” indoor air quality program and further develop working relationship with Wake County Public School System concerning environmental issues.

Plan Review and Recreational Sanitation

- Expand recreational water ambient sampling. Partner with municipalities affected by closures of recreational waters.
- Expand training and improved communications with Certified Pool Operators (CPO) and implement Pool Advisory Committee.
- Implement electronic plan review for food service establishments
- Seek adequate staffing to meet growth in number of regulated establishments, pools, and increased recreational water sampling.
- Develop quality control measures.
- Seek changes in Wake County Swimming Pool regulations to meet current technological changes in industry.
- Add pool training coordinator/plan review position to manage staff authorizations, train Certified Pool Operators (CPOs), and manage seasonal pool technicians.
- Procure grants for water quality program. (Personnel, equipment, etc.)

Ambient Air Quality

- Comply with National Ambient Air Quality Standards.
- Increase use of flex-fuel and hybrid vehicles in fleet.
- Increase the availability of affordable alternative fueling stations for County vehicles.
- Enhance education and promotion for commuter options for employees.

ENVIRONMENTAL SERVICES

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

Program Area: Food Sanitation

Key Objectives:

- Investigate foodborne illness complaints.
- Conduct mandated inspections to prevent foodborne illness.
- Educate foodservice employees to reduce the incidence of food-borne illness.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
<i>Demand indicator: Number of Permitted Facilities</i>	2,755	2844	2,936	2,936
<i>Demand indicator: Number of Required Inspections</i>	10,635	11,135	11,659	11,659
Inspections performed	5,717	5,800	5,884	5,884
Complaints investigated	535	560	586	586
Quality Assurance visits	5	85	95	95
Efficiency				
Number of facilities per Environmental Health Specialist	250	260	270	270
Average number of inspections per Environmental Health Specialist	479	527	580	580
Inspection Coverage	54%	52%	50%	50%
Service Request turnaround time (days)	3	3	3	3
Effectiveness				
Facility complaints per 1000 population	0.61	0.6	0.6	0.6
Customer Service approval rating (QA)	100%	90%	90%	100%

*Proposed measurements

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Program Area: Air Quality

Key Objectives:

- At least 14% of Wake County staff using alternatives to single-occupant automobiles for commuting to work.
- Educate and increase awareness of employees and visitors of Wake County facilities of the impact of ozone to air quality

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output):				
Air Awareness posters displayed and updated daily in Libraries, Parks and Wake County Office Buildings	100%	100%	100%	100%
Efficiency				
Utilize Insights to publicize air quality issues	5 articles	12 articles	12 articles	12 articles
Effectiveness:				
Number of code red ozone days	0	0	0	0

Program Area: Plan Review and Recreational Sanitation

Key Objectives:

- Assure built-in sanitation compliance in regulated facilities
- Assure public health and safety in swimming pool operations
- Monitor public recreational waters to reduce incidence of disease

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Swimming pools permitted	934	970	1,031	1,031
Pool inspections performed	4,947	5,725	6288	6288
Plans for new food institutions and pools reviewed	287	300	331	331
Plans for new pools, spas, wading pools	54	80	90	90
Restaurant Construction Visits	912	957	993	993
Efficiency				
Inspections per technician per year	667	900	900	900
Recreational water quality sampling (man hours)	496 hrs./62 days	1856hrs/232 days	1856 hrs/ 232 days	1856 hrs/ 232 days
Effectiveness				
Complaints	30	35	35	35

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Program Area: Animal Care, Control and Adoption

Key Objectives:

- Reduce the incidence of zoonotic diseases
- Reduce the number of unwanted dogs and cats through aggressive spay/neuter programs
- Protect the safety of citizens in the County by reducing the number of strays.
- Increase adoption rates
- Increase transferred animals to New Hope placement partners
- Decrease euthanasia rates
- Increase educational outreach

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Service calls	7,038	7,672	8,363	8,363
Animals impounded	7,250	8,120	9,094	9,094
Efficiency				
Service calls per officer per year	1,173	1,279	1,395	1,395
Effectiveness				
Animal adoption rate (total population)	25%	30%	35%	35%
Animal euthanasia rate	67%	72%	62%	62%
Owner reclaim rate	2.10%	5.00%	7.50%	7.50%
Animals moved to other facilities	528	581	639	639
Number of impoundments/Shelter Staff (5.5)	1,318	1,476	1,653	1,653

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Program Area: Specialty Programs

Key Objectives:

- Reduce the incidence of vector-borne diseases
- Educate the public to reduce the exposure to asthma triggers
- Increase efficiency of mandated inspections
- Reduce incidence of communicable disease and environmentally induced illness
- Increase educational outreach to public and facility operators

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
<i>Demand indicator: Number of Permitted/Licensed Facilities</i>	1,140	1,165	1,191	1,191
<i>Demand indicator: Number of Required Inspections</i>	1,533	1,565	1,598	1,598
Inspections performed	1,178	1,300	1,435	1,435
Indoor air quality complaint consultations	237	250	264	264
Vector complaints investigated	55	65	77	77
Temporary food service permits issued	478	525	577	577
Efficiency				
Number of facilities per Environmental Health Specialist	402	430	460	460
Average number of inspections per Environmental Health Specialist	615	650	687	687
Inspection Coverage	75%	72%	69%	69%
Elevated Blood Lead cases investigated within seven days	100%	100%	100%	100%
Effectiveness				
Facility complaints per 1000 population	0.03	0.04	0.05	0.05
In-Home Asthma Triggers Assessments	0	24	25	25
Percentage tattoo artists permitted on initial inspection	100%	100%	100%	100%
Customer Service approval rating (QA)	*	85%	100%	100%

*Proposed measurements

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Division Summary - Water Quality

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	3,508,746	3,645,257	3,688,803	3,942,643
Operating Expenses		1,055,064	680,668	896,765	658,506
Capital Outlay		3,843	7,500	-	7,500
Expenditure Totals	\$	4,567,653	4,333,425	4,585,568	4,608,649
Intergovernmental Revenues	\$	924,727	-	55,900	-
Fee & Other Revenues		1,667,574	2,002,488	1,950,325	2,006,589
Revenue Totals	\$	2,592,301	2,002,488	2,006,225	2,006,589
Number of FTEs		51.00	52.00	51.00	52.00

Water Quality Purpose and Goals

Water Quality Division's strategy for managing Wake County's water resources. The strategy is based on community values of healthy, sustainable, and uncontaminated surface and ground water for future generations. Fundamental goals to ensure comprehensive, coordinated, and long-range water-resources management are as follows:

- Deliver services and products that implement County strategic plans including, but not limited to, the Environmental Stewardship Agenda, Watershed Management Plan, Comprehensive Groundwater Investigation, and Water and Sewer Plan.
- Develop and lead partnerships with County agencies, State and local governments, and the private sector to achieve regional protection and enhancement of the environment and public health.
- Develop partnerships with the public at large by increasing scientific and environmental literacy and promoting their actions on wa-

ter quality and public health initiatives.

- Administer development ordinances, with effectiveness, efficiency, and equity, and minimize adverse impacts from land disturbance and operations of groundwater and wastewater treatment systems.
- Develop new strategies and practices to conserve water, soil, and other natural resources that are critical to continued health of the hydrologic cycle.

Major Accomplishments

Wells and Groundwater Protection

- The Groundwater Sustainability Committee was formed to initiate a stakeholders process to determine if groundwater sustainability can be achieved long term in Wake County and what actions or remedies will be necessary to effect the goal of sustainability.
- Recommendations from the Groundwater Sustainability Committee will be presented to governing committees and boards for acceptance and approval to begin enacting the recommendations

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- Five Mobile Home Parks that have had the most serious violations based on past inspection results, will be the focus of staff to effect improvement in the sanitary conditions of these parks.
- Groundwater Protection ordinance will be reviewed to verify compliance with recently enacted Safe Wells legislation. Necessary changes will be drafted for adoption.
- Public education campaign- Website will be enhanced and promoted. Public, regulated communities and other internal departments will be advised of automated systems and information available on website as part of effort to reduce call volume.
- Multi-phased assessment of radon in groundwater continues to be an initiative of great interest to the program. Indoor air quality with respect to the presence of radon is being assessed in conjunction with the assessment of radon in groundwater; especially considering the majority of health concerns associated with radon are from inhalation of radon gas. The three-phased assessment has been completed with analysis of data and reporting currently underway. A comprehensive assessment report summarizing Phases I, II, and III indoor air and groundwater data analysis and study conclusions and recommendations will be prepared.

Wastewater Management

- Conduct a study to develop a specific wastewater management strategy for implementation of the Septic tank pilot study recommendations.
- Continue development of wastewater management section with respect to implementation of NPDES Phase II measures for illicit discharge detection/elimination, repair and verification of wastewater systems, and implementation of wastewater management strategies for the septic tank pilot study recommendations.
- Conduct education and training sessions (Lunch and Learn) for the homebuilder/realtor customer base about the wastewater permitting process and problems. Reprinted the homeowners information guide to septic and well maintenance
- Upgrading a field staff position to a Team Leaders position in the Wastewater Management Section. Complete hiring full staff by March 1, 2007.

Sediment & Erosion Control

- Made revisions to simplify and update the Sedimentation & Erosion Control (S&EC) Ordinance, incorporating input from stakeholders, including the Planning Board, UDO stakeholders group, Water Quality Committee, Human Services and Environmental Services Board, Soil and Water Conservation Board, and NCDENR.
- Monitored environmental legislation by the NC General Assembly, which will necessitate additional ordinance amendments in 2007.
- Started requiring all single-family lots to install sedimentation and erosion control devices regardless of size.
- Completed the Sedimentation & Erosion Control Policy and Procedures Manual.
- Developed a traveling display of photos of good and bad erosion control devices.
- Established a Lunch & Learn Program with the Wake County Home Builders Association to educate homebuilders on the proper protection of single lots from off-site sedimentation.
- Staff received training on Illicit Stormwater Discharge Detection and Good Housekeeping Policies and Procedures in compliance with Wake County's NPDES Phase II permit.

Stormwater Management

- In keeping with the Stormwater staffing level approved for FY 07, implemented part of the new Stormwater Management Ordinance & Design Manual approved by the Commissioners on May 15, 2006.
- Establish a Stormwater Information System to tract activity including, but not limited to: development plan review and approval, floodplain development certifications, impervious surface deviations, BMP installation, inspections, and enforcement activity.
- Conducted education and training sessions (Lunch and Learn) for the homebuilder/realtor customer base about the stormwater individual lot permitting.
- Implemented new procedures and improved synchronization of the plan review process with Wake County Wastewater and Well Programs.
- Countywide Stormwater Management Task Force created to assess Stormwater needs and make recommendations of collective and

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individual solutions to stormwater problems. Final report expected 2007.

Floodplain Management

- Implemented the new FEMA requirement for Elevation Certificates, Form 81-31, for structures located in close proximity to Special Flood Hazard Areas.
- Revise Article 14 Flood Hazard Areas of the UDO, incorporating suggestions from the NC Floodplain Mapping Office pertaining to Future Conditions regulations. Anticipated completion in fall of 2007.
- Assisted IDPP staff in the continued implementation of the Floodplain Certification review of the document management process.

Soil and Water Conservation

- Successfully secured a State Non-point Source Grant (319 program) for \$180,500 to start the project: An Integrated Approach to Watershed Management Planning and Implementation in Selected Watersheds of Falls Lake.
- Leveraged County with State, Federal, and Private funds to fund conservation "best management practices" on at least 1,000 acres to improve the resource base and protect water quality of watersheds.
- Investigated cost and benefits of a mitigation banking program to boost capital projects, economic development, and environmental stewardship.
- Assisted County partners with planning, fund acquisition, and implementation to acquire protect and enhance the County's open spaces in accord with the Open Space Plan.
- Performed stream and watershed assessments as part of the Watershed Management Plan in priority areas to assess watershed health.
- Developed and conduct environmental education programs for County citizens on watershed protection. Included will be the planning of community conservation projects.
- Provided technical assistance to citizens regarding watershed protection and solutions to resource management issues.
- Provided technical assistance on conceptual design for the Randleigh project, which partners Wake County with City of Raleigh and Wake County Public Schools on an environmental

friendly development including community facilities and private land uses.

Issues for FY 2008

Wells and Groundwater Protection

- Implement recommendations from the Groundwater Sustainability Stakeholders Committee process. Implementation of recommendations may necessitate an expansion request.
- Implementation and enforcement of amended Groundwater Protection ordinance. To meet the conditions of the Safe Wells legislation may require additional staff.
- Continue to promote public education and continue to provide training opportunities to well contractors, builders, realtors, etc.
- Partnership with other departments within Wake County Government on the Applied Technologies Plans and Permitting project.

Wastewater Management

- Continue to pursue approaches to reduce staff turnover to manageable levels and assure that all staff positions are allocated to proper personnel bands.
- Provision of resources for implementation of the wastewater management strategy.
- Reduce backlog for all permit applications to less than 10 day objective
- Section to work with EE/EI committees to develop education strategies related to EE/EI Business Plan
- Continue to work with E Gov Department on development of Internet Access to site plans and permits.
- Continue to promote public education and continue to provide training opportunities to septic contractors, builders, realtors, etc.

Sediment & Erosion Control

- Implementation and enforcement of new regulations approved in the revised Erosion and Sedimentation Control Ordinance.
- Continue educational program for the Wake County Home Builders Association and include municipal staff for the seven jurisdictions contracting with Wake County for S&EC services.
- Ensure that all staff has received training in Illicit Stormwater Dis-

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charge Detection and Good Housekeeping Policies and Procedures for compliance with the County's NPDES Phase II Permit.

Stormwater

- Establish a stormwater inspection and enforcement program for verification of installation and maintenance of stormwater management devices and Best Management Practices (BMPs) installed in developments to comply with Article 9 Stormwater Management of the Unified Development Ordinance. Will request two (2) FTEs for Stormwater inspections and enforcement.
- Countywide Stormwater Management Task Force will complete its report in 2007 and will make recommendations to the Board of Commissioners on stormwater initiatives that should be taken to address priority issues either collectively or individually by the local jurisdictions.
- Continue participation in the Stormwater Implementation Group (SWIG) to remain current on NPDES Phase II regulatory, implementation and compliance issues.
- Update web page to serve as the primary source for stormwater program information.
- Provide technical assistance to the Board of Adjustment and Planning Board through stormwater review and analysis of site plans and preparation and presentation development of staff recommendations and reports.
- Reduce backlog for initial completeness review for all stormwater management permit certification applications to less than 5-day.

Floodplain Management

- Implement enforcement of the revised Neuse River and Cape Fear FEMA Flood Insurance Rate Maps.
- Provide technical assistance to the Board of Adjustment and Planning Board by stormwater review and analysis of site plans and development of staff recommendations and reports.
- Update web page to serve as primary source for Floodplain program information.
- Reduce backlog for all floodplain management permit certification applications too less than 5-day objective.

Soil and Water Conservation

- Consistent with the successfully secured 319 Grant for \$180,500 develop and carry out the project: An Integrated Approach to Watershed Management Planning and Implementation in Selected Watersheds of Falls Lake.
- If cost and benefits so merit, begin the process of establishing a mitigation banking program to boost capital projects, economic development, and environmental stewardship.
- Implement education and other best management practices warranted by the Commissioners' Countywide Stormwater Management Evaluation.
- Seek more funding opportunities for open space acquisition to offset rising land prices to further implement the Open Space Plan.
- Provide nutrient and waste management solutions for horse operations and others
- Begin implementing community conservation projects as coordinated with the State Division of Soil and Water
- Provide technical assistance on implementing the Randleigh Project in partnership with Raleigh and Wake County Public Schools.

Horizon Issues

Wells and Groundwater Protection

- Expanded water quality monitoring (including organic and radiological).
- Data collection of groundwater use by large volume wells such as community water supply wells.
- Continue with efforts to provide the public easy access to groundwater data.
- Explore ways to provide services in a more efficient manner (technology, work schedules, work locations, etc).

Wastewater Management

- Develop and implement the framework for management to facilitate the long-term sustainability of decentralized (on-site) wastewater disposal technology.
- Working within section on employee efficiency and other related departments (IDPP) to further decrease turn around time on all applications. This includes restructuring of work hours, work location

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and use of technology advances to limit office time.

- Increasing salary of staff to decrease turnover and maintain quality staff. This will also decrease turnaround time on applications
- Implement the EE/EI Business Plan

Sediment and Erosion Control

- Continue on-going evaluation of staffing levels. Anticipate need to request additional staff resources to handle expected substantial increase in development levels in eastern portion of county as major projects extending new sewer service are completed.
- Evaluate desirability of seeking delegation to administer the NPDES Phase II post-construction program countywide in the unincorporated areas in lieu of the States' administration of program.
- Continue to provide education to our municipal partners regarding our Sedimentation & Erosion Control Program.
- Streamlining the Notice of Violation procedures.

Stormwater

- Secure funding source(s) to implement the recommendations of the Stormwater Management Task Force and the **Collective Stormwater Management Evaluation**.
- Develop interlocal agreements for implementation of collaborative stormwater initiatives/programs with municipalities.
- Develop an inspection program for stormwater & floodplain management enforcement.
- Further refine and implement local and regional approaches to complying with NPDES Phase II requirements.
- Develop database to track Stormwater & Floodplain Management including BMP type, location and maintenance performed with a GIS link..
- Explore the use of new technologies to meet the objectives of stormwater attenuation and water quality.

Floodplain Management

- Evaluate benefits of participation in FEMA's Community Rating System Program, which can be used to reduce flood insurance rates to determine if compliance with this voluntary program is desirable.
- Maintain compliance with the National Federal Insurance Program

(NFIP)-Hazard Mitigation Plan

Soil and Water Conservation

- If cost and benefit investigation so merits, start a mitigation banking program to boost capital projects, business recruitment, and environmental stewardship.
- Implement education and other best management practices warranted by the County Commissioners' Countywide Stormwater Management Evaluation.
- Continual focus on protecting the County's natural resource base and improving water quality by maintaining technical expertise in planning, design, and implementation of conservation projects.
- In partnership with County agencies and others, provide leadership and solutions to maintenance problems facing the Crabtree Flood Control Structures.
- Secure resources to address with partners increased environmental education needs

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

Program Area 1: Wells and Groundwater Protection

Key Objectives:

- Ensure all private and semi-public wells are properly located, constructed and tested.
- Ensure all abandoned wells that are potential conduits for ground-water contamination and possible safety hazards are properly closed out.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Permit Applications	921	900	925	N/A
Well Construction Inspections	1354	1300	1300	N/A
Private Well Samples	2067	2020	2000	N/A
Investigations/Consultations	217	225	230	N/A
<i>Efficiency</i>				
Wellhead Inspections Completed Within Three (3) Working Days	74%	80%	90%	100%
Well Grout Inspections Completed	82%	85%	90%	100%
Water Samples Completed Within Ten (10) Working Days	96%	95%	95%	100%

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Program Area 2: Wastewater Management

Key Objectives:

- Protect water quality by ensuring that wastewater disposal systems are properly sited, constructed, permitted and maintained and,
- Ensuring proper operation and maintenance of County and NCDENR permitted facilities.
- Provide timely service related to builder applications and complaint response.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Applications Submitted	1699	1800	1800	
Final Operation Permits	2073	2000	2000	NA
Complaint Responses Relative to On-site Inspections	522	NA	NA	NA
Final Subdivision Review	106	150	150	NA
Operation/maintenance inspections	307	325*	350*	NA
<i>Efficiency</i>				
Average Turnaround Time for Permit Applications (days)	7.6	8	8	10
<i>Effectiveness</i>				
% of systems 3yrs old that are functioning properly	99.60%	100%	100%	100%

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Program Area 3: Sedimentation & Erosion Control

Key Objectives:

- Ensure development complies with the Erosion and Sedimentation Control Ordinance
- Reduce off-site sedimentation through increased site inspections.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Plans Submitted	278	225	225	225
Plans Approved	220	200	200	200
Site Inspections	5404	5200	5200	5200
<i>Efficiency</i>				
Number of Inspections Completed Per Engineer	850	800	800	
Percentage of Plan Reviews Completed within Required Timeframe	95	97	98	100
Percentage of Enforcement Proceedings Initiated on Violation Sites within 24 Hours	95	97	98	100

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Program Area 4: Stormwater and Floodplain Management

Key Objectives:

- Administer and enforce Wake County's Stormwater and Floodplain Ordinances, FEMA floodplain regulations, the Neuse River Basin

Nutrient Management Strategy, and appropriate components of NPDES Phase II Stormwater Management Program

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Flood Certifications Processed	308	300	300	300
Stormwater Deviation Certifications Processed	77	75	80	80
Flood Studies Reviewed	31	30	35	35
<i>Efficiency</i>				
Percentage of Stormwater Management Plans and Construction Drawings Reviewed and Acted Upon within 30 Days	12	75	75	90
Percentage of Flood Studies Reviewed Within 30 Days	17	75	75	90
<i>Effectiveness</i>				
Percentage of Applications Complete For Review Upon Receipt	20	50	50	75

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Program Area 5: Soil & Water Conservation

Key Objectives:

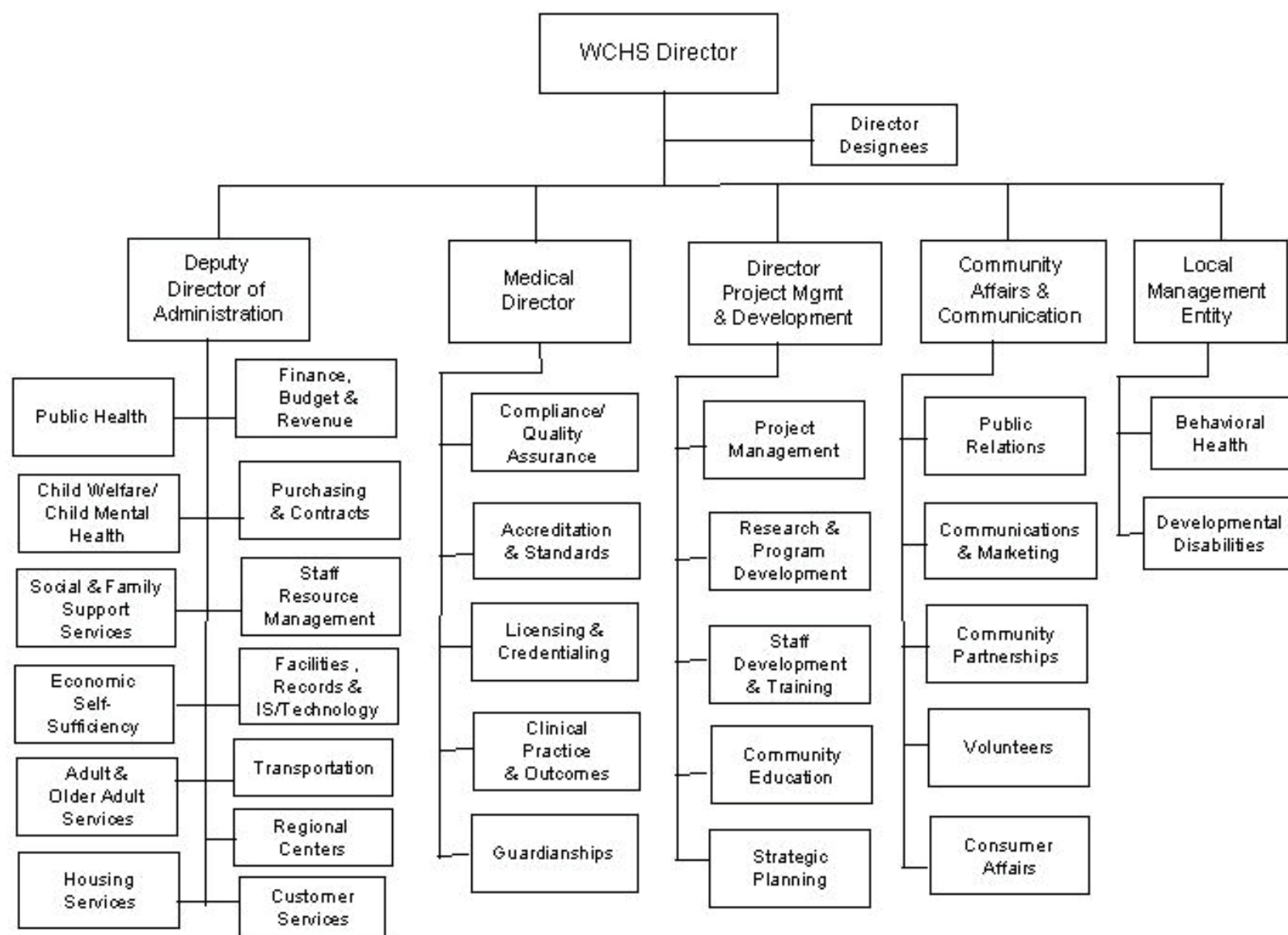
- Implement conservation practices to manage natural resources and implement portions of Wake County's Watershed Management

Plan, Open Space Plan, Environmental Stewardship Agenda, and Collaborative Stormwater Management Evaluation

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
New Acres Under Land Management Planning	1,100	1,000	1,000	1,000
Application Acres	800	1,000	1,000	1,000
<i>Efficiency</i>				
Percentage of Land Management Contracts Implemented within Contractual Time	70%	80%	80%	80%
<i>Effectiveness</i>				
Funds From Outside Partners (Private, State, and Federal) to Preserve, Protect, and Enhance Natural Resources (Note: some private and governmental partners pay project-costs directly and do not send funds through County budget.)	\$1,190,000	\$300,000	\$300,000	\$300,000
Tons of Sediment Kept From Surface Waters	3,400	3,000	3,000	3,000

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Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	93,660,540	96,363,166	97,312,197	98,298,001
Operating Expenses		145,448,700	139,268,002	149,455,320	129,241,185
Capital Outlay		906,456	313,964	430,448	778,587
Expenditure Totals	\$	240,015,696	235,945,132	247,197,965	228,317,773
Intergovernmental Revenues	\$	106,086,957	103,038,601	111,412,432	111,011,119
Fee & Other Revenues		54,244,222	42,990,041	43,645,741	24,013,794
Revenue Totals	\$	160,331,179	146,028,642	155,058,173	135,024,913
Number of FTEs		1,751.85	1,761.80	1,756.30	1,789.55

Department Purpose and Goals

Wake County Human Services (WCHS) exists to improve the quality of life for Wake County residents by promoting physical and mental health, economic self-sufficiency, family and youth success in schools and communities, and improvements in housing and access to transportation.

It is the mission of WCHS that it will, in partnership with the community, anticipate and respond to the public health, behavioral health, and the economic and social needs of Wake County residents. It will coordinate and sustain efforts that assure safety, equity, access, and well-being for all.

During the past year, WCHS collaborated with community experts to create a ten-year strategic plan addressing such elements as growth, demographics, and the economy. Social and educational trends were studied to develop strategies to make the greatest impact with the least amount of resources.

From this effort, four major goals were created:

1. WCHS will ensure that every individual, family, and community will have the opportunity to meet basic needs and to thrive.
2. WCHS will eliminate differences based upon race and ethnicity in public health, behavioral health, and economic and social outcomes.
3. WCHS and community partners will anticipate and respond to threats to public health and safety.
4. WCHS will make decisions for improved outcomes based upon the effective use of data.

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Department Summary by Division

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Resource Management	\$	18,766,809	16,321,125	14,599,548	16,418,451
Family and Youth Success		107,151,285	94,670,565	99,567,752	79,408,338
Community Health		17,661,320	18,048,011	19,150,671	19,074,436
LME - Mental Health Administration		8,278,638	11,232,432	14,923,654	17,321,191
LME - Purchase of Service		-	-	-	20,280,349
Transportation		1,263,444	1,537,202	1,596,081	1,375,834
Adult Community Support Services		20,200,169	21,942,986	22,893,169	8,695,290
Regional Centers		7,513,242	7,954,635	8,354,769	9,462,191
Emergency & Adult Health Services		16,897,953	17,833,220	18,314,719	10,951,949
Economic Self-Sufficiency		42,282,836	46,404,956	47,797,602	45,329,744
Expenditure Totals	\$	240,015,696	235,945,132	247,197,965	228,317,773
Resource Management		8,858,926	7,809,932	8,030,192	8,612,860
Family and Youth Success		90,160,589	78,072,731	82,197,267	61,349,570
Community Health		10,285,852	10,568,421	11,096,569	10,189,480
LME - Mental Health Administration		9,795,287	6,173,018	7,692,231	8,036,737
LME - Purchase of Service		-	-	-	18,991,694
Transportation		1,957,650	1,784,550	1,784,550	1,742,539
Adult Community Support Services		12,785,762	15,714,250	16,627,829	2,640,182
Regional Centers		2,710,617	1,441,263	1,576,634	2,841,702
Emergency & Adult Health Services		10,595,954	11,088,194	12,101,467	6,587,440
Economic Self-Sufficiency		13,180,542	13,376,283	13,951,434	14,032,709
Revenue Totals	\$	160,331,179	146,028,642	155,058,173	135,024,913

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Major Accomplishments

Wake County Human Services has had a very productive and successful year. The agency had set goals and strategies for obtaining those goals and worked tirelessly for the citizens of Wake County. Below are given the prior year's goals and related accomplishments and updates. Note that some data, by its nature, isn't available for several months. This means that feedback may be as much as year behind.

Women and families will have healthy, planned births.

Access to prenatal care within first trimester of pregnancy

- There were 12,264 births in Wake County in 2005. Of these, 9,873 pregnant women or approximately 80% began care in the first trimester of pregnancy, although only 73% of non-white women began care in the first trimester. Most pregnant women obtaining prenatal care at WCHS begin later with only 44% starting during the first trimester. Of 75 women involved in the prenatal substance abuse program, 40% began care in the first trimester.

Birth weight

- The rate of low birth weight, babies born weighing less than 5.5 lbs, is 6.6 per thousand births in Wake County. The rate of very low birth weight, less than 3.3 lbs., is 1.5 per thousand births. The low birth weight rate for non-white infants is almost twice that of white infants and the very low birth weight rate is almost three times the rate of white infants. Among children served by the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), the low birth weight rate dropped from 7.7% in 2004 to 7.4% in 2005.

Infant mortality rate

- The overall infant mortality rate for Wake County is 6.9 per thousand births, slightly worse than last year. The infant mortality rate for white women is 4.0 and for non-white women 14.7.

Families will support their children's successful development.

Percentage of referrals for physical and behavioral health care that results in secured care

- 93% of students who were screened for vision and referred for follow up secured care.
- 64% of students who were identified with severe or very severe

dental problems secured care.

- 95% of all referrals to the Ready To Learn Center Program secured care for developmental, behavioral, health and family support services.
- The Education, Community and Health Outreach team referred 414 individuals for health, mental health or other services. 83% were linked to services within 4-6 weeks.

Family involvement in child and youth development activities

- Of families served by the Partnership for Educational Success, parents reported increasing their school related behaviors at the end of the school year, i.e., talking to teachers (80%), school conferences (80%), calling the teacher (75%), and going to school events (63%). Parents also reported increasing outside of school behaviors that are related to learning, such as talking to the child about their school day (85%), helping with homework (75%) limiting TV (70%), and reading to their child (65%).
- Ready To Learn Centers offered 1,252 creative play group sessions to over 9,000 children and their parents/caretakers. Three hundred kindergarten readiness sessions were provided to over 2,200 children and 700 parents.
- Family Support social workers either accompanied kinship caregivers or facilitated their attendance at 1,417 teacher conferences, Individualized Education Program meetings, Student Support Team meetings, and school activities.
- Of parents who participated in the Strengthening Families program, 100% had a higher level of involvement in the school life of their children.
- Of the 2,350 children who participated in the Child Services Coordination Program, 2,020 (86%) retained their typical development throughout the year. 330 (14%) were diagnosed with developmental delay and were accepted into the Early Intervention Program through which they receive specialized services.

Parents will financially and medically support their minor children.

Percent of children with Medicaid that obtain the recommended physical exams

- 21,696 Wake County children received health screenings through Health Check

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Number of Wake County children enrolled in North Carolina Health Choice (NC Health Choice) insurance

- 37,619 (Cumulative) Wake County children enrolled in NC Health Choice at end of FY06

Number of child support collections from non-custodial parent

- At the end of FY06, Child support collections in Wake County totaled \$35,308,077. In addition, \$574,057 was collected in Medicaid cost avoidance. (This occurs when children who are receiving Medicaid benefits receive medical insurance coverage through a court order. Once the children are covered by private insurance, that policy can be billed for reimbursement for medical care rather than Medicaid having to cover these expenses.)

Children will be ready for school.

Percentage of children entering public kindergarten with physical health exam and immunizations completed within first 30 days of the school

- School Nurses prevented 45 entering kindergarten students from being suspended due to non-compliance with the immunization law and 24 students from being suspended due to non-compliance with the kindergarten health assessment law.

Percentage of children receiving child care subsidy that attend a child care facility with a 3 star or higher quality rating

- The average star facility rating for children receiving Smart Start subsidy increased from 3.96 stars to 4.02 stars. The average overall star rating of all children receiving childcare subsidy increased from 3.47 to 3.54. This means that more vulnerable children are in high quality childcare.

Children and youth will be successful in school.

Percentage of public school students who are at or above grade level in math and reading

- 618 middle school students at risk for academic failure were served through the Support Our Students program. 40% of participants improved their course grades in language arts, and 37% improved their course grades in math.
- 249 elementary and middle school students who were referred due to poor academic performance (level 1 and level 2 scores on end of grade tests) were served through the Garner 21st Century Commu-

nity Learning Center programs. 43% of participants improved their academic performance.

School absences

- 80 adjudicated and high-risk youth were served through the 4-H SPACES program. Of these participants, 87% achieved acceptable school attendance and 72% decreased incidence of inappropriate behavior at school.
- 561 students who were having mental health symptoms interfere with their school performance were referred for school-based therapy. Of those served internally, 54% showed an improvement in grades and 68% demonstrated an improvement in their classroom behavior.

Children and vulnerable adults will not experience abuse or neglect.

- 91.6% of children found to have been maltreated remained safely in their homes while receiving Child Protective Services Treatment.

Youth will make healthy decisions.

Youth substance use

- The School Based Mental Health Team provided 23 groups to over 200 students in schools last year. 94% of students in Children of Substance Abusers groups reported a drop in their substance use.

Juvenile delinquent activity

- 83% of the juvenile justice-involved participants in the 4-H SPACES program decreased their court involvement.

Teen pregnancy rate for 15 to 19 year olds

- Wake County 27.4 per 1000; state 46.6 per 1000. The 2004 Wake County teen pregnancy rate was 43.7.

Children removed from their parents will have a permanent home.

- 190 children achieved a permanent home through reunification with family, adoption, or emancipation.

The elderly and individuals with severe, chronic disabilities will live as independently as possible.

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(Major Accomplishments cont'd)

People will find and maintain employment.

- 19,291 job seekers were served through the JobLink Career Center at the main Swinburne building during FY06
- The combined efforts of the Employment Services Team at SRC resulted in the employment of 361 consumers in the southern region.
- 72.8% Work First participants employed 6 months after leaving Work First
- 97% of families stayed off welfare after going to work
- Wake County's total Work First caseload has decreased by 69.4% from June 1995 to September 2006.

People will have safe, affordable housing.

- 6,000 people are on the waiting list for Section 8 housing vouchers. (This does not include the Wake County Housing Authority waiting list)

Individuals, families, and communities will have improved physical and behavioral health

Percent of children and adults in Wake County who have access to health care

- The 2005 Wake County rate of Emergency Department (ED) visits for Carolina Access Medicaid patients (54/1000 member months) is higher than the state average (49/1000MM) and indicates limited access to a primary medical care home. In addition, the 2005 average rate of asthma-related Emergency Department visits for Wake County Carolina Access Medicaid recipients (21.5 visits/1000 member months) is about double the statewide rates (13 visits/1000MM). Again, this probably reflects, among other things, the lack of timely access to primary care.
- For WCHS/WMC patients, our Emergency Department rate is even higher, 77/1000MM for April'05-March'06, translating to almost 9500 visits per year. This rate is above state average and about twice the rate for our Pediatric Peers. And our asthma specific rate of 40/1000MM significantly above the state average.

- In Wake County there are 35,318 children who are eligible for Carolina Access Medicaid. Of these children, 93% (32,892) are enrolled in Carolina Access and have been assigned a Primary Medical Care Home. Of the children who are enrolled in Carolina Access, 94% (~31,000) are part of the Community Care of Wake/Johnston Counties network. Community Care is an enhanced program for patients with Carolina Access Medicaid that focuses on access to care, care management and quality improvement.

Adult immunization rates for influenza and pneumonia

- 41.9% of Wake County citizens age 45+ years received a flu shot in 2005: (Data from the Behavioral Risk Factor Surveillance System)
- 34.8% of Wake County citizens 45+ years have received a pneumococcal shot. (2005 data from the Behavioral Risk Factor Surveillance System)

Percentage of children with improved behavioral/mental health while receiving services from mental health providers.

- 62.7% of clients had a decrease in the number or frequency of reported problems (January 2006-July 2006).
- 82 clients were discharged or transferred January 2006-July 2006. Of these, 47 (57%) had condition improved, 31 (38%) had condition unchanged and 4 (.05) had condition worse. From January 2005-December 2005 we discharged/transferred 197 clients. Of these, 130 (66%) had condition improved, 63 (32%) had condition unchanged and 4 (.02%) had condition worse.

Percentage of adults at healthy weight

- 62.7% of adults surveyed in Wake County reported being overweight or obese – a rate increase of 7% since 2002. (Data based on self-reported weight and height in the 2005 Behavioral Risk Factor Surveillance System survey)

HUMAN SERVICES

Issues for FY 2008

Opportunities exist for changes in legislation, technology, and resources. WCHS monitors changes in the environment and looks for opportunities to leverage resources and situations to benefit the residents of Wake County.

Effects of statewide mental health reform and the planned closure of Dorothea Dix Hospital in 2008 require significant increase in community support services, especially in the service areas of employment, housing, health insurance and prescription assistance.

On February 8, 2006, President Bush signed into law the *Deficit Reduction Act of 2005*, formally known as the *Budget Reconciliation Act*. The Act reauthorized Temporary Assistance for Needy Families (TANF) through 2010.

For North Carolina's Work First Program, the most significant change under the TANF Block Grant is the calculation of the caseload credit reduction. The caseload reduction credit changes the base year from 1995 to 2005. The current Caseload Reduction Credit has greatly assisted North Carolina in meeting federal work participation rates but the new caseload base year will place greater emphasis on meeting participation rates or face financial penalties.

A shift in Work First clients has resulted in caseloads consisting of individuals who are harder to serve, such as untreated substance abusers and those with limited literacy and/or skills. These individuals require more intensive case management resulting in increased costs of providing service and often a longer reliance on government support such as food stamps and child day care subsidies.

Health promotion funding, in 2005, was cut from the federal Preventive Health and Health Services Block Grant for fiscal year 2007 budget. Loss of this \$2.7 million (70% of which goes directly to local health departments) will be a severe blow to chronic disease prevention programs. Wake County will be significantly limited in the delivery of

services to address chronic disease and obesity.

The UNC Management Academy for Public Health – Wake County Team is developing a Business Plan for Project DIRECT (Diabetes Interventions Reaching and Educating Communities Together) called DIRECT Solutions for Diabetes Control (DSDC). In partnership with an approved American Diabetes Association (ADA) Education Recognition Program organization, DSCD will create a satellite diabetes management program targeting underserved and hard to reach populations in Wake County. Revenues will be generated in 2008 upon receiving ADA recognition; DSDC will be eligible for third party reimbursements from insurance companies including Medicare and Medicaid.

In the HIV Clinic, 47% of the newly diagnosed clients have already progressed to AIDS, which will result in the increased need for medical services and case management.

The promotion of women's health outside of pregnancy as a means to promote health births and reduce infant mortality is both a key issue and an opportunity for Wake County. Often promoting healthy behaviors during pregnancy is too late to impact the health of the fetus, particularly since many women are unaware of their pregnancy until late in the first trimester.

Maternal and postpartum depression is a concern that affects mothers and infants. Additional identification and treatment resources are needed in Wake County.

Findings indicate that women with periodontal disease are more likely to have pre-term infants with low birth weight. This is an opportunity for dental and prenatal professionals to work together for better outcomes.

The persistent and increasing disparity between birth outcomes of whites and blacks is a significant concern. In 2005, the infant mortality rate for blacks was greater than three times the rate of their white counterparts.

HUMAN SERVICES

School health provides essential nursing services to a growing school age population with increasingly complex medical procedures, chronic and acute health conditions resulting in the need for intense training of non-medical staff and coordination of care for students in the school.

As part of mental health reform and the integration of services, it is imperative that we determine what clients we need to serve, and what staffing and services are required. Regionally, there are no other providers who give injected medications, or provide substance abuse treatment. We need to help clients to find private services, and find revenue sources to pay for the services we continue to provide in-house.

Foster Care staff has identified a need for foster parents in Zebulon, Wendell and the Riley Hill community. Continued placement of foster children in their community will require additional foster parents in these areas. Recruitment plans have been made with local churches to assist with this goal.

Horizon Issues

The number of nonprofit organizations in Wake County has doubled over the last several years, suggesting an opportunity for capacity building services to ensure the ability of these organizations to impact Human Services' outcomes.

The Community Resources Program is currently evaluating ways in which our programs can leverage more resources with our Latino/Hispanic non-profit and business partners, and how they can help us link our Spanish-speaking clients to these resources using culturally appropriate customer service.

The population growth of the eastern part of Wake County and the increased fertility rate seen in the burgeoning Latino population are resulting in increased demand for all clinical services. Locally, there is still limited access to Medicaid providers who will accept non-English speakers or uninsured patients on a sliding fee scale.

The southern region continues to be one of the fastest growing areas

within Wake County and future projections indicate that the growth will continue. The Southern Regional Center is a main hub for services within the area. Alternatives are in place, but without space redesign or renovations, the Southern Regional Center is at capacity.

Wake County's continued growth in ethnic, international, and language diversity will increase the challenge of providing culturally and language appropriate physical health, mental health and substance abuse services. Political changes in Congress might well forward the President's agenda on comprehensive immigration reform, with potential implications for the 'new border' communities like Wake County.

HUMAN SERVICES

Department Structure and Organization

Human Services works towards its goals by providing many programs and services through eight separate divisions. A brief summary of each of these divisions follows.

Adult Services Division

The purpose of Adult Services is to efficiently and effectively manage a publicly funded system of services that meets a broad range of health and socio-economic needs for specific eligible disadvantaged populations, primarily adults with disabilities and seniors.

The goal of Adult Services is to help seniors and adults with disabilities, and children with developmental disabilities, meet their residential, medical, behavioral health, safety and support needs, enabling them to live and participate in the community with maximum independence.

Child Welfare and Child Mental Health (CMH) Division

The division of Child Welfare and Mental Health seeks to assure safety, permanent homes, and wellbeing for children who have been abused or neglected. The division seeks to accomplish this work by supporting and positively engaging families and by integrating Child Welfare, Mental Health and other services.

Children and vulnerable adults will not experience abuse and neglect.

- Assessments of alleged child maltreatment will meet standards of timeliness and thoroughness 95% of the time.
- 95% of children found to have been maltreated who receive ongoing Child Protective Treatment Services will remain safely in their home while receiving services.

Children removed from their parents will have a permanent home.

- The median length of stay in foster care will be reduced to 12 months for children reunified with their family and 24 months for children who are adopted.
- The rate of re-entry to foster care will be less than 5%.

Clinical Strategies Division

The Clinical Strategies group assures that women have healthy, planned births and children are identified, referred or treated for physical, developmental, behavioral and dental health conditions that impair school success and lifelong achievement.

Clinical Strategies addresses targeted outcomes shared within and outside the agency and including Healthy People 2010 targets, Smart Start PBIS indicators, State DHS performance indicators, and NC Partnership for Children indicators. These include:

- 90% of women will begin prenatal care in the first trimester.
- Decrease the disparity in infant mortality between non-white and white births to no more than 2:1.
- Teen birth rates will decline for women of all races and ethnicity.
- 70% of children will participate in Health Check, with at least one periodic, preventive health visit annually (outcome shared with Wake County Smart Start).
- 100% of served and eligible women, infants, and children will participate in WIC.
- 90% of children served by Human Services programs will access health care to assure immunizations, physical, developmental, behavioral and dental health through screenings, assessments, referral and treatment.
- 3% of the total birth through age two population will be identified and receive early intervention services (outcome shared with Wake County Smart Start).
- 5% of the total three to five year old population will be identified and receive early intervention services (outcome shared with Wake County Smart Start).
- 10% of children will have previously undetected significant dental disease on school entry.
- 100% of served and eligible clients will obtain needed prescription medicines.
- Meet Title VI interpretation and translation requirements for Latino clients

HUMAN SERVICES

Community Health Division

Community Health provides leadership in improving the health and well-being of individuals, families, communities in Wake County. The desired goals for Community Health are:

- To prevent and/or reduce the prevalence/incidence of disease and disability through community and population-based services.
- To diagnosis and coordinate care of chronic and communicable diseases
- To work with community partners to plan, design, implement a co-ordinated disaster preparedness response system.
- To collaborate with community/agency partners to build healthy and sustainable communities by recognizing assets and needs; prioritizing desired outcomes; achieving desired outcomes; and engaging individuals and organizations in planning and implementation of community-based strategies

Local Managing Entity for Mental Health Division

The purpose of this division of Human Services is to develop, manage, and assure the quality of a system of services to meet the needs of consumers with mental health, developmental disability, and substance abuse needs, and supports the WCHS outcomes of improved behavioral health for individuals, families, and community; and persons with disabilities living as independently as possible.

Economic Self-Sufficiency Division

As part of Wake County Human Services (WCHS), the division of Economic Self-Sufficiency seeks to enhance the ability of families and individuals to become self-sufficient to the greatest extent possible. This is accomplished by promoting personal responsibility, providing time-limited public assistance through eligibility determination, offering access to health care, enforcing child support and building capacities to secure employment and affordable housing.

The division of Economic Self-Sufficiency has the following goals in support of departmental (Human Services) outcomes:

- Wake County children will receive financial support from their

non-custodial parents.

- Wake County Work First participants (including additional target populations) will find and maintain employment.
- Eligible low-income families of Wake County will receive medical health insurance.
- Eligible low-income families of Wake County will receive food assistance to meet basic nutritional needs.

Family Support Division

The purpose of Family Support strategies is to build capacity in children, families, and communities with the end result of educational success for children, healthy choices and healthy behaviors on the part of adults and children, and self-sufficiency (independence) for families.

Family Support has the following goals:

- Share the Wake County Public School Goals for student achievement.
- Share the Wake County SmartStart goal to increase the percentage of children receiving subsidy that are cared for in high quality programs, as measured by a license rating of 4 or more stars or national accreditation.
- 90% of children involved in Family Support Strategies will access health care to assure immunizations, physical, developmental and mental health/substance abuse screenings and assessments and will secure care for health problems.
- 90% of women involved in Maternal and Women's Health Services, WIC, School Nursing, and Perinatal Substance Services will have healthy births.
- 100% of eligible families who apply will receive WIC food vouchers and Child Care Subsidy (to the extent that funding is available).
- 100% of preschool children with special needs and medically fragile school age children will secure needed services the family chooses.
- 100% of school age youth will have access to positive youth development opportunities that nurture a positive sense of purpose among school age youth, support educational success, and healthy

HUMAN SERVICES

(Department Structure and Organization cont'd)

decision-making related to sexual activity and the use of alcohol, tobacco, and other drugs.

- Share the Economic Self-Sufficiency's objective that individuals will find and maintain employment and Child Welfare's objective that children will not experience abuse and neglect.

Resource Management

Resource Management performs the administrative support functions that enhance the service divisions' abilities to meet their goals and desired outcomes for consumers.

Regional Networks Division

The Eastern, Southern and Northern Regional Centers allow the opportunity to provide an array of county, community, and private services to address local community concerns. These community-based services increase the County's ability to intensify support to families and provide staff that can easily respond to citizen needs and collaborate with other community systems such as municipal governments, schools, courts, family service agencies, medical professionals, and the faith community. Clients and staff can reduce their travel time and transportation costs because of access to these Centers.

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

Human Services has adopted twelve outcomes to guide its work and to serve as goals against which it holds itself accountable over time. Under the Major Accomplishments heading earlier in this section, accomplishments were arranged based upon these twelve outcomes, which are summarized as follows:

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

HUMAN SERVICES

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

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- The elderly and individuals with severe, chronic disabilities will live as independently as possible.
- Parents will financially and medically support their minor children.
- People will find and maintain employment.
- People will have safe, affordable housing.
- Individuals, families, and communities will have improved physical and behavioral health.

MEDICAL EXAMINER

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	-	-	-	-
Operating Expenses		206,825	200,000	200,000	200,000
Capital Outlay		-	-	-	-
Expenditure Totals	\$	206,825	200,000	200,000	200,000
Number of FTEs		-	-	-	-

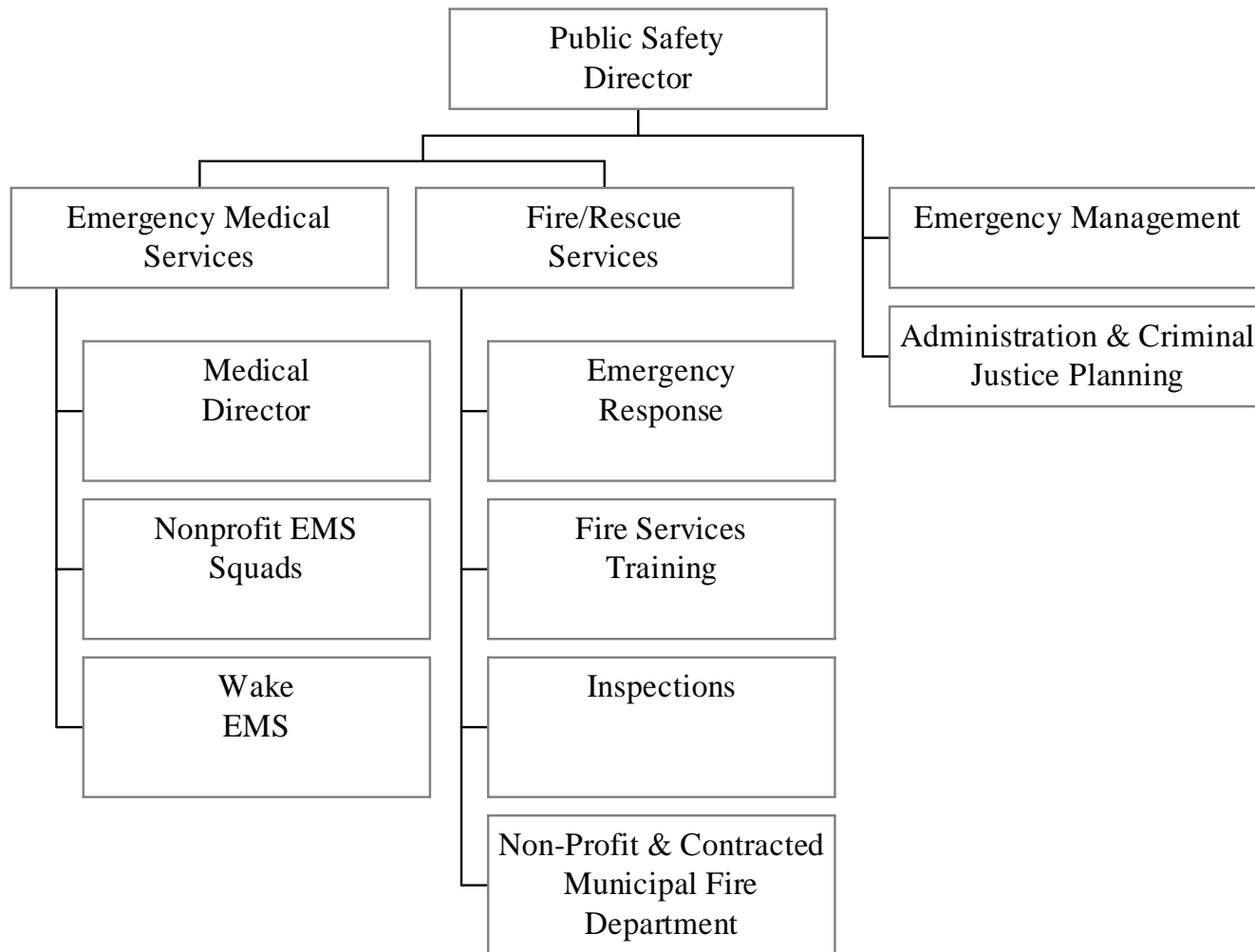
Medical Examiner Purpose and Goals

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.

The fee for a Medical Examiner investigation is \$75. Effective January 1, 1999, the fee per autopsy was increased from \$400 to \$1,000 per case. The respective county pays the fee for medical examinations if the deceased is a resident of the county in which the death or fatal injury occurs; otherwise, the State will pay the fee.

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PUBLIC SAFETY



PUBLIC SAFETY

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	9,488,799	10,476,679	10,709,661	11,611,069
Operating Expenses		12,487,292	12,330,110	13,125,425	10,420,747
Capital Outlay		1,197,444	411,943	1,815,720	171,810
Expenditure Totals	\$	23,173,535	23,218,732	25,650,806	22,203,626
Intergovernmental Revenues	\$	4,161,398	3,297,182	4,179,792	649,840
Fee & Other Revenues		8,155,459	8,965,235	8,965,235	10,274,491
Revenue Totals	\$	12,316,857	12,262,417	13,145,027	10,924,331
Number of FTEs		154.00	164.00	164.00	164.50

Department Purpose and Goals

The Public Safety department has an Administrative division and three primary service delivery divisions: Emergency Medical Services, Fire/Rescue Services, and Emergency Management. The Public Safety department is responsible for general coordination of public safety issues among the county, municipalities, criminal justice system and appropriate outside agencies.

The strategic goals of the Wake County Department of Public Safety are:

- To provide highly-trained and motivated Wake County Public Safety team members with the knowledge, skills and tools needed to deliver fast, effective and efficient public safety services to people in Wake County who need help
- To lead by example and by collaboration with public safety partners in delivery of boundary-less public safety services as quickly, effectively, and efficiently as possible to people in Wake County

who need help

- To teach people in Wake County to prevent, properly prepare for and respond to emergency events in collaboration with schools, public safety partners, human service and other educational agencies and organization
- To develop and monitor service benchmarks and performance indicators that will support achievement and improvement of fast, effective and efficient public safety services in Wake County
- To support and continuously improve communications systems and related technologies that will link people in Wake County who need help with public safety teams that can help quickly, effectively and efficiently

PUBLIC SAFETY

Division Summary - Emergency Medical Services

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	7,615,647	8,558,629	8,739,967	9,496,894
Operating Expenses		4,599,085	5,819,782	5,913,266	6,676,515
Capital Outlay		362,838	369,643	663,714	90,810
Expenditure Totals	\$	12,577,570	14,748,054	15,316,947	16,264,219
Intergovernmental Revenues	\$	64,325	73,000	73,000	-
Fee & Other Revenues		7,279,757	7,378,967	7,378,967	8,804,301
Revenue Totals	\$	7,344,082	7,451,967	7,451,967	8,804,301
Number of FTEs		122.00	136.00	136.00	136.00

Emergency Medical Services Purpose and Goals

The EMS division is responsible for the administration, training and support of EMS operations in the county. These responsibilities include providing advanced life support paramedic ambulance service and transporting persons to area medical facilities in emergency situations. EMS services are provided to sick or injured individuals that live, work, visit, or travel in Wake County. The EMS division also provides continuing medical education services and oversees billing services for county and contract ambulance services, filing insurance claims for Medicare and Medicaid beneficiaries and marketing the membership/subscription program in the county. In addition to the Wake County EMS Division, there are six nonprofit EMS squads with whom the County contracts to provide services in portions of Wake County.

Major Accomplishments

- The EMS Division has improved its special operations capability through training, equipping, and deploying a Tactical Emergency Medical Support Team, a Hazardous Materials / Urban Search and Rescue Medical Support Team, and a Paramedic Bicycle Response Team.
- The newly-created Mass Casualty Response unit, funded by Department of Homeland Security grant dollars, was operational during the first quarter of 2007.
- All EMS resources in the Wake County EMS system were dispatched based upon recommendation of a GPS based location system during FY07.

PUBLIC SAFETY

(EMS cont'd)

Issues for FY 2008

- The dispatches-per-hour rate (unit hour utilization) for downtown units is becoming excessive for employees working 24-hour shifts. One possible solution, the deployment of Peak Activity Units, has been delayed due to high paramedic turnover and lack of staff to support the expansion units.
- Improvement of coverage in the Durant Road area has been delayed due to the lack of an appropriate facility to house an overnight ambulance unit and crew.
- EMS made a request through the Capital Regional Advisory Committee for \$250,000 in grant funding to provide necessary pandemic flu personal protective equipment. This request was based on federal guidelines but unfortunately was not funded for FY07.

Horizon Issues

- De-cluster EMS units located at EMS station 1 (downtown) and EMS station 5 (Millbrook).
- Consider alternatives in the event that EMS parking spaces in the Public Safety Center become necessary for criminal justice functions.
- Implement an in-vehicle navigation (IVN) system to work in cooperation with the automated vehicle locator (AVL) and computer-aided dispatch (CAD) systems to enhance system-wide response performance.
- Using GIS and planning data, expand the analysis of response data to determine the deployment of EMS resources,
- Expand staff in the Office of Professional Development to meet expanded training demands of EMS system, including the capacity to conduct in-house paramedic pre-service training.
- Consider alternative staffing models to improve clinical and operational performance.
- Consolidation of EMS administrative personnel and expanded operational capabilities through design and acquisition of Central Operations Facility.

PUBLIC SAFETY

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

Program Area 1: Emergency Medical Services

Key Objectives:

- A paramedic ambulance will arrive at emergency requests for service within 11 minutes, 59 seconds, 90% of the time.
- A paramedic ambulance will be en route to a call within 90 seconds of dispatch, 90% of the time.
- For those calls meeting trauma system criteria, the ambulance will be en route to the trauma center within 9 minutes, 59 seconds after arriving at the scene.
- For those calls where the patient has a positive Cincinnati screen and onset of symptoms for less than 3 hours, the ambulance will be en route to a clinically appropriate hospital within 11 minutes, 59 seconds after arriving at the scene.
- For those calls where the patient has a documented ST-segment elevation myocardial infarction (STEMI), the ambulance will be en route to a clinically appropriate hospital within 14 minutes, 59 seconds after arriving at the scene.
- For those patients found in cardiac arrest, treatment will comply with protocol at least 98% of the time.
- For those patients for whom endotracheal intubation has been attempted, at least 90% will be delivered to the hospital with a validated successful intubation.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Number of transports (Wake EMS only)	25,133	26,766	27,363	n/a
Number of transports (all Wake Co. service providers)	38,925	49,416	51,395	n/a
Efficiency				
90% response time for an ambulance (all emergency responses)	84.55%	89.89%	90%	11:59 mins.
90% reflex time for a paramedic ambulance	74.94%	75.33%	90%	90 secs.
Effectiveness				
Rate of cardiac survival (Utstein model)*	21.50%	35%	35%	30%
90% successful intubation	95%	97%	98%	100%

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

PUBLIC SAFETY

Division Summary - Fire/Rescue

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	1,093,834	1,124,748	1,155,736	1,242,280
Operating Expenses		610,001	596,392	600,298	573,224
Capital Outlay		5,200	3,300	8,500	3,000
Expenditure Totals	\$	1,709,035	1,724,440	1,764,534	1,818,504
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		182,483	288,874	288,874	291,337
Revenue Totals	\$	182,483	288,874	288,874	291,337
Number of FTEs		21.00	17.00	17.00	17.50

Fire/Rescue Purpose and Goals

The Fire/Rescue Services Division of Wake County Public Safety 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. The Fire/Rescue Division accomplishes its mission through five program areas:

- Fire/Rescue Administration
- Fire Code Enforcement/Fire Prevention
- Fire/Rescue Training
- Emergency Response
- Fire Suppression

Major Accomplishments

- Completed second phase of fire apparatus replacement plan; coordinated with Fire Commission's Apparatus Committee to draft specifications for service trucks and brush trucks.

- Completed a countywide specification for firefighting turnout gear purchase and coordinated a collaborative turnout gear purchase arrangement for the contracting fire departments. The coordinated process included participation by City of Raleigh and Town of Cary Fire Departments.
- Implemented revised firefighter rehabilitation guidelines at Fire/Rescue Training Center to provide improved emergency medical services standby and increased firefighter safety during live fire training drills.
- Provided on-scene technical assistance to Town of Apex Fire Department during response to EQ Industrial Services chemical explosion and fire. Coordinated multi-agency, multi-jurisdiction origin and cause determination for the chemical explosion and fire.
- Developed and implemented quickest-unit response protocol in computer aided dispatch (CAD) system for new section of I-540.

PUBLIC SAFETY

Development involved active participation and coordination by and between Wake County, City of Raleigh Fire Department, Raleigh/Wake Emergency Communications Center, Town of Knightdale Fire Department, Eastern Wake Fire Department and Wake New Hope Fire Department.

Issues for FY 2008

- The Fire/Rescue Division is not in compliance with the state mandated fire inspection schedule. Approximately 55 two-year occupancies and 893 three-year occupancies are not on schedule. The goal for FY 08 is to increase the percentage of two-year occupancies inspected to 50% and the percentage of three-year occupancies inspected to 33%.
- Currently, 83.4% of plans are completed within seven calendar days. The Fire/Rescue Division's goal is to complete 90% of plans within seven calendar days. Additional funding for a part-time fire inspector requested for FY 08 is anticipated to provide capacity for fire code inspectors to improve plans review completion time. However, Fire/Rescue staff will continue evaluation of plans review performance and need for full-time fire code plans examiner for FY 09 request.
- Continued improvements in medical rehabilitation at the Wake County Fire/Rescue Training Center are limited by the lack of a designated assembly area. Construction of a designated medical rehabilitation assembly area will provide a single point of assembly for firefighters with appropriate protection from the weather and will improve firefighter accountability and safety.
- The existing padgenite thermal lining system in the burn building at the Fire/Rescue Training Center requires frequent replacement of thermal lining panels. The large panels are costly and require significant staff time to replace the panels maintaining the integrity of the thermal lining system.

Horizon Issues

- The percentage of fire causes listed as "Under Investigation" increased approximately 9% from FY 05 to FY 06. Fire/Rescue's goal is to reduce the percentage of fire causes listed as "Under Investigation" to 30% or below.
- Voter approval of the Wake County school bond provides for several new school construction and renovation projects. The Fire/Rescue Division conducts state mandated fire and electrical inspections countywide in all public school buildings. Each new school building results in a minimum of four new inspections each year (two fire inspections and two electrical inspections) for that one new building.
- Increased urbanization of rural areas and the decline of active volunteers are straining the fire protection system. The Fire Commission and its various committees are very active in working to address issues impacting the contracting fire departments. These factors exponentially increase the amount of staff time required to effectively coordinate and support the fire protection system. The increased level of support and coordination will result in a need for an additional staff person to serve as a fire department coordinator.

PUBLIC SAFETY

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

Program Area 2: Fire/Rescue Services

Key Objectives:

- Respond to 90% of calls within 45 minutes or less.
- Respond to citizen's concerns, requests, and complaints within two business days.
- Provide a continuous state of readiness for Wake County. Provide staffing 24 hours a day / 7 days a week with one person on duty 100% of the time and one additional person on call 95% of the time.
- Respond and perform fire origin and cause determination, 100% of requests.
- Provide high quality, thorough fire and life safety inspections of commercial facilities within the County jurisdiction and in contracting municipalities in accordance with the North Carolina State Fire Prevention Code Section 106 schedule, so that 90% of fire incidents in inspectable occupancies are not caused by a condition that is in violation of the State Fire Code.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Number of emergency incidents responded to by contractors	24,582	24,910	27,401	n/a
Number of emergency incidents responded to by Fire/Rescue staff	201	202	220	n/a
Number of medical first responder incidents responded to by contractors	12,962	13,950	15,345	n/a
Effectiveness				
Percentage of complaints investigated within two business days	unavailable*	100%	100%	100%
Percentage of incidents responded to within 45 minutes or less	95.90%	95%	90%	90%
Percentage of construction and fire protection plans reviewed within 7 calendar days	83.40%	73%	90%	90%
Contractors' response to emergency incidents within 9.2 minutes	95.10%	95%	90%	90%
Percentage of students that scored below 70% on pre-test and scored above 70% on post-test	100%	90%	90%	90%
Percentage of one year occupancies inspected	85%	99%	99%	n/a
Percentage of two year occupancies inspected	23%	30%	50%	n/a
Percentage of three year occupancies inspected	15%	17%	33%	n/a

* New measure for FY07, so no FY06 data is available.

PUBLIC SAFETY

Division Summary - Emergency Management

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	524,900	517,269	530,990	539,399
Operating Expenses		5,826,501	4,560,853	5,095,100	1,727,648
Capital Outlay		829,406	39,000	1,143,506	78,000
Expenditure Totals	\$	7,180,807	5,117,122	6,769,596	2,345,047
Intergovernmental Revenues	\$	3,738,433	2,883,979	3,695,294	238,342
Fee & Other Revenues		653,287	1,256,269	1,256,269	1,120,453
Revenue Totals	\$	4,391,720	4,140,248	4,951,563	1,358,795
Number of FTEs		7.00	7.00	7.00	7.00

Emergency Management Purpose and Goals

The Emergency Management (EM) Division coordinates the emergency planning function for emergencies that occur in Wake County, including the municipalities. Through emergency response and preparedness training, the EM Division responds to emergencies on a 24-hour basis to assist fire, law enforcement, EMS-rescue and municipalities to insure continuity in response efforts. Activities may include coordinating efforts in an emergency operations center, evacuating persons from homes or businesses whose lives or property are threatened by an emergency situation, and giving informed recommendations on emergency protective actions and emergency response procedures. Key program areas involve the Harris Nuclear Plant and Homeland Defense in addition to public safety communication projects.

Major Accomplishments

- Emergency Management supported the municipality of Apex during their hazardous materials event of October 5, 2006. EM staff served in the Command Post as a liaison to state agencies and other required resources and coordinated on-site response and support. The county Emergency Operations Center handled sheltering centers and coordinated public information efforts for those evacuated from the vicinity and provided resource support for the first responders on the scene.
- Updated the Emergency Operations Plans for the towns of Morrisville, Garner, Fuquay-Varina, and the city of Raleigh.
- Emergency Management was granted a contract extension with the U.S. Department of Homeland Security and commenced work to regionalize the Metropolitan Medical Response System to include the following counties: Johnston, Harnett, Durham, and Orange.

PUBLIC SAFETY

(Emergency Management cont'd)

- In prior fiscal years, Emergency Management secured Homeland Security grants totaling \$2,416,278. Those grant funds are now being implemented for the following projects: purchasing equipment for a communications vehicle; purchasing an Emergency Medical Services Support Operations vehicle; equipping hazardous materials responders with enhanced equipment and materials; updating USAR services; purchasing a self-contained bomb disposal vehicle for law enforcement; assisting in the enhancement of the VIPER communication; and assisting in the development of emergency response capabilities for Public Health, Public Works, and local hospitals

Issues for FY 2008

- In FY07, Emergency Management organized participants, scheduled a facility, and participated in a Medical Services Drill for WakeMed Hospital. In FY08, Emergency Management will undertake the same Medical Services Drill for Duke University Raleigh Hospital (Rex Hospital).
- In FY08, Emergency Management plans to perform at least six (6) site tours at high-hazard businesses and industries that manufacture, use, or store substances categorized as “extremely hazardous.”
- In FY08, Emergency Management will continue to promote government and private sector coordination, collaboration, communication, and cooperation through joint trainings, exercise sessions, and demonstrations in accordance with the guidelines established by our regional partners and the Domestic Preparedness Task Force Steering Committee. This includes continued planning and implementation of the Metropolitan Medical Response System (MMRS), which unites medical and other support communities to better respond to a significant medical emergency in the region. It also includes continuing to operate, maintain, and complete the Local Emergency Response/Domestic Preparedness training/exercise program.

- Emergency Management will continue to develop programs to provide training, equipment and educational opportunities to meet the needs of the public safety community, while following federal and state Homeland Security requirements and guidelines.

Horizon Issues

- Emergency Management will continue its effort to meet the needs of the local emergency response/domestic preparedness response by organizing training opportunities, procuring equipment, and maintaining plans, shared equipment, and other resources. It will also focus on its core mission to ensure consistency in hazard planning between municipal, county, and state efforts. To this end, Emergency Management will assist two municipalities each year in updating their emergency plans.
- Emergency Management will plan for major emergencies involving weather and other natural and technological events and hazards. Further, it will assist municipalities by providing protective actions for affected populations and assist in the orchestration of emergency response activities throughout the incident and during the recovery phase.

PUBLIC SAFETY

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

Program Area 4: Emergency Management

Key Objectives:

- Maintain and improve the Wake County Radiological Emergency Response Plan for Harris Nuclear Power Plant.
- Ensure chemical emergency planning and SARA Title III compliance throughout Wake County.
- Improve the abilities of the county medical community to respond to an incident of mass destruction.
- Manage and maintain emergency radio equipment and tower sites to provide effective operability throughout the year.
- Plan for major emergencies involving weather and other natural and technological events and hazards and provide protective actions for affected populations.

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Emergency Operations Center exercises and drills	5	4	2	2
<i>Effectiveness</i>				
“Above average” rating for emergency management programs, plans, and/or procedures	86%	91%	85%	80%

PUBLIC SAFETY

Division Summary - Administration

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	254,418	276,033	282,968	332,496
Operating Expenses		1,451,705	1,353,083	1,516,761	1,443,360
Capital Outlay		-	-	-	-
Expenditure Totals	\$	1,706,123	1,629,116	1,799,729	1,775,856
Intergovernmental Revenues	\$	358,640	340,203	411,498	411,498
Fee & Other Revenues		39,932	41,125	41,125	58,400
Revenue Totals	\$	398,572	381,328	452,623	469,898
Number of FTEs		4.00	4.00	4.00	4.00

Administration Purpose and Goals

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

The goal of the administration division is to provide management support services to the Department's operating divisions, allowing public safety services to be delivered in an effective and efficient manner to people in Wake County. To accomplish this goal, the administration division maintains and enhances service delivery systems that work, identify and incorporate innovations, efficiencies, partnerships and collaboration that improve service and encourages and supports continuing education while complying with relevant local, state and federal laws and rules.

Criminal Justice Planning identifies detention population segments that could, with court approval, be supervised in the community, with the

overall goal of reducing the population of the detention facility. The success of the programs is evaluated in terms of cost avoidance, where each day a detainee is not locked up in detention, the community avoids the cost of detention (currently \$68.00/day) and, on a larger scale, the cost to build and operate additional jail space when a facility reaches capacity.

Major Accomplishments

- Re-bid the Criminal Justice Planning Partnership program at the Wake Criminal Justice Resource Center to better meet the needs of the affected population
- Performed data extraction to enable quantifiable analysis of the effect of retention reduction programs such as Pre-Trial Release, Electronic Monitoring and Free the People.
- Formed partnerships with local governments and the RDU Airport Authority to operate and maintain data and communication systems

PUBLIC SAFETY

(Administration cont'd)

- Oversaw market study analysis of the Fire Commission salary bands.

Issues for FY 2008

In FY 2008, the Criminal Justice Planner will identify strategies to address trends shown in the data analysis. These may include implementation of “single point” screening of all arrestees for appropriate pretrial release or deferred prosecution programs, and implementation of “Free the People II” to identify and process those detention cases appropriate for quick disposition.

Other efforts in FY 2008 will include hiring a communications manager to maintain and operate the County’s 800 MHz communication system.

Horizon Issues

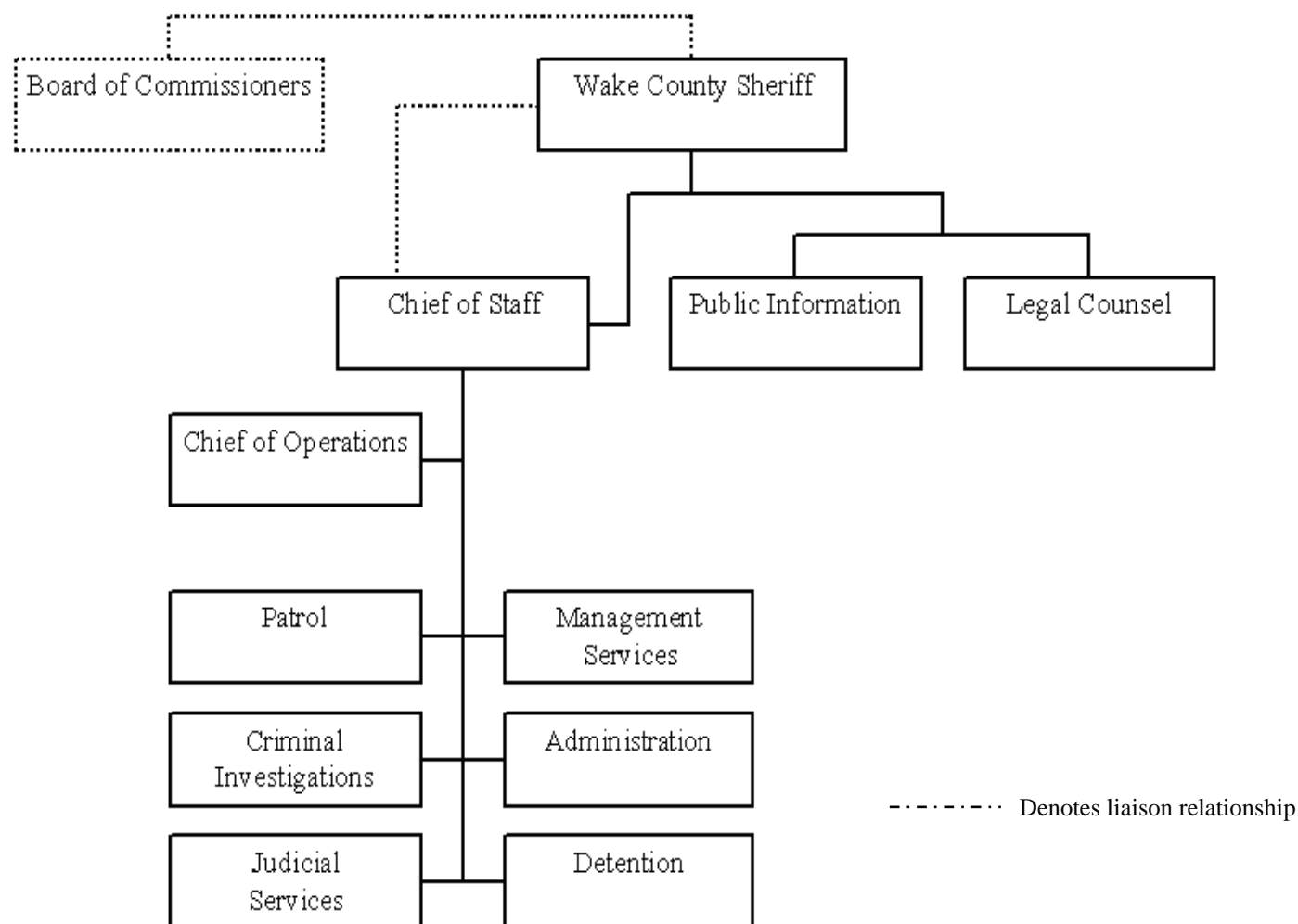
In the future, Criminal Justice Planning staff will pursue the implementation of a data storage and retrieval system to be available to and shared by all city, county and state criminal justice agencies. The lack

of such resource is an impediment in the effort to plan for the future needs of the criminal justice system. In addition, staff will continue utilizing data on individuals arrested and processed through detention and the courts, and develop profiles of persons arrested and charges.

The administrative division will continue to pursue policy and practices that directly affect the health, safety and welfare of the people of Wake County. These include the implementation of advanced technologies in emergency communications and response, additional training for staff and citizens, and the coordination of efforts among emergency service providers throughout Wake County and the greater Triangle region.

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OFFICE OF THE SHERIFF



OFFICE OF THE SHERIFF

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	37,311,779	41,811,719	42,871,859	44,151,025
Operating Expenses		12,698,016	12,932,971	13,405,251	13,387,685
Capital Outlay		629,208	109,000	167,273	110,000
Expenditure Totals	\$	50,639,003	54,853,690	56,444,383	57,648,710
Intergovernmental Revenues	\$	929,948	750,229	770,229	411,514
Fee & Other Revenues		4,508,812	3,820,300	3,925,182	4,125,400
Revenue Totals	\$	5,438,760	4,570,529	4,695,411	4,536,914
Number of FTEs		775.00	776.00	777.00	791.00

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. Public safety of citizens is a high priority of any local government. Wake County is no exception to this assumption. As the population of the County grows, demands for Sheriff Office services increase also. The Sheriff and his staff are dedicated to the philosophy that “serving the citizens is a privilege and not a right; it is the duty of all employees to serve all of the citizens of this county to the best of one’s ability; serving these citizens is and will always be the purpose of the organization.” The Sheriff provides requested assistance and support to other local law enforcement departments and to state and federal law enforcement agencies.

The Sheriff’s Office consists of 791 personnel organized into five organizational divisions: administration, judicial services, patrol, investigations, and detention. For budgetary purposes, detention is a separate account while the other four divisions are consolidated into one “law enforcement” budgetary account. Assignment of deputies to various organization divisions in law enforcement is dynamic as rotations occur frequently.

OFFICE OF THE SHERIFF

Division Summary - Law Enforcement

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	21,657,527	22,807,856	23,406,988	24,363,143
Operating Expenses		6,090,443	6,581,271	6,882,863	6,624,768
Capital Outlay		533,816	9,000	23,080	10,000
Expenditure Totals	\$	28,281,786	29,398,127	30,312,931	30,997,911
Intergovernmental Revenues	\$	782,187	630,229	635,229	296,514
Fee & Other Revenues		1,475,410	1,360,300	1,465,182	1,375,400
Revenue Totals	\$	2,257,597	1,990,529	2,100,411	1,671,914
Number of FTEs		386.00	387.00	388.00	398.00

Law Enforcement 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 also provides radio communications, evidence and property control services related to investigations of criminal activity, and transports involuntarily committed persons to mental health institutions located outside Wake County.

The Sheriff 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 and Wake Forest. These officers are considered as vital resources in the safety and security of students, faculty and staff of the Wake County Public School System. The School System shares in the cost of this service.

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 also is responsible for courtroom security in the twenty-six 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
- Register sexual offenders and predators residing in Wake County (including investigating their current address)
- Register video poker games located within the county

OFFICE OF THE SHERIFF

(Law Enforcement cont'd)

- Issue parade and picketing permits in the unincorporated areas of the county

Major Accomplishments

- Purchased and trained bomb dog to expanded K-9 resources
- Implementation of third phase of use of Stop Stick® apparatus for apprehending those trying to elude arrest (deployed 40 additional units)
- Active civil process papers in the field for service maintained below benchmark of 750 on average (prior to 2004, the numbers were above 1000)
- Expanded School Resource Program from 18 to 19 officers – added Fuquay-Varina middle school
- Continued automation upgrade to graphic user interface system
- Implemented Project Lifesaver, a rapid response partnership aiding victims and families suffering from Alzheimer's disease and related disorders such Down's Syndrome Autism
- Began implementing "video first appearance court" in partnership with General Services Administration and 10th Judicial District of the NC Court System
- Completed Wake County Sheriff's Office 17th Basic Law Enforcement Training Academy with 23 graduates
- Began implementation of Automated Vehicle Locator system
- Provided law enforcement experience to 58 middle school students in the 3rd Annual Law Enforcement Adventure Camp
- Completed the deployment of home fleet for judicial services deputies

Issues for FY 2008

- Gang Prevention (Board of Commissioners Priority for FY08)
- Develop 3 to 5 year business plan
- Finalize automation system upgrade for better data management
- Implement automated property inventory/order system
- Expand detention transport team to reduce number of hours patrol deputies spend transporting prisoners to hospitals in order for deputies to return to patrol duties
- Provide new school resource officer to new middle school in Wendell and 9th grade centers, new middle and high schools
- Improve prevention and enforcement against gang participation
- Increase recruitment capabilities to ensure full staffing
- Expand training opportunities to comply with NC Sheriff's Commission standards

Horizon Issues

- Expand Special Response Team to respond to high-risk crisis events and to support investigations personnel

OFFICE OF THE SHERIFF

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

Program Area: Law Enforcement

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
Workload (Output)				
Calls for service	56,879	58,000	60,000	N/A
Building & Community Security Checks	68,727	70,000	72,000	N/A
Warrants, Summons, Orders for Arrest	9,759	9,500	9,750	N/A
Warrents Arrests made	4,129	4,450	4,600	N/A
Number of open investigations	7,219	7,300	7,500	N/A
Civil papers for service received & processed	84,450	82,000	85,000	N/A
Concealed handgun permits processed	1,382	1,400	1,400	N/A
Pistol permits processed	10,498	10,500	10,500	N/A
Sex offenders new registrations	96	100	100	N/A
Sex offenders address verification site visit	443	450	900	N/A
Effectiveness				
Response time (received to dispatch)	3.6 min.	3.6 min.	3.6 min.	4.0 min.
Response time (dispatch to arrival)	7.77 min.	7.8 min.	8.0 min.	8.0 min.
Investigations clearance rate	42.73%	45.00%	45.00%	50.00%

OFFICE OF THE SHERIFF

Division Summary - Detention

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	15,654,252	19,003,863	19,464,871	19,787,882
Operating Expenses		6,607,573	6,351,700	6,522,388	6,762,917
Capital Outlay		95,392	100,000	144,193	100,000
Expenditure Totals	\$	22,357,217	25,455,563	26,131,452	26,650,799
Intergovernmental Revenues	\$	147,761	120,000	135,000	115,000
Fee & Other Revenues		3,033,402	2,460,000	2,460,000	2,750,000
Revenue Totals	\$	3,181,163	2,580,000	2,595,000	2,865,000
Number of FTEs		389.00	389.00	389.00	393.00

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

Major Accomplishments

- Continued phasing in of hiring and training of new detention officers for Wake County Detention Center on Hammond Road (Phase 1B of Criminal Justice Facility Master Plan – Detention facilities)
- Completed 5 Detention academies with 116 graduates
- Fully implemented video visitation program at the Public Safety Center detention facilities allowing for additional hours for visitations of family members to inmates
- Expanded detention transport unit to 24/7 operation by transferring positions thereby reducing hours required by law enforcement officers to transport
- Implemented a mental health coordination program to improve and expand mental health services for inmates
- Modified the Inmate Grievance Program by separating "requests" from inmate grievances and adding an "Inmate Request Program", resulting in significantly reducing the number of grievances filed by inmates and allowing detention staff to more efficiently address grievances and requests

OFFICE OF THE SHERIFF

(Detention cont'd)

- Began implementation of Public Safety Center detention facility security improvements: 1) replacing cell doors with pass-through apparatus for food, mail, medications, and communication functions and 2) upgrading camera system
- Expand detention transport team to reduce number of hours patrol deputies spend transporting prisoners to hospitals in order for deputies to return to patrol duties

Issues for FY 2008

- Control cost of inmate medical care
- Implement inventory system for medical supplies
- Begin planning Phase 2 of the Wake County Detention Center

Horizon Issues

With the completion of Phase 1B of the Wake County Detention Center, the County has bed space of 1,320 in the three detention facilities operated by the Sheriff's Office. The most recent projection from the Wake County Justice System 30-year Capital Improvements Plan anticipated the average daily population to be 1,434 by 2010. At the end of calendar year 2006, the ADP hovered around 1,200 with some days exceeding 1,400. Current projections are that this facility will be at capacity in FY2008-2009, causing need for Phase 2 to be under construction earlier than originally expected.

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

Program Area: Detention

Key Measures	FY06 Actual	FY07 Estimated	FY08 Target	Desired Level
<i>Workload (Output)</i>				
Average Daily Population	1,271	1,280	1,300	N/A
Shuttle trips between County detention facilities	3,618	5,100	6,000	N/A
Armed Transport trips Statewide	3,469	3,650	3,900	N/A
Detention Intake	35,733	35,800	36,000	N/A

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MEMBERSHIPS

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Memberships					
Capital Area Metro Planning Organization	\$	97,341	161,634	161,634	142,954
Institute of Government		69,950	74,904	74,904	79,656
National Association of Counties		9,051	11,257	11,257	11,568
NC Assoc. of Co. Commissioners		57,462	61,523	61,523	66,313
RDU International Airport		12,500	12,500	12,500	12,500
Triangle J Council of Governments		168,019	170,788	178,288	196,000
Total Memberships		414,323	492,606	500,106	508,991

Department Purpose and Goals

The County participants in various organizations for which membership dues are charged. The dues for North Carolina Association of County Commissioners, National Association of Counties, Institute of Government and Triangle J Council of Governments are based on population. Capital Area Metro Planning Organization Board approves an annual budget that is then distributed to member organizations based on population. The Raleigh / Durham International Airport is a flat annual fee.

PUBLIC AGENCIES

Department Summary

		FY 2006	FY 2007	FY 2008	FY 2008
		Actual	Adopted	Requested	Adopted
Public Agencies			Budget		Budget
Catholic Charities for Support Circles	\$	56,000	-	57,680	-
Communities in Schools		100,000	75,000	75,000	75,000
East Wake Education Foundation		-	-	50,000	50,000
Exploris/IMAX		1,000,000	1,000,000	1,000,000	1,000,000
Healing Place for Men		242,750	250,000	250,000	250,000
Healing Place for Women		-	250,000	250,000	250,000
MEAC Tournament		200,000	200,000	200,000	200,000
North Carolina Symphony		34,000	34,000	100,000	34,000
PLM Families Together		-	-	-	100,000
Public Agency Funding Process		-	-	600,000	600,000
Soccer Sports Facility		247,246	150,000	150,000	150,000
Tammy Lynn Center for Dev Disabilities		55,000	-	100,000	-
Wake County United Arts Council		301,000	350,000	350,000	350,000
Women's Commission		12,125	12,500	12,500	12,500
Ron Aycock Scholarship		125,000	-	-	-
Interfaith Food Shuttle		1,000	-	-	-
Total Public Agencies		2,374,121	2,321,500	3,195,180	3,071,500

Agency Summary

Funding for organization-wide activities including consulting services.

Communities in Schools – The mission of Communities In Schools of Wake County is to connect students with community resources and educational opportunities to help them succeed in school and in life.

East Wake Education Foundation - The mission of the East Wake Education Foundation is to assure that children reach school age healthy and ready to learn.

Exploris Museum and IMAX Theater – The mission of this agency is

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 at home.

The Healing Place for Men – The mission of this nonprofit is to provide a rescue, recovery and rehabilitation facility for homeless males in Wake County.

The Healing Place for Women – The mission of this nonprofit is to provide a rescue, recovery and rehabilitation facility for homeless females in Wake County.

PUBLIC AGENCIES

Mid-eastern Athletic Conference – Basketball Tournament. County support for this event is \$200,000.

North Carolina Symphony – The North Carolina Symphony is 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.

PLM Families Together - Exists to help homeless families reach independence

Operating Support for Soccer Center – As part of the County's agreement with the Town of Cary, the County will pay up to \$150,000 of the net operating cost of SAS Soccer Park on an annual basis.

Wake County United Arts Council – The mission of the United Arts Council of Raleigh & Wake County, Inc., is to build better communities through support and advocacy of the arts.

Women's Commission – County's operating annual support.

Public Agency Funding Process — Wake County conducts an annual Community Partnership competitive funding process, providing Wake County nonprofit organizations an opportunity to submit proposals addressing the County's goals.

A request for proposals was sent to prospective agencies. Proposals are evaluated by the Community Partnership review panel consisting of 11 members representing various Wake County departments. The panel reviewed all proposals and participated in agency interviews. Proposals were scored using the following criteria:

Community Impact - how well the project addresses an identified community need and maximizes consumers' access and utilization of the project service that addresses this need.

Outcomes - how well the project addresses measurable outcomes consistent with County priorities, the ability to accomplish those outcomes during the contract period, and proposed follow-up with consumers to determine long-term impact of the project.

Fiscal Planning - how well the proposal presents a clear and reasonable budget, identifies resources other than Wake County funds, or evidence that County funding will have a significant impact on the agency's ability to leverage other funding or services

Structure - whether the project is innovative or collaborative in addressing the identified need; the ability of the project to build capacity within the community

Organizational Capacity - demonstration of the organization's skills, experience, and resources to implement the project

A summary of the agencies and amounts funded for FY 08 follows.

COMMUNITY PARTNERSHIP FUNDING FY 07-08

Programs Recommended for Funding	Request	Recommendation
Alliance of AIDS Services	30,000	19,700
Autism Society of NC	20,914	10,000
Big Brothers Big Sisters	50,000	25,000
CASA	40,000	25,000
Center for Volunteer Caregiving	35,000	20,000
Feed the Firefighters	5,500	2,500
Food Bank of Central & Eastern NC	35,000	35,000
Haven House	46,494	23,200
Inter-Faith Food Shuttle - Children's Nutrition	30,000	25,000
Inter-Faith Food Shuttle - Food Security & Hunger Relief	82,000	45,000
Kids Voting NC/Wake	14,914	6,000
Legal Aid of NC - Raleigh Office	17,000	9,500
Literacy Council of Wake Co	15,000	10,000
Passage Home, Inc. - Youth Leadership Academy	46,655	6,000
Piedmont Wildlife Center	30,000	20,000
Planned Parenthood - Hispanic Outreach	20,000	10,000
Raleigh Lions Clinic for Blind - Computer Training	8,300	8,300
SAFEchild, Inc.	20,000	20,000
Southwest Wake YMCA	18,000	10,000
StepUP Ministry - Jubilee Jobs	35,000	21,000
StepUP Ministry - Life Skills	35,000	20,400
Tammy Lynn Center - Inclusive Preschool	100,000	50,000
The Family Violence Prev. Center	45,000	28,500
Triangle Disability Advocates	36,000	25,000
Triangle Family Services	65,000	42,700
Urban Ministries of Wake County - Housing Case Manager	35,762	21,400
Wake Co Dental Soc.- Dental Health	25,000	21,000
Wake Health Services - Volunteer Coordinator	31,000	22,200
Women's Center of Wake County	40,000	5,000
YWCA of the Greater Triangle	20,000	12,600
Total Requests and Funded	1,522,946	600,000

NON-DEPARTMENTAL

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Non-Departmental Costs					
Consulting and Legal Fees	\$	899,831	400,000	821,954	400,000
Contracted Services		257,219	150,000	371,000	120,000
Historic Preservation		153,266	112,275	139,675	125,553
Indirect Cost Recovery		(239,654)	(230,092)	(230,092)	(230,602)
Wake County Economic Development - Edge 3		-	100,000	153,483	100,000
Wake County Economic Development - General		413,336	295,000	295,001	295,001
Other		141,354	-	-	-
Total Non-Departmental Costs		1,625,352	827,183	1,551,021	809,952

Department Purpose and Goals

Funding for organization-wide activities including consulting services, legal counsel and other professional services are budgeted within this category.

- Consulting and Legal Fees represent estimates of funds for consulting services that have been tentatively identified and for which contracts may be entered into during the fiscal year. The preliminary amounts for FY08 include consulting service support for the Citizens Facilities Advisory Committee, Core Health Insurance Team and Stormwater Task Force.
- Contracted Services contains the annual amount for the County's contracted Federal lobbyist.
- Wake County Economic Development – The County contracts with the Greater Raleigh Chamber of Commerce for county wide

economic development program to promote the creation of new jobs in businesses that contribute to an appropriately vital local economy.

- Edge3 is a program of Wake County Chamber of Commerce. The purpose of the program is to leverage corporate connections with North Carolina State University and identify and rank target companies and develop industry focused marketing tools.
- Indirect Cost Recovery – Represents indirect cost charges for Service Programs.

CONTINGENCIES AND RESERVES

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Board of Commissioners Contingency	\$	-	425,000	354,000	100,000
Miscellaneous Expense		141,807	100,000	154,653	100,000
Salary and Benefits Reserve		-	5,480,138	114,376	4,621,524
Total Contingencies and Reserves		141,807	6,005,138	623,029	4,821,524

Department Purpose and Goals

Funding for organization-wide activities including consulting services, legal counsel, other professional services and grant allocations are budgeted within this category.

- Board of Commissioners Contingency. This fund is established to allow the Board of Commissioners to address unanticipated funding requests throughout the fiscal year.
- For FY08, the Board reduced the contingency to \$100,000. The \$100,000 is reserved for the education foundation of Garner and Fuquay Varina. Release of the funding is subject to the Foundations submitting a proposal to the Board of Commissioners and the Board taking formal action to award the funding.
- Miscellaneous Expense. This fund is established to allow the County Manager to address unanticipated funding requests throughout the fiscal year. Use of these funds requires County Manager approval.
- Reserve for Salary and Benefit Increases. For ease of budgeting, the costs of performance pay increases and associated benefits are

included within this reserve amount. Once the budget is adopted, the appropriate amount of pay increases is spread to each department. The recommended average performance pay increase is 4%.

TRANSFERS

Department Summary

	FY 2006	FY 2007	FY 2007	FY 2008
	Actual	Adopted	Current	Adopted
		Budget	Budget	Budget
Transfer to Risk Management	\$ 5,133,000	2,468,000	2,468,000	-
Transfer to Revaluation	975,000	1,100,000	1,100,000	1,100,000
Transfer to Grants Fund	-	-	-	120,000
Transfer to County Capital Fund	24,517,000	22,745,000	22,745,000	39,378,000
Transfer to Schools Capital Fund	-	-	-	16,000,000
Transfer to Debt Service	114,008,000	121,366,000	121,366,000	124,003,000
Total Transfers	144,633,000	147,679,000	147,679,000	180,601,000
Transfer to Grants Fund - Human Services Budget	-	-	-	200,326
Transfer to Housing Fund - Human Services Budget	104,000	104,000	104,000	104,000

Department Purpose and Goals

Capital Projects

The County dedicates 19.2 cents of the 67 cents of property tax rate for pay-as-you-go capital funding and debt service. For FY08, the 19.2 cents represents \$155.4 million. Of the total amount available for capital and debt service funding, the amount of transfer to the Debt Service Fund needed to maintain the County's target Debt Service Fund Balance of 19% is funded first with the remaining funds available for pay-as-you-go capital funding.

Debt Service

The transfer to the Debt Service Fund consists of two sources: a portion of the 19.2 cents of property tax rate dedicated for debt service and the portions of sales tax required to be used for school capital. The amounts from each funding source are:

	FY06	FY07	FY08
Property Tax	95,271,000	102,866,000	99,986,000
Sales Tax	18,737,000	18,500,000	24,017,000
Total	114,008,000	121,366,000	124,003,000

Revaluation Reserve

The County revalues property on an eight-year cycle, the maximum cycle allowable by state law. State law requires that a reserve be established to set aside funds for the revaluation project. The annual transfer to the Revaluation Reserve fund equals approximately one-eighth (1/8) of the estimated to cost of revaluation. See the Revaluation Reserve Fund section of the budget for additional information.

Grants and Donations

The Grants and Donations Fund is a new fund for FY08. The fund is multi-year and was created to isolate non-recurring grants and donations set aside for specific purposes. The transfers to the Grants and Donations Fund represents funding for business investment grants.

Risk Management Fund

The Risk Management Fund was used to pay for the administration and claims for Workers' Compensation, liability and property insurance and health and dental premiums for employees and retirees. For FY08 the Risk Management Fund was eliminated and these costs are budgeted within the Risk Management Division of the Department of Finance.

DEBT SERVICE

Fund Summary - Debt Service

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Bond Principal	\$	70,480,946	71,522,353	70,480,946	71,557,438
Bond Interest		48,842,232	55,485,859	48,758,825	72,387,937
Bond Fees and Issuance Costs		926,336	877,700	1,182,001	1,877,341
Personnel Services		-	104,501	75,000	107,284
Reserved for Future Debt Service		-	2,078,587	2,049,228	-
Expenditure Totals	\$	120,249,514	130,069,000	122,546,000	145,930,000
Transfer from General Fund - Ad Valorem Tax	\$	95,271,000	102,866,000	95,271,000	99,986,000
Transfer from General Fund - Sales Tax		18,737,000	18,500,000	18,737,000	24,017,000
Transfer from Major Facilities Fund		991,000	991,000	991,000	991,000
Transfer from Fire Tax District		472,000	472,000	472,000	745,000
Interest Income		9,203,783	7,240,000	7,000,000	19,500,000
Appropriated Fund Balance		-	-	75,000	691,000
Revenue Totals	\$	124,674,783	130,069,000	122,546,000	145,930,000
Number of FTEs		-	1.0	1.0	1.0

Debt Service Expenditures by Entity

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Wake County Public School System	\$	105,064,894	113,655,148	107,102,252	128,889,977
Wake Technical Community College		3,459,539	3,976,317	3,458,551	3,830,266
Wake County Government		10,734,162	9,367,948	8,944,969	12,218,757
Five County Stadium		990,918	991,000	991,000	991,000
Reserved for Future Debt Service		-	2,078,587	2,049,228	-
Expenditure Totals	\$	120,249,513	130,069,000	122,546,000	145,930,000

DEBT SERVICE

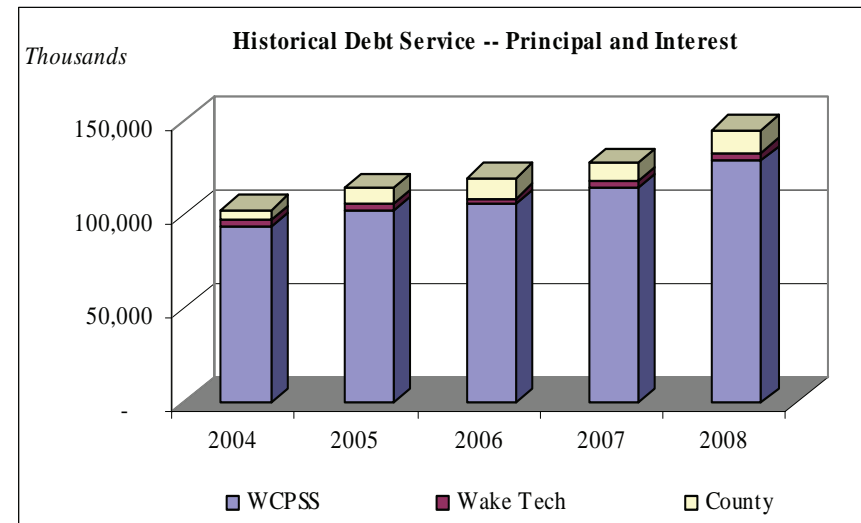
Wake County issues long-term debt under Constitutional and Legislative law to leverage taxpayer dollars to meet the capital needs of its citizens. Long-term capital planning, combined with a debt affordability model that assess the future impact of plan variables, is a strong management tool that is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

Debt service payments are made routinely for interest on long-term debt outstanding and to retire debt principal as it matures. Interest expenditures are annual costs that are directly proportional to the principal amount of debt outstanding. As of June 30, 2006 the outstanding general obligation principal indebtedness of the County totals \$1.4 million

In March 2007 the County issued \$555 million of general obligation bonds. The following table summarizes the purpose and amount of bonds issued, as well as a summary of bonds authorized but un-issued.

	March FY07 Bond Issue	Authorized and Unissued
Schools	500,000,000	695,000,000
Libraries	16,000,000	200,000
Open Space	26,000,000	-
Community College	13,000,000	27,000,000
Total	555,000,000	722,200,000

A common debt service management practice is to minimize the pressures for additional resources each year, the pattern of debt service payments for long-term debt in Wake County is designed so total annual debt service requirements do not vary materially from year to year. The budget for debt service payments for fiscal year 2008 totals \$145,930,000.



DEBT SERVICE

SCHEDULE OF LONG-TERM DEBT MATURITIES AND ANNUAL DEBT SERVICE REQUIREMENTS FOR GOVERNMENTAL ACTIVITIES

As of June 30, 2006

BONDED DEBT Fiscal Year Ended June 30	PUBLIC SCHOOLS		OTHER		TOTAL	
	Principal	Principal and Interest	Principal	Principal and Interest	Principal	Principal and Interest
2007	\$ 62,987,848	\$ 103,910,457	\$ 7,662,152	\$ 11,340,793	\$ 70,650,000	\$ 115,251,250
2008	62,856,970	100,924,230	7,748,030	11,074,700	70,605,000	111,998,930
2009	62,966,559	98,051,880	7,758,441	10,727,020	70,725,000	108,778,900
2010	62,905,920	95,036,465	7,749,080	10,367,047	70,655,000	105,403,512
2011	63,641,075	92,827,338	7,048,925	9,316,450	70,690,000	102,143,788
2012	64,665,092	90,890,809	6,884,908	8,821,582	71,550,000	99,712,391
2013	64,525,159	87,642,924	7,059,841	8,665,688	71,585,000	96,308,612
2014	64,159,142	84,358,832	7,305,858	8,592,281	71,465,000	92,951,113
2015	64,056,347	81,371,650	7,368,653	8,323,362	71,425,000	89,695,012
2016	67,529,972	81,941,465	5,760,028	6,402,583	73,290,000	88,344,048
2017-2021	289,595,185	319,248,381	8,564,815	9,318,328	298,160,000	328,566,709
2022-2023	9,500,000	10,097,500	550,000	574,063	10,050,000	10,671,563
Total Bonded Debt	939,389,269	1,246,301,931	81,460,731	103,523,897	1,020,850,000	1,349,825,828
OTHER LONG-TERM DEBT:						
Total capitalized leases, clean water revolving loans, installment purchases, and qualified zone academy bonds:						
2007	163,461	163,461	1,249,156	1,588,951	1,412,617	1,752,412
2008	163,461	163,461	1,007,935	1,296,860	1,171,396	1,460,321
2009	163,461	163,461	909,569	1,156,010	1,073,030	1,319,471
2010	163,461	163,461	933,841	1,140,651	1,097,302	1,304,112
2011	163,461	163,461	911,549	1,080,191	1,075,010	1,243,652
2012-2016	817,311	817,311	3,722,531	4,056,155	4,539,842	4,873,466
2017	163,461	163,461	-	-	163,461	163,461
Total Other Long-Term Debt	1,798,077	1,798,077	8,734,581	10,318,818	10,532,658	12,116,895
TOTAL LONG- TERM DEBT	\$ 941,187,346	\$ 1,248,100,008	\$ 90,195,312	\$ 113,842,715	\$ 1,031,382,658	\$ 1,361,942,723

DEBT SERVICE

Legal Debt Margin Information Historical Information

	Fiscal Year					
	2001	2002	2003	2004	2005	2006
Assessed Value of Property	\$ 59,525,494,337	\$ 63,366,830,910	\$ 66,454,852,090	\$ 68,427,053,895	\$ 71,124,912,096	\$ 75,134,720,561
Debt Limit, 8% of Assessed Value (Statutory Limitation)	4,762,039,547	5,069,346,473	5,316,388,167	5,474,164,312	5,689,992,968	6,010,777,645
Amount of Debt Applicable to Limit						
General Obligation Bonds	637,515,000	782,130,000	926,625,000	1,123,210,000	1,049,485,000	1,020,850,000
General Obligation Commercial Paper	-	-	-	-	-	58,250,000
Less: Resources Restricted to Paying Principal	-	(21,797,140)	(39,601,655)	(52,003,056)	(59,356,526)	(63,781,795)
Total net debt applicable to limit	637,515,000	760,332,860	887,023,345	1,071,206,944	990,128,474	1,015,318,205
Legal Debt Margin	\$ 4,124,524,547	\$ 4,309,013,613	\$ 4,429,364,822	\$ 4,402,957,368	\$ 4,699,864,494	\$ 4,995,459,440
Total net debt applicable to limit as a percentage of debt limit	13.39%	15.00%	16.68%	19.57%	17.40%	16.89%

Note: The County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the County may have outstanding to 8 percent of the appraised value of property subject to taxation. The legal debt margin is the difference between the debt limit and the county's net debt outstanding applicable to the limit, and represents the county's legal borrowing authority.

CAPITAL AREA WORKFORCE DEVELOPMENT

Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Intergovernmental Revenues	\$	5,848,414	2,917,641	4,538,706	4,955,000
Fee & Other Revenues		15,425	-	6,700	-
Revenue Totals	\$	5,863,839	2,917,641	4,545,406	4,955,000
Personnel Services	\$	1,461,264	677,438	1,131,402	699,755
Operating Expenses		4,424,326	2,240,203	3,414,004	4,255,245
Expenditure Totals	\$	5,885,590	2,917,641	4,545,406	4,955,000
Number of FTEs		13.55	12.00	12.00	12.00

Fund Purpose and Goals

The Capital Area Workforce Development fund was established to account for U.S. Department of Labor and North Carolina Department of Commerce employment and training grant activities as they related to the federal Workforce Investment Act of 1998, and various other federal and state initiatives. The boards of commissioners of the counties of Wake and Johnston created the Capital Area Workforce Development Consortium in 1983. The Consortium plans and administers federal and state workforce programs; competitively procures services; conducts quality assurance; and reports outcome-based results of federal and state programs in partnership with the private-sector led Capital Area Workforce Development Board. The Capital Area Workforce Development Board is charged with implementing workforce investment activities throughout Wake and Johnston Counties. Generally these include (1) increasing occupational skill attainment to improve the quality of the workforce, (2) reducing welfare dependency and (3) enhancing the productivity and competitiveness of the regional economy. Capital Area WDB is responsible for grant administration, pro-

viding policy guidance and conducting oversight of all workforce activities.

Additionally, this Board's responsibilities include chartering and enhancing the area's JobLink Career Centers, which is part of the national network of one-stop career service centers; Administration of Incumbent Worker Training grant funds; and Partnering with economic development in providing assistance with new and expanding business and industry. Twenty-four boards serve North Carolina's 100 counties. Capital Area has the largest population of North Carolina's local workforce areas.

Federal and state block grants provide funding for universal workforce development services to the two counties' employers, adult and youth job applicants, dislocated workers and companies experiencing layoffs and closings.

CAPITAL AREA WORKFORCE DEVELOPMENT

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.

Major Accomplishments

- Designed and implemented Capital Area Workforce Development Board Website (www.capitalareawdb.com)
- Opened first stand-alone JobLink Center, which includes a SAAVY youth center located in Clayton.
- Received recognition for 3 JobLink Centers received higher chartering status and received \$75,000 incentive funds.
- Of the 152 Hurricane Katrina enrollees, 52 are now gainfully employed and 6 former business owners have re-established their businesses here in our area.
- Offered over 170,000 services to individuals through our JobLink System
- Sponsored 2 career fairs serving over 900 customers and 115 employers.
- Designed a website for offenders (www.joblinkcc.com/keys)
- Received incentive funds for exceeding performance measures
- Assisted nine (9) businesses with dislocated worker services due to plant closures or layoffs.
- Twelve (12) local businesses were awarded incumbent worker grants to train their workers (total of 293 employees received training).

Issues for FY 2008

- Regional Planning
- Board Standards
- New Performance measures
- Strategic planning with Economic Development Region
- Board Strategic Goals
- Departmental Reorganization

Horizon Issues

- Fee for service planning
- Total integration and co-location of all partner agencies in JobLink Centers
- Involving K-12 in addressing known workforce shortage areas to identify future workforce trends

EMERGENCY 911

Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Taxes	\$	945,734	983,549	983,549	917,688
Charges for Services		566,894	567,825	567,825	560,312
Investment Earnings		8,483	-	-	-
Revenue Totals	\$	1,521,111	1,551,374	1,551,374	1,478,000
Personal Services	\$	-	-	-	-
Operating Expenses		1,133,959	1,551,374	1,551,374	1,478,000
Expenditure Totals	\$	1,133,959	1,551,374	1,551,374	1,478,000
Number of FTEs		-	-	-	-

Fund Purpose and Goals

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

FIRE TAX DISTRICT

Fire Tax District Budget Revenues and Expenditures

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Revenues				
Fire Tax Revenue	\$			
Operating	-	13,573,000	13,573,000	14,078,000
Operating--Debt Service	-	579,262	579,262	551,235
Capital	-	3,360,738	3,360,738	3,535,765
Subtotal--Tax Revenue	16,399,148	17,513,000	17,513,000	18,165,000
Appropriated Fund Balance	-	550,000	550,000	-
Fund Balance Transfer to Capital	-	150,000	150,000	-
Interest	204,024	-	-	-
Total Revenues	16,603,172	18,213,000	18,213,000	18,165,000
Expenditures				
Department Appropriations				
Personnel and Operating	-	12,924,616	13,206,478	13,752,145
Contingent Expansions	-	207,594	-	-
Department Debt Service	-	579,262	579,262	551,235
Subtotal	12,992,691	13,711,472	13,785,740	14,303,380
Fixed Costs				
CAD Fire Costs	3,760	3,560	3,560	6,862
800 MHz Fire Costs	145,287	266,639	266,639	238,389
NC Forestry--Wildfire Prevention	51,032	55,000	55,000	61,534
Equipment and Fixed Assets				
Turnout Gear Program	-	250,000	250,000	-
Small Capital Program	347,739	255,591	181,323	-
Air Bottle Replacement	-	100,000	100,000	-
Contingencies and Grant Matches	-	50,000	50,000	-
Other	24,204	10,000	10,000	-
Reserve for Future Appropriation	-	-	-	18,835
Subtotal Operating	13,564,713	14,702,262	14,702,262	14,629,000
Appropriation to Capital	3,526,481	2,888,738	2,888,738	2,791,000
Fund Balance Transfer to Capital		150,000	150,000	-
Transfer to Debt Service Fund	472,000	472,000	472,000	745,000
Subtotal Capital	3,998,481	3,510,738	3,510,738	3,536,000
Total Expenditures	\$ 17,563,194	18,213,000	18,213,000	18,165,000

FIRE TAX DISTRICT

Fire Tax District Purpose and Goals

The County contracts with 19 departments to provide fire suppression and emergency services in the fire tax district. Fourteen departments are non-profit corporations and five are municipal fire departments. The fire tax district includes most of the unincorporated area of the County and the Town of Wendell. The 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, and provide fire prevention services in their districts. The 19 departments also strive to maintain high insurance ratings to save property owners on fire insurance premiums.

Major Accomplishments

- Continued implementation of Long-Range Business Plan – Completed countywide purchase specifications for service vehicles; updated countywide purchase specifications for brush vehicles.
- Funded implementation of volunteer duty crews at Fairview and Swift Creek Fire Departments and increased funding for volunteer duty crew at Bay Leaf Fire Department.
- Provided financial support for Feed-the-Firefighter Foundation.
- Updated Fire Commission's Service Level Goals – The updated goals state that four personnel must arrive on the first arriving unit within prescribed response time goals.
- Increased funding to provide accidental death and dismemberment insurance for all members of contracting fire departments.

Issues for FY 2008

- The number of active volunteers continues to decline, and most fire departments are experiencing volunteer member shortages.
- Analyze potential station closure for Western Wake Fire Station #2 and negotiate coverage with Cary Fire Department if station is closed.
- Refine staffing and facility sections of Long-Range Business Plan.
- Analyze how departments use full-time, part-time, and volunteers to staff; determine if most cost-effective staffing patterns are used.

Horizon Issues

- The decline in volunteers and the increase in service demand is leading to a transition to increasing reliance on career personnel.
- Evaluate and, if approved, incorporate additional capital needs into Long-Range Business Plan. Such needs include new stations, service trucks, and breathing apparatus.
- Monitor and analyze impact of municipal annexation on fire service demand; Analyze how annexation plans affect fire tax district as a whole, and individual departments.

FIRE TAX DISTRICT

Summary of Appropriations by Department

Department	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Bay Leaf	1,228,295	1,317,284	1,323,679	1,321,645
Durham Highway	795,276	670,769	674,673	676,143
Eastern Wake	1,278,227	1,343,069	1,352,002	1,418,801
Fairview	786,944	822,363	823,729	851,095
Falls	315,793	317,447	317,557	322,579
Garner	1,008,670	1,047,866	1,116,056	1,173,899
Hopkins	542,223	579,014	582,502	600,854
Rolesville	356,190	395,424	397,621	433,128
Stony Hill	624,054	777,946	778,810	839,589
Swift Creek	419,520	464,252	464,402	487,326
Wake Forest	299,003	309,000	309,000	332,732
Wake-New Hope	933,108	878,772	883,209	851,990
Wendell	992,462	1,017,524	1,024,956	1,197,479
Western Wake	650,830	621,010	621,787	607,760
Total- Rural	10,230,595	10,561,741	10,669,983	11,115,021
Apex	481,983	513,922	517,421	540,526
Fuquay-Varina	1,063,477	1,108,133	1,167,621	1,179,205
Holly Springs	275,083	301,905	330,444	352,424
Morrisville	604,972	657,094	661,627	734,999
Zebulon	336,581	361,083	363,644	381,205
Total- Municipal	2,762,096	2,942,137	3,040,757	3,188,360
TOTALS:	12,992,691	13,503,878	13,710,740	14,303,380

* FY 2008 Includes Department Debt Service

GRANTS AND DONATIONS

Fund Summary

	FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Recommended Budget
Intergovernmental Revenues	\$			3,836,380
Fee & Other Revenues				121,620
Transfer from General Fund				120,000
Revenue Totals	\$			4,078,000
Personnel Services	\$			1,351,138
Operating Expenses				2,726,862
Expenditure Totals	\$			4,078,000

Number of FTEs

23.65

Note: No prior history because fund established in the FY 2008 adopted budget.

Fund Purpose and Goals

Wake County receives non-recurring revenues from a number of sources, including grants, donations, and forfeiture funds. The purpose of the new Grants and Donations Fund is to budget all non-recurring revenues, and corresponding expenditures, in a multi-year fund. This will provide for more transparent tracking of grant-funded FTEs. Also, grants will be brought to the Board of Commissioners once and receive the appropriation necessary for the entire period of the grant, regardless of the project time span.

Recurring funding streams, including formula grants and block grants, also support Wake County services, particularly in the Human Services department. Because they are recurring, these funds will remain in the General Fund. The new fund will also be used to budget Business Investment Grants. When deemed beneficial to the County, the Board of

Commissioners provides monetary incentives to corporations meeting established criteria for investment and job creation within Wake County (see Business Investment Grant policy in the Process and Policies section). Since corporations may not meet the criteria within the same year the Commissioners appropriate funds, the Business Incentive Grants will be budgeted in this multi-year fund. When the recipient corporation meets the criteria, appropriation will then be available to make payments.

GRANTS AND DONATIONS

Summary by Source and Department

Department	Grants	Donations	Forfeitures	Business Investment Grants	Totals
Community Services	5,000	112,620		-	117,620
Environmental Services	152,400	-	-	-	152,400
General Services	-	9,000	-	-	9,000
Human Services*	2,458,534	-	-	-	2,458,534
Public Safety	741,129	-	-	-	741,129
Sheriff	455,591	-	-	-	455,591
CCBI	-	-	23,726	-	23,726
Other	-	-	-	120,000	120,000
Totals	3,812,654	121,620	23,726	120,000	4,078,000

* Human Services grants fund 23.65 FTEs

Planned Use of Funds in FY 2008

Revenue Source	Description	FY 2008 Budget
Grants		
Community Services		
NC Department of Environment and Natural Resources	This grant is part of a joint management agreement with NCSU, Progress Energy and Harris Lake County Park to provide public multi-use trails. The trails system will be designed for equestrian, mountain biking and hiking.	5,000
Environmental Services		
Falls Lake 319 Project	This grant takes an integrated approach to watershed management planning and implementation in selected watersheds of the Falls Lake Reservoir.	152,400

GRANTS AND DONATIONS

Planned Use of Funds in FY 2008

Revenue Source	Description	FY 2008 Budget
Human Services		
21st Century Learning Center	This federal grant funds comprehensive after school programs providing academic enrichment, youth development activities and services for families.	255,200
SuperSeed Expansion Grant	This grant funds a substance use prevention program targeting high-risk youth.	141,150
Community Action Plans for Hispanic/Latino Children 2005	The program funded by this grant strives to insure that children ages birth to 5 are prepared for school by helping families identify how to effectively use scarce resources to help their children.	106,600
Consultation and Support for Children with Special Needs	This grant provides prevention, intervention and therapeutic services and community consultation for children under age 5 with emotional or behavioral problems.	52,252
Intensive Home Visiting and Support in High Needs Communities	This grant provides case management to families with children under age 5 who live in southwestern or northeastern Wake County.	108,934
Family to Family	Wake County is an anchor site for the Annie E. Casey Foundation's Family to Family program and works with Family to Family to reduce racial disparities in child welfare.	336,700
Health and Wellness Trust Fund Grant	This grant-funded project strives to reduce the death rate from breast cancer in at-risk African American and Latino populations and in communities with existing health disparities.	260,000

GRANTS AND DONATIONS

Planned Use of Funds in FY 2008

Revenue Source	Description	FY 2008 Budget
Human Services		
Educate Our Women	This grant from the Susan G. Komen Foundation provides education and mammogram screening outreach services to African American and Latino women in eastern and southern Wake County.	46,272
Health Safety and Nutrition TA (Healthy Start I)	This grant funds child care health consultants to provide health, safety, and nutrition consultations to 150 one-star to three-star rated child care centers and homes.	290,375
Pediatric Surveillance Mentoring (Healthy Start II)	This grant-funded program monitors children's development to support healthy development and to promote school readiness.	186,624
Dental Outreach and Access (Rex Endowment)	This project expands dental outreach and access for children and pregnant women, targeting those at high risk for disease and the indigent uninsured.	147,086
Healthy Smiles (Rex Endowment)	This grant funds dental health outreach including screening and referrals, education and preventive services for families with children birth to five years old, and training for other professionals who serve those families.	139,443
Shelter + Care 2004	This grant supports the County's Cornerstone program, providing rental assistance for chronically homeless and disabled populations.	328,841
Homeless Veteran Services Officer Program	This federal grant funds a staff member to identify, outreach and engage homeless veterans into services and to assist them with obtaining benefits.	59,057

GRANTS AND DONATIONS

Planned Use of Funds in FY 2008

Revenue Source	Description	FY 2008 Budget
Public Safety		
Metropolitan Medical Response System 2005	Homeland Security funding major incident planning and coordination with area medical systems	55,960
Metropolitan Medical Response System 2006	Homeland Security funding major incident planning and coordination with area medical systems	232,200
Homeland Security 2005 National Incident Management System	Homeland Security funding for National Incident Management System Training	8,825
Homeland Security 2005 Urban Search and Rescue	Homeland Security funding for Urban Search and Rescue Teams	183,769
Homeland Security 2005 VIPER	Homeland Security funding to make Wake County's 800 MHz system interoperable with surrounding Counties	95,621
Homeland Security 2005 Buffer Zone Protection Program	Homeland Security funding for critical infrastructure protection	128,301
WakeMed Evaluation Grant	Grant from WakeMed (funding by the U.S. Health Resources and Services Administration) for a one-year evaluation of a patient-tracking information system	36,453
Sheriff		
Byrne Justice Assistance Grant (2006)	Federal Funds received for surveillance equipment for Drugs & Vice unit and Intelligence/Gang unit.	182,391
Byrne Justice Assistance Grant (2007)	Federal Funds to be used for targeting systems in Firearms Education Training Center	<u>273,200</u>
Subtotal, Grants		3,812,654

GRANTS AND DONATIONS

Planned Use of Funds in FY 2008

Revenue Source	Description	FY 2008 Budget
Donations		
Community Services		
Emily Dickinson Donation	Private citizen donations	8,970
Abbott Donation	Private citizen donations	93,410
Historic Oakview Donation	Private citizen donations	10,240
General Services		
Energy Camp	Grant for educating children on energy conservation	9,000
Subtotal, Donations		121,620
Forfeitures		
City-County Bureau of Identification		
Forfeitures--USDOJ	Awarded funds from the US Department of Justice for CCBI participation and assistance	439
Forfeitures--US Treasury	Awarded funds from the US Department of the Treasury for CCBI participation and assistance	17,023
Forfeitures--NC Courts	Awarded funds from court dispositions	881
Forfeitures--NC Controlled Substance	Awarded funds from the participation and assistance in drug-related criminal investigations	5,383
Subtotal, Forfeitures		23,726
Business Investment Grants		
Lenovo	Grant to Lenovo based on company investing \$48 million in new facilities and equipment by January 1, 2008	120,000
Subtotal, Business Investment Grants		120,000
FUND TOTAL		\$ 4,078,000

HOUSING AND COMMUNITY REVITALIZATION

Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Intergovernmental Revenues	\$	3,003,067	2,987,403	2,912,464	2,636,818
Fee & Other Revenues		246,715	416,541	416,541	382,182
Transfer from General Fund		104,000	104,000	104,000	104,000
Transfer from County Capital Projects		1,000,000	1,000,000	1,000,000	1,000,000
Revenue Totals	\$	4,353,782	4,507,944	4,433,005	4,123,000
Personal Services	\$	423,858	434,860	424,087	436,207
Operating Expenses		2,547,657	4,073,084	4,008,918	3,686,793
Capital Outlay		138,483	-	-	-
Expenditure Totals	\$	3,109,998	4,507,944	4,433,005	4,123,000
Number of FTEs		7.50	7.50	7.50	7.50

Fund Purpose and Goals

Affordable housing continues to be a great need in Wake County. Human Services' Housing and Community Revitalization (HCR) program receives federal and county funds to mitigate this need. The HCR Fund has three primary revenue sources: federal Community Development Block (CDBG) grant funds, federal Home Investment Partnership Program (HOME) funds, and Wake County capital funds. In addition, the Fund receives federal Emergency Shelter Grant and Housing Opportunities for Persons with AIDS funds. Finally, the HCR fund earns program income on its CDBG, HOME, and County funds.

Every five years, HCR creates a five-year action plan which it submits to the federal government. The most recent five-year action plan was approved by the Board of Commissioners in April 2005. In addition, HCR annually creates a one-year action plan to pursue the goals outlined in the five-year plan.

Since the demand for affordable housing in Wake County exceeds the production capability of the HCR program budget, the five-year plan establishes priorities for spending. These are:

- Homeowners earning less than \$30,000 per year;
- Renters earning less than \$30,000 per year;
- Homeless individuals and families;
- Non-homeless individuals and families with special needs.

These populations were selected by the Housing Committee of the Human Services Board for the following reasons: they have the greatest demand for housing; the market generally is not producing housing for them; and this coordinates with other efforts such as the Ten Year Plan to End Homelessness.

HOUSING AND COMMUNITY REVITALIZATION

To address the housing and community development needs of these population groups, Housing and Community Revitalization administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the median family income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 130 families in FY 2008 through rental unit production.

Housing Rehabilitation: HCR makes loans to help homeowners and investor-owners repair their sub-standard houses. The loans are amortized at a 0-3% interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program operates on a scattered site basis and provides loans for 15 families per year.

Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 113 families in FY 2008 through public facility improvements.

Major Accomplishments

During FY 2007, HCR completed the following projects, which are funded by the program's three primary funding sources (CDBG, HOME, and CIP):

Community Development Block Grant

- Repaired the homes of 13 low-income families.
- Made 18 emergency grants to very-low income families to help with emergency repairs to their homes.
- Completed a feasibility study and cost estimate for repairs to the Consolidated School Gymnasium in Fuquay-Varina.

- Completed repairs to the Riley Hill Family Life Center where approximately 500 families receive services through various programs offered at the facility.
- Completed drainage improvements on Rand Mill Road in Garner assisting four families.
- Completed a sidewalk in Barbee Street in Zebulon providing safe pedestrian travel for at least 50 families.
- Completed the Garner Police Substation in downtown Garner
- Completed the North Allen Street Sidewalk in Wake Forest providing safe pedestrian travel for 375 families.

HOME

- 4 families become homeowners with down payment assistance through the American Dream Down payment Initiative.
- 20 low income senior citizens have affordable housing at Cedar Spring in Wendell.
- Completed Oak Hollow in Raleigh - housing for 10 homeless families that have a family member with a mental illness.
- Completed Waterbrook Apartments in Raleigh - 80 units for low-income seniors

County Capital Funds

- Completed Carlton Place Apartments in Raleigh - 80 units of housing for low-income families.

Issues for FY 2008

- As part of the one-year action plan presented to the Board of Commissioners in May 2007, HCR outlines the outcomes that it expects to achieve in FY 2008, which includes plans to:
- Help 15 homeowners repair substandard housing and help 10 homeowners with emergency repairs
- Install sidewalks in Apex and Zebulon
- Pave a road in Wendell
- Provide funds to support the repair of the Davis Armory in Zebulon for use as a community center
- Provide funds for a new housing affordability study to document affordable housing need in Wake County

MAJOR FACILITIES

Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Occupancy Tax Proceeds	\$	12,134,712	12,403,900	12,403,900	14,243,000
Prepared Food & Beverage Tax Proceeds		14,426,928	14,926,100	14,926,100	16,590,000
Other Revenues		338,988			-
Appropriated Fund Balance			-	-	3,772,000
Revenue Totals	\$	26,900,628	27,330,000	27,330,000	34,605,000

City of Raleigh Hold-back from the Occupancy Tax Proceeds	\$	680,004	680,000	680,000	680,000
Town of Cary Hold-back from the Occupancy Tax Proceeds		588,534	601,600	601,600	691,000
Allocation to the Greater Raleigh Convention & Visitors Bureau		3,189,919	3,255,200	3,255,200	3,701,000
Allocation to the City of Raleigh for Discretionary Projects		1,000,000	1,000,000	1,000,000	1,000,000
Transfer to Debt Service on Five County Stadium		991,000	991,000	991,000	991,000
Allocation for Construction of the New Convention Center		9,883,765	10,361,800	10,361,800	12,625,000
Operating Support for the Centennial Authority		1,537,034	1,585,700	1,585,700	1,786,000
North Carolina Museum of Art		-	-	-	6,000,000
Debt Service on the RBC Center Construction		5,121,635	5,206,200	5,206,200	5,206,000
Transfer to Reserve for Future Projects			1,828,500	1,828,500	-
Transfer to the General Fund, Admin. Fee for Occupancy Tax		364,041	372,000	372,000	428,000
Transfer to General Fund, Admin fee for Prepared Food & Bev.		431,920	448,000	448,000	497,000
Transfer to the County's CIP Fund for Discretionary Projects		1,000,000	1,000,000	1,000,000	1,000,000
Expenditure Totals	\$	24,787,852	27,330,000	27,330,000	34,605,000

Fund Purpose and Goals

Occupancy and Prepared Food and Beverage taxes are levied, according to State statutes, to participating governmental agencies and jurisdictions for the purpose of promoting tourism in the County. The fund was created in 1992 with proceeds from 6% occupancy taxes. In 1993 the fund began collecting 1% prepared food and beverage taxes. The

distribution of tax proceeds planned for fiscal year 2008 is in the table above and in accordance with various interlocal agreements.

Major projects have been funded in the past via interlocal agreements between the City of Raleigh and Wake County. These projects include

MAJOR FACILITIES

the RBC Center, Exploris Museum and IMAX Theater, the Raleigh Convention Center renovation, Five County Stadium, BTI Performing Arts Center, SAS Soccer Complex, NC Museum of Natural Sciences, American Tobacco Trail Park and Yates Mill Pond Park. The ninth amendment to the interlocal agreement between the City of Raleigh and Wake County allocates 85% of funds not committed to other projects to the construction of the new convention center. The remaining 15% is currently being held in reserve for future projects.

The thirteenth amendment to the interlocal agreement between the City of Raleigh and Wake County identifies six projects to be funded from the 15% being held for future projects. A summary of the projects along with anticipated funding amounts is included below.

The thirteenth amendment also authorized capital funding for the RBC Center. The funding is contingent upon funding and contract agreements with North Carolina State University and the Carolina Hurricanes.

Issues for FY 2008

In FY08 proceeds from the taxes are expected to grow by approximately 10% for the Prepared Food and Beverage Tax and by nearly 11% for the Occupancy Tax over the FY07 budget. The projected growth is based on the projections for year 2007. Prepared Food and Beverage Tax is expected to grow by 5% and Occupancy Tax by 5.5%.

MAJOR FACILITIES CAPITAL TRUST FUND

Fiscal Year	NC Art Museum	Cary Aquatics Center *	NC Museum of Natural Sciences *	St. Augustine's College Track *	NC Ballet *	Falls Whitewater Park *	RBC Center *
2007	5,100,000	500,000	-	100,000	50,000	150,000	
2008	900,000	500,000	200,000	100,000	100,000	-	1,000,000
2009	1,000,000	500,000	200,000	100,000	100,000	-	1,000,000
2010	1,000,000	500,000	200,000	100,000	-	-	1,000,000
2011	1,000,000	700,000	200,000	100,000	-	-	1,000,000
2012	1,000,000	700,000	200,000	100,000	-	-	1,000,000
2013	1,000,000	1,000,000	200,000	100,000	-	-	1,000,000
2014	1,000,000	1,000,000	200,000	100,000	-	-	1,000,000
2015	1,000,000	1,000,000	200,000	100,000	-	-	1,000,000
2016	1,000,000	1,000,000	700,000	100,000	-	-	1,000,000
2017	1,000,000	1,000,000	700,000	-	-	-	1,000,000
2018	-	1,600,000	1,000,000	-	-	-	2,000,000
2019	-	-	2,000,000	-	-	-	2,000,000
2020	-	-	-	-	-	-	5,000,000
2021	-	-	-	-	-	-	6,000,000
2022	-	-	-	-	-	-	1,000,000
TOTAL	15,000,000	10,000,000	6,000,000	1,000,000	250,000	150,000	26,000,000

*Appropriations have not yet been made and are pending executed funding agreements.

REVALUATION RESERVE

Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Transfer from General Fund	\$	975,000	1,100,000	1,100,000	1,100,000
Investment Income		70,257	76,688	76,688	34,000
Appropriated Fund Balance		10,243	632,835	348,873	-
Revenue Totals	\$	1,055,500	1,809,523	1,525,561	1,134,000
Contracted Services	\$	1,206,557	1,542,500	1,525,561	826,327
Other Operating Expenses		254,908	267,023	-	307,673
Expenditure Totals	\$	1,461,465	1,809,523	1,525,561	1,134,000
Number of FTEs		-	-	-	-

Fund Purpose and Goals

Chapter 105, Section 286 of the North Carolina General Statutes requires counties to reappraise taxable real property at least every eight years. Wake County's last revaluation was effective January 1, 2000, and the next revaluation will be effective January 1, 2008. To pay for these revaluations, Chapter 153A, Section 150 requires the County to establish a revaluation reserve fund. This law requires an eight-year budget to be adopted immediately following the effective date of a revaluation in order to fund the next such revaluation. The budget includes the total projected amount needed for the revaluation and eight annual amounts that the County will set aside during the years of the octennium. State law further provides for the annual review of the budget to determine whether there is a material change in the cost projected for the next revaluation, with amendments to the plan adopted by the Board of Commissioners as deemed appropriate. Amounts deposited into the revaluation reserve fund may not be used for any purpose other than the revaluation of real property.

Major Accomplishments

- The department continues to work to refine the module that assists in the revaluation process, Computer-Aided Mass Appraisal (CAMA). The development of this module is being funded from the Revaluation Reserve Fund and is scheduled for completion in time for the 2008 revaluation process.

Fund Financial Summary

- Fund balance at June 30, 2006 was \$2.2 million.
- The County transferred \$975,000 annually into the fund from FY 2001 through FY 2006. The transfer increased to \$1.1 million FY 2007 and will remain at that amount in FY 2008, providing a total of \$8.1 million over the eight-year period for the 2008 Revaluation. Additionally, these funds are projected to generate approximately \$447,000 in interest

REVALUATION RESERVE

Projected Revenue and Expenditures for the 2001 - 2008 Octennium Revaluation

		FY01-06 Actual	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Transfer from General Fund	\$	5,850,000	1,100,000	1,100,000	See note
Investment Income		325,943	87,395	34,000	
Revenue Totals		6,175,943	1,187,395	1,134,000	-
Contracted Services	\$	4,911,421	1,542,500	1,585,000	507,200
Other Operating Expenses		191,953	467,023	407,673	40,411
Expenditure Totals		5,103,374	2,009,523	1,992,673	547,611
<i>Annual Surplus (Deficit)</i>		<i>1,072,569</i>	<i>(822,128)</i>	<i>(858,673)</i>	<i>(547,611)</i>
Prior Year Ending Fund Balance		1,112,310	2,184,879	1,362,751	504,078
Fund Balance at June 30	\$	2,184,879	1,362,751	504,078	(43,533)

Note: The FY09 General Fund Transfer will be designated towards the subsequent Revaluation. As such, it is not shown here. The Revaluation Reserve Fund is a multi-year fund. The difference between the budgeted and the projected expenditures is due to drawing down funds from previous appropriations for FY08 expenditures.

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Fund Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Intergovernmental Revenues	\$	1,038,558	945,000	949,800	1,135,000
Fee & Other Revenues		21,391,673	21,859,673	22,627,530	24,409,000
Revenue Totals	\$	22,430,231	22,804,673	23,577,330	25,544,000
Personal Services	\$	895,595	1,049,996	1,049,996	949,898
Operating Expenses		15,924,422	17,556,677	22,109,334	22,538,102
Capital Outlay		-	-	-	-
Transfers Out		275,000	4,198,000	418,000	2,056,000
Expenditure Totals	\$	17,095,017	22,804,673	23,577,330	25,544,000
Number of FTEs		14.00	14.00	14.00	15.00

Solid Waste Purpose and Goals

The Solid Waste Management Division of the Department of Environmental Services (SWMD) has two primary purposes. One is to provide leadership in the efforts to collaborate among service providers and structure a comprehensive, integrated system of solid waste management throughout the County that is effective, efficient and sustainable. The other is to provide services within the system that are not provided by municipalities or the private sector or that are suited to county-wide focus, including services that are required under North Carolina statute. A comprehensive, integrated solid waste management system is an essential element of providing basic community services that will ensure the quality of life expected by citizens throughout the County. This Business Plan presents the approach and priorities of the SWMD to develop and sustain that system. Our approach and priorities have remained consistent over the last five years and we have achieved major

milestones in our progress to reaching our goals. The following goals represent the foundation for providing the solid waste management system that is a key purpose of the SWMD:

- The Division will provide services and facilities that are coordinated with municipalities and the private sector for municipal solid waste collection, recycling and disposal, for disaster debris management, and for environmental education and information to citizens throughout the County.
- The Division will ensure compliance with federal, state and local rules, regulations and ordinances relating to solid waste facility operations, environmental protection and public health and safety.
- The Division will create a comprehensive solid waste management system based on fair and equitable market-based costs, active partnerships with municipalities and other stakeholders, financial sus-

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tainability and environmental stewardship that meet the evolving needs of Wake County citizens countywide.

- The Division will lead all stakeholders and partners in the development of Wake County's solid waste management system toward the adoption of cooperative agreements and policies that ensure the long-term sustainability of the solid waste system for the mutual benefit of their communities.

Major Accomplishments

Disposal Service:

- Secured long-term disposal capacity for the entire County with the execution of the service contract for the new South Wake Landfill; established schedules that provide for the new landfill to accept waste in time for the closure of the North Wake Landfill when it reaches capacity in early 2008,
- Continue landfill operations as well as post-closure monitoring and care of closed County landfills without environmental or regulatory problems; finalized the post-closure use master plan for North Wake Landfill and had it accepted by the Board of County Commissioners,
- Searched the entire county to identify temporary storage and disposal sites for disaster debris and identified 112 potential properties and after investigation, short listed 15 potential sites. In the next year those sites will be assessed by a newly retained consultant, and acceptable sites will be pursued for formal identification as TDSR sites.

Recycling:

- Recycling services continue to be provided at fifteen SWMD facilities throughout the County. The school paper recycling services have been expanded into 135 schools and the remaining 15 schools in the system will be serviced by June 2007,
- Received \$267,000 for white goods and \$600,000 for scrap tire recycling programs from the state; increased private funding support by \$9,000 for the phone book recycling program,
- Re-bid Household Hazardous Waste (HHW) services expecting an

annual savings of more than \$200,000,

- Saved \$300,000 since July 2005 by increased monitoring of convenience center operations.

Environmental Education:

- Received the Outstanding County Program Award from the NC Association of County Commissioners (2005) for our Feed The Bin Environmental Education program in schools,
- Developed and delivered lessons on Environmental Education to NC Association of Science Teachers; developing intensive training programs for NC teachers in the fields of environmental sciences that meet NC Standard Course of Study requirements,
- Finalized cooperative relationship with private paper recycler to manage an EE center at their materials recycling facility,
- Presented our Feed The Bin program details to Solid Waste Association of North America.

Collaboration and Information:

- Finalized approval of the Long-Term Interlocal Agreement among the County and eleven of twelve municipalities for the development and operation of the new South Wake Landfill,
- Initiated collaboration in litter control and green business programs through restructuring of the Keep Wake Beautiful Committee,
- Completed update of the 10-Year Comprehensive Solid Waste Management Plan in accordance with State law; all jurisdictions collaborated on the single plan – the first time since the plans were first developed.

Enforcement:

- Implemented enforcement protocol in collaboration with the Sheriff's Office at all convenience centers; 28 different Sheriff's Deputies have been trained and have conducted 38 events,
- Quarterly inspected six private Land Clearing and Inert Debris "LCID" facilities in accordance with memorandum of agreement with NC Department of Environmental and Natural Resources (NCDENR),
- Handled 107 complaints from citizens and officials regarding public

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health, environmental and nuisance issues and issued 46 Notices of Violation.

Collection/Hauling:

- Identified and brought into compliance 40 new waste hauling firms; inspected more than 130 trucks and educated 30 hauling companies about state and local laws and ordinances regarding covered trucks, secured loads and safety requirements,
- Started publication of “Trash Spoken Here” newsletter for licensed haulers,
- Completed major repair of transfer station floor.

Issues For FY 2008

- Transition disposal operations from North Wake Landfill to South Wake Landfill
- Contract for scale house services at South Wake landfill and collaboration of services at Raleigh transfer station.
- Initiate closure of North Wake Landfill
- Finalize protocol among municipal partners for fiduciary responsibilities regarding South Wake Landfill
- Establish next phase of environmental education services to County schools and teacher trainings
- Develop plan for Green Business recognition and business education and training
- Finalize Integrated Solid Waste Facilities Plan

Horizon Issues

- Initiate implementation of Integrated Facilities Plan
- Collaborate with municipalities to improve consistency of services across jurisdictions
- Develop plans for providing services at the North Wake and Transfer Station sites after disposal operations transition to South Wake

SOLID WASTE

FY 2007 to FY 2009 Business Plan Key Programs and Objectives

Program Area 1: Recycling

Key Objectives:

- Conduct three (3) training and education workshops for ABC permit holders regarding new recycling laws
- Develop new Green Business recognition program
- Convert conversion of all schools from the Igloo program to Feed The Bin
- Provide mixed paper recycling in every Wake County Public School System (WCPSS) classroom and office
- Implement White Goods grant program to municipalities
- Draft Integrated Facilities Plan for County and municipal solid waste facilities

Program Area 2: Environmental Education

Key Objectives:

- Complete Feed The Bin program for all grades and all classrooms in WCPSS schools
- Develop and present four (4) Environmental Education programs for NC teachers that utilize mathematics, science and social studies requirements of NC Standard Course of study
- Develop and hold one (1) intensive teacher training events to instill environmental perspectives in required lessons for WCPSS schools
- Draft a formal plan for collaboration with Cooperative Extension

Program Area 3: Disposal

Key Objectives:

- Continue operating North Wake Landfill and monitoring of closed landfills without NOV's
- Obtain Permit to Operate from NCDENR for South Wake Landfill
- Transition landfill operations from Santek at North Wake to Waste Industries at South Wake without lapse in disposal services to haulers
- Obtain closure certificate for North Wake Landfill

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Program Area 4: Collaboration and Information

Key Objectives:

- Establish financial protocol for billing users at South Wake Landfill and the Raleigh Transfer Station
- Develop Integrated Facilities Plan for County and municipal solid waste services
- Draft a coordination plan for business recycling services among jurisdictions
- Draft a coordination plan for Environmental Education services and programs among jurisdictions

Program Area 5: Enforcement

Key Objectives:

- Continue quarterly inspection of each LCID facility
- Continue collaboration with Sheriff's Office for enforcement at County facilities
- Respond to complaints within 48 hours of receipt
- Assist DOT and interested groups with cleanup of at least ten (10) miles of rights of way throughout County

Program Area 6: Collection/Hauling

Key Objectives:

- Continue operating the transfer station without NOV's
- Close transfer station operation and secure NCDENR permit as required
- Enforce privilege license requirements for waste and recyclable material haulers
- Provide annual inspections and training events for fifty-two (52) licensed hauler
- Initiate final phase (30 years) of post-closure care at North Wake

SOUTH WAKE

Department Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Personnel Services	\$	-	-	-	-
Operating Expenses		-	-	-	5,814,000
Capital Outlay		-	-	-	-
Expenditure Totals	\$	-	-	-	5,814,000
Intergovernmental Revenues	\$	-	-	-	-
Fee & Other Revenues		-	-	-	5,814,000
Revenue Totals	\$	-	-	-	5,814,000
Number of FTEs		-	-	-	-

Note: No prior year history - new fund beginning FY 2008.

South Wake Purpose and Goals

In July of 2003 the County Manager and Managers of municipalities in the county formed a committee to examine the best long-term solution for disposal of solid waste. This long-term solution was to provide solid waste disposal for the citizens of Wake County and the municipalities therein as the closure date of the County's only Municipal Solid Waste (MSW) landfill draws nearer. As a result an Interlocal Agreement (ILA) between the local governments was approved by all governing boards who intended to establish a comprehensive approach to solid waste management facilities by the cooperative management of an integrated solid waste system that will serve both the municipalities and the County.

The Interlocal Agreement (ILA) was developed to:

- Allow participating partners to send all of their (MSW) to the South Wake facility

- Establish the term of the ILA to 25 years or the life of the landfill, whichever is lower
- Allow the County to establish commercially reasonable tipping fees for the landfill, after due consideration of recommendations of the partners.
- Establish that the net revenues from landfill operation will be distributed among the partners proportionally based upon their use of the landfill.
- Allow the City of Raleigh to benefit for a \$3/ton volume discount.
- Ensure all partners will share in any potential liability arising from operation of the landfill.
- Ensure that the partners may not withdraw from the agreement without the consent of all other partners and that no

SOUTH WAKE

additional partners may join the partnership after the ILA is executed.

Major Accomplishments

- Secured long-term disposal capacity for the entire County with the execution of the service contract for the new South Wake Landfill; established schedules that provide for the new landfill to accept waste in time for the closure of the North Wake Landfill when it reaches capacity in early 2008,
- Finalized approval of the Long-Term Interlocal Agreement among the County and eleven of twelve municipalities for the development and operation of the new South Wake Landfill.

Issues for FY 2008

- Transition disposal operations from North Wake Landfill to South Wake Landfill.
- Contract for scale house services at South Wake landfill and collaboration of services at Raleigh transfer station.

FY 2007 to FY 2009 Business Plan Key Programs and Objectives

Program Area 1: Facilities and Operations

Key Objectives:

- | | |
|--|--|
| <ul style="list-style-type: none">• Monitor and/or complete construction of entrance road, scale house and Phase 1A of the South Wake Landfill• Obtain Permit to Operate from NCDENR for South Wake Landfill• Transition landfill operations from Santek at North Wake to Waste Industries at South Wake without lapse in disposal services to haulers | <ul style="list-style-type: none">• Satisfy all applicable requirements of the Easton Acres Settlement Agreement• Develop report of recommendations from the South Wake Landfill Citizens Committee for site entrance and buffer area vegetation• Assist the South Wake Landfill Citizens Committee to evaluate the pros and cons of amending the Easton Acres Settlement Agreement regarding development of the eastern-most soil borrow area |
|--|--|

- Finalize protocol among municipal partners for fiduciary responsibilities regarding South Wake Landfill.
- Finalize recommendations from the South Wake Landfill Citizens Committee.

Horizon Issues

- Collaborate with municipalities to improve consistency of services across jurisdictions.
- Assess new operating procedures for South Wake Landfill and update as necessary.
- Develop implementation plan of adopted recommendations from the south Wake Landfill Citizens Committee.

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WAKE COUNTY PUBLIC SCHOOL SYSTEM

Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Current Expense	\$	251,247,744	274,229,012	274,229,012	296,964,799
Capital Outlay		3,128,256	1,597,988	1,597,988	3,779,301
WCPSS Direct Appropriation	\$	254,376,000	275,827,000	275,827,000	300,744,100
Community Use of Schools	\$	410,000	410,000	410,000	410,000
Debt Service		105,064,894	113,655,148	113,655,148	128,889,977
Expenditure Totals	\$	359,850,894	389,892,148	389,892,148	430,044,077

Description

The Wake County Public School System (WCPSS), the second largest K-12 education agency in North Carolina, provides regular and special instructional programs for children in kindergarten through high school, as well as pre-kindergarten services for special needs students. WCPSS also provides school bus transportation, child nutrition, counseling, athletic programs, and other operations to support instructional programs. WCPSS currently operates 88 elementary schools, 28 middle schools, 17 high schools, and six special/optional schools.

The Wake County Board of Commissioners has identified “an educated citizenry” as the first of eight focus areas, that are of significant and immediate importance to the community, in addressing the opportunities and challenges posed by a rapidly growing urban community. Thus, 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 Board of Education. 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.

In 2007-2008, WCPSS expects membership of 136,086, an increase of 8,014 students or a 6.3 percent increase from the 2006-2007 20th day student enrollment.

During the 2006-2007 school year, 4,573 students were enrolled in charter schools; WCPSS anticipates that charter school enrollment will increase by 121 students for the 2007-2008 school year. The legislation providing for charter schools requires WCPSS to remit to each of the charter schools the local current expense per pupil funding for those students residing in Wake County.

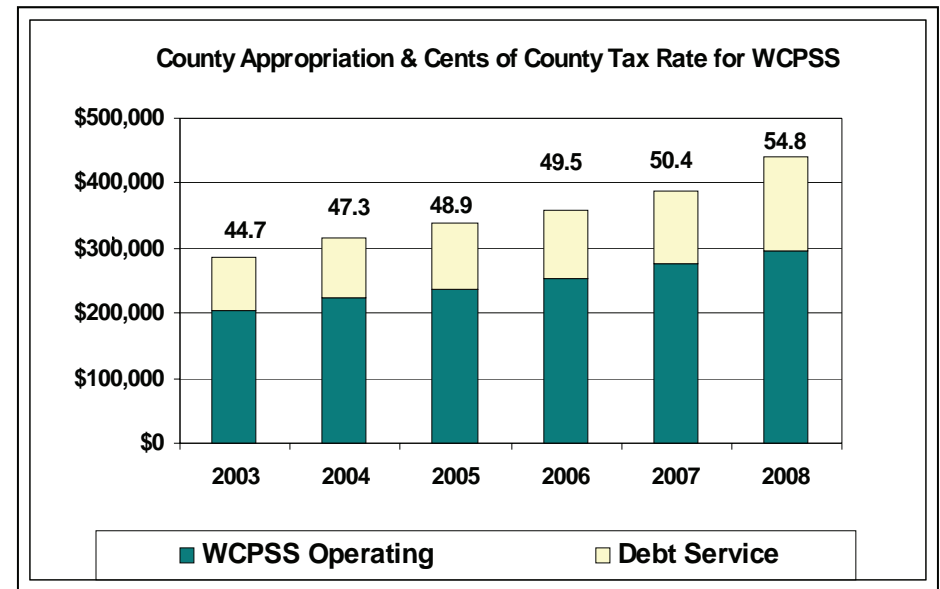
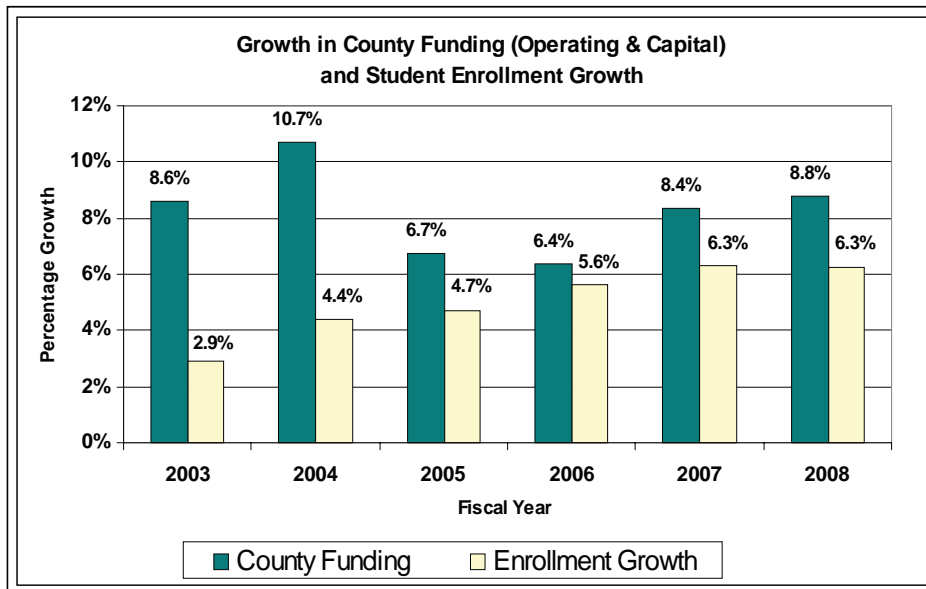
WCPSS will open six new elementary schools during FY 2008 in permanent locations (East Garner Elementary, Forest Pines Elementary, North Forest Pines Elementary, Holly Grove Elementary, Sanford Creek Elementary, and Wakelon Elementary). Three of these schools (Forest Pines Elementary, Holly Grove Elementary, and Wakelon Ele-

WAKE COUNTY PUBLIC SCHOOL SYSTEM

mentary) opened in prior years at early-start campuses. WCPSS will also open two new middle schools in FY 2008. Wendell Middle will open as an early-start middle school at the Hwy 97 modular complex. East Cary Middle, currently used as a 9th grade center for Cary High, will open for six graders (and continue to house 9th graders for FY 2008).

These schools, and other renovations, will add a combined facilities area of approximately 930,000 additional square feet. The total estimated operating costs for these new facilities is \$3 million. An additional \$4.2 million is calculated for opening new schools and converting 22 schools to a year-round multi-track calendar.

For FY 2008, the total request by the Board of Education to the County Commissioners was \$305,725,608, an increase of \$29,898,608 (or 11 percent) from the FY 2007 County appropriation to WCPSS. The FY 2008 appropriation is at \$300,744,100, which represents an increase of \$24,917,100 (or nine percent).



WAKE TECHNICAL COMMUNITY COLLEGE

Summary

		FY 2006 Actual	FY 2007 Adopted Budget	FY 2007 Current Budget	FY 2008 Adopted Budget
Current Expense	\$	11,860,500	14,093,000	14,093,000	17,548,165
Capital Outlay		1,161,000	810,000	810,000	-
Direct Appropriation		13,021,500	14,903,000	14,903,000	17,548,165
Debt Service		3,459,539	3,976,317	3,976,317	3,830,266
Expenditure Totals	\$	16,481,039	18,879,317	18,879,317	21,378,431

Description

The Wake County Board of Commissioners appropriates funding for Wake Technical Community College (Wake Tech) as required under NCGS§115D-32, which requires the County to provide adequate funds for plant operations and maintenance and acquisition of land, construction and alterations or additions to buildings, purchase of vehicles, and purchase or rental of all equipment necessary for plant operations and maintenance. The Board of Commissioners provides additional funds for Wake Tech that supports general administration, curriculum instruction, information systems, library services, and student services. These additional funds reflect the Board of Commissioner's identification of an "educated citizenry" as the first of eight focus area that are of significant and immediate importance to the community.

Purpose and Goals

Wake Technical Community College is part of the North Carolina Community College System. The mission of the college is to provide education and training for the workforce and to serve as an instrument of economic growth for the county. Curriculum programs in more than 155 vocational, technical, and college transfer specialties offer two-year associate degrees, one-year diplomas, or single-semester certificates.

Continuing education programs include training for public service officers (law enforcement, fire protection, and rescue services), high school equivalency classes, entrepreneurship and small business classes, non-credit courses for personal and professional development, and customized workforce training for new and expanding industries.

Wake Tech serves all of Wake County through five primary sites: (1) the Main Campus on U.S. Highway 401 South near Garner; (2) the Health Sciences campus adjacent to WakeMed; (3) the Adult Education Center on Capital Boulevard, which is also home to the basic skills curriculum and the English as a Second Language (ESL) program; (4) the Western Wake Campus in Cary, which provides curriculum and continuing education classes and houses the Business and Industry Center and Capstone Center for Biotechnology; and (5) the new Northern Wake Campus opening Fall 2007. 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.

College Priorities

- Promote economic growth and development in Wake County

WAKE TECHNICAL COMMUNITY COLLEGE

through educational partnerships with business and industry.

- Maximize the use of existing facilities and develop additional facilities to serve Wake County's rapidly growing population.
- Ensure that Wake County citizens have the knowledge and skills required to compete and be successful in the Global economy.

Major Accomplishments

- Served over 59,000 adults in Wake County
- Completed 10-year Facilities Master Plan
- Started construction of Phase 1 (18K GSF) Public Safety Training Center on Chapanoke Road
- Completed Phase 1A of Northern Wake Campus (2 classrooms buildings and Regional Plant)
- Held groundbreaking for Phase 1B of Northern Wake Campus in October
- Early College High School opened in partnership with WakeMed and Wake County Public Schools System
- Held HUB Institute for construction contractors
- New Academic Programs—added 10 certificates, one diploma, and 3 new Associate Degree programs including Video Gaming and Educational Simulations
- Two Disney Programs enrolled over 500 customers and over 600 Wake Tech employees in customer service, leadership and creativity
- Business Champions Program—recognized 24 area businesses for their job creation and workforce development

Issues for FY 2008

- Obtain voter support for Fall 2007 Bond Referendum
- Start classes at Northern Wake Campus
- Seek partnerships for library, cultural arts, and athletic facilities at Northern Wake Campus
- Start construction on Phase 1B of Northern Wake Campus for Financial Services and Information Technology
- Continue renovation and repair projects on Main and Health Sciences campuses roofing, boilers/chillers, HVAC, etc.
- Move Capstone Center to BioTech Center on NCSU's Centennial

Campus

- Begin design work for Phase 2 of the Public Safety Training Center
- Recruit difficult to hire faculty for health sciences, information technologies, Spanish, sciences, and math
- Add Cosmetology, Skin Care & Spa Management Programs

Horizon Issues

- Begin planning for Phase 2 of Northern Wake Campus
- Start construction on permanent Western Wake Campus
- Replace or renovate 50-year old building on Health Sciences Campus
- Need for competitive employee salaries
- Capital funding for facilities
- Complete Public Safety Training Center
- Review Master Plan for modifications
- Plan for a Middle College Technical High School on the Main Campus
- Plan next Bond Referendum

INTRODUCTION AND HIGHLIGHTS

Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth, which is a byproduct of our healthy and vibrant economy. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens; continuing this tradition, the FY 2008-2014 CIP is long-term oriented, anticipates future needs and supports responsible stewardship of existing facilities. It also supports many of the Board of Commissioners' goals that were adopted in 2007 – such as developing an educated citizenry – and incorporates recommendations made by the Blue Ribbon Committee on the Future of Wake County.

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 Open Space not designated as part of a larger capital project. The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$1.5 billion. Of this amount, \$407.8 million represents the FY08 capital budget.

Highlights of the FY08-14 CIP

The \$1.5 billion FY08-14 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 new libraries in the Libraries element. Most non-routine capital projects in the FY08-14 CIP are driven by the County's rapid growth. Highlights of the seven-year plan and its impact on the Board of Commissioners' goals are presented below; more information about each project can be found in their respective sections of this document.

Board of Commissioners' Goal: Educated Citizenry

- Wake County Public School System
The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by at least 8,000 students per year. Enrollment is projected at approximately 136,000 students for the 2007-2008 school year; by 2020, updated student population projections show approximately 223,000 students in the system. At part of its goal to develop and promote an educated citizenry, the Board of Commissioners agreed to work with the School Board on school capital needs and to involve a Citizens' Facilities Advisory Committee in this work. The FY08-14 CIP includes nearly \$780 million for public schools education, including the construction of 17 new schools and 13 comprehensive renovation projects.
- Wake Technical Community College
The Board of Commissioners also advances its goal for an educated citizenry by providing nearly \$35 million for Wake Technical Community College. These projects are supported by \$24 million in bonds that remain from the \$40 million bond referendum in 2004 and will include buildings for the North Campus and other repair, renovations and systems maintenance projects.

INTRODUCTION AND HIGHLIGHTS

Board of Commissioners' Goal: Healthy Community

- Mental Health Continuum of Care

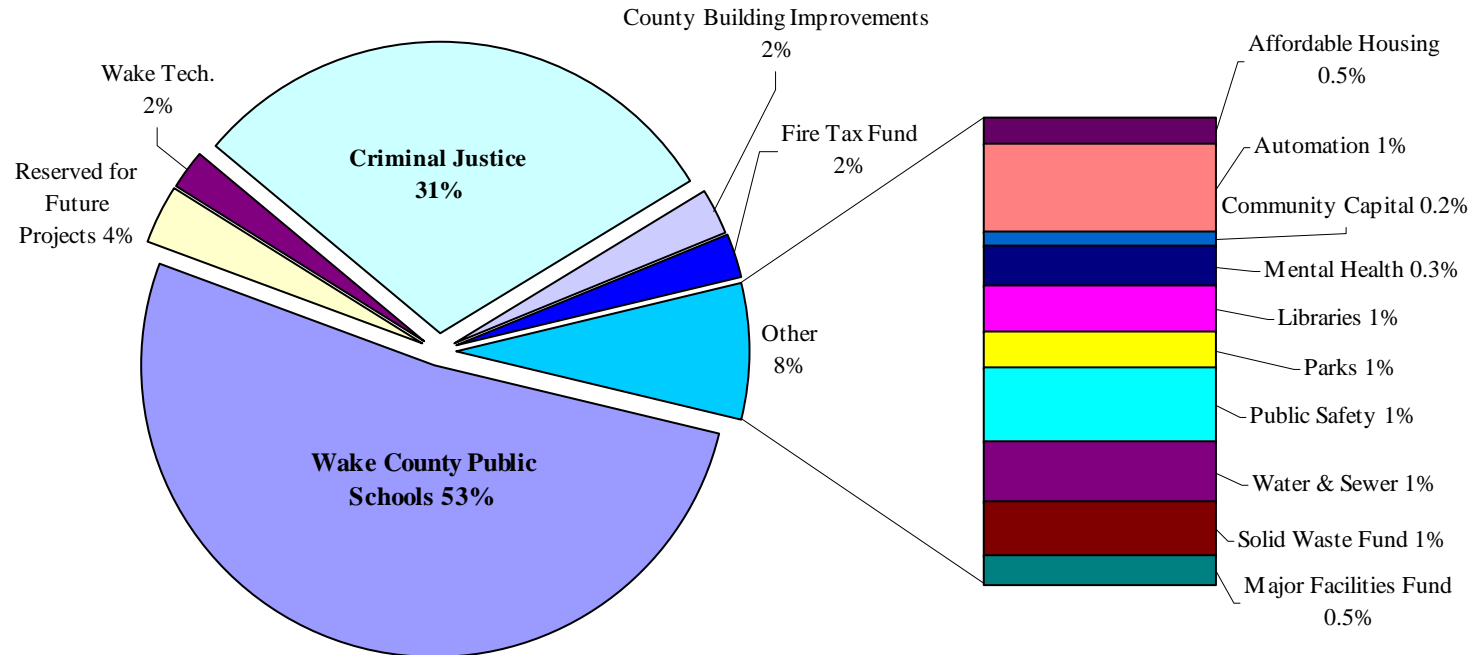
The Board of Commissioners is committed to assuring a broad range of quality mental health services (the “mental health continuum of care”). Responding to the State’s mental health reform efforts, including closure of the state-run Dorothea Dix Hospital in Raleigh in FY08, Wake County continues planning for and developing a full continuum of care, including substance abuse treatment and short-term mental health crisis beds. The CIP includes \$10 million towards the capital costs of the continuum, of which \$5 million is a grant from the Alcoholic Beverage Control Board.

Board of Commissioners' Goal: Safe Community

- Criminal Justice

Implementing the Criminal Justice Facilities Master Plan is one part of the Board of Commissioners’ Safe Community goal. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY08-14 CIP includes \$456 million for Criminal Justice facilities, including courthouses, jails and new court facilities.

FY08-14 Community Improvement Plan: \$1,505,399,000



CAPITAL BUDGET PROCESS

The County develops and manages its long-term community improvement plan in three steps:

1. Needs assessment;
2. Project prioritization; and
3. 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 FY08-14 CIP are driven by master plans; the “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in Judicial Facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for *routine* capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments help the County ensure that it makes these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery. One example of a project added to the CIP through this process is the acquisition of defibrillators for emergency vehicles (part of the Public Safety element).

Project Prioritization

Within the 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 users 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

CAPITAL BUDGET PROCESS

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:

1. Ensure life, safety, and basic environmental concerns. Investments in building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.
2. Provide operating expense savings. Investments such as energy-saving projects in buildings or constructing libraries instead of leasing space provide long-term operating costs savings.
3. Maintain the integrity of current capital assets. Projects such as roof replacements and space renovations that improve service delivery illustrate these types of projects
4. Improve existing facilities and infrastructure to meet emerging needs and higher service levels.
5. Without expanding the County's existing role, add new facilities based on approved plans. These types of investments include new libraries, detention facilities, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school construction.
6. Expand the County's service delivery role with investments in facilities or infrastructure.
7. Finally, match contributions by partners to support community infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Budget and Management Services department, in coordination with the Finance Department, uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside 16.5 cents of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from 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

CAPITAL BUDGET PROCESS

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.

A copy of the financial planning model is behind the "Financial Planning Model" tab in this book.

HOW TO READ THE COMMUNITY IMPROVEMENT PLAN

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues or general 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 Mental Health Continuum of Care Open Space Preservation Parks and Recreation Public Safety Water/ Sewer
Education	Education Capital projects are generally debt funded. Other funding sources may include County Capital Fund Balance and Education Capital Fund Balance.	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 FY08 appropriation (a financial commitment by the Board of Commissioners), FYs 2009-2014 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY09-14 will be refined as design, engineering, and cost studies are completed during FY 2008 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 2007**
- **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.

FY 2008 APPROPRIATIONS AND FUNDING SOURCES

FY08 Capital Uses

County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	4,108,000
Community Capital Projects	555,000
County Building Improvements	4,729,000
Criminal Justice	
Detention Facilities	1,000,000
Detention Security	196,000
Judicial Facilities	24,018,000
Libraries	
Leesville Community	2,865,000
Northeast Regional	230,000
Mental Health Continuum of Care	10,000,000
Parks and Recreation	
Community Use of School/Parks	1,300,000
Existing Facility Improvements	400,000
Facility Master Planning	50,000
Public Safety	
800 Megahertz System	750,000
EMS Facility Planning	2,000,000
Sheriff's Training Facility	2,645,000
Water and Sewer	
RTP Off-site Infrastructure	2,050,000
RTP On-site Infrastructure	767,000
RTP Reclaimed Water Facility	4,130,000
Water/Sewer Plan Implementation	100,000
Other	
Reserved for Future Projects	1,780,000
Transfer to Wake Tech Capital	1,500,000
Subtotal: County Capital	\$ 66,173,000

Education

Wake County Public School System	\$ 309,900,000
Wake Technical Community College	15,835,000

FY08 Capital Uses (cont'd)

Fire Tax District Capital Fund

Fire/Rescue	\$ 9,812,000
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Major Facilities Capital Trust Fund

Carolina Mudcats Loan	107,000
Five County Stadium	918,000

Solid Waste Capital Fund

Convenience Center Program	500,000
North Wake Landfill	3,300,000
North Wake Landfill Master Plan	150,000
South Wake Landfill	1,100,000

TOTAL FY 2008 USES	\$ 407,795,000
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FY08 Capital Sources

Bonds - Authorized	\$ 296,430,000
Debt - To Be Authorized	11,835,000
Debt Financing - Other	6,705,000
Federal Funds	1,439,000
Fire Tax District Revenue	2,791,000
Hotel/Motel & Prepared Food Tax	1,000,000
Interest Earnings	2,649,000
Local Grants & Municipal Reimb.	7,307,000
Lottery Proceeds	8,000,000
Other Sources	6,241,000
Reserves - Landfill Closure	3,300,000
Transfer In - Ad Valorem Tax	55,378,000
Transfer In - County Capital	1,500,000
Transfer In: Solid Waste Enterprise	1,750,000
Water/ Sewer Funds	737,000
Prior Years' Uncommitted Funds	733,000

TOTAL FY 2008 SOURCES	\$ 407,795,000
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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Affordable Housing								
Transfer to Housing 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
Subtotal: Affordable Housing	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Automation								
Computer Equipment	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Enterprise Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Business Applications	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Major Projects/Systems	1,108,000	1,000,000	250,000	-	-	-	-	2,358,000
Digital Aerial Photography	-	-	671,000	-	-	-	-	671,000
Subtotal: Automation	4,108,000	3,500,000	3,421,000	2,500,000	2,500,000	2,500,000	2,500,000	21,029,000
Community Capital								
Alliance Medical Ministry	105,000	50,000	250,000	250,000	95,000	-	-	750,000
Hospice of Wake County	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Urban Ministries of Wake County	200,000	200,000	-	-	-	-	-	400,000
Reserved for Future Projects	-	-	-	-	155,000	250,000	250,000	655,000
Subtotal: Community Capital	555,000	500,000	500,000	500,000	500,000	500,000	500,000	3,555,000
County Building Improvements								
Energy Saving Projects	102,000	-	-	-	-	-	-	102,000
Major Renovations	2,176,000	2,176,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,482,000
Mechanical/Electric./Plumb.	832,000	529,000	75,000	5,000	45,000	160,000	226,000	1,872,000
Minor Renovations	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roof Replacements	419,000	1,443,000	323,000	809,000	81,000	-	99,000	3,174,000
County Regional Centers	-	-	1,432,000	6,256,000	-	-	-	7,688,000
Subtotal: County Buildings	4,729,000	5,348,000	5,056,000	10,296,000	3,352,000	3,386,000	3,551,000	35,718,000
Criminal Justice								
Detention Facilities	1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	972,000	185,692,000
Detention Security	196,000	216,000	230,000	100,000	153,000	285,000	-	1,180,000
Judicial Facilities	24,018,000	23,948,000	21,998,000	75,852,000	78,009,000	44,680,000	913,000	269,418,000
Subtotal: Criminal Justice	25,214,000	31,661,000	50,434,000	142,641,000	145,666,000	58,789,000	1,885,000	456,290,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Libraries								
Leesville Community Library	2,865,000	-	-	-	-	-	-	2,865,000
Northeast Regional Library	230,000	4,323,000	3,517,000	-	-	-	-	8,070,000
Subtotal: Libraries	3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Mental Health Continuum of Care								
Continuum Projects	10,000,000	-	-	-	-	-	-	10,000,000
Subtotal: Mental Health	10,000,000	-	-	-	-	-	-	10,000,000
Parks and Recreation								
Community Use/ School Parks	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,700,000
Existing Facility Improv.	400,000	250,000	250,000	250,000	250,000	250,000	250,000	1,900,000
Facility Master Planning	50,000	100,000	75,000	25,000	-	-	-	250,000
Subtotal: Parks and Recreation	1,750,000	1,150,000	1,325,000	1,075,000	1,250,000	1,050,000	1,250,000	8,850,000
Public Safety								
800 MHz System	750,000	-	-	1,221,000	-	-	-	1,971,000
Defibrillators for Emerg. Vehicles	-	-	800,000	828,000	-	-	-	1,628,000
EMS Facility Planning	2,000,000	-	-	-	-	-	-	2,000,000
Sheriff's Training Facility	2,645,000	9,900,000	-	-	-	-	-	12,545,000
Subtotal: Public Safety	5,395,000	9,900,000	800,000	2,049,000	-	-	-	18,144,000
Water/Sewer								
RTP Off-site Infrastructure	2,050,000	30,000	30,000	30,000	30,000	5,000	-	2,175,000
RTP On-site Infrastructure	767,000	300,000	300,000	300,000	300,000	300,000	-	2,267,000
RTP Reclaimed Water	4,130,000	2,649,000	2,649,000	-	-	-	-	9,428,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Subtotal: Water/Sewer	7,047,000	3,079,000	3,079,000	430,000	430,000	405,000	100,000	14,570,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Other Uses								
Reserved for Future Projects	1,780,000	-	6,469,000	-	873,000	18,802,000	20,084,000	48,008,000
Transfer to Wake Tech Capital	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: Other Uses	3,280,000	1,500,000	7,969,000	1,500,000	2,373,000	20,302,000	21,584,000	58,508,000
Total: County Capital Uses	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000

County Capital Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Debt - To Be Authorized	11,835,000	16,963,000	43,713,000	122,881,000	127,155,000	57,019,000	-	379,566,000
Federal Funds	1,439,000	-	-	-	-	-	-	1,439,000
Interest Earnings	2,382,000	2,504,000	2,242,000	2,395,000	2,160,000	2,181,000	2,628,000	16,492,000
Local Grants & Municipal Reimb.	7,307,000	2,126,000	1,726,000	-	-	-	-	11,159,000
Transfer In - Ad Valorem Tax	39,378,000	25,023,000	25,903,000	26,814,000	27,756,000	28,732,000	29,742,000	203,348,000
Water/Sewer Loan Repayments	737,000	-	-	-	-	-	-	737,000
Prior Year Uncommitted Funds	-	11,022,000	-	9,901,000	-	-	-	20,923,000
Total: County Capital Sources	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000

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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Education Capital Funds: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Wake County Public School System								
WCPSS Plan 2004	5,900,000	-	-	-	-	-	-	5,900,000
WCPSS CIP 2006	304,000,000	363,000,000	98,000,000	7,000,000	-	-	-	772,000,000
Reserve for Future Projects	-	231,000	242,000	254,000	267,000	280,000	294,000	1,568,000
Subtotal: Public Schools	309,900,000	363,231,000	98,242,000	7,254,000	267,000	280,000	294,000	779,468,000
Wake Technical Community College								
401 North Campus Buildings	11,710,000	9,890,000	-	-	-	-	-	21,600,000
Chapanoke Road Property	1,125,000	-	-	-	-	-	-	1,125,000
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Mechanical/Electrical Projects	1,500,000	-	-	-	-	-	-	1,500,000
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 CC	15,835,000	11,390,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	34,725,000
Total: Education Capital Uses	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000

Education Capital Funds: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	293,335,000	342,890,000	83,000,000	-	-	-	-	719,225,000
Interest Earnings	267,000	231,000	242,000	254,000	267,000	280,000	294,000	1,835,000
Lottery Proceeds	8,000,000	-	-	-	-	-	-	8,000,000
Other Sources	5,900,000	-	-	-	-	-	-	5,900,000
Transfer In - County Capital	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Transfer In - Ad Valorem Tax	16,000,000	30,000,000	15,000,000	7,000,000	-	-	-	68,000,000
Prior Years' Uncommitted Funds	733,000	-	-	-	-	-	-	733,000
Total: Education Capital Sources	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Fire Tax District Capital Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
800 MHz Radios	-	-	-	-	1,180,000	1,221,000	1,264,000	3,665,000
Brush Trucks	414,000	-	-	92,000	190,000	-	-	696,000
Contingencies and Grant Matches	50,000	-	-	-	-	-	-	50,000
Defib/TIC Replacement	-	90,000	188,000	107,000	167,000	77,000	-	629,000
Heery Improvements	-	1,873,000	1,200,000	-	-	-	-	3,073,000
Large Apparatus, Municipal	366,000	426,000	960,000	392,000	330,000	76,000	169,000	2,719,000
Large Apparatus, Rural	1,920,000	1,726,000	758,000	1,634,000	2,358,000	1,140,000	1,180,000	10,716,000
New Stations	-	-	2,326,000	-	-	-	-	2,326,000
Pager Replacement	-	377,000	79,000	79,000	157,000	-	-	692,000
Radio, Tax and Tags	61,000	42,000	66,000	24,000	-	-	-	193,000
Small Capital and Air Bottles	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,120,000
Small Vehicles	157,000	9,000	308,000	160,000	546,000	310,000	135,000	1,625,000
Station Replacement	4,785,000	-	-	-	-	-	-	4,785,000
Stony Hill Remediation	68,000	71,000	73,000	76,000	78,000	81,000	14,000	461,000
Turnout Gear Program	234,000	234,000	234,000	234,000	234,000	234,000	234,000	1,638,000
Reserve for Future Projects	1,597,000	-	-	950,000	-	26,000	246,000	2,819,000
Total: Fire Tax Capital Uses	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000

Fire Tax District Capital Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Debt Financing - Other	6,705,000	1,726,000	3,084,000	1,634,000	2,358,000	1,140,000	1,180,000	17,827,000
Fire Tax District Revenue	2,791,000	2,361,000	2,149,000	2,274,000	2,292,000	2,185,000	2,222,000	16,274,000
Other Sources	316,000	-	-	-	-	-	-	316,000
Fire Capital Uncommitted Funds	-	921,000	1,119,000	-	750,000	-	-	2,790,000
Total: Fire Tax Capital Sources	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Major Facilities Capital Trust Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Carolina Mudcats Restaurant Loan	107,000	-	-	-	-	-	-	107,000
Exploris	-	74,000	84,000	297,000	154,000	127,000	5,000	741,000
Five County Stadium	918,000	739,000	702,000	537,000	694,000	76,000		3,666,000
IMAX Theater	-	62,000	64,000	16,000	2,000	16,000	20,000	180,000
Reserve for Future Projects	-	150,000	150,000	150,000	150,000	781,000	975,000	2,356,000
Total: Major Facilities Uses	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000

Major Facilities Capital Trust Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Hotel/Motel & Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Other Sources	25,000	25,000	-	-	-	-	-	50,000
Total: Major Facilities Sources	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000

Solid Waste Capital Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Convenience Center Program	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
North Wake Landfill	3,300,000	3,300,000	-	-	-	-	-	6,600,000
North Wake Landfill Master Plan	150,000	1,500,000	-	-	-	-	-	1,650,000
South Wake Landfill	1,100,000	-	-	-	-	-	-	1,100,000
Total: Solid Waste Capital Uses	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000

Solid Waste Capital Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Reserves - Landfill Closure	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Transfer In: Solid Waste Enterprise	1,750,000	2,000,000	500,000	500,000	500,000	500,000	500,000	6,250,000
Total: Solid Waste Cap. Sources	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

TOTAL USES: FY08-14 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
County Capital Fund	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000
Education Capital Funds	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000
Fire Tax District Capital Fund	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000
Major Facilities Capital Fund	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000
Solid Waste Capital Fund	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000
Subtotal	407,795,000	447,915,000	184,695,000	176,153,000	165,738,000	94,537,000	39,066,000	1,515,899,000
Net Interfund Transfers	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(10,500,000)
GRAND TOTAL	406,295,000	446,415,000	183,195,000	174,653,000	164,238,000	93,037,000	37,566,000	1,505,399,000

TOTAL SOURCES: FY08-14 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	296,430,000	347,213,000	86,517,000	-	-	-	-	730,160,000
Debt - To Be Authorized	11,835,000	16,963,000	43,713,000	122,881,000	127,155,000	57,019,000	-	379,566,000
Debt Financing - Other	6,705,000	1,726,000	3,084,000	1,634,000	2,358,000	1,140,000	1,180,000	17,827,000
Federal Funds	1,439,000	-	-	-	-	-	-	1,439,000
Fire Tax District Revenue	2,791,000	2,361,000	2,149,000	2,274,000	2,292,000	2,185,000	2,222,000	16,274,000
Hotel/Motel & Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Interest Earnings	2,649,000	2,735,000	2,484,000	2,649,000	2,427,000	2,461,000	2,922,000	18,327,000
Local Grants & Municipal Reimb.	7,307,000	2,126,000	1,726,000	-	-	-	-	11,159,000
Lottery Proceeds	8,000,000	-	-	-	-	-	-	8,000,000
Other Sources	6,241,000	25,000	-	-	-	-	-	6,266,000
Reserves - Landfill Closure	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Transfer In - Ad Valorem Tax	55,378,000	55,023,000	40,903,000	33,814,000	27,756,000	28,732,000	29,742,000	271,348,000
Transfer In: Solid Waste Enterprise	1,750,000	2,000,000	500,000	500,000	500,000	500,000	500,000	6,250,000
Water/ Sewer Funds	737,000	-	-	-	-	-	-	737,000
Prior Years' Uncommitted Funds	733,000	11,943,000	1,119,000	9,901,000	750,000	-	-	24,446,000
GRAND TOTAL	406,295,000	446,415,000	183,195,000	174,653,000	164,238,000	93,037,000	37,566,000	1,505,399,000

OPERATING BUDGET IMPACT

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 for 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 FY08-14 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of the new Northern Regional Center will require new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for equipment acquisition (e.g., Public Safety Defibrillators). In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

New General Fund Operating Impact

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
County Capital Elements								
Affordable Housing	-	-	-	-	-	-	-	-
Automation	-	-	-	-	-	-	-	-
Community Capital	-	-	-	-	-	-	-	-
County Building Improvements	(30,000)	(17,200)		89,000	2,276,000			2,317,800
Criminal Justice	-	-	-	-	9,231,000	15,606,000	1,672,000	26,509,000
Libraries	29,000	453,000	1,238,000	411,000	-	-	-	2,131,000
Mental Health Continuum of Care		----- Not Yet Determined -----						
Open Space	-	-	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-	-	-
Water/Sewer	-	-	-	-	-	-	-	-
Education Elements								
Wake County Public Schools	7,124,098	2,971,726	3,978,980	3,882,708	964,201	-	-	18,921,713
Wake Technical Community College	2,054,696	13,336	175,336	-	-	-	-	2,243,368
Fire Tax District*	-	-	-	-	-	-	-	-
Major Facilities Capital Trust Fund	-	-	-	-	-	-	-	-
Solid Waste*	-	-	-	-	-	-	-	-
Total Operating Budget Impact	9,177,794	3,420,862	5,392,316	4,382,708	12,471,201	15,606,000	1,672,000	52,122,881

* Operating costs associated with these elements are not borne by the General Fund and are therefore not shown here.

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 each horizon issue is found on the respective element pages.

Element	Project	Cost Estimate
Automation	Additional Funding for Routine Automation CIP Projects	\$ 500,000
	Master Plans for Telecommunications, Public Safety and Criminal Justice Automation	Unknown
	Wireless Connectivity Project	925,000
County Building Improvements	Wake County Animal Care, Control and Adoption Center Expansion and Improvements	1,773,000
	Security Improvements at County Buildings	1,012,000
	Projects Identified in Facility Condition Assessments	Unknown
	Human Services Transportation and Maintenance Center*	1,500,000
	Human Services Ten-Year Facility Master Plan	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement of Major Equipment such as Service Vehicles and Protective Gear	Unknown
Libraries	Fall 2007 Bond Referendum	45,000,000
Open Space	Fall 2007 Bond Referendum	50,000,000
Parks	Parks, Recreation and Open Space Master Planning	380,000
Public Safety	Nextel/FCC Frequency Conversion**	1,400,000
	Infrastructure Maintenance and Expansion of the 800 MHz Communication System	Unknown
	Future EMS Facilities	Unknown
Wake Tech.	Fall 2007 Bond Referendum	92,000,000
Water/Sewer	Research Triangle Park High-Strength Wastewater Treatment	Unknown
Other	Step III Wake County Collective Stormwater Management Evaluation-Implementation	Unknown
	US Geological Survey Stream Gauge Stations	Unknown

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

** Represents the total project cost; however, the FCC will require Nextel to reimburse Wake County for all expenses.

AFFORDABLE HOUSING

Element Summary: Affordable Housing								
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Transfer to Housing and Community Revitalization 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 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
Cash	\$1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
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
New Operating Impact	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2008-2014 CIP includes \$7 million in transfers to the County's Housing and Community Revitalization Fund, of which \$1 million is appropriated in FY 2008. The County portion of the portfolio is projected to generate \$90,000 in revenues through loan repayments in FY 2008; these loan repayments are shown as revenue in the Housing and Community Revitalization Fund. Increasing the supply of affordable units will continue to be an emphasis of the program. In addition, affordable housing investments will be targeted towards helping provide transitional and permanent housing opportunities for formerly homeless individuals and families. The program is exploring ways to meet the increasing demand for housing for persons with mental illness with that will come with the closing of Dorothea Dix Hospital in FY 2008.

History/ Background

The Board of Commissioners' 2007 goals include a focus on affordable home ownership, and 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) funds and Home Investment Partnership Program (HOME) funds.

The 1999 Housing Affordability Task Force Report, updated in 2003, is the basis for the County's affordable housing initiative. The report describes the number of additional affordable housing units needed for low-income families and sets forth recommendations for addressing the shortfall. The Housing Affordability Task Force's 1999 report recommended the following:

- Increase the supply of affordable rental units by creating an additional 80-100 units each year throughout the county.
- Improve the existing stock of affordable housing by rehabilitating substandard owner- and renter-occupied units.

AFFORDABLE HOUSING

- Improve the physical, public infrastructure for low-income communities through paving or repair of streets, installation of water and sewer lines, and the building or repair of sidewalks.

Housing and Community Revitalization administers the following programs throughout Wake County in the unincorporated areas and all municipalities outside Raleigh, Holly Springs and Cary.

- Housing Production: Wake County solicits proposals from for-profit and nonprofit developers for the production of affordable housing. Each rental development is required to serve families whose household incomes are at or below 40 percent of the median family income. Developers repay the loans over a 20-30 year period. Support services are provided as needed. HCR estimates that it will serve approximately 130 families in FY 2008 through rental unit production.
- Housing Rehabilitation: HCR makes loans to help homeowners and investor-owners repair their sub-standard houses. The loans are amortized at a 0-3% interest rate over 15 years. Loans are deferred for elderly, disabled and very-low-income families. This program operates on a scattered site basis and provides loans for 15 families per year.
- Public Facilities and Infrastructure Improvements: HCR makes grants to towns and non-profit corporations for public facilities improvements and rehabilitation of buildings used for public purposes. These improvements provide access to public services; increase the viability of neighborhoods, and complement housing rehabilitation and new construction. HCR estimates that it will serve approximately 113 families in FY 2008 through public facility improvements.

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 \$19.5 million (\$4.9 million of County funds and \$14.6 million of federal loan contributions).

Project Accomplishments in FY 2007

During FY07, HCR completed the following projects, which are funded by the program's three funding sources (CDBG, HOME, and CIP):

CDBG

- Repaired the homes of 13 low-income families.
- Made 18 emergency grants to very-low income families to help with emergency repairs to their homes.
- Completed a feasibility study and cost estimate for renovation of the Consolidated School Gymnasium in Fuquay-Varina.
- Completed repairs to the Riley Hill Family Life Center where approximately 500 families receive services through various programs offered at the facility.
- Completed drainage improvements on Rand Mill Road in Garner assisting four families.
- Completed a sidewalk in Barbee Street in Zebulon providing safe pedestrian travel for at least 50 families.
- Completed the Garner Police Substation in downtown Garner
- Completed the North Allen Street Sidewalk in Wake Forest providing safe pedestrian travel for 375 families.

AFFORDABLE HOUSING

HOME

- 4 families become homeowners with down payment assistance through the American Dream Down payment Initiative.
- 20 low-income senior citizens have affordable housing at Cedar Spring in Wendell.
- Completed Oak Hollow in Raleigh - housing for 10 homeless families that have a family member with a mental illness.
- Completed Waterbrook Apartments in Raleigh - 80 units for low-income seniors

CIP

- Completed Carlton Place Apartments in Raleigh, providing 80 units of housing for low-income families

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.

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AUTOMATION

Element Summary: Automation

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Computer Equipment	\$1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Enterprise Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Business Applications	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Human Services Data Warehouse	250,000	250,000	-	-	-	-	-	500,000
Electronic Document Mgmt. & Imaging	750,000	750,000	250,000	-	-	-	-	1,750,000
Digital Aerial Photography	-	-	671,000	-	-	-	-	671,000
Voting Equipment	108,000	-	-	-	-	-	-	108,000
Total Uses	\$4,108,000	3,500,000	3,421,000	2,500,000	2,500,000	2,500,000	2,500,000	21,029,000
Cash	\$4,108,000	3,500,000	3,421,000	2,500,000	2,500,000	2,500,000	2,500,000	21,029,000
Total Sources	\$4,108,000	3,500,000	3,421,000	2,500,000	2,500,000	2,500,000	2,500,000	21,029,000
New Operating Impact	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2008-2014 CIP includes \$21,029,000 million to support automation investments in the following project categories:

CIP Automation

- Future technology investments will ensure that the County's technical infrastructure remains secure and is robust enough to handle the data transport and storage needs of the organization.
- The County will continue to focus on using technology to improve how information and services are delivered. These changes will affect both internal operations and how the County relates to the community. The County will also focus on serving an ever-growing non-English-speaking population, balancing the ease of access to public information with privacy concerns, linking geographically-based information with service needs, and effectively managing the increased volume of data that surrounds the County's work.

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.

AUTOMATION

Business Applications

- FY08 includes additional funds to replace the existing mainframe-based permitting systems used by Environmental Services and Inspections/Development Plans/Permits with a new system that will also include Planning Department and Fire Inspection work processes. The new Planning and Permitting System Project will continue the work initiated in the Computer Assisted Mass Appraisal/Land Records Database Project focusing on the integration of data collected as part of the planning and permitting processes. The bulk of the project will be funded with monies remaining from the Sheriff's System upgrade/replacement project, which was completed in FY07.

Major Projects

- **Human Services Data Warehouse Project:** Creation of a Common Data Warehouse to solve the agency's need to have outcome and other data sources more immediately available electronically. The Data Warehouse will leverage common data collected through various systems and centralize it for use by the agency. Beyond the technology component of a common data repository, the project will also involve the identification of common data elements, standardization of these data elements and identification of the sources for these data elements.
- **Electronic Document Management And Imaging:** FY08 includes funding for the procurement and implementation of enterprise-wide Electronic Document Management and Document Imaging systems. These systems will be integrated with the new Finance/HR/Budget System and the new Planning and Permitting System to enhance the effectiveness of these systems and over time will be implemented throughout the organization.
- **Digital Aerial Photography:** The County's digital ortho-imagery database (aerial photography) was last updated in FY05, and funding is provided to update it again in FY 2010. These updates, recommended every five years by the County's Geographic Information Systems division (GIS), ensure that the land-use data is current when analyzing planning, zoning, environmental management, open space, flood plain delineation and other spatially-oriented issues.
- **Voting Equipment:** New voting equipment provides the opportunity to create eight additional precincts in areas where current precincts have over 5,000 registered voters each and had over 3,000 voters turnout for the 2004 General Election. These new precincts will be located in North Raleigh, Knightdale, Wake Forest, Apex and Holly Springs.

History / Background

The County's Automation program investments are made in five categories:

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

AUTOMATION

- 5) Major projects: Funding to provide technology improvements which either benefit the entire organization, such as digital aerial photography, or are of departmental nature and require significant investments in resources and time to implement.

The County's approach to automation is shaped by the goals of the Board of County Commissioners, the County Manager's business plan and the business plans of all other County departments. The approach also reflects the strategic direction for the County's technical environment, which is a part of the Information Services Department's business plan. The guiding principles of the Business Plan are:

- Business drives the technology
- Seamless government
- Standards are important
- Data accuracy and availability are important
- Maximize and leverage resources

The FY 2007-2009 IS Department Business Plan includes replacing several major data systems during the planning period ranging from the Finance and HR systems, to the Sheriff's records management and jail management systems, to the existing planning and permitting systems, to the mental health automation system. Work will be done with the business units involved to prepare business cases in support of the planned system updates/replacements. The Plan also includes initiating work on large-scale enterprise-wide projects including Electronic Document Management and Document Imaging. Finally, strategic technology planning in the areas of Telecommunications and Public Safety/Criminal Justice will be undertaken during the period to assess the effectiveness of the current infrastructure and computer systems in these areas and develop multi-year plans for improvements.

Project Accomplishments in FY 2007

Computer Equipment

- Purchased and deployed 424 desktop PC's, 408 laptop PC's, 85 toughbook laptops, 129 profile and 2 tablet PC's, 23 monitors, 21 network printers, 18 GIS workstations, and numerous local printers to meet replacement, new or renovated facilities and new staffing needs.
- Rebuilt and redeployed 50 desktop PC's
- Repaired or upgrade approximately 1,850 PC's of all types

Enterprise Infrastructure

- Completed intrusion prevention/web security platform upgrade and intrusion detection appliance replacement projects.
- Completed Internet monitoring tool replacement and anti-virus platform upgrade projects.
- Completed the network upgrade of the Sunnybrook network from 10Mb to 100Mb to the desktop.
- Completed redundant Internet connection relocation project.
- Completed wireless platform upgrade project.
- Completed virtual server infrastructure project.
- Initiated Storage Area Network upgrade project with completion scheduled for early FY08.
- Completed back-up systems improvement project with the exception of the library system, which is scheduled for FY08.

AUTOMATION

Business Applications

- Substantial progress made on configuring the finance modules of the new Finance/HR/Budget system; work initiated on the system's HR components.
- Completed the upgrade of the key components of the Sheriff's Office Information Management system which included the acquisition of NaviLine Select to provide a web-like graphical environment for interfacing to the H.T.E. Record Management and Jail Management applications that resides on newly upgraded IBM i5 server.
- Completed the requirements gathering and Request for Proposal phases of the Planning and Permitting System replacement project, with vendor selection and project initiation scheduled for early fiscal year 2008.
- Completed requirements gathering and Request for Proposal phases of the Mental Health automation system replacement project to support mental health reform initiatives.
- Completed several technology projects, some of which include: Electronic Plan Review assessment and expansion of wireless access to libraries for the Community Services Department, CAD/Electronic Patient Record interface for the Public Safety Department, coding changes to meet Senate Bill 1,451 mandate for the Revenue Department.

Horizon Issues

Telecommunications Strategic Technology Plan: The Telecommunications Strategic Technology plan effort is scheduled to be initiated in early FY08 and will be done in phases with the first phase focused on an assessment of the County's wiring infrastructure and recommendations on the conversion to Voice Over Internet Protocol (VOIP) voice and data infrastructure. It is anticipated that future year funding implications will result from this work involving the possible replacement of existing telephone wiring infrastructure, the adoption of new building wiring standards, and replacement of telephone handsets, which are currently approaching end of life. Future phases of the study will include telecommunications systems enhancement assessments in the area of call center management, remote/field access to data systems, increased use of video services, etc. all of which will have future year funding implications.

Public Safety /Criminal Justice Strategic Technology Plan: The Public Safety/Criminal Justice Strategic Technology plan effort is scheduled to be initiated in FY08 and will include Emergency Management, Emergency Medical Services, Fire, CCBI and Sheriff's Department services-including as appropriate 800 MHz and CAD. The plan will involve the completion of an assessment of the current use of technologies by these business units, a review of technology in use in similar fast growing jurisdictions, recommendations for leveraging existing technologies and introducing new technologies and associated cost estimates and staffing levels that will have future year funding implications.

Operating Impact

Property Tax System (PTS) Support: The existing County property tax system consists of three basis components: a Billing and Collections system, a Computer Aided Mass Appraisal System and a Revaluation System. Over the last four years, these systems have been rewritten to improve functionality and efficiency and to bring the technical environment up to current standards. The entire PTS is scheduled for completion in early FY08; ongoing management, programming and database support will be needed to support the application. It is anticipated that one full time program/project manager and one full time programmer will be needed to support the system. This project is funded primarily from the Revaluation Reserve Fund, and therefore capital costs are not shown in the Automation element of the CIP.

COMMUNITY CAPITAL PROJECTS

Element Summary: Community Capital Projects									
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Alliance Medical Ministry	\$	105,000	50,000	250,000	250,000	95,000	-	-	750,000
Hospice of Wake County		250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Urban Ministries of Wake County		200,000	200,000	-	-	-	-	-	400,000
Future Projects		-	-	-	-	155,000	250,000	250,000	655,000
Total Uses	\$	555,000	500,000	500,000	500,000	500,000	500,000	500,000	3,555,000
Cash	\$	555,000	500,000	500,000	500,000	500,000	500,000	500,000	3,555,000
Total Sources	\$	555,000	500,000	500,000	500,000	500,000	500,000	500,000	3,555,000
New Operating Impact	\$	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The CIP includes approximately \$500,000 annually for Community Capital Projects, totaling \$3,555,000 over the FY 2008-2014 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 FY08 is allocated to Hospice of Wake County, Urban Ministries 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.
 - Demonstrates a need for County capital investment for project success.

COMMUNITY CAPITAL PROJECTS

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

Prior projects funded or partially-funded with Community Capital funds include:

- Food Runners Collaborative: a commercial kitchen facility to support Meals on Wheels and the Inter-Faith Food Shuttle;
- Healing Place for Women and Children: a shelter to address residential, substance abuse recovery and rehabilitative services for homeless women and their children;
- Interact: a shelter providing safety, support, and awareness to victims and survivors of domestic violence and sexual assault

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 FY08-14 CIP require operating subsidies from Wake County.

COMMUNITY CAPITAL PROJECTS

Alliance Medical Ministry

The FY08-14 CIP allocates \$750,000 to Alliance Medical Ministry to purchase and renovate a new facility adjacent to their current property. The new facility will provide patient capacity of five-times the existing capacity (approximately 25,000 patients). This will in turn offer extended office space as well as help 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 is expected to be ready for occupancy in July 2007.

Founded in late 2000 Alliance Medical Ministry provides an affordable primary medical care home to low-income, uninsured, working families in Wake County. Many of the programs offered through the Alliance Medical Ministry serve the working poor, families generally earning less than \$30,000 annually, who have no health insurance.

Currently, Alliance Medical Ministry provides a primary care, medical home to over 4,500 uninsured patients. That is an increase of around 73% from the first year of operation. It is Alliance Medical Ministry's mission to assist the estimated 100,000 people in Wake County who do not have adequate medical services due to the high cost of healthcare, and do not qualify for government insurance and/or assistance.

Project Summary: Alliance Medical Ministry

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ -	105,000	50,000	250,000	250,000	95,000	-	-	750,000
Funding Sources									
Cash	\$ -	105,000	50,000	250,000	250,000	95,000	-	-	750,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

COMMUNITY CAPITAL PROJECTS

Hospice of Wake County

Hospice of Wake County is the oldest and largest hospice organization serving Wake and parts of surrounding counties. It promotes and improves the community's quality of living and dying through advance care planning, palliative (comfort) care, hospice care and bereavement services.

Hospice helps families deal with a life-limiting diagnosis, counsels families throughout their grief journey, and provides community education programs, and provides medical care and supportive services to over 1,500 families each year. To help meet the complex needs of families these services include: counseling support for families, short-term respite care, spiritual care and counseling, volunteer support, bereavement care and end of life education.

The FY08-14 CIP allocates \$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. This funding is in addition to \$250,000 of funds allocated in FY07, for a total commitment of \$2 million. The County will not assume any operating costs for the Hospice and Palliative Care Center.

Project Summary: Hospice of Wake County

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ 250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000

Funding Sources

Cash	\$ 200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

COMMUNITY CAPITAL PROJECTS

Urban Ministries of Wake County

The FY08-14 CIP allocates \$400,000 to Urban Ministries to help fund the purchase and renovation of a replacement facility located at 1390 Capital Boulevard in January 2007. This funding is in addition to \$200,000 of previously allocated funds. The County will not assume any operating costs.

Urban Ministries of Wake County, Inc. is a non-profit organization whose mission is to alleviate the harmful effects of poverty. It accomplishes its mission by meeting poor people's basic needs of food, health and shelter. Urban Ministries helps over 20,000 individuals in Wake County every year. These individuals receive emergency and transitional housing, medical care, prescription medications, financial assistance, food assistance and other support services to promote self-sufficiency and a stable home environment.

The new two-story building houses both offices and services. The first floor houses the Food Pantry, Crisis Support (case management and assistance services) and the administrative staff. The second floor is dedicated to the Open Door Clinic, which provides free health care to uninsured, low-income individuals through acute and chronic medical appointments, prescription medications and patient education.



Urban Ministries
1390 Capital Boulevard, Raleigh

Project Summary: Urban Ministries of Wake County

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ 200,000	200,000	200,000	-	-	-	-	-	400,000

Funding Sources

Cash	\$ 200,000	200,000	200,000	-	-	-	-	-	400,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

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COUNTY BUILDING IMPROVEMENTS

Element Summary: County Building Improvements								
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Energy Saving Projects	\$ 102,000	-	-	-	-	-	-	102,000
Major Renovations	2,176,000	2,176,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,482,000
Mechanical, Electrical and Plumbing	832,000	529,000	75,000	5,000	45,000	160,000	226,000	1,872,000
Minor Renovations	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roof Replacements	419,000	1,443,000	323,000	809,000	81,000	-	99,000	3,174,000
County Regional Centers	-	-	1,432,000	6,256,000	-	-	-	7,688,000
Total Uses	\$4,729,000	5,348,000	5,056,000	10,296,000	3,352,000	3,386,000	3,551,000	35,718,000
Cash	\$4,729,000	5,348,000	5,056,000	10,296,000	3,352,000	3,386,000	3,551,000	35,718,000
Total Sources	\$4,729,000	5,348,000	5,056,000	10,296,000	3,352,000	3,386,000	3,551,000	35,718,000
New Operating Impact	\$ (30,000)	(17,200)	-	89,000	2,276,000	-	-	2,317,800

Seven-Year CIP Summary

A total of \$36 million is planned for County Building Improvements over the next seven years. 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. Funding will also be used to establish the County's fourth regional governmental center, making public services more accessible to citizens in outlying areas,

History / Background

Wake County Government occupies or has facility responsibility for over 175 buildings, totaling over 3.4 million square feet of building space. Because many of these buildings receive extremely high volumes of public traffic, systematic refurbishment of a small portion of this square footage is required annually to protect the County's investment in its facilities. The County Building Renovations element supports many of the goals of the overall CIP, and implements the Board approved long-term regional center service delivery plan. 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; and reduce energy consumption and achieve long-term savings in annual expenditures for utilities in County facilities.

The County Building Improvements element includes the construction of county regional centers. The primary goals of regional centers are to:

- Increase the accessibility, availability and efficiency of government services to citizens of the County;
- Reduce the transportation costs for customers who have to travel to receive governmental services;
- Reduce travel time and transportation costs for staff to provide services to specific regions of the County; and
- Provide a safe and secure environment for citizens, clients and employees when delivering specialized human services.

COUNTY BUILDING IMPROVEMENTS

Regional centers are based on a 22,000-square-foot prototype plan that the County used for the two previously-built regional centers (in Zebulon and Fuquay-Varina) and for the Northern Regional Center currently under construction in Wake Forest). The centers typically include the following services:

- Environmental Services, Building Inspections, City County Bureau of Identification, and Sheriff;
- Numerous Human Services programs, such as the Women, Infants, Children program and Child Protective Services as well as school and mental health counseling and workforce development services.
- Revenue collection;
- Public records access (computer workstations are available for public access to County records and services); and
- Educational meeting and training space for scheduled use by County agencies and community groups.

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

Facility Master Plan

The County completed a Facility Master Plan in 1999 that 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.

Facility Condition Assessments

The County has established a process of collecting and maintaining information about County-owned and leased facilities based upon comprehensive on-site inspections of facility assets. This process is called Facility Condition Assessments. 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. A yearly implementation plan has been developed to establish a priority for each facility to ensure that all facilities receive at least one comprehensive assessment within a seven-year period. Each year, approximately 15% of the building square footage owned by the County is assessed as part of the Facility Condition Assessment program. Information gathered through this process is considered in the annual capital budget process, and the County continues to work towards developing and maintaining a strategy for addressing the findings of the Facility Condition Assessments.

Operating Budget Impact

General County Building Improvements

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

COUNTY BUILDING IMPROVEMENTS

Regional Centers

The operating budget impact shown in the preceding financial summary is due to staff and operating costs for a future regional center proposed for the western part of the county. Although many County departments may place staff at regional centers, the additional cost to operate a regional center is primarily due to staff needed to meet increased demand for Human Services. The cost increases associated with non-Human Services staff are expected to be minimal since existing staff will be transferred to each center or existing staff will use the center as a satellite office to support service-delivery needs in outer parts of the County. The operating costs projections are based on the FY08 budget for the Northern Regional Center, which will open to the public in early 2008.

Horizon Issues

Wake County Animal Care, Control and Adoption Center: Future funding may be necessary for improvements at the Wake County Animal Care, Control & Adoption Center (WCACC&AC) for temperature, cleaning and lighting systems in response to recent changes in the North Carolina Administrative Code. In addition, Environmental Services staff has requested an expansion of the Center; this unfunded project remains a horizon issue.

Human Services Ten-Year Facility Master Plan: Wake County is currently working with a consultant to develop a ten-year master plan for Human Services Facilities. Human Services has over 1,700 full-time employees who work in leased and owned buildings. During FYs 2006 and 2007, the master planning team worked to document and examine Human Services' business processes and current space utilization and to determine future space needs. It is anticipated that a ten-year plan for the space needed to house all County-funded Human Service programs will be prepared and presented to the Board of Commissioners for consideration in FY 2008. The resources needed to implement the Ten-Year Facility Master Plan are unknown at this time but may be included in future capital budgets.

Human Services Transportation and Maintenance Center: This Center would house Human Services' Transportation Services personnel and a vendor providing transportation services. The project's total cost is estimated at \$1.5 million. Human Services hopes to receive a state grant for \$1.35 million. If the grant were to be received, and if the remaining \$150,000 could be covered through user fees, the County may consider accepting the grant and appropriating the remaining 10% of the project's cost. This potential project will be studied and evaluated during development of the Human Services Ten Year Facilities Master Plan.

Projects Identified in Facility Condition Assessments: The Facility Condition Assessments conducted to date have identified capital projects that will need funding for future years, including major systems replacements, security projects (discussed below) and Information Systems projects. In FY07, County staff began work on a long-term financial model for the County Building Improvements Element to help schedule these projects in the seven-year CIP window and beyond. It is anticipated that this work will be completed in FY08 and that the FY09-15 CIP may include more funds to undertake those FCA projects deemed necessary.

Security Improvements for County Buildings: This project would continue County Building security improvements by implementing recommendations from the Facility Condition Assessment process, which encompassed a comprehensive analysis and report of findings completed by a team of county staff including Facilities Design and Construction and General Services Administration, security consultants, engineers and architects.

COUNTY BUILDING IMPROVEMENTS

Energy Saving Projects

The FY08-14 CIP includes \$102,000 for Energy Saving projects. These projects are designed to save energy usage and therefore reduce operating costs at County facilities. The County expects to recoup the cost of each project within a maximum of six years through reduced energy consumption and lower utility bills.

In FY08, planned projects include lighting replacements at the following County buildings:

<u>Project</u>	<u>Estimated Savings</u>
Animal Care, Control and Adoption Center	\$7,200 per year
Cornerstone Building	\$2,600 per year
Courthouse Parking Deck	\$7,400 per year

Project accomplishments in FY07 included lighting replacements at the following facilities.

<u>Project</u>	<u>Estimated Savings</u>
Community Services Center	\$7,700 per year
Human Services Mental Health Center	\$5,600 per year
General Services Administration Field Services Center	\$1,500 per year

Project Summary: Energy Saving Projects

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
General Lighting Projects	*	102,000	-	-	-	-	-	-	102,000

Funding Sources

Cash	*	102,000	-	-	-	-	-	-	102,000
New Operating Budget Impact	-	-	(17,200)	-	-	-	-	-	(17,200)
Total Operating Budget Impact	-	-	(17,200)	(17,200)	(17,200)	(17,200)	(17,200)	(17,200)	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

Major Renovations

The FY08-14 CIP includes \$14.5 million to undertake major repairs and renovations at some County facilities and to assess the physical condition of other County buildings. Typically, a flat level of funding is provided annually, based on a formula to allow for the renovation of approximately 2% of the County's square footage per year, except for facilities that have separate renovation funding, such as criminal justice facilities and parks. However, in FYs 08 and 09, additional funds were added to allow for renovations at the Firearms Education Training Center.

The capital budget includes approximately \$1 million to assess the condition of County facilities through the annual Facility Condition Assessment (FCA) process. The FCA process began in FY06, and the County will in FY08 use the results of recent assessments to develop a long-range financial plan for the County Buildings element. Meanwhile, the FY08-14 CIP includes funds to make as-yet-undetermined needed repairs and renovations that will be identified via the FCA process.

The budget also funds safety improvements at the Firearms Education Training Center. Finally, the budget also includes funding to complete the refurbishment of inmate housing levels in the Public Safety Center and to upgrade controllers in the Public Safety Center.

Project accomplishments in FY07 include some projects identified via FCAs for the Public Safety Center, including replacing two cooling towers and upgrading associated pumps and valves and replacing the main entrance doors; additionally, cleaning, re-caulking and repainting work was done on the building's exterior, and repair work was completed on Inmate Housing Floors 6 and 7.

Project Summary: Major Renovations

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Public Safety Floor/ Controller	\$ 699,000	640,000	107,000	112,000	-	-	-	-	859,000
Facility Condition Assessments	201,000	95,000	99,000	104,000	168,000	223,000	180,000	186,000	1,055,000
Firearms Training Center Renovations	-	150,000	150,000	-	-	-	-	-	300,000
Future FCA Projects	916,000	1,291,000	1,820,000	1,810,000	1,858,000	1,803,000	1,846,000	1,840,000	12,268,000
Total Uses	\$ 1,816,000	2,176,000	2,176,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,482,000

Funding Sources

Cash	\$ 1,816,000	2,176,000	2,176,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,482,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

COUNTY BUILDING IMPROVEMENTS

Mechanical, Electrical and Plumbing Projects

The FY08-14 CIP includes \$1.6 million to replace heating, ventilation and air conditioning (HVAC) units at County facilities. The County contracts with a consultant to assess its HVAC equipment and maintain a comprehensive replacement schedule for this equipment through the year 2035 to assist with long term planning. The replacement schedule is based on the equipment's average life expectancy, but a decision to replace equipment also considers the unit's condition, maintenance costs and other relevant factors. The replacement schedule helps the County estimate when various pieces of equipment will need to be replaced. This allows the County to spread the impact of these projects over several years and helps prevent "surprise" expenditures. Although the County typically replaces HVAC units to avoid equipment failure and expensive maintenance, the replacements may also have a positive impact on the County's energy usage, since newer units tend to be more energy efficient. The replacement schedule suggests that HVAC equipment in the following County facilities should be considered for replacement in FY 2008: Agricultural Services Center, Wake County Commons Building, General Services Center, and the Southern Regional Center. Other projects for which replacement design funds are budgeted in FY 2008 include: Southeast Regional Library and the Rural Economic Development Center.

The FY08-14 CIP also includes \$268,000 for a project that will reduce water consumption at the detention center by over 7 million gallons annually, for a per-year savings of approximately \$30,000 based on today's water costs.

Project accomplishments in FY07 include:

- Completed replacement of the rooftop cooling units at the Hammond Road Detention Center Annex and the Human Services Mental Health building at 3010 Falstaff Road.
- Completed replacement of the HVAC units at the Library Administration building in the Wake County Office Park
- Completed design work for HVAC system replacement at the Agricultural Services Center, the Wake County Commons Building, the General Services Center, and the Southern Regional Center.
- Completed design and construction of the HVAC system at the General Services Field Services Center.
- Completed design and began construction of chilled water interconnect project and HVAC improvements at the courthouse.

Project Summary: Mechanical, Electrical and Plumbing Projects

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
HVAC Improvements	*	\$ 564,000	529,000	75,000	5,000	45,000	160,000	226,000	1,604,000
Water Saving Devices	\$ -	268,000	-	-	-	-	-	-	268,000
Total Uses	*	\$ 832,000	529,000	75,000	5,000	45,000	160,000	226,000	1,872,000

Funding Sources

Cash	*	\$ 832,000	529,000	75,000	5,000	45,000	160,000	226,000	1,872,000
New Operating Budget Impact	-	(30,000)	-	-	-	-	-	-	(30,000)
Total Operating Budget Impact	-	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

Minor Renovations

The FY08-14 CIP includes \$1.2 million annually for minor building projects, for a total of \$8.4 million over the seven year plan. This category includes repairs, replacements, alterations and renovations that typically cost under \$300,000.

These funds are first allocated for emergencies/contingencies and repairs and replacements projects. Repairs and replacements are necessary to maintain a facility's functionality and value; these projects typically address environmental concerns, life safety issues, building code and structural integrity. Repair and replacement projects often overlap and support, but are not limited to, the County's facility condition assessments program. After funds are set aside for emergencies/contingencies and repairs/replacements, representatives from the County's various departments rank the alterations/renovations projects submitted by county departments for funding priority. This ranking group has agreed to the following specific criteria for numerically ranking projects in order of importance to the County:

- | | |
|--|--|
| 1 Federal or state mandates/ADA compliance | 6 Service delivery expansion |
| 2 Citizen impact | 7 Partnerships |
| 3 Space configuration upgrade | 8 Efficiency/cost savings |
| 4 Redundancy | 9 Alignment with stated Board of Commissioner priorities |
| 5 Expected useful life | |

Major accomplishments in FY 2007 include renovating multiple portions of the Public Safety Center, including the conference room, EMS Station 1 and the Sheriff's Finance area; replacing doors and boilers at the Human Services' Sunnybrook building, and completing the Wake County Office Building Heat Exchanger Retrofit.

Project Summary: Minor Renovations

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Minor Capital 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
Funding Sources									
Cash	*	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

* This category of routine capital projects is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

Roof Repairs and Replacements

The FY08-14 CIP includes \$3.2 million for roof repairs or replacements on County facilities. To help facilitate long-term capital planning, the County hires a roof engineering consultant to assess the roof conditions at county buildings and to maintain a multi-year repair and replacement schedule. The projects funded in this category are done in accordance with the consultant's recommendations as to the useful life of each roof.

Project accomplishments in FY07 include replacing the roof at Wake House, repairing the roofs on the Zebulon Library and Fellowship House, completing design work for a replacement roof on the Agricultural Services Center at the Wake County Office Park, and completing both design and construction of replacement roofs at the AA Thompson Center, the Hammond Road Annex and the General Services Field Services Center.

Also, design has begun for roof replacements on the Agricultural Services Center at the Wake County Office Park and on the Farm History Center at Historic Oakview County Park.

Projects planned for construction in FY08 include completion of new roofs for the Agricultural Services Center and the Farm History Center. Design funds are included for the Public Safety Center, the Southern Regional Center, Fellowship Home, and the Community Services Center on Whitaker Mill Road.

Project Summary: Roof Repairs and Replacements

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Roof Replacements	*	419,000	1,443,000	323,000	809,000	81,000	-	99,000	3,174,000

Funding Sources

Cash	*	419,000	1,443,000	323,000	809,000	81,000	-	99,000	3,174,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

* This category of routine capital projects is funded on an ongoing basis; therefore, prior funding was not estimated.

COUNTY BUILDING IMPROVEMENTS

County Regional Centers

To better meet service demands around the County, the CIP includes funding for a future regional center. The County already has established two regional centers (the Eastern Regional Center in Knightdale and the Southern Regional Center in Fuquay-Varina) and construction is underway for a third center that will open in Wake Forest in early 2008. Construction for the future regional center is anticipated to begin in 2010 and to be completed in calendar year 2011.

The County will determine the best location for the planned fourth regional center by assessing growth trends and population projections for the County and its municipalities, consumer needs and service demands, and which County services are available in what locations.

Construction costs shown below are based on the County's experience in building the Eastern Regional Center. These cost estimates will be updated in FY08 based on the final construction costs for the Northern Regional Center. The operating costs shown below are projected based on the County's FY08 budget for the new Northern Regional Center. However, more refined operating cost estimates will be developed once the full complement of services to be offered at the future regional center has been finalized.

Project Summary: Future Regional Center

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Construction	\$ -	-	-	1,309,000	6,256,000	-	-	-	7,565,000
Permitting	-	-	-	123,000	-	-	-	-	123,000
Total Uses	\$ -	-	-	1,432,000	6,256,000	-	-	-	7,688,000

Funding Sources

Cash	\$ -	-	-	1,432,000	6,256,000	-	-	-	7,688,000
New Operating Budget Impact	-	-	-	-	89,000	2,276,000	-	-	2,365,000
Total Operating Budget Impact	-	-	-	-	89,000	2,365,000	2,365,000	2,365,000	-

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Element Summary: Criminal Justice

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Detention Facilities	\$ 1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	972,000	185,692,000
Detention Security	196,000	216,000	230,000	100,000	153,000	285,000	-	1,180,000
Judicial Facilities	24,018,000	23,948,000	21,998,000	75,852,000	78,009,000	44,680,000	913,000	269,418,000
Total Uses	\$25,214,000	31,661,000	50,434,000	142,641,000	145,666,000	58,789,000	1,885,000	456,290,000
Debt--To Be Authorized	\$10,535,000	16,963,000	43,713,000	122,881,000	127,155,000	57,019,000	-	378,266,000
Cash	14,679,000	14,698,000	6,721,000	19,760,000	18,511,000	1,770,000	1,885,000	78,024,000
Total Sources	\$25,214,000	31,661,000	50,434,000	142,641,000	145,666,000	58,789,000	1,885,000	456,290,000
New Operating Impact	\$ -	-	-	-	9,231,000	15,606,000	1,672,000	26,509,000

Seven-Year CIP Summary

Appropriations for Criminal Justice capital improvements total \$456.3 million over the next seven years. \$185.7 million of the criminal justice investments largely support the construction of Phase 2 of the Hammond Road detention complex. \$1.18 million supports investments in various detention security projects in the Public Safety Center, Hammond Road Annex, and the courthouse. The remaining \$269.4 million supports the continued implementation of the judicial projects identified in the County's Justice Facility Master Plan. The proposed CIP incorporates these efforts, which include existing courthouse improvements, a new Justice Center for a criminal courthouse, public records and county administration, and the parking structures to support them. All of the planned criminal justice projects are consistent with recommendations contained in the 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County.

In FY 2008, the scope and cost of future renovations needed on the lower three floors of the Public Safety Center will be finalized. Significant space on these floors will be vacated in 2012 by the relocation of intake, booking, CCBI, magistrates, kitchen, laundry and other support functions to the Hammond Road Detention Center. The vacated space will be needed for inmate holding to support the new Justice Center, a special 10-unit maximum-security lockup area, and long-term expansion for the Sheriff's Department. Although it is probable that funding for some of these renovations will be needed in FY 2012-2013, none has been included. Specific funding needs for these Public Safety Center renovations have not been finalized, however an initial amount has been scheduled in FY 2014 for this purpose, pending finalization of the project scope.

History / Background

The primary goals of the Criminal Justice element are to:

- Provide sufficient functional space to promptly process arrestees through booking and intake to release arresting law enforcement officers as soon as possible.

CRIMINAL JUSTICE

- Provide adequate courtroom facilities for the judicial system to process caseloads in a timely and effective manner;
- Provide adequate facilities that meet state standards for safety and to efficiently and effectively confine individuals who are awaiting court appearance, trial, or sentencing, or who are serving sentences of less than 90 days;
- Pursue facility-based initiatives that improve judicial and detention service-delivery efforts and reduce ongoing operational costs; and
- Provide safe, secure, reliable and easily maintainable detention facilities.

The State of North Carolina mandates (NCGS 7A-302) that counties provide adequate courtroom facilities for the judicial system to process its caseload in a timely and effective manner. In addition NCGS 153.A2-21 establishes standards for designing, building and operating jail facilities. A Court Facility Space Planning Committee was established in the 1980's to work with County representatives to plan and implement justice related capital projects. This committee is comprised of selected County staff, Senior Resident Superior Court Judge, Chief District Court Judge, Trial Court Administrator, District Attorney, Clerk of Court, Public Defender, and Sheriff. A comprehensive long-term Justice Facilities Master Plan was completed in FY 1999. This plan was updated in FY 2005 and formally presented to the Board of Commissioners. The Justice Facilities Master Plan projects facility needs through 2030 and includes the following key elements:

- Inventory and evaluation of existing facilities
- Assessment of future demand for services and facilities
- Recommendations for system-wide service delivery efficiency improvements
- Long-term plan for providing judicial and detention facilities by fiscal year (with phases and project details)

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County supports the Criminal Justice Plan, and recommends that the County proceed with developing the Plan. Also, at its January 2007 retreat, the Board of Commissioners affirmed its commitment to Criminal Justice projects as part of ensuring a safe community.

Project Accomplishments in FY 2007

- Completed re-roofing and replacement of mechanical systems for original Detention Annex (built in 1987) on Hammond Road.
- Continued improvements identified in the 10-year plan (initiated plan in FY 2004) to renovate and refurbish the existing Courthouse in phases (while keeping the facility fully operational) to bring the 40-year-old facility into compliance with current building codes. Improvements to the Courthouse completed in FY 2007 are:
- Completed floor renovations to replace four courtrooms and related court support space on 2nd floor.
- Began construction work to interconnect Courthouse cooling system with Public Safety Center, Wake County Office Building (and eventually connect to new Justice Center); Completed replacement of main air handling units for Courthouse.
- Completed demolition and asbestos abatement of 4th and 8th floors of the Courthouse.
- Selected design team and finalized agreement for architectural/engineering services for new Justice Center.
- Established Steering Committee for Justice Center project and completed architectural building program and began conceptual design studies.
- Completed architectural building program for the lower three floors of the Public Safety Center that will be vacated when Phase 2 of the Hammond Road Detention Center is completed in 2012.
- Selected design team for Phase 2 Expansion of Hammond Road Detention Center.
- Completed construction documents for 990-car parking deck required because existing Courthouse deck is to be displaced by planned Justice Center.

CRIMINAL JUSTICE

Operating Budget Impact

Detention Facilities

The FY 2008-2014 total estimated operating impact reflects new operating budget costs recently developed for both the Sheriff's Office and General Services Administration (GSA) for Phase 2 of the Hammond Road detention complex. These costs represent both personnel and associated operating expenses for these two departments. Estimates will be further refined in future capital budgets, as building schematics are complete.

Judicial Facilities

The FY 2008-2014 total estimated operating impact reflects new operating budget costs recently developed for General Services Administration (GSA) for the Justice Center complex. Components of this complex include a new criminal courthouse, public records and administration facilities, and associated parking to support these functions. These costs represent both personnel and associated operating expenses for GSA and will be further refined in future capital budgets, as building schematics are complete. In addition, future staffing needs of the Sheriff's Office relative to courtroom security will also be estimated in future capital budgets.

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Detention Facilities

In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. This plan, along with a funding strategy for the capital improvements proposed through 2013, 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.

Hammond Road Detention Complex

Detention Center (20-acre tract on east side of Hammond Road)

Key activities in FY 2007 included selecting the design team and developing an architectural building program and schematic design for Phase 2 (as defined in the Master Plan). This phase will be an expansion to the existing building that was completed in 2006. When Phase 2 is completed in 2012, approximately 720 beds will be added to the County detention system and 75% of inmates in the system will be incarcerated at the Hammond Road facilities. Intake, booking, processing, City County Bureau of Identification and magistrate functions will be relocated from the Public Safety Center (in downtown Raleigh) to the suburban Hammond Road site during Phase 2. A parking deck for approximately 350 vehicles will also be built during this phase. In addition, kitchen and laundry facilities to support the entire inmate population projected to be housed in the County's detention system (through 2030) will be constructed. Final design work for this 400,000 sq.ft. building addition should be completed in FY 2009. Construction is scheduled for FY 2010-2012.

Phase 2 will require additional funding in the operating budgets of both the Sheriff's Office and General Services Administration (GSA) for staffing needs and maintenance activities. These new operating costs have been initially estimated in this 2008-2014 capital plan. Both personnel and maintenance costs will be further refined and estimated in future capital plans.



Hammond Road Phase 1B

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Detention Facilities, continued

Project Summary: Detention Facilities									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Phase 2									
Phase 2 (approx. 720 beds)	1,239,319	1,000,000	7,447,000	27,206,000	63,189,000	64,004,000	13,824,000	-	176,670,000
350-car Parking Deck	-	-	50,000	1,000,000	3,500,000	3,500,000	-	-	8,050,000
Phase 3									
Design 300-car Parking Structure	-	-	-	-	-	-	-	972,000	972,000
Total Uses	\$ 1,239,319	1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	972,000	185,692,000
Funding Sources									
Cash	-	-	-	-	-	-	-	972,000	972,000
Bonds - Authorized	\$ 1,239,319	-	-	-	-	-	-	-	-
Debt - To Be Authorized	-	1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	-	184,720,000
Total Sources	\$ 1,239,319	1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	972,000	185,692,000
New Operating Budget Impact	-	-	-	-	-	6,495,000	11,233,000	1,672,000	19,400,000
Total Operating Budget Impact	-	-	-	-	-	6,495,000	17,728,000	19,400,000	-

CRIMINAL JUSTICE

Detention Security

Detention security projects for FY 2008-14 capital plan originate from two sources. Prior funding ended in FY07 pending a comprehensive security system review, system life cycle analysis and the integration requirement of existing systems to the new criminal justice facility systems. The projects fall into of four categories that occur over through 2013:

- 1) The upgrade of the original security cabling infrastructure, central control, and the alignment of program changes to the security systems in the Public Safety Center (PSC);
- 2) The conversion of original cameras to a digital system in the PSC and Hammond Road Annex. 190 camera will be converted and integrated into control room systems providing the Sheriff's Detention staff real time digital video analytics (algorithmic computer generated expressions) that provide video alarm notification of specific events (converging crowds - exercise area fights, fence and perimeter protection, trip wire counting, etc). This provides the security centers and housing observation rooms additional control over the inmate population.
- 3) The upgrade to the Court and Detention video systems by increasing system capacity of interfacility connections. This allows visitation and attorney visits to those incarcerated inside the central business district by those at the Hammond Road facilities - outside of the central business district, thus reducing congestion in the downtown area and speeding a required process.
- 4) The life cycle replacement of the detention wide access control and guard tour system. The Detention system uses a system wide card access and guard tour system that logs the direct observations required of detention officers of inmates twice per hour. The system, tied to the access control and photo id system provides critical information to investigations of inmate injury or death and gives an accurate, objective record of officer rounds. Server life cycle replacement is every 3 years; the entire system life cycle is every 6 years. This system also manages the Sheriff's card access system, that is integrated with the county's overall card access and alarm monitoring system. This system must be upgraded with the corporate access system to maintain compatibility. Core equipment replace every 3 years and entire system every 6 years.

Project Summary: Detention Security

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Detention Security Upgrades	\$ -	196,000	216,000	230,000	100,000	153,000	285,000	-	1,180,000

Funding Sources

Cash	\$ -	196,000	216,000	230,000	100,000	153,000	285,000	-	1,180,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

CRIMINAL JUSTICE

Judicial Facilities

Key components of the County's long-term Justice Facility Master Plan include courts and related administration, public records and parking to support these functions. Existing buildings housing these functions are at maximum capacity. In FY 2006 the County began leasing space for certain judicial and public records staff. Additional judicial support functions were relocated in FY 2007 to make room for new courtrooms.

The Justice Master Plan contemplates that the judiciary and public records will operate primarily from two main facilities. These include the existing Courthouse and a new Justice Center, both located in downtown Raleigh. Over the next several years, substantial capital investment is proposed for these two facilities and parking structures to support them.

Major capital improvement projects planned in downtown Raleigh during the period FY 2008-2014 include:

- Design and construction of Davie Street deck -- approx.1000 spaces;
- Design and construction of new Justice Center for criminal courthouse, public records, and County administration (approx. 440,000 sq.ft. and 300 parking spaces)
- Continue to renovate, refurbish and bring the existing 40-year-old Courthouse into compliance with current building codes.



Wake County Courthouse - Fayetteville Street Entrance

Project Summary: Judicial Facilities

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Existing Courthouse	\$ 23,046,000								
Construction	-	6,135,000	3,398,000	1,799,000	3,055,000	2,835,000	2,935,000	-	20,157,000
Design Fees	-	523,000	203,000	390,000	357,000	189,000	196,000	641,000	2,499,000
Relocation Costs	-	33,000	19,000	10,000	15,000	24,000	25,000	-	126,000
Contingencies	-	613,000	340,000	180,000	305,000	284,000	293,000	-	2,015,000
Subtotal Existing Courthouse	\$ 23,046,000	7,304,000	3,960,000	2,379,000	3,732,000	3,332,000	3,449,000	641,000	24,797,000

CRIMINAL JUSTICE

Project Summary: Judicial Facilities, continued

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
New Justice Center Complex	\$ 1,380,000								
Design/Construct 311 Car Parking Deck	-	447,000	469,000	2,679,000	5,534,000	3,735,000	-	-	12,864,000
Demolish Existing Buildings	-	-	1,058,000	1,211,000	-	-	-	-	2,269,000
Design/Construct Justice Complex	-	3,839,000	5,310,000	14,396,000	65,204,000	69,509,000	39,746,000	-	198,004,000
Subtotal New Justice Complex	\$ 1,380,000	4,286,000	6,837,000	18,286,000	70,738,000	73,244,000	39,746,000	-	213,137,000
Davie St. 989 Car Parking Deck	\$ 5,222,000								
Design/Construction		11,474,000	11,591,000	-	-	-	-		23,065,000
Subtotal New Deck	\$ 5,222,000	11,474,000	11,591,000	-	-	-	-	-	23,065,000
Public Safety Center Renovations	\$ -								
Design Fees		-	-	-	-	-	-	272,000	272,000
Subtotal PSC Renovations		-	-	-	-	-	-	272,000	272,000
Criminal Courthouse Displacement	\$ 137,000								
ROD/Revenue									
Upfit/Relocation	\$ -	535,000	-	-	-	-	-	-	535,000
Building Lease	-	204,000	999,000	884,000	920,000	957,000	995,000	-	4,959,000
Probation/Parole									
Upfit/Relocation	-	-	125,000	-	-	-	-	-	125,000
Building Lease	-	215,000	436,000	449,000	462,000	476,000	490,000	-	2,528,000
Subtotal Criminal Courthouse Displacement	\$ 137,000	954,000	1,560,000	1,333,000	1,382,000	1,433,000	1,485,000	-	8,147,000
									-
Total Uses	\$ 29,785,000	\$24,018,000	\$23,948,000	\$21,998,000	\$75,852,000	\$78,009,000	\$44,680,000	\$ 913,000	269,418,000

CRIMINAL JUSTICE

Project Summary: Judicial Facilities, continued

Funding Sources	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Cash	\$ 21,611,000	14,483,000	14,482,000	6,491,000	19,660,000	18,358,000	1,485,000	913,000	75,872,000
Debt - To be Authorized	8,174,000	9,535,000	9,466,000	15,507,000	56,192,000	59,651,000	43,195,000	-	193,546,000
Total Sources	\$ 29,785,000	24,018,000	23,948,000	21,998,000	75,852,000	78,009,000	44,680,000	913,000	269,418,000
New Operating Budget Impact	-	-	-	-	-	2,736,000	4,373,000	-	7,109,000
Total Operating Budget Impact	-	-	-	-	-	2,736,000	7,109,000	7,109,000	-

* It is anticipated that maintenance costs associated with new parking decks will be partially offset by revenue generated from parking fees. These revenues have not yet been determined. These costs, along with cost associated with courtroom security and the new justice center complex will be further refined in future capital budgets.

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LIBRARIES

Element Summary: Libraries

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Leesville Community Library	\$2,865,000	-	-	-	-	-	-	2,865,000
Northeast Regional Library	230,000	4,323,000	3,517,000	-	-	-	-	8,070,000
Total Uses	\$3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Bonds--Authorized	\$3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Total Sources	\$3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
New Operating Impact	\$ 29,000	453,000	1,238,000	411,000	-	-	-	2,131,000

Seven-Year CIP Summary

The FY 2008 – 2014 CIP includes \$10.9 million to construct two new libraries: Leesville Community and Northeast Regional. Leesville Community Library will open in the third quarter of FY 2009, and Northeast Regional Library will open in the second quarter of FY 2010. The budgeted amounts shown above do not reflect the substantial cost increases in construction that have been experienced over the past four years. Consequently, additional funding to cover these cost escalations will come from funding originally allocated for the Downtown Library project.

History / Background

The Wake County Public Library Division of the Community Services Department provides public library service countywide. The Library's Master Plan, received by the Board of Commissioners in November 2002, divides the county into seven regions, each of which is planned to have one regional library (22,000SF-30,000SF) with an in-depth book collection, and two or more community branches (5,000SF-8,000SF) with smaller book collections. A long-range capital project implementation and funding plan was developed in FY 2003 based on the Board-approved Master Plan. Phase I of the plan includes the following libraries: Cameron Village Regional, West Regional, Holly Springs Branch, North Regional, Leesville Branch, and Northeast Regional. In Fall 2003, the Board of Commissioners approved Phase I of capital projects for the library system; in October 2003, voters approved \$35 million in general obligation bonds for Phase I library projects.

In FY06, the Library System began updating the existing Library service/master plan to reflect the current and projected needs of the community for library services. The effort led by library staff also included other county staff, the Library Commission and the community. Completed in Spring 2007, the comprehensive master plan prioritized all potential library projects and identified the estimated operating funds necessary for future Library operations. The Libraries Division produced a final Master Plan and received Board of Commissioners and Libraries Commission approval during spring 2007. See the "Horizon Issues" section on the next page for additional information about the updated Master Plan.

LIBRARIES

Project Accomplishments in FY 2007

- Completed construction of West Regional Library, which opened in September 2006.
- Completed construction of Holly Springs Branch Library and Cultural Center, which opened in December 2006
- Completed construction of North Regional Library in North Raleigh, which opened in January 2007
- Completed renovation and expansion of Southgate Branch Library, which opened in May 2007

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 two 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 both new 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 the 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.

Horizon Issues

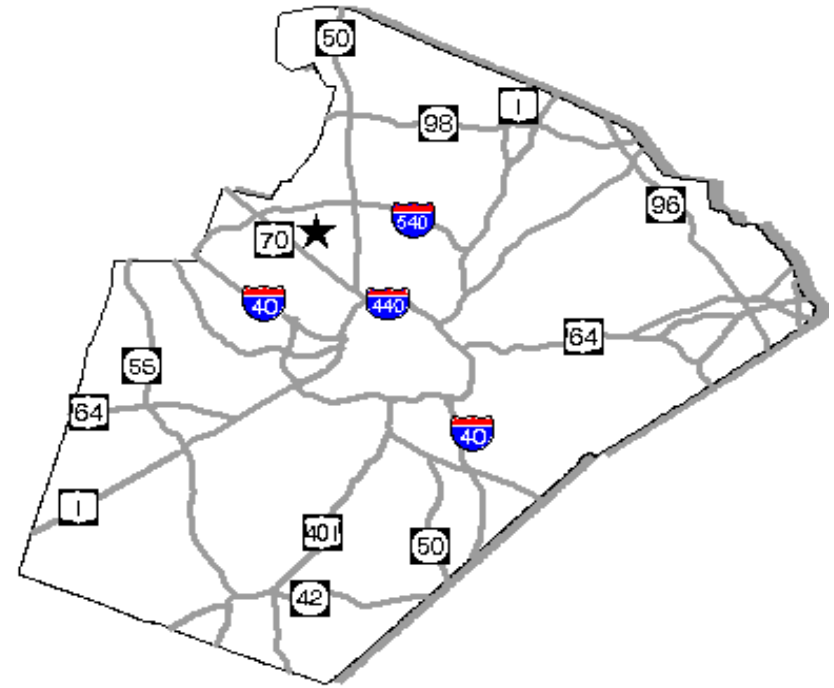
At its 2007 retreat, the Board of Commissioners set goals for Wake County, including the goal of developing and maintaining an educated citizenry. As one strategy to pursue this goal, the Board affirmed its support of the library program and agreed to initiate a bond referendum for libraries in fall 2007, based on the newly updated Library Master Plan. The \$45 million bond would fund the construction, replacement & renovation of six Wake County libraries. Along with the \$45 million construction estimates, operational impacts associated with those facilities are estimated to equal about \$4.0 million over a seven-year period.

LIBRARIES

Leesville Community Library

A new community library is proposed for northwest Raleigh, in the vicinity of Leesville High School, on a 50-acre site owned by the City of Raleigh, adjacent to a future community center and park proposed by the City. The building is proposed to be 8,000 square feet. Construction is scheduled to begin in Spring 2008, and be completed for opening in Spring 2009.

The new library is expected to need approximately seven and a half new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2008 and 2009), along with funds for supplies and materials.



★ Proposed Location

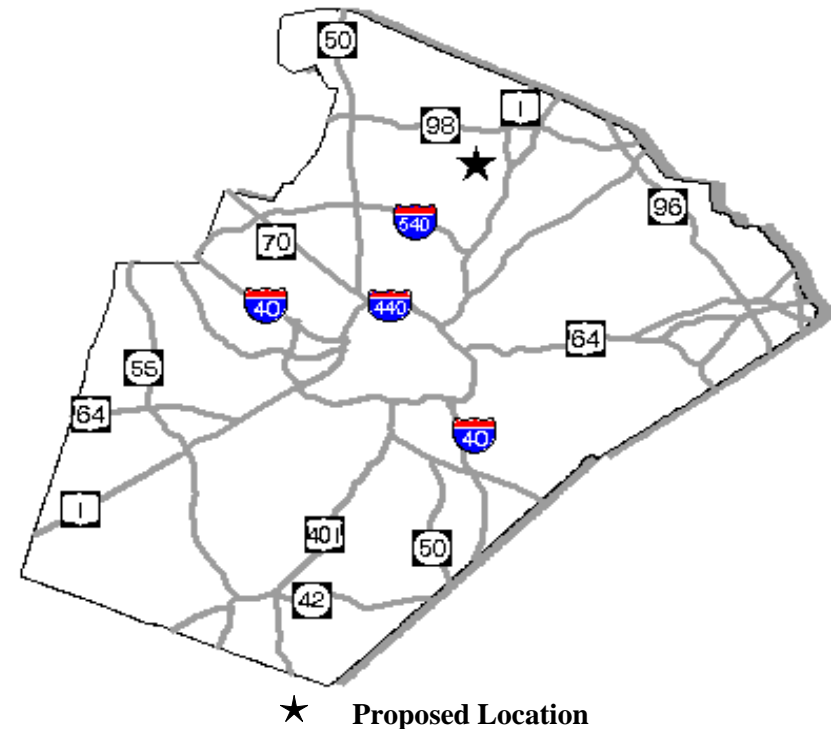
Project Summary: Leesville Community Library									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Land Costs	\$ 817,000	-	-	-	-	-	-	-	-
Professional Services	132,000	22,000	-	-	-	-	-	-	22,000
Construction	-	1,629,000	-	-	-	-	-	-	1,629,000
FFE / Technology	-	309,000	-	-	-	-	-	-	309,000
Book Purchases	-	905,000	-	-	-	-	-	-	905,000
Total Uses	\$ 949,000	2,865,000	-	-	-	-	-	-	2,865,000
Funding Sources									
Bonds--Authorized	\$ 949,000	2,865,000	-	-	-	-	-	-	2,865,000
New Operating Budget Impact	\$ -	29,000	413,000	188,000	-	-	-	-	630,000
Total Operating Budget Impact	\$ -	29,000	442,000	630,000	630,000	630,000	630,000	630,000	-

LIBRARIES

Northeast Regional Library

A new regional library is proposed to serve residents of northeastern Wake County. Presently, only the Wake Forest Branch library serves this area of the county, and it is exceeding its circulation capacity. The new 22,000 square foot library will be located in the Wakefield area near Wake Forest. Construction is scheduled to begin in late 2008, with completion and opening in late 2009.

The new library is expected to need approximately seventeen new staff members. Operating cost estimates shown below include these staff (phased in over FYs 2009, 2010 and 2011), along with funds for supplies and materials.



Project Summary: Northeast Regional Library

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Land Costs	\$ 1,863,000	-	-	-	-	-	-	-	-
Professional Services	21,000	230,000	72,000	-	-	-	-	-	302,000
Construction	-	-	3,563,000	610,000	-	-	-	-	4,173,000
FFE / Technology	-	-	688,000	-	-	-	-	-	688,000
Book Purchases	-	-	-	2,907,000	-	-	-	-	2,907,000
Total Uses	\$ 1,884,000	230,000	4,323,000	3,517,000	-	-	-	-	8,070,000

Funding Sources

Bonds--Authorized	\$ 1,884,000	230,000	4,323,000	3,517,000	-	-	-	-	8,070,000
New Operating Budget Impact	\$ -	-	40,000	1,050,000	411,000	-	-	-	1,501,000
Total Operating Budget Impact	\$ -	-	40,000	1,090,000	1,501,000	1,501,000	1,501,000	1,501,000	-

MENTAL HEALTH CONTINUUM OF CARE

Element Summary: Mental Health Continuum of Care

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Continuum of Care Projects	5,000,000	-	-	-	-	-	-	5,000,000
Total Uses	5,000,000	-	-	-	-	-	-	5,000,000
Cash	5,000,000	-	-	-	-	-	-	5,000,000
Total Sources	5,000,000	-	-	-	-	-	-	5,000,000
New Operating Impact	*	-	-	-	-	-	-	-

*The operating impact of these potential facilities has not yet been finalized. However, they are expected to have some impact on the County's General Fund budget.

Seven-Year CIP Summary

The FY08-14 CIP includes \$5,000,000 to develop capital facilities to house a broad continuum of care of mental health services for Wake County citizens. Prior year capital budgets allocated \$10 million in County dollars for mental health facilities. Approximately \$2.2 million of that was used to purchase a site on Sunnybrook Road, in proximity to the Wake County Human Services campus and Holly Hill Hospital. The \$5 million allocated in this FY08-14 CIP brings the total County funding available for this project to \$12.8 million, not including the funds spent on land acquisition. It is anticipated that additional funding from other sources will be required to fully fund the capital expense for these potential facilities.

History / Background

Since the early 1980's, Wake County has evaluated the need for a local inpatient psychiatric unit. The evaluation process has included hiring consultants, conducting studies and engaging in negotiations with potential partners. The County has pursued a multi-part strategy to address local inpatient psychiatric needs and to build a continuum of community-based services. Wake County currently sends residents requiring short-term inpatient psychiatric admissions to the county's only local inpatient psychiatric hospital – the private, for-profit, Holly Hill Hospital – and to inpatient psychiatric units as distant as Rocky Mount and Greensboro. The mainstay for Wake County residents requiring inpatient psychiatric hospitalization has been and continues to be the state-operated Dorothea Dix Hospital, which is scheduled to close in 2007 as a result of the state's plan for mental health reform.

As part of mental health reform, the State will reduce the number of inpatient psychiatric beds at state institutions by closing Dorothea Dix and John Umstead Hospitals, and combining those services in a new, smaller psychiatric hospital in Butner. State hospital downsizing has begun by moving consumers from adult chronic inpatient units to community settings with funds following the client. So far the County has successfully transitioned clients from several buildings at Dorothea Dix to community settings. According to State plans, by 2008, Wake County's total bed day allocation will decrease from 111 beds to 61 beds. Local Management Entities are expected to develop services to serve consumers in their community, including preventing admissions or shortening lengths of stay. Acute admissions – generally less than 14 days duration – will occur, but are intended to be cared for in local psychiatric inpatient units; some longer-term and more chronic admissions will still occur in State beds at Butner.

MENTAL HEALTH CONTINUUM OF CARE

Project Accomplishments in FY 2007

To meet the challenges of Mental Health Reform, Wake County:

- Entered into an agreement with Holly Hill Hospital for 44 replacement local inpatient psychiatric beds.
- Continues to develop community provider capacity to provide mental health services.
- Developed a comprehensive plan for continuum of care services that decrease the need for inpatient treatment. This full continuum would include:
 - A centralized crisis and assessment admission point with secure and non-secure settings;
 - A facility-based crisis unit (a non-hospital unit) proximate to the crisis and assessment point;
 - A secure medical detox unit also proximate to the crisis and assessment point
 - A voluntary Inpatient substance abuse program; and
 - An array of referral sources and community providers.

In FY06, the County retained an architectural programming consultant to assist with programmatic and conceptual studies. During FY07, County staff, members of the Human Services Board, and the architectural consultant worked to develop a facilities plan for the continuum based on identified needs. The proposed facilities plan includes at least two new facilities to be built on the land that was acquired in FY06. One building would house an entrance point with secure and non-secure access, a facility-based crisis unit, and secure detox; a second building would contain the substance abuse unit.

Horizon Issues

During FY08 the County will continue to work with our community partners and the state and federal governments to implement the mental health continuum of care. Future actions may include selecting contract partners to operate the mental health facilities funded in this capital element.

Operating Budget Impact

Wake County anticipates funding a significant portion of the operating costs of an Inpatient Psychiatric Facility. As the planning for this project moves forward, staff will project operating costs and incorporate them into the County's financial model.

OPEN SPACE

Horizon Issue

The 2006 Inaugural Report of the Blue Ribbon Committee on the Future of Wake County supports the preservation of open space as an important contributor to quality of life. In agreement with this, the Board of Commissioners at its January 2007 retreat affirmed its commitment to open space as part of its Environmental Stewardship goal. The Board committed to initiate a \$50 million bond referendum in fall 2007 to fund priority land acquisitions for the open space program is contingent upon voter approval. The County is currently focused on acquiring properties within four critical watersheds, identified stream corridors, other areas of rural scenic and historical value, and on partnering with all 12 municipalities for projects on a 50/50 basis. These areas include properties within the Falls Lake, Lake Jordan, Swift Creek and Little River watersheds, 40 miles of stream corridors within these watersheds, the Mark's Creek area of Wake County and a possible partnership with the City of Raleigh for the acquisition of the Neuse River corridor south of Poole Road to the Johnston County line.

History / Background

The County, the municipalities, the State of North Carolina, and nonprofit land trust agencies have 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 municipalities, the state and federal governments, and nonprofit land preservation entities to protect water quality and preserve critically important properties.

The Open Space Preservation program is currently oriented to achieving the following goals:

- Protect Wake County's water resources and preserve the quality of its water supply;
- Preserve significant natural resources of the county, wildlife habitat, scenic areas and natural areas suitable for recreation;
- Acquire high-priority lands or land rights (through conservation easements) in a cost-effective and efficient manner; and
- Protect up to 30% of the county's land area (approximately 165,000 acres), 30,000 through acquisition or appropriate regulatory initiatives, and through the design development process of new subdivisions.

The county's rapid growth has led to increased new development in outlying areas and decreased forestland and farmland. In response:

- The Board of Commissioners created an Open Space Task Force to provide recommendations to the Board and committed \$1.3 million for planning 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.
- 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 in various areas of Wake County.

OPEN SPACE

- In November 2004, Wake County voters passed a \$26 million dollar bond referendum for additional acquisition of open space properties and the improvement of such properties.
- In their January 2007 retreat, the Board of Commissioners affirmed their commitment to open space by committing to initiate a \$50 million bond referendum for fall 2007.

The Consolidated Open Space Plan establishes a goal that at least 30 percent of Wake County's land and water will be protected as permanent open space. To achieve this goal, the following actions have been taken:

- Approval by the Board of Commissioners of Phases I & II of the Open Space Plan, identifying properties and corridors for open space acquisition.
- Fostering partnerships with municipalities and the state and federal governments to acquire properties, thereby leveraging the County funding available for open space acquisition.
- 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 closely tied to the County's Watershed Management Plan, since the Open Space Plan maintains that protecting and conserving open space is the least costly and most effective way to protect the water supply. To date, the County has acquired or partnered in the acquisition of more than 3,579 acres, at a cost of \$62 million dollars. County funding totaled \$36.5 million dollars; Partners funded \$25.5 million dollars.

Project Accomplishments in FY 2007

- Partnership with the Town of Wake Forest to acquire 68 acres along the Neuse River.
- Partnership with the City of Raleigh to purchase a 100-acre tract along Swift Creek from Martha Liles.
- Partnership with USDA – NRCS to acquire a Farmland Preservation easement on 48 acres adjacent to the Little River Reservoir.
- Partnership with the Town of Holly Springs to acquire a 9-acre park site adjacent to the Town's Bass Lake Park.
- Acquired an additional 523 acres in eight stream corridors and Mark's Creek watershed.
- The updated Consolidated Open Space Plan was received in Fall 2006. County staff is reviewing this report and will make recommendations to the Board of Commissioners.
- Partnership with the City of Raleigh to purchase a 213.66 acre tract on Falls Lake from the Trust for Public Land.
- Partnership agreement with the Town of Garner for the conceptual master planning of a greenway trail to connect Lake Wheeler Park to the Lake Benson Park.

Operating Budget Impact

Since the inception of the Open Space program relatively minor operating costs have been anticipated with the stewardship of acquired land. However, with potentially thousands of acres of open space to be acquired and protected under the Master Plan, County staff is currently re-evaluating its land management operations and programs based on recommendations in the updated comprehensive open space master plan.

PARKS AND RECREATION

Element Summary: Parks and Recreation

		FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Community Use of School Parks	\$	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,700,000
Existing Facility Improvements		400,000	250,000	250,000	250,000	250,000	250,000	250,000	1,900,000
Facility Master Planning		50,000	100,000	75,000	25,000	-	-	-	250,000
Total Uses	\$	1,750,000	1,150,000	1,325,000	1,075,000	1,250,000	1,050,000	1,250,000	8,850,000
Cash		1,750,000	1,150,000	1,325,000	1,075,000	1,250,000	1,050,000	1,250,000	8,850,000
Total Sources	\$	1,750,000	1,150,000	1,325,000	1,075,000	1,250,000	1,050,000	1,250,000	8,850,000
New Operating Impacts	\$	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY08-14 CIP includes nearly \$8.9 million for the Parks system. The CIP includes \$6.7 million representing the County's contribution towards the Community Use of School Parks Program. The CIP also includes \$400,000 in FY08 for Existing Facility Improvements at various county parks and school/park facilities, with a reduction to \$250,000 thereafter. Also, the plan includes \$250,000 for master planning at three existing county park facilities and two future park sites.

History / Background

In Fall 2002, staff completed a two-year master-planning process to determine the park and recreation facility needs across the county and to define County government's role in meeting those needs. A long-term Master Plan for Wake County Parks and Recreation was produced and subsequently received by the Board of Commissioners in October 2002. Population growth and the county's changing demographic makeup have increased demands on recreation facilities and services. Using per-capita, per-acre and other standards, the Master Plan concluded that across the county, there are deficits and inequities in the provision of park and recreation facilities. The County's primary approach to reduce these deficits is to develop parks and recreation opportunities through partnerships in accordance with the Master Plan, which suggested two roles for the County in the area of parks and recreation: 1) To provide large, environmentally focused parks for county citizens, and 2) To provide leadership in cooperating and collaborating with partners in the provision of other types of recreational opportunities. Specifically, building and programming parks with more active athletic complexes and aquatic centers has been determined not to be a key responsibility of the County; however, partnering with other agencies in planning and encouraging the development of these facilities continues to be the County's role. Many different agencies are involved in the provision of park and recreation facilities and services across Wake County. These include the 12 municipalities, state and federal agencies and numerous private groups.

Currently, the Parks, Recreation and Open Space Division is participating in a system-wide master planning process. The goal of this process is to provide an overview of the County's role in the provision of parks and recreation services, evaluate existing County facilities, and determine the needs and opportunities to meet future demands.

PARKS AND RECREATION

Project Accomplishments in FY 2007

Community Use of Schools Parks

- Participated with the public school system and municipalities in the joint acquisition, planning, and development for community schools/parks at five sites including Fuquay-Varina, Apex, Zebulon and two sites in Raleigh. Additional land acquisitions efforts were made in Garner, Cary, Wendell, and Wake Forest.
- Completed collaborative involvement in the construction of Brier Creek Elementary, Barwell Road Elementary and Harris Creek Elementary.

Historic Yates Mill County Park

- Commenced construction on the final phase of the park including the amphitheater and overflow parking lot.

American Tobacco Trail

- Completed construction of the final mile of the trail from White Oak Church Road to the Wake/Chatham County line.

Existing Facility Improvements

- Completed facility improvements at three County parks (Harris Lake, Lake Crabtree and Blue Jay Point) and three school parks (Forestville Elementary, Apex Elementary and Rolesville Elementary).

Operating Budget Impact

The Parks, Recreation and Open Space Division recently undertook an internal staffing study to investigate staffing levels and position classifications across the program. Outcomes from this study, completed in late FY07, are being evaluated for future operating budget impacts. In addition, staff from Community Services, General Services Administration and Facilities Design and Construction work with the Wake County Public School System on the Community Use of School Parks Program, and it is not anticipated this program will need any additional operating funding over what is routinely included in the departments' operating budgets.

Horizon Issues

Additional funding of \$380,000 in future years may be needed to complete individual master plans at remaining as well as future parks identified via the completed Parks, Recreation and Open Space Master Plan. Deferring this funding until the FY09-15 Community Improvement Plan ensures that all relevant facility options have been considered within the current FY08-14 Master Planning effort.

PARKS AND RECREATION

Community Use of School Parks

The Community Use of Schools Program represents a partnership between the County, Wake County Public School System, municipalities and non-profit agencies to develop community parks in conjunction with the development of new school sites. Funds are used for land acquisition and/or infrastructure beyond what the school program requires. Park facilities may include ball fields, lighting, irrigation, parking, playgrounds, and picnic shelters.

During FY07 the County participated with the public school system and municipalities in the joint acquisition, planning, and development for community schools/parks at five sites including Fuquay-Varina, Apex, Zebulon and two sites in Raleigh. Additional land acquisitions efforts were made in Garner, Cary, Wendell, and Wake Forest. Currently, the program continues to thrive, with at least 15 new sites under consideration and/or waiting for confirmation to proceed. The FY08-14 CIP includes \$6.7 million in future years for land acquisition and infrastructure development.



Salem Elementary/Middle School Ballfield

Project Summary: Community Use of School Parks

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Infrastructure	*	300,000	-	-	-	-	-	-	300,000
Future Projects	*	1,000,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,400,000
Total Uses	*	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,700,000

Funding Sources

Cash	*	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,700,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

PARKS AND RECREATION

Existing Park 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 FY08-14 CIP includes \$400,000 in FY08 to address improvements identified through the condition assessment process. Additionally, the CIP includes \$1.5 million in future years. This is the fourth year of this program with facility improvements being completed at several County parks and school parks.



Kiosk on Floodplain at Lake Crabtree County Park

Project Summary: Existing Park Facility Improvements									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Facility Improvements	*	400,000	250,000	250,000	250,000	250,000	250,000	250,000	1,900,000
Funding Sources									
Cash	*	400,000	250,000	250,000	250,000	250,000	250,000	250,000	1,900,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

* This routine capital project is funded on an ongoing basis; therefore, prior funding was not estimated.

PARKS AND RECREATION

Facility Master Planning

The FY08-14 CIP includes \$250,000 to plan for improvements and expansions to existing and future county park facilities. These activities will incorporate recommendations from a system-wide analysis of Wake County Parks & Recreation facilities completed in FY07. The goal of this system-wide analysis is to provide an overview of the County's role in the provision of parks and recreation services, evaluate existing County facilities, and determine the needs and opportunities to meet future demands.

Additional funding of \$380,000 in future years may be needed to complete individual master plans at the remaining as well as future parks identified via the completed Parks, Recreation and Open Space Master Plan.



Harris Lake Playground Equipment

Project Summary: Facility Master Planning

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Master Plan Development	\$ -	50,000	100,000	75,000	25,000	-	-	-	250,000
Funding Sources									
Cash	\$ -	50,000	100,000	75,000	25,000	-	-	-	250,000
New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

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PUBLIC SAFETY

Element Summary: Public Safety

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
800 MHz Radio Replacement	\$ -	-	-	1,221,000	-	-	-	1,221,000
Defibrillators for EMS Vehicles	-	-	800,000	828,000	-	-	-	1,628,000
EMS Facilities	2,000,000	-	-	-	-	-	-	2,000,000
Sheriff Training Facility	2,645,000	9,900,000	-	-	-	-	-	12,545,000
Total Uses	\$4,645,000	9,900,000	800,000	2,049,000	-	-	-	17,394,000
Cash	\$4,645,000	9,500,000	800,000	2,049,000	-	-	-	16,994,000
Municipal Reimbursement	-	400,000	-	-	-	-	-	400,000
Total Sources	\$4,645,000	9,900,000	800,000	2,049,000	-	-	-	17,394,000
New Operating Impact	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2008-2014 Community Improvement Plan includes approximately \$17.4 million over the next seven years for Public Safety capital improvements. Planned projects include:

- **800 Megahertz Radio Replacement:** Approximately \$1.2 million to begin the replacement cycle for 800 MHz radios in FY 2011.
- **Defibrillators for Emergency Medical Services' Vehicles:** Approximately \$800,000 in FY10 and FY11 to replace this critical equipment.
- **EMS Facilities:** Approximately \$2,000,000 is designated for general facilities use.
- **Sheriff Training Facility:** \$12.5 million for a joint training facility with the City of Raleigh. Located on Battle Bridge Road in Southeast Wake County, the 36,844 sq. ft. building will house administrative, classroom, fitness and support spaces as well as provide parking for over 170 vehicles. In addition to the building, outside will include a running track, obstacle course, rappel tower & gas house.

Project Accomplishments in FY 2007

Wendell EMS Co-Location: Completed acquisition of additional land, completed bid documents and awarded construction contract to renovate and expand Wendell Fire Station #2 for co-location of Eastern Wake EMS.

EMS Facility Planning: Completed Facility Master Plan for EMS Facilities, which included proposed location and implementation schedule for future EMS stations, and updates to EMS station prototype designs.

PUBLIC SAFETY

Emergency Generator Re-location: Relocated the existing emergency shelter generator from Enloe High School to South East Raleigh High School.

New Emergency Shelter Generator: New emergency shelter generator installed at Knightdale High School.

Operating Budget Impact

Several funded projects and horizon issues may affect the County's operating budget. New EMS facilities would require increases for utilities and building maintenance. Emergency generators and defibrillators require on-going maintenance contracts. Also, a new Emergency Operations Center would likely require some additional operating costs. In an effort to identify and schedule the financial costs and operational requirements of the 800 MHz system, County staff will develop a master plan for the communications system during FY08. One goal of this planning process is to estimate future operating impacts of maintaining the system.

Horizon Issues

Nextel/FCC Frequency Conversion – Estimated cost - \$ 1.4 million

This project will be required by the Federal Communications Commission (FCC) because of an agreement to provide Nextel continuous spectrum for their business plan. This will require all fixed equipment to be reprogrammed and returned. All non-fixed equipment will require reprogramming and replacement, due to frequency incompatibility. The FCC will require Nextel to reimburse Wake County for all expenses.

800 MHz Trunked Radio System Maintenance and Expansion – Estimated cost unknown

This project will expand the 28-channel trunked radio system infrastructure to 36-38 channels. The trunked radio system infrastructure was designed for 28 channels to accommodate radio users through 2012 based upon population and public safety radio use estimates developed in 2002, which are currently in the process of being updated. Additional radios users are expected in 2012 based upon current trends. County staff, with assistance from Motorola and other contractors, will develop a long-range master plan for the 800 MHz system. This plan will include estimates of maintaining the system's current capabilities, and estimates for various scenarios, including the additions of Raleigh Police and the Town of Cary to the system.

A related Horizon Issue is the need for a Redundant Simulcast Controller, which is needed should the current controller be lost. The most cost-effective point at which to add a back-up controller would be when the State Highway Patrol adds the second Smart Zone at its Training Center location. It is anticipated that the cost of this backup controller would be borne by 800 MHz radio system users as a system improvement.

Future EMS Substations – Estimated cost \$35 million

During FY 2007, an EMS Master Facilities plan was developed, which included the proposed location and implementation schedule for future EMS stations, and updates to EMS station prototype designs. In FY08 and beyond, the County will assess the plan's recommendations and consider funding requests for additional or replacement stations.

PUBLIC SAFETY

800 MHz Radio Replacement

In FY 2005, the County activated an 800 MHz radio system for interdepartmental and interagency communication. The new system has improved emergency communication by allowing public safety agencies to communicate directly at the scene of an event, by remedying coverage problems (areas in Wake County where radios could not operate), and by eliminating wait times (during which radio users were delayed in transmitting until a channel cleared).

The system is used by the Wake County Sheriff's Office, various Public Safety agencies (Fire, EMS, and Emergency Management) and General Services Administration. All municipalities in the county, except Cary, have agencies operating on the new system. Raleigh Fire Department has joined the 800 MHz system, and it is anticipated that Raleigh Police may join in the near future. The Town of Cary may also join in the future. If these scenarios occur, the 800 MHz infrastructure will need to be expanded significantly to meet their needs.

Because the life span of the 800 MHz radios is approximately 7-10 years, the CIP includes \$1.2 million in FY 2011 to replace 20% of the radios/pagers, focusing on those used by law enforcement personnel. It is anticipated that future years will contain additional funds for radio replacement and additional operating costs.



Radio Communications Tower - Wake Forest

Project Summary: 800 MHz Radio Replacement

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Equipment	\$ 26,431,000	-	-	-	1,221,000	-	-	-	1,221,000
Funding Sources									
Cash	\$ 26,431,000	-	-	-	1,221,000	-	-	-	1,221,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

PUBLIC SAFETY

Defibrillators for EMS Vehicles

Under state law, counties are responsible for delivering Emergency Medical Services (EMS). The EMS Division of the Department of Public Safety (Wake EMS) is responsible for the administration, training and support of EMS operations in the county. Responsibilities include providing basic and advanced life support services and transporting persons to area medical facilities in emergency situations. EMS serves sick or injured individuals who live in, work in, travel through or visit Wake County. The Wake EMS emergency response area includes the City of Raleigh and a portion of the County outside all municipal limits. In addition to Wake EMS, there are eight nonprofit EMS/rescue squad corporations with whom the County contracts to provide services across Wake County. Wake EMS and the EMS/rescue squads with whom the County contracts operate as a “model system” under general state regulations.

North Carolina law {G.S. 131E-157(a)} authorizes the State to mandate equipping of all paramedic ambulances with specialized equipment, including defibrillators. One requirement is that vehicles be equipped with cardiac monitor/defibrillator units. Wake County last acquired new defibrillators over a two-year period in FYs 2005 and 2006. The Community Improvement Plan includes approximately \$800,000 in FYs 2010 and 2011 to replace the units.

Project Summary: EMS Defibrillators									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Defibrillators	\$ 1,371,000	-	-	800,000	828,000	-	-	-	1,628,000
Funding Sources									
Cash	\$ 1,371,000	-	-	800,000	828,000	-	-	-	1,628,000
New Operating Budget Impact	\$	-	-	-	-	-	-	-	
Total Operating Budget Impact		-	-	-	-	-	-	-	

PUBLIC SAFETY

EMS Facilities

The Wake County Emergency Medical Services (EMS) system is comprised of eight different agencies, including the County-operated Wake EMS, six non-for-profit contracted entities, and a municipal fire department. While independent from a corporate perspective, all eight agencies operate under a unified dispatch and medical control system, with a continuing goal of seamless paramedic coverage countywide. Historically, capital improvement projects for the system (particularly facility construction) have been addressed on an agency-by-agency, year-by-year basis, and the County was not involved with contract agency facility projects until 2003. As growth in the system has continued and increased, the need for a comprehensive, long-term master facilities plan became critical.

The Master Plan for EMS Facilities is the result of work by two EMS system committees that were charged with determining: 1) What kind of facility is necessary for what kind of EMS unit? and 2) Where and when would units be needed to meet Wake County EMS station standards? A draft version was completed in late April 2007, and a final plan is due by the end of 2007.

The plan identifies several facility possibilities, including new sub-stations and expansions or renovations to existing facilities. The facilities plan will identify potential opportunities for co-locating EMS units at existing Fire and other facilities. The EMS Committees will use the comprehensive plan for the location of proposed future stations, coupled with an updated set of prototype station designs that will benefit all the County's EMS providers.

The total funding needed to implement the Master Plan is not yet known. \$2 million is included in FY08; in FY08 and beyond, EMS system leaders and County staff will continue to refine and evaluate the plan. It is likely that additional capital funding will be requested in future years for specific facilities.

The budgetary impact of operating new facilities, as well as potential impacts on the operating budget, will continue to be analyzed as part of the planning process.

Facilities Planning									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Equipment	\$ 150,000	2,000,000	-	-	-	-	-	-	2,000,000
Funding Sources									
Cash	\$ 150,000	2,000,000	-	-	-	-	-	-	2,000,000
New Operating Budget Impact		-	-	-	-	-	-	-	
Total Operating Budget Impact		-	-	-	-	-	-	-	

PUBLIC SAFETY

Sheriff's Training Facility

The Sheriff's Office currently uses two facilities for law enforcement and detention training: the old Mt. Auburn School campus built in 1930 south of Garner and the Wake County Firearms Education and Training Center near Holly Springs. The Mt. Auburn facility's age and recurring problems with the on site wastewater treatment system have led to increasingly-high maintenance costs, and the FY05-11 CIP included \$62,000 to identify current and long-term training facility needs of the Sheriff's Office. The study recommends that the County pursue a joint law enforcement training facility with the City of Raleigh.

The FY 2008-2014 CIP includes \$12,545,000 to build the County's portion of a joint law enforcement training facility with the City of Raleigh on City owned property located on Battle Bridge Rd. in southeast Wake County. An interlocal agreement between the City and County is expected to be approved early in FY08. Two key provisions of the agreement will be the City's commitment to enter into a 50 year lease of the property to the County, and their commitment of approximately \$400,000 toward site planning infrastructure costs. The Sheriff's portion of the project includes a building containing 36,844 sq. ft. to house administrative, classroom, fitness and support spaces. In addition to the building, outside will include a running track, obstacles course, rappel tower and gas house and parking for 170 vehicles.



Proposed Sheriff Training Facility

Financial Summary

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL 08-14
Construction	-	1,890,000	8,170,000	-	-	-	-	-	10,060,000
Planning and Design	\$ 62,000	660,000	-	-	-	-	-	-	660,000
Equipment and Furnishings	-	-	1,366,000	-	-	-	-	-	1,366,000
Contingency	-	95,000	364,000	-	-	-	-	-	459,000
Total Uses	\$ 62,000	2,645,000	9,900,000	-	-	-	-	-	12,545,000

Funding Sources

Cash	\$ 62,000	2,645,000	9,500,000	-	-	-	-	-	12,145,000
Municipal Reimbursement	-	-	400,000	-	-	-	-	-	400,000
Total Sources	\$ 62,000	2,645,000	9,900,000	-	-	-	-	-	12,545,000

New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

WATER AND SEWER

Element Summary: Water and Sewer

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
RTP Off-site Infrastructure	2,050,000	30,000	30,000	30,000	30,000	5,000	-	2,175,000
RTP On-site Infrastructure	767,000	300,000	300,000	300,000	300,000	300,000	-	2,267,000
RTP Reclaimed Water	4,130,000	2,649,000	2,649,000	-	-	-	-	9,428,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Uses	7,047,000	3,079,000	3,079,000	430,000	430,000	405,000	100,000	14,570,000
Cash	2,564,000	1,353,000	1,353,000	430,000	430,000	405,000	100,000	6,635,000
Federal Grant	1,439,000	-	-	-	-	-	-	1,439,000
Municipal Reimbursement	2,307,000	1,726,000	1,726,000	-	-	-	-	5,759,000
Water/Sewer Loan Repayments	737,000	-	-	-	-	-	-	737,000
Total Sources	7,047,000	3,079,000	3,079,000	430,000	430,000	405,000	100,000	14,570,000
New Operating Impact	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2008-2014 CIP includes approximately \$14.6 million for water and sewer system upgrades and related expenses. A majority of these funds will be used to provide reclaimed water facilities in the Wake County portion of the Research Triangle Park. The remaining funds will be used to provide infrastructure improvements as an economic development tool, implement the 1998 Water/Sewer Plan, and to fund other water and wastewater improvements.

History / Background

Water/Sewer

The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the county. The Plan recommends establishing two utility systems by 2010 and consolidating into a single water and sewer utility system by 2015. Funding priority is given to facility merger feasibility studies and preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities. At its January 2007 retreat, the Board of Commissioners affirmed its commitment to water/sewer system consolidation as part of its goal to pursue Environmental Stewardship.

Research Triangle Park

In 1987, the County completed a comprehensive study of the water and wastewater facility needs for the portion of Research Triangle Park located in Wake County. This study determined that direct connection to public utilities would be the most feasible and practical of the alternatives evaluated to meet

WATER AND SEWER

water and sewer facilities needs of the Kit Creek Basin and the portion of RTP located in Wake County. A master utility plan was prepared for RTP and continues to guide the County in planning and funding capital improvement projects in RTP. The current agreement among Wake County, Town of Cary, and the Research Triangle Foundation provides for the funding and construction of sewer improvements by the County to serve RTP and the operation and maintenance of these improvements by the Town of Cary. In addition, the Wake County Water and Sewer Funding Policy provides for assistance to construct on-site water and sewer lines for industrial tenants within RTP for new or expanded facilities.

Reclaimed Water

The October 2003 Interlocal Agreement between Wake County, the Town of Cary and Research Triangle Park provides that water and sewer customers in Research Triangle Park will abide by the Town of Cary's reclaimed water policy. At such time as the Town of Cary constructs the primary system to deliver reclaimed water to the boundaries of Research Triangle Park, the County agrees to install, if practical, the secondary system to deliver the reclaimed water to the customers in RTP. Based upon a Water Reclamation and Reuse Plan for RTP South completed in October 2003, Wake County has been pursuing the design and construction of such a system. The Town of Cary will be responsible for the operation and maintenance of the reclaimed water system and for providing the reclaimed water to RTP customers.

Operating Impact

The capital improvements funded through the Water and Sewer 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 are the responsibility of our municipal or other partners.

Horizon Issues

No funding is provided in FY08 for high strength wastewater treatment; however, discussions are still ongoing regarding how Wake County will deal with the high strength waste producers in RTP. Funds are available from prior years to carry out additional studies as needed, but until further refinement is provided by the Town of Cary and the RTP tenants, potential funding is unknown.

WATER AND SEWER

Research Triangle Park Off-Site Infrastructure

In October 2003, Wake County, the Town of Cary and the Research Triangle Foundation renegotiated a 1989 agreement for the construction, operation and maintenance of water and sewer utilities in the Wake County portion of Research Triangle Park. Pursuant to this agreement, the County will continue to be responsible for the completion of the water and sewer improvements to serve the undeveloped sites in RTP in accordance with the 1987 RTP Water and Sewer Facilities Plan. The operation and maintenance costs associated with the utilities and the provision of water and sewer treatment capacities will continue to be the responsibility of the Town of Cary. This agreement also provides that the County will abide by the Town's policy for the use of reclaimed water (see the Reclaim Water CIP). Remaining work in RTP South is limited to sanitary sewer lines and has generally involved working together with the Town of Morrisville and the Town of Cary in designing and installing these utilities. With the April 2006 merger of Morrisville's utility functions with the Town of Cary, future projects will be jointly accomplished with the Town of Cary only.



The municipal reimbursement shown below is from the Town of Cary.

Sewerline Construction

Project Summary: Research Triangle Park Off-Site Infrastructure									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Water/Sewer Improvements	\$ 13,032,000	2,050,000	-	-	-	-	-	-	2,050,000
Jordan Lake loan repayment	30,000	-	30,000	30,000	30,000	30,000	5,000	-	125,000
Total Uses	\$ 13,062,000	2,050,000	30,000	30,000	30,000	30,000	5,000	-	2,175,000
Funding Sources									
Cash	\$ 13,062,000	-	30,000	30,000	30,000	30,000	5,000	-	125,000
Municipal Reimbursement	-	2,050,000	-	-	-	-	-	-	2,050,000
Total Sources	\$ 13,062,000	2,050,000	30,000	30,000	30,000	30,000	5,000	-	2,175,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park On-Site Infrastructure

To encourage job creation and economic development, the County has provided funds for the installation of off-site water and sewer infrastructure as needed for the development of the portion of Research Triangle Park (RTP) located in Wake County. These facilities provide water and sewer service up to the property line of the individual sites within RTP. In addition, the Wake County Water and Sewer Funding Policy specifically provides for assistance with the construction of on-site water and sewer lines to industrial tenants within RTP. The Board of Commissioners has in the past provided funding for the construction of on-site water and sewer lines to within five feet of the building for the existing industries in RTP including Cisco, Biogen, Sony Ericsson, Diosynth, Magnequench, and most recently the Credit Suisse First Boston Global Business Center. Funding will be provided on an as-needed and as-requested basis.



Project Summary: Research Triangle Park On-Site Infrastructure

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Water and Sewer Lines	\$ 2,757,000	767,000	300,000	300,000	300,000	300,000	300,000	-	2,267,000

Funding Sources

Cash	\$ 2,757,000	767,000	300,000	300,000	300,000	300,000	300,000	-	2,267,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WATER AND SEWER

Research Triangle Park Reclaimed Water

The October 2003 Interlocal Agreement between Wake County, the Town of Cary and Research Triangle Park provides that water and sewer customers in Research Triangle Park will abide by the Town of Cary's reclaimed water policy. At such time as the Town of Cary constructs the primary system to deliver reclaimed water to the boundaries of Research Triangle Park, the County agrees to install, if practical, the secondary system to deliver the reclaimed water to the customers in RTP. Based upon a Water Reclamation and Reuse Plan for RTP South completed in October 2003, Wake County has been pursuing the design and construction of such a system. The Town of Cary will be responsible for the operation and maintenance of the reclaimed water system and for providing the reclaimed water to RTP customers. Wake County has successfully requested and received federal appropriations for a project that will provide reclaimed water from the Triangle WWTP (Durham County) to Cary and Wake County. 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% of the project costs. Wake County will be responsible for the remaining 45% of the project costs and any shortfall in federal appropriations. Currently \$2.877 M of the needed \$6.771 M of federal share has been appropriated. An Interlocal Agreement (ILA) between Cary, Durham Co. and Wake County was approved in Feb. 2006 for design of the system. A new ILA will be needed in order for construction to start.



Research Triangle South Layout

Project Summary: Research Triangle Park Reclaimed Water

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
RTP Water Reclamation	\$ 2,479,000	4,130,000	2,649,000	2,649,000	-	-	-	-	9,428,000
Funding Sources									
Cash	\$ 664,000	2,434,000	923,000	923,000	-	-	-	-	4,280,000
Grant	1,438,000	1,439,000	-	-	-	-	-	-	1,439,000
Municipal Reimbursement	377,000	257,000	1,726,000	1,726,000	-	-	-	-	3,709,000
Total Sources	\$ 2,479,000	4,130,000	2,649,000	2,649,000	-	-	-	-	9,428,000
New Operating Budget Impact									
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WATER AND SEWER

Water/Sewer Plan Implementation

The 1998 Wake County Water/Sewer Plan provides the framework for long-term water and sewer infrastructure development in the County. To ensure an adequate, reliable, and economical water and sewer system for all county residents, the Plan recommends establishing two utility systems by 2010 (Raleigh and Cary) and consolidating into a single water and sewer utility system by 2015.

One of the two utilities described above has been established with the merger of the eastern Wake County towns with the City of Raleigh's system. There has been significant regional cooperation in the western portion of the county along with one merger. Morrisville's utility system has merged with Cary's. Apex and Cary jointly own/operate their water treatment plant and Cary, Apex and Holly Springs are working together on the development of the Western Wake Wastewater facility. Further, water and sewer usage agreements have been established with Harnett County by Fuquay-Varina and Holly Springs.

The County continues to support the merger of municipal utility systems and has demonstrated a willingness to fund feasibility studies for utility system mergers and other regional solutions. To this end, the FY 2008-2014 CIP includes \$700,000 to fund preliminary engineering work to evaluate alternatives for consolidating existing water and sewer facilities.



Sewer Bore

Project Summary: Water/Sewer Plan Implementation

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Preliminary Engineering Work	\$ 2,454,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000

Funding Sources

Cash	\$ 2,454,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Element Summary: Wake County Public School System

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
WCPSS Plan 2004	\$ 5,900,000	-	-	-	-	-	-	5,900,000
WCPSS CIP 2006	304,000,000	363,000,000	98,000,000	7,000,000	-	-	-	772,000,000
Reserve for Future Projects	-	231,000	242,000	254,000	267,000	280,000	294,000	1,568,000
Total Uses	\$309,900,000	363,231,000	98,242,000	7,254,000	267,000	280,000	294,000	779,468,000
Bonds--Authorized	\$279,000,000	333,000,000	83,000,000	-	-	-	-	695,000,000
Transfer In -Ad Valorem	16,000,000	30,000,000	15,000,000	7,000,000	-	-	-	68,000,000
Interest Earnings	267,000	231,000	242,000	254,000	267,000	280,000	294,000	1,835,000
Lottery Proceeds	8,000,000	-	-	-	-	-	-	8,000,000
State--Public School Building Fund	5,900,000	-	-	-	-	-	-	5,900,000
Prior Years' Uncommitted Funds	733,000	-	-	-	-	-	-	733,000
Total Sources	\$309,900,000	363,231,000	98,242,000	7,254,000	267,000	280,000	294,000	779,468,000
New Operating Impact	\$ 7,124,098	2,971,726	3,978,980	3,882,708	964,201	-	-	18,921,713

Seven-Year CIP Summary

The FY 2008-2014 CIP includes approximately \$780 million to improve school facilities. These funds are primarily derived from a combination of general obligation bonds authorized by Wake County citizens in November 2006 and cash funds generated by ad valorem taxes.

History / Background

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by about at least 8,000 students a year. Enrollment is projected at approximately 136,000 students for the 2007-2008 school year; by 2020, updated student population projections show a total of approximately 223,000 students in the system.

The Board of Commissioners has identified “an educated citizenry” as the first of eight focus areas of significant and immediate importance to the community in addressing the opportunities and challenges posed by a rapidly growing urban county. To support this goal and focus area, the Board has allocated over 50% of the FY08-14 CIP towards construction of school facilities for K-12 education.

Plan 2000 and Plan 2004

WCPSS still has ongoing construction activity associated with previous building programs. WCPSS’s Plan 2000, approved by voters in November 2000, is nearing conclusion and projects are being closed. Plan 2004, approved by voters in October 2003, addressed facilities needs through 2008 and included funds to repair and renovate existing schools as well as for land acquisition, construction, and initial equipping of new schools. The Board of

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Commissioners has appropriated all Plan 2000 and Plan 2004 funds to WCPSS. The last schools to be funded from Plan 2004 will open in the 2007-2008 school year; some renovation projects will be completed in subsequent years.

CIP 2006

Of the funds designated for school construction, the majority of funds included in the FY 2008-FY 2014 CIP are designated for WCPSS' CIP 2006. CIP 2006 is designed to fund the construction of school facilities for 2007-2009; these facilities will open during the 2008-2009 through 2010-2011 school years. The CIP 2006 building plan totals \$1,055,874,837, of which \$970 million is funded by general obligation bonds approved for issuance by Wake County voters in November 2006 and the remainder is funded by cash generated by ad valorem taxes. CIP 2006 requires a tax increase of 2.7 cents to fund the debt service and cash funding of school construction.

CIP 2006 includes funding for the construction of 17 new schools and 13 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 converts 19 elementary and 3 middle schools to a year-round multi-track calendar for additional capacity gains. During FY 2007, the Board of Commissioner's accelerated appropriations for several CIP 2006 new school projects, with the goal of more quickly adding capacity. The table below and on the next page shows the projects funded for CIP 2006:

CIP 2006 Projects (Table continues on next page)

Project Name	Target Completion	CIP 2006 Budget*	Project Name	Target Completion	CIP 2006 Budget*
<u>New Schools & Crowding Solutions Projects</u>			<u>Existing School Projects & Project Administration</u>		
2008 Opening River Bend Elem (19)	06/01/08	19,511,165	Aversboro Elementary	06/01/09	20,088,095
2008 Opening Elementary (17)	06/01/08	20,173,716	East Millbrook Middle	10/01/09	27,415,161
2008 Opening Laurel Park Elem (26)	06/01/08	20,078,513	East Wake High	06/01/09	22,428,769
2008 Opening Elementary (22)	06/01/08	15,897,874	Lynn Elementary	06/01/09	20,891,207
2008 Opening Banks Rd Elem (23)	06/01/08	21,159,465	Martin Middle	06/01/08	8,715,892
2009 Opening Elementary (27)	06/01/09	22,991,311	Lacy Elementary	08/01/10	21,329,837
2009 Opening Elementary (28)	06/01/09	22,822,608	Poe Elementary	08/01/09	13,839,270
2009 Opening Elementary (30)	06/01/09	22,822,608	Root Elementary	08/01/09	19,630,017
2009 Opening Elementary (25)	06/01/09	22,991,311	Bugg Elementary	08/01/11	19,528,445
2010 Opening Elementary (31)	06/01/09	22,746,541	Wilburn Elementary	08/01/10	20,969,520
2010 Opening Elementary (29)	06/01/11	1,182,682	Cary High	08/01/08	9,932,867
E-34	06/01/09	22,826,072	Enloe High	11/01/08	7,825,458
2009 Opening Wendell Middle	06/01/09	30,561,549	Smith Elementary	07/01/09	18,401,717
2010 Opening Middle (9)	06/01/10	42,632,409	Life-Cycle Replacement of Building Components	Various	67,813,687

* As of May 1, 2007.

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Project Name	Target Completion	CIP 2006 Budget*	Project Name	Target Completion	CIP 2006 Budget*
<u>New Schools & Crowding Solutions Projects</u>			<u>Existing School Projects & Project Administration</u>		
2010 Opening Middle (10)	06/01/10	42,651,428	Child Nutrition Warehouse	06/01/10	2,778,383
2011 Opening Middle (6)	08/01/10	42,509,271	Assessment of Existing Facilities	Various	1,675,374
2009 Opening Heritage High	08/01/09	56,129,055	Technology Replacements	Various	35,182,850
2010 Opening High (6)	06/01/10	72,255,556	Educational Equipment Replacement	Various	3,350,748
Land Purchase	Various	42,951,500	Life-Cycle Furniture	Various	1,256,530
9th Grade Centers	Various	12,518,625	Environmental and ADA	Various	6,785,264
Wendel Middle & East Cary Conversion	08/01/07	822,760	Start-Up for Design of Next Bond Projects	Various	22,459,842
Mobile Classroom Relocation & Leasing, 2007 thru 2009	Various	16,935,553	Program Contingency	N/A	20,003,312
Offsite Improvements at New Schools	Various	8,971,162	Program Management	N/A	22,669,394
SUBTOTAL		604,142,734	Building Permits	N/A	1,363,803
			Reserve	N/A	35,396,661
			SUBTOTAL		451,732,103

* As of May 1, 2007

Operating Budget Impact

The school system estimates the cost of operating and staffing new facilities and includes these costs in the annual budget that it requests from the County. The local non-instructional operating costs (i.e., facility maintenance, housekeeping, and utilities) have recently been estimated to be \$3.00 per square foot and the cost per acre for new land is \$1,940. Included in operating impacts is the cost for converting existing elementary and middle schools to a year round multi-track calendar and opening new elementary and middle schools on such a calendar. Other personnel costs associated with increased enrollment are not calculated here since many of these costs occur whether or not new schools are built. The cumulative operating impact of CIP 2006 will require a 2.0 cents tax increase by 2012.

Horizon Issues

With unprecedented enrollment growth, the demand for K-12 school construction will continue for the foreseeable future. CIP 2006 includes the acquisition of land for schools to be built in future building programs. Further discussion during Fall 2007 and Spring 2008 will focus on the timing of future bond referenda for K-12 school construction. WCPSS has previously identified a total K-12 facilities need of \$4.187 billion (including CIP 2006) through 2020.

Because of anticipated future school bond referenda, the Board of Commissioners and the Board of Education formed the Citizens' Facilities Advisory Committee in June 2006 and charged the committee with evaluating the WCPSS capital improvement program and evaluating school design criteria, construction management, and delivery methods. Initially the committee will review WCPSS' facility program. However, the work of the committee is

WAKE COUNTY PUBLIC SCHOOL SYSTEM

long-term and also includes reviewing Wake County capital projects. The Board of Commissioners has identified the Citizens' Facilities Advisory Committee as one of their high-priority goals; the Board intends to "take an active role with the Citizens' Facilities Advisory Committee to evaluate cost-effective strategies for the school capital building program." The Citizens' Facilities Advisory Committee is scheduled to release recommendations regarding school construction and school facilities during the Summer 2008. These recommendations will be reviewed as part of the process in identifying future K-12 school facility needs.

WAKE TECHNICAL COMMUNITY COLLEGE

Element Summary: Wake Technical Community College

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
401 North Campus Buildings	11,710,000	9,890,000	-	-	-	-	-	21,600,000
Chapanoke Road Property	1,125,000	-	-	-	-	-	-	1,125,000
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Mechanical/Electrical Projects	1,500,000	-	-	-	-	-	-	1,500,000
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	15,835,000	11,390,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	34,725,000
Bonds--Authorized	14,335,000	9,890,000	-	-	-	-	-	24,225,000
Cash	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	15,835,000	11,390,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	34,725,000
New Operating Impact	2,054,696	13,336	175,336	-	-	-	-	2,243,368

Seven-Year CIP Summary

The FY 2008-2014 CIP includes \$34.7 million for improvements and expansion for Wake Technical Community College (Wake Tech). Approximately 78% of the funding will be used for land acquisition, construction, and other costs related to the College's North Wake Campus. Of the remaining funds, most are allocated for proposed renovation projects include renovating property on Chapanoke Road for a Public Safety Training Center and undertaking needed mechanical and engineering projects. Funding for a majority of projects comes from general obligation bonds, with some cash funding provided for general repairs and renovations and minor capital.

The Wake County Commissioners list an "educated citizenry" as the first of eight high priorities or issues to be of significant and immediate importance to the community. The projects included in the FY 2008 – FY 2014 CIP support this high priority area, as do projects planned for in future bond referendums.

History / Background

On November 2, 2004, Wake County voters overwhelmingly approved a bond referendum for \$40 million in general obligation bonds for Wake Tech to finance acquisition, construction, installation and equipping of modifications, renovations, additions, improvements and extensions to existing facilities, and for one or more new buildings or other educational facilities for the college. Wake Tech developed a Plan of Record for the \$40 million, designed to meet facility needs for the College through fiscal year 2010, which was presented to and approved by the Board of Commissioners in March 2005.

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

WAKE TECHNICAL COMMUNITY COLLEGE

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

Operating 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 new operating budget impacts shown in the element summary reflect the costs of operations and maintenance and one-time equipment costs at the Chapanoke Road property and the new North Campus site. These costs are anticipated to begin in FY 2008 when an additional 134,480 square feet open at the North Campus and an additional 18,000 square feet open at Chapanoke Road. An additional 74,900 square feet will open in January 2009 at the North Campus. Also included in the North Campus operating costs are funds associated with 13.5 FTEs that are not anticipated to receive state funding from the North Carolina Community College System.

Horizon Issues

The Wake Technical Community College Board of Trustees adopted a ten-year master plan on December 22, 2006. The master plan covers the fiscal years 2008-2016 and identifies \$254,383,242 in capital projects in four major areas: repair, replacement, and renovations, new construction, parking and roadways, and land acquisition. The master plan is driven by enrollment growth in specific programs, particularly health sciences, vocational, and biopharmaceutical programs. The master plan also focuses on replacing or renovating obsolete facilities, particularly on the health sciences campus, and repairing structures and systems that have reached the end of their life cycle. In addition, the plan addresses two early college programs (one currently operating on the health sciences campus and one slated for the main campus targeting technology). The master plan is also derived from Wake Tech's philosophy to serve all areas of the County with full programs; thus funding is planned for land acquisition and construction of facilities in Western Wake County.

Fall 2007 Bond Referendum

The Wake County Board of Commissioners identified nine high-priority goals for 2007. Of the high-priority goals, the first two have a direct impact on Wake Technical Community College. The first high-priority goal, to implement Blue Ribbon Committee recommendations, directly relates to funding of future Wake Tech capital projects. The Blue Ribbon Committee on the Future of Wake County recommended that the County should "continue to seek public support to issue general obligation bonds to support Wake Tech's capital needs." The Board of Commissioners' second high-priority goal was to initiate quality-of-life bond initiatives for Wake Tech, Libraries, and Open Space.

WAKE TECHNICAL COMMUNITY COLLEGE

Projects for FY 2008 – FY 2010 included in Wake Tech’s master plan, totaling \$114,150,617, are proposed to be funded in part or in whole by a general bond referendum scheduled for Fall 2007. If this bond referendum is approved by the voters, the following projects will be undertaken:

Repair, Replacement, and Renovations: \$13,688,504

Repair, Replacement, and Renovation projects included in the proposed bond referendum include two re-roofing projects (Library Education and Mechanical Technology), HVAC replacement (Ready Hall/Mechanical Technology), mechanical and lighting renovations and other renovations at Pucher-LeMay Hall, repaving projects at the Main Campus, and two renovation projects (Student Services Building and Childcare Education - which will become a Physical Education Center Building).

New Construction: \$73,652,089

Funds for new construction include the Phase 2 renovation of the Public Safety Center (Chapanoke Road), construction of a new 10,000 square foot classroom/laboratory building for the expansion of nursing, non-invasive diagnostics, and other healthcare programs, construction of a 65,000 square foot classroom building at Wake Tech’s North Campus, and funds for design for a classroom building on a future Western Wake Tech campus.

Parking and Roads: \$14,944,367

Funds for parking and roads are designated for the construction of a 442-space parking deck at the Health Sciences Campus, for a 300-space parking lot at Wake Tech’s North Campus, and the extension of Fox Road at Wake Tech’s North Campus.

Land Acquisition: \$11,865,656

Funds are allocated for the acquisition of 100 acres of land in western Wake County.

Operating Budget Impact

The operating budget impact of the projects listed above is approximately \$1.3 million. The operating budget impact reflects costs for utilities, maintenance of plant, grounds maintenance, housekeeping, and security, at a cost of approximately \$5.66/sq foot. These projects will add approximately 221,300 square feet to the various Wake Tech campuses.

Future Referenda

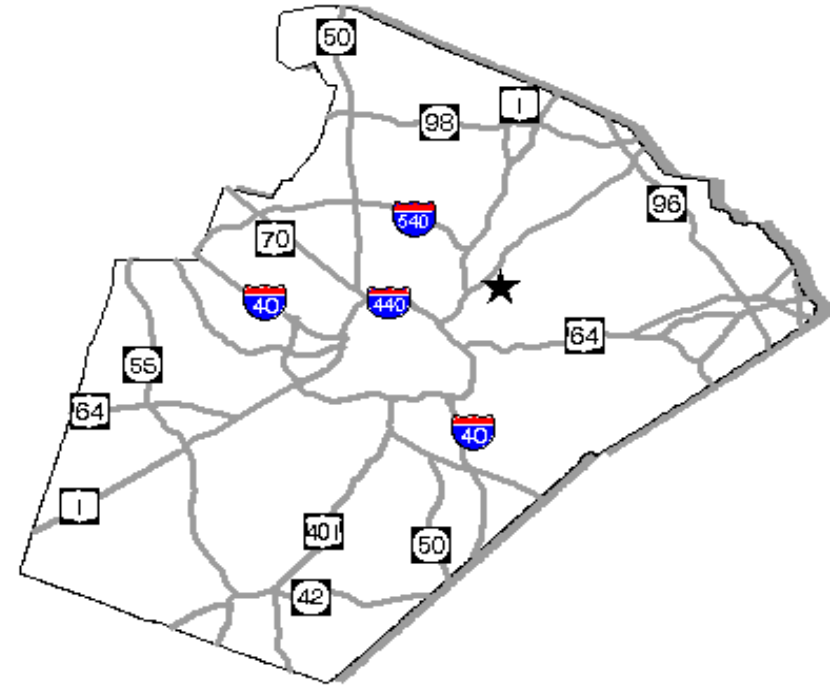
The remaining projects in Wake Tech’s master plan, planned for FY 2011-FY 2016, total \$140.2 million. These projects also focus on repair, replacement, and renovations, new construction, and parking and roads, with the vast majority of funds (\$119.8 million) designated for new construction at Wake Tech’s North Campus, Main Campus, Chapanoke Road (Public Safety Center), and the future Western Wake Campus. If bond funding is approved for this building program, approximately 345,500 square feet will be added to Wake Tech; the operating budget impact of these projects is approximately \$2.4 million.

WAKE TECHNICAL COMMUNITY COLLEGE

401 North Campus

State demographics predict a 45% rise in Wake County's population by the year 2012. Currently, over 3000 students attend Wake Technical Community College from zip code areas in the northern part of the county. These students will fill the available spaces in the first two buildings due for completion and occupancy in 2007. An additional building to be completed in 2009 will have the space for additional programs in areas such as business and industry, continuing education and computer labs. These programs had only minimal space allocated in the first two buildings, as the requirements of a full college transfer curricula occupied the majority of the space.

This project will cover an estimated \$5,000,000 construction cost shortfall for the first two classroom buildings in Phase 1 on Wake Tech's North Campus. In addition, a third classroom building, yet to be designed, will house classrooms, computer labs, student services, expanded business programs, bookstore capability and faculty offices. Estimated at 75,000 gross square feet, it will require programming, design and construction. This building will tie into a new regional plant completed in Phase One.



★ Proposed Location

Project Summary: 401 North Campus

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Planning/Design	\$ 1,300,000	320,000	190,000	-	-	-	-	-	510,000
Construction	4,600,000	10,070,000	8,800,000	-	-	-	-	-	18,870,000
Equipment/Furnishings	-	500,000	500,000	-	-	-	-	-	1,000,000
Other	100,000	200,000	100,000	-	-	-	-	-	300,000
Contingency	400,000	620,000	300,000	-	-	-	-	-	920,000
Total Uses	\$ 6,400,000	11,710,000	9,890,000	-	-	-	-	-	21,600,000

Funding Sources

Bonds--Authorized	\$ 6,400,000	11,710,000	9,890,000	-	-	-	-	-	21,600,000
New Operating Budget Impact		1,795,186	27,336	175,336	-	-	-	-	1,997,858
Total Operating Budget Impact		1,795,186	1,822,522	1,997,858	1,997,858	1,997,858	1,997,858	1,997,858	

WAKE TECHNICAL COMMUNITY COLLEGE

Chapanoke Road Property

Wake Technical Community College purchased a 101,666 square foot building on 7.5 acres at 321 Chapanoke Road in Raleigh. The building is comprised of a three-story 35,000 square foot section constructed in 1994, and a one-story 66,666 square foot section built in 1988. The program for the Public Safety Training Center has been developed with staff and faculty of the College which will occupy a portion of the building. Future renovations call for classrooms, computer labs, and offices to house the Adult Education Center. The building will require complete plumbing, mechanical, electrical and fire alarm renovations.

The College's Public Safety program annually trains approximately 30,000 students/personnel in law enforcement, fire service, EMS/EMT, corrections, and occupational services such as certified nursing, hospitality, and Travel and Tourism. Currently this training occurs at 37 different locations throughout Wake County, such as the North Carolina State Highway Patrol training center, Wake County Sheriff's Training Facility at Mt. Auburn, and various police and fire departments. To bring all these training needs together would require a facility of approximately 35,000 square feet which would give a program of 14 classrooms, one conference room to accommodate 100 people, defensive tactics room, weight room, mock courtroom, mock jailer facilities, booking room with two 8 by 8 foot holding cells, computer labs, forensic lab, communication room, firearms storage room, and other spaces as required by NC Criminal Justice Training and Standards Division. Current funding allows for Phase One of a long range plan and will renovate approximately 16,000 square feet of space in the one story portion of the building.

Approximately 18,000 square feet of the Chapanoke Road facility will come online during FY 2008.

Project Summary: Chapanoke Road Property									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Planning/Design	\$ 325,000	25,000	-	-	-	-	-	-	25,000
Land Acquisition	2,600,000	-	-	-	-	-	-	-	-
Construction	1,250,000	1,000,000	-	-	-	-	-	-	1,000,000
Contingency	200,000	100,000	-	-	-	-	-	-	100,000
Total Uses	\$ 4,375,000	1,125,000	-	-	-	-	-	-	1,125,000
Funding Sources									
Bonds--Authorized	\$ 4,375,000	1,125,000	-	-	-	-	-	-	1,125,000
New Operating Budget Impact		259,510	(14,000)	-	-	-			245,510
Total Operating Budget Impact		259,510	245,510	245,510	245,510	245,510	245,510	245,510	

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 retrofits, lighting retrofits, ADA compliance projects, and various other life cycle replacements.

Project Summary: General Repairs and Renovations									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Planning/Design	\$ 35,000		-	-	-	-	-	-	-
Construction	315,000		-	-	-	-	-	-	-
General Repairs and Renovations	750,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	\$ 1,100,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Funding Sources									
Cash	750,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Bonds--Authorized	125,000	-	-	-	-	-	-	-	-
Total Sources	\$ 875,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Mechanical, Electrical and Plumbing Projects

This project will repair or replace multiple chillers and HVAC systems. All systems have exceeded their life expectancy and are not energy efficient.

Mechanical Technology Facility/Ready Hall HVAC Study & Replacement

The existing Carrier condensing units at Mechanical Technology, with a total capacity of 72 tons, have been in service 17 years. This facility does not have a redundant cooling source. The Air Conditioning equipment serving Ready Hall totals 85 tons, and was installed in 1978. That equipment has been in service for 26 years, exceeding the manufacturer's operational life expectancy of 10 – 15 years.

Holding Hall HVAC Renovation

Holding Hall was constructed in 1963. Four dual duct air conditioning and heating systems serve the building. The building has two hot water boilers. The mechanical equipment has exceeded its normal life expectancy and is not energy efficient. Replacement of the boilers is recommended with new high energy gas burners and the existing condensing units will be replaced with a chilled water system. Construction for this project has been moved forward to 2008 when flex space becomes available on the main campus with the move to the northern campus. Phasing the project instead of renovating occupied spaces will save approximately 30% on the construction cost. Design has been completed on this project; FY08 funds will fund construction.

Medical Office Building at 100 Sunnybrook Road

This building is 14,000 square feet on 1.6 acres of at the Health Science Campus. The building is served with a number of DX units with a total capacity of 140 tons. The manufacturer's life expectancy for these units is 10-15 years, but many of the units have been in service for over 20 years.

Project Summary: Mechanical, Electrical and Plumbing Projects									
Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Planning/Design	\$ 215,000	10,000	-	-	-	-	-	-	10,000
Construction	556,000	1,460,000	-	-	-	-	-	-	1,460,000
Contingency	74,000	30,000	-	-	-	-	-	-	30,000
Total Uses	\$ 845,000	1,500,000	-	-	-	-	-	-	1,500,000
Funding Sources									
Bonds--Authorized	\$ 845,000	1,500,000	-	-	-	-	-	-	1,500,000
New Operating Budget Impact		-	-	-	-	-	-	-	-
Total Operating Budget Impact		-	-	-	-	-	-	-	-

WAKE TECHNICAL COMMUNITY COLLEGE

Minor Capital

Wake Technical Community College has identified specific equipment needs that are caterorized as minor capital in the FY 2008 - FY 2014 CIP. For F 2008, funds are designated for equipment and other outfitting needs at the North Campus and Chapanoke Road. The CIP also funds increased security the North Campus, Public Safety Center, and Main Campus; dollars are allocated for additional security equipment, security cameras, blue light phones, an security dispatch equipment. Other minor capital needs, such as network infrastructure and miscellaneous equipment, are also funded under the minor capital category.

Project Summary: General Repairs and Renovations

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
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

Funding Sources

Cash	\$ -	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
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New Operating Budget Impact	-	-	-	-	-	-	-	-	-
Total Operating Budget Impact	-	-	-	-	-	-	-	-	-

FIRE/RESCUE

Element Summary: Fire/Rescue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
800 MHz Radios	\$ -	-	-	-	1,180,000	1,221,000	1,264,000	3,665,000
Brush Trucks	414,000	-	-	92,000	190,000	-	-	696,000
Contingencies and Grant Matches	50,000	-	-	-	-	-	-	50,000
Defib/TIC Replacement	-	90,000	188,000	107,000	167,000	77,000	-	629,000
Heery Improvements	-	1,873,000	1,200,000	-	-	-	-	3,073,000
Large Apparatus, Municipal	366,000	426,000	960,000	392,000	330,000	76,000	169,000	2,719,000
Large Apparatus, Rural	1,920,000	1,726,000	758,000	1,634,000	2,358,000	1,140,000	1,180,000	10,716,000
New Stations	-	-	2,326,000	-	-	-	-	2,326,000
Pager Replacement	-	377,000	79,000	79,000	157,000	-	-	692,000
Radio, Tax and Tags	61,000	42,000	66,000	24,000	-	-	-	193,000
Small Capital and Air Bottle Program	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,120,000
Small Vehicles	157,000	9,000	308,000	160,000	546,000	310,000	135,000	1,625,000
Station Replacement	4,785,000	-	-	-	-	-	-	4,785,000
Stony Hill Remediation	68,000	71,000	73,000	76,000	78,000	81,000	14,000	461,000
Turnout Gear Program	234,000	234,000	234,000	234,000	234,000	234,000	234,000	1,638,000
Reserved for Future Projects	1,597,000	-	-	950,000	-	26,000	246,000	2,819,000
Total Uses	\$ 9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000
Debt Financing	6,705,000	1,726,000	3,084,000	1,634,000	2,358,000	1,140,000	1,180,000	17,827,000
Fire Tax District Revenues	2,791,000	2,361,000	2,149,000	2,274,000	2,292,000	2,185,000	2,222,000	16,274,000
Other	316,000	-	-	-	-	-	-	316,000
Fire Capital Uncommitted Funds	-	921,000	1,119,000	-	750,000	-	-	2,790,000
Total Sources	\$ 9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000
Operating Impact	\$ -	-	-	-	-	-	-	-

Seven-Year CIP Summary

Funds totaling \$37.2 million are projected to be available for fire capital expenditures over the next seven years. All fire projects will be funded with a combination of fire district tax revenues, fire tax fund balance, and debt. The investment plan continues the apparatus replacement cycle begun in FY 2006, funds facility improvements, and funds equipment replacement.

FIRE/RESCUE

History / Background

The primary goals of the Fire/Rescue element are to:

- Provide fire facilities that will support the effectiveness and efficiency of Wake County's fire departments;
- Meet Wake County and insurance industry standards for fire station location; and
- Achieve "seamless" emergency service delivery through nearest station response.

Wake County contracts with 19 fire departments to provide fire protection and emergency services in the county's unincorporated areas. Fourteen fire departments are incorporated nonprofit organizations, while five are municipal fire departments (Apex, Fuquay-Varina, Holly Springs, Morrisville and Zebulon). The fire departments provide fire suppression, medical first responder, rescue and some fire prevention services. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property through a single fire tax district to support both operating and capital expenditures. The Fire Commission recommends maintaining the current rate of \$0.10 for FY 2008, and applying 22.5% of this revenue toward capital and debt service.

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, staffing, and financial policies. In February 2005, the Fire Commission and staff presented a long-range plan to the Board of Commissioners, which the Board accepted. It included detailed recommendations on apparatus and a broad approach for addressing station location. The FY06-12 CIP initiated the apparatus replacement portions of this plan, and the FY08-14 continues funding for these plans.

The Fire Commission and County staff have progressed on potential station closure decisions. The Fire Commission's Long-Range Plan includes criteria for station closure. Currently, staff and the Fire Commission are negotiating with the Town of Cary and Western Wake Fire Department for coverage in the area of Western Wake Station #2, which is located inside Cary town limits. Analysis has also been done on areas served by Bayleaf 3, Falls, Wake New Hope 1, and Western Wake 1. Staff and Fire Chiefs will evaluate all existing stations on a continuing basis, and begin analyzing the need for new stations.

The Commission and staff have also begun analyzing the need for new fire stations in the County's unincorporated area. During FY 2008, the Commission will be working with Wake Forest to consider specific proposals for stations in the Wake Forest service area, and in the service area East of Garner (which is currently not in an ISO-rated district).

Project Accomplishments in FY 2007

- Planned for and funded the next "batch" of fire apparatus to include pumper/tankers, tankers, and service trucks for FY 2008;
- The Commission and staff began analyzing the need for new fire stations in the County's unincorporated area. During FY 2007, the Commission began reviewing specific proposals for stations in the Wake Forest service area, and in the service area East of Garner (which is currently not in an ISO rated district).
- Continued construction of Phase 2 of the Fire Facilities Assessment Upgrades (the "Heery Project") to include improvements to emergency preparedness, facility life cycle, code compliance, and accessibility compliance for 14 fire stations.

FIRE/RESCUE

- Began work on parking lot and driveway improvements to 17 fire stations.

Operating Budget Impact

The investments in fire capital will not have an operating impact on the County's General Fund budget; however, any new operational costs (such as increased personnel or higher utilities) will have to compete for other operational costs funded by the fire tax associated with the single fire tax district.

Horizon Issues

In FY 2008 and beyond, the Fire Commission and County staff will continue to work on the following topics. It is expected that each of these may result in future capital funding requests.

- **Station locations/closure issues:** Analyze service delivery options for areas served by Bayleaf #3, Falls, Wake New Hope, and Western Wake #1 and #2.
- **New Stations:** Analyze the need for new stations in unincorporated area, including major renovations.
- **Equipment:** Schedule replacement of major equipment, such as breathing apparatus and protective gear.
- **Apparatus:** Schedule replacement of aerials and service vehicles.

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MAJOR FACILITIES CAPITAL TRUST FUND

Element Summary: Major Facilities Capital Trust Fund

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Carolina Mudcats Restaurant Loan	107,000	-	-	-	-	-	-	107,000
Exploris	-	74,000	84,000	297,000	154,000	127,000	5,000	741,000
Five County Stadium	918,000	739,000	702,000	537,000	694,000	76,000	-	3,666,000
IMAX Theater	-	62,000	64,000	16,000	2,000	16,000	20,000	180,000
Reserve for Future Projects	-	150,000	150,000	150,000	150,000	781,000	975,000	2,356,000
Total Uses	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000
Greater Raleigh Convention and Visitors Bureau Reimbursement	25,000	25,000	-	-	-	-	-	50,000
Hotel/Motel and Prepared Food and Beverage Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Total Sources	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000
New Operating Impact	-	-	-	-	-	-	-	-

Seven-Year CIP Summary

The FY 2008-2014 CIP contains \$7 million to support projects identified for funding through Wake County's allocation from the Major Facilities Trust Fund and to repay a loan on behalf of the Carolina Mudcats for construction of a restaurant at Five County Stadium. Funding is 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.

History / Background

The Major Facilities Trust Fund is supported through the Occupancy and Prepared Food/Beverage taxes that are imposed on hotel and restaurant purchases made in the County. The County may levy up to 6% of the gross receipts from the rental of lodging facilities {G.S. 105-164.4(a)(3)}, and up to 1% on the sales of prepared food and beverages {G.S. 105-164.4(a)(1)}. The enabling legislation also specifies how revenues from the tax are distributed to Wake County, the City of Raleigh, the Town of Cary, the Centennial Authority and the Greater Raleigh Convention and Visitors Bureau. The County Board of Commissioners and the Raleigh City Council entered into an interlocal agreement regarding the use of the Occupancy and Prepared Food/Beverage Tax in 1991. As a result of the agreement, the County and the City established a process to review proposals for funding from the tax proceeds and established criteria used in deciding which proposals to fund. As part of the agreement, each jurisdiction receives \$1,000,000 from the tax proceeds to use at its own discretion and not subject to the joint review process. The funds are still subject to the same restriction specified in the enabling legislation enacted by the State of North Carolina and described below. The City of Raleigh and Wake County independently determine how to spend their \$1 million distributions.

MAJOR FACILITIES CAPITAL TRUST FUND

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. In September 2003, the County Commissioners agreed to approve construction of a “shell” restaurant at Five County Stadium with funds advanced by the Carolina Mudcats, and the County repaying the advanced dollars from the proceeds of the Occupancy and Prepared Food/Beverage Taxes. The funds represented in the “Carolina Mudcats Restaurant Loan” project represent repayment of these advanced dollars, plus interest, through FY 2008.

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 FY08-14 timeframe will require operating subsidies from the County.

MAJOR FACILITIES CAPITAL TRUST FUND

Exploris Museum

Exploris Museum was constructed in 1999. It is located at 201 East Hargett Street and shares public open space with the adjacent IMAX Theater. It is a landmark in downtown Raleigh. This building is located in the southwest corner of the block bounded by Hargett, Martin, Morgan and Person Streets. The 83,760 SF building, is a two-level structure that contains exhibit space, meeting rooms, pre-function spaces, and support spaces.

In 2007, a Facility Condition Assessment was conducted on this facility, which identified functional obsolescence, including deficiencies in building systems and interior finishes within the context of common design and maintenance standards practiced by Wake County. Conditions requiring attention were identified as hardscape surfaces in the exterior courtyard, skylights and roofing, mechanical system rehabilitation, and deterioration of some interior finishes. Funding is included to address these deficiencies beginning in FY 2009.



Exploris Museum

Project Summary: Exploris Museum

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ -	-	74,000	84,000	297,000	154,000	127,000	5,000	741,000

Funding Sources

Major Facilities Trust Fund	\$ -	-	74,000	84,000	297,000	154,000	127,000	5,000	741,000
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New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

MAJOR FACILITIES CAPITAL TRUST FUND

IMAX Theater

The IMAX Theatre is a two-level structure constructed in 2001, located in downtown Raleigh, and adjacent the Exploris Museum. The building houses an IMAX projection system and a 270-seat theatre. IMAX is the most sophisticated and powerful motion picture projection system in the world, providing 70mm 2D and 3D images of exceptional audio and visual quality.

The 26,460 SF facility built to house this system includes a grand entrance lobby and holding area supporting both the IMAX theatre and a large multipurpose 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.

In 2007, a Facility Condition Assessment was conducted on this facility, which identified functional obsolescence, including deficiencies in building systems and interior finishes within the context of common design and maintenance standards practiced by Wake County. Upgrades to the humidity control system, and deterioration of some interior finishes, namely the theatre carpet, were major issues identified as needing replacement. Funding is included to address these deficiencies beginning in FY 2009.



IMAX Theater

Project Summary: IMAX Theater

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ -	-	62,000	64,000	16,000	2,000	16,000	20,000	180,000
Funding Sources									
Major Facilities Trust Fund	\$ -	-	62,000	64,000	16,000	2,000	16,000	20,000	180,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

MAJOR FACILITIES CAPITAL TRUST FUND

Five County Stadium

Five County Stadium has been the home of the Carolina Mudcats baseball team since opening in July 1991. The stadium is located adjacent to Highway 264 just east of Zebulon and provides a premier baseball facility to both athletes and spectators. Facilities include two-level stadium seating and concourses, general admission bleachers, home team and visiting team clubhouses. Also included are, ticket office, administrative space, gift shop, kitchen, several concessions areas, restrooms, and club suites. The Cattails Restaurant was completed on the first base side of the second level during the last major expansion/renovation program (2004) and is open year round.

In 2007, a Facility Condition Assessment was conducted on this facility, which identified functional obsolescence, including deficiencies in building systems and interior finishes within the context of common design and maintenance standards practiced by Wake County. This includes significant physical deterioration of structures and site features, and general deficiencies in building systems that will require a capital outlay within the next seven (7) years. Approximately \$3.6 million in major preventative maintenance and significant repair projects have been defined in the FY 2008-14 period. Funding is included beginning in FY 2008 to address the highest priorities of these projects, including replacements of the outfield wall, the playing field surface, and stadium seating.



Five County Stadium

Project Summary: Five County Stadium

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Grant-in-Aid	\$ -	918,000	739,000	702,000	537,000	694,000	76,000	-	3,666,000

Funding Sources

Major Facilities Trust Fund	\$ -	918,000	739,000	702,000	537,000	694,000	76,000	-	3,666,000
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New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

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SOLID WASTE

Element Summary: Solid Waste

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Convenience Center Program	\$ 500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
North Wake Landfill	3,300,000	3,300,000	-	-	-	-	-	6,600,000
North Wake Landfill Master Plan	150,000	1,500,000	-	-	-	-	-	1,650,000
South Wake Landfill	1,100,000	-	-	-	-	-	-	1,100,000
Total Uses	\$ 5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000
Transfer In - Solid Waste Enterprise	\$ 1,750,000	2,000,000	500,000	500,000	500,000	500,000	500,000	6,250,000
Reserves - Landfill Closure	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Total Sources	\$ 5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000
New Operating Impact	\$ -	500,000	-	-	-	-	-	500,000

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 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 infrastructure in the form of improvements and remediation to existing facilities to meet demands of the general public. The FY08-14 capital plan provides nearly \$13 million for solid waste capital projects over the next seven years. The Solid Waste Enterprise Fund transfer in represents funds that come from the Landfill Tipping Fees.

History/Background

The State of North Carolina passed legislation in 1989 that required local governments to submit comprehensive solid waste management plans. Subsequent amendments in 1996 required the first 10-year comprehensive solid waste management plans to be submitted to the State in 1997, with updates every three years. Wake County's plan was prepared and adopted in 1997 and updated in 2000, 2003 and 2006. The 10-year plan integrates all forms of waste management (waste reduction, reuse, recycling, collection, disposal and capital strategies) among all local governments within the county. In 2006, the Board of Commissioners approved an updated Ten-Year Comprehensive Plan for Solid Waste Management. All local governments within Wake County were invited and agreed to participate in the development of a joint Solid Waste Plan. The Wake County Solid Waste Advisory Committee (SWAC) oversaw and participated in the Plan's development and approved the Plan for adoption by the elected officials of each participating jurisdiction. The SWAC consists of representatives from each participating jurisdiction.

Within the Solid Waste Plan, Wake County commits to providing a landfill for use by the municipal partners. The North Wake Landfill has served in this capacity for a number of years. Now that it is reaching capacity, the South Wake Landfill has been approved and is in the design and construction phase of development.

SOLID WASTE

FY 2007 Accomplishments

The County's North Wake landfill facility is expected to reach capacity in January of 2008. In order to provide additional landfill capacity, the County began development on the South Wake landfill during FY 2007 including the following work:

- Initiated design activities associated with the final cap and closure of the North Wake Landfill
- Continued coordination with various entities regarding the future re-development of the North Wake Landfill
- Coordination with Waste Industries at the South Wake Landfill for purposes of getting the facility in operation by the end of calendar year 2007
- Completed design work related to the Entrance Road and Scale House
- Completed grading work for the Entrance Road and Scale House and removed the required portion of a 1970's era unlined landfill that was in the way of the Entrance Road.
- Initiated final construction of the Entrance Road and Scale House in order to be completed by the end of calendar year 2007

Operating Impact

During FY 2008, the new South Wake Landfill will open with the new contractual relationship with Waste Industries. For a short period of time, potentially both the North Wake Landfill and South Wake Landfill will be operating. These cost impacts will be borne by the Solid Waste Management Enterprise Fund, rather than the General Fund.

As a part of the North Wake Landfill Master Plan activities, the Solid Waste Enterprise Fund will allocate \$500,000 in FY09 to provide furnishings, equipment and exhibits for the Environmental Education Center.

SOLID WASTE

Convenience Center Program

The County currently operates two multi-material facilities (North Wake and Feltonsville) that accept various recyclable commodities from both residential and commercial customers. Material accepted includes corrugated cardboard, white goods (e.g., refrigerators, washers, dryers), lead-acid batteries, used motor oil and scrap tires. The North Wake facility also accepts electronics for recycling. Eleven convenience center sites are located throughout the County, where residents can bring household waste and materials for disposal or recycling. The sites have areas for recyclable commodities such as newspapers, cardboard, glass containers (green, brown, clear), aluminum containers, steel cans, scrap metal and plastics.

A comprehensive assessment of the locations and conditions of all existing convenience centers was completed during FY 2007. As part of this revised assessment, the services currently offered at the centers will be evaluated. Further, a multi-year plan for improving and integrating facilities and enhancing services will be prepared. Funding in the 2008-2014 CIP will be for the design and implementation of the improvements called for in the Integrated Facilities Plan.



**Convenience Center #4
(Southeast Raleigh)**

Project Summary: Convenience Centers

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
Engineering & Construction	50,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Total Uses	\$ 50,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000

Funding Sources

Transfer In - Solid Waste Enterprise	\$ 50,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

SOLID WASTE

North Wake Landfill

In 1996, Wake County opened a lined landfill off Durant Road in north Raleigh. This landfill accepts municipal solid waste and is projected to reach capacity in January 2008. Closure of this landfill is occurring in two phases. Phase 1, consisting of 27 acres, was completed in FY 2005. Phase II (approximately 40 acres), will begin after the last amounts of waste are received in early 2008, depending upon usage. Final closure cost estimate is \$7,170,000 and will be funded by reserves that were accumulated as part of the tipping fee structure throughout the life of the landfill.

The North Wake Landfill property may lend itself to beneficial uses after closure. Wake County, in cooperation with a Citizens' Advisory Committee, has explored options for potential uses, such as incorporating greenways and open space uses as well as a school use. Land Planning consultants were retained to assist with development of a master plan for post-closure use of the property. The Master Plan was completed and presented to the Board of Commissioners in FY 2006. In FY07 partnerships for funding various elements of the plan were pursued and will continue in FY08.



Schematic of Proposed Use - North Wake Landfill

Project Summary: North Wake Landfill

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
N. Wake Landfill Master Plan									
Planning & Design	\$ 300,000	-	-	-	-	-	-	-	-
N. Wake Subtitle D Landfill Closure									
Engineering & Construction - Phase II	570,000	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Total Uses	\$ 870,000	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Funding Sources									
Transfer In - Solid Waste Enterprise	\$ 300,000	-	-	-	-	-	-	-	-
Reserves - Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Total Sources	\$ 870,000	3,300,000	3,300,000	-	-	-	-	-	6,600,000
New Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$ -	-	-	-	-	-	-	-	-

SOLID WASTE

North Wake Landfill Master Plan

In preparation for the redevelopment of the North Wake Landfill, the Wake County Solid Waste Division worked with residents surrounding the landfill site to develop ideas for the reuse of the site. The mission was to create an asset for the community by turning a negative into a positive by adding to the quality of life where they live and for the broader community. Although the North Wake Landfill Master Plan proposes many amenities, the County is committed to building an environmental education center and construct walking trails to be used by the community.



Schematic of Proposed Use - North Wake Landfill

Project Summary: North Wake Post Closure

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
N. Wake Landfill Master Plan									
Planning & Design	\$ -	150,000	-	-	-	-	-	-	150,000
Environmental Education Center									
Construction	-	-	1,500,000	-	-	-	-	-	1,500,000
Total Uses	\$ -	150,000	1,500,000	-	-	-	-	-	1,650,000
Funding Sources									
Transfer In - Solid Waste Enterprise	\$ -	150,000	1,500,000	-	-	-	-	-	1,650,000
Reserves - Landfill Closure	-	-	-	-	-	-	-	-	-
Total Sources	\$ -	150,000	1,500,000	-	-	-	-	-	1,650,000
New Operating Budget Impact	\$ -	-	500,000	-	-	-	-	-	500,000
Total Operating Budget Impact	\$ -	-	500,000	-	-	-	-	-	500,000

SOLID WASTE

South Wake Landfill

Plans for a new landfill in southern Wake County have been completed and a permit for construction issued by the State.

The landfill will be constructed through a design-build contract; however, the entrance road and scale house must be designed and built by Wake County directly. Design and bidding for the entrance road and scale house were completed during FY 2007 with construction ongoing. Facilities need to be completed prior to the North Wake Landfill being closed - which is currently estimated to occur in January 2008. As part of the landfill construction there will be wetland and stream impacts. As required by the Army Corps of Engineers, Wake County is pursuing the design and construction of some stream restoration work on adjacent Wake County owned property in FY08.



Proposed Scale House

Project Summary: South Wake Landfill

Uses	Prior Funding	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 08-14
South Wake MSW Landfill									
Entrance Facilities	\$ 3,548,000	-	-	-	-	-	-	-	-
Property Cost	400,000	-	-	-	-	-	-	-	-
Stream Restoration		1,100,000	-	-	-	-	-	-	1,100,000
Total Uses	\$ 3,948,000	1,100,000	-	-	-	-	-	-	1,100,000

Funding Sources

Transfer In - Solid Waste Enterprise	\$	-	1,100,000	-	-	-	-	-	1,100,000
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New Operating Budget Impact	\$	-	-	-	-	-	-	-	-
Total Operating Budget Impact	\$	-	-	-	-	-	-	-	-

FINANCIAL PLANNING MODEL

Financial Planning Model

Wake County uses a long-term financial planning model (“the Model”) that was created for both operating and capital budgeting. The Model serves two major purposes:

- The operating component is used to project future deficits or surpluses in the General Fund operating budgets and to measure the impact on the county’s fund balance target; and
- The capital and debt component is used to evaluate the impact of capital and decisions on the County’s financial condition to ensure that policy targets are maintained long-term.

The Capital and Debt Component

The capital and debt component of the Model projects budgets through fiscal year 2020, a 15-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

The assumptions for 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 2008 is 67 cents with 19.2 cents dedicated for capital / debt.

The County has an eight-year revaluation cycle for residential property. In the year of revaluation, FY 2009, the assessed value of property of is increased to reflect current market rates and the tax rate is decreased to be revenue neutral. The projected tax rate in FY 2009 is forecast to be 56. cents with capital / debt portion of the tax rate remaining at the same relative percentage as prior to the revaluation the result being a dedicated capital / debt tax rate of 16.9 cents.

- **Sales Taxes:** State statutes govern the Model assumptions about sales tax revenue. Thirty percent (30%) of the proceeds from the local half-cent sales and use tax authorized July 1, 1984 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 Article 42 are required to be used for school capital outlay, capital projects, and/or school debt service. This amount represents approximately \$24 million.

FINANCIAL PLANNING MODEL

Growth Assumptions

Tax growth assumptions are based on historical trends adjusted for current economic conditions and expected population growth.

- **Property Tax Assessed Value Growth:** 4.2% in FY 2008, 29% in FY 2009 (revaluation year) and 3.5% annually from FY 2010 to FY 2020.
- **Sales Tax Growth:** 4.5% annual growth each year with the FY 2007 budget serving as the base.
- **Interest rate on Future Debt Issuance:** Based on 4.75% 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 (2007 to 2020). The remaining amount of property tax revenues is available for cash funding for capital projects.

Operating Component

The time frame used for the operating component of the Model is through fiscal year 2012 (a 5-year window) and only considers the County's General Fund. The Model is forecast using growth assumptions for recurring general fund revenues and expenditures and incorporated the anticipated operating impacts of projects included in the County's 2008-2014 CIP. The Model does not attempt to balance each fiscal year's budget. Any projected deficits are assumed to be balanced with appropriated fund balance. A section of the Model calculates the resulting end-year fund balance compared to the County's General Fund Balance target of 11% of the next fiscal year's budget.

Operating Component Assumptions

Operating component assumptions are based on historical trends adjusted for current economic conditions and expected population growth or result from specific calculations. The assumptions for operating

component of the Model are as follows:

General Fund Revenues

- **Property Tax Assessed Value Growth:** 4.2% in FY 2008, 29% in FY 2009 (revaluation year) and 3.5% annually from FY 2010 to FY 2020.
- **Sales Tax Growth:** 4.5% annual growth each year with the FY 2007 budget serving as the base.
- **Human Services Revenues:** 2% annual growth over the FY 2007 estimate. As the County's Medicaid eligible population continues to grow, the County has experienced steady increases in the cost of Medicaid eligible services that are 100% reimbursed. The percentage growth in revenues reflects the same level of growth on the expenditure side of the budget.
- **Fund Balance Appropriation:** Fund balance appropriation is estimated at 2% of non-education, non-capital expenditures. The fund balance appropriation is used as a "margin for error" with it anticipated that the use of fund balance would not be needed as a result of revenues exceeding estimates or expenditures being less than budget.
- **Other Revenues:** The remaining revenues represent approximately 8% of the total budget and are estimated at various rates based on historical trends within each revenue category.

General Fund Expenditures

- **Community Improvement Plan Impacts:** A component of the capital budget includes projecting the impact of capital projects on the operating budget. The anticipated amounts for 2008 to 2014 have been taken from the CIP and included in the Model.
- **Education Funding:** A separate calculation is included for education funding. The amount is based on County funding per pupil plus the operating costs associated with opening new schools.
- **Pay and Benefits:** 4.0% annual growth for pay and benefits combined over the FY 2007 budget.

FINANCIAL PLANNING MODEL

- **Contractual Increases:** The County operates under many long-term contracts. A contract increase of \$1 million is assumed for each year beyond the FY 2007 budget.
- **Human Services:** 2% annual growth, which reflects the consistent increase in Medicaid- eligible, services which is offset by a corresponding revenue increase. One percent (1%) growth on all other Human Service related expenditures that reflect an increase in County funding for Human Service activities.
- **All other expenditures:** All other expenditures categories not referenced above are assumed at 0% annual growth.
- **Inflation:** The County does not assume general inflation increases in the Model.

Fund Balance

The General Fund revenues and expenditures are not balanced in the Model beyond the FY 2008 budget year. Expenditures in excess of revenues are assumed to be offset by an appropriation of General Fund balance. The fund balance level is calculated, as well as the amount in excess of, or below, the County's target of 11% of following year's total expenditures. This projection shows the impacts of the County not adhering to its fund balance goals over the model's timeframe.

Interpreting Results

When reviewing the financial model, it is important to note that the results are used to indicate where potential financial problems will exist in order to be able to plan in well in advance to make the necessary changes so that the issues do not occur. For example, the County would not deplete its operating fund balance as the model assumes, but would make decisions in advance to structurally balance the General Fund so that the financial situations presented in the model will not occur. With respect to the capital portion of the model, it predicts the level of tax increases that will be needed to support our infrastructure plans so that plans may be scaled back or that the public is aware, in advance, of what taxes required to support the capital plan.

At the Board of Commissioners annual retreat, the financial model is presented in detail as serves as the basis for financial policy discus-

sions. County management is able to present potential solutions that are then incorporated into annual budget development.

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

COUNTY CAPITAL								
<i>(in thousands)</i>								
	2008	2009	2010	2011	2012	2013	2014	Total
SOURCES:								
Bonds - authorized/unissued (Libraries)	-	-	2,000	-	-	-	-	2,000
Bonds - issued (Libraries)	3,095	4,323	1,517	-	-	-	-	8,935
COPs - to be authorized (Criminal Justice)	11,835	16,963	43,713	122,881	127,155	57,019	-	379,566
Bonds - to be authorized - Future Referenda	12,350	88,200	43,000	19,500	23,950	-	-	187,000
Other Sources	3,746	2,126	1,726	-	-	-	-	7,598
Water / Sewer loan repayments	737	-	-	-	-	-	-	737
Transfer In - Property Tax	39,378	41,623	30,903	26,814	27,756	28,732	29,742	224,948
Interest Income - capital projects	2,382	2,452	2,189	2,342	2,105	2,125	2,570	16,166
Reserved for Future Projects Appropriation	-	11,074	-	9,954	-	-	-	21,028
Total County Sources	73,523	166,761	125,048	181,491	180,966	87,876	32,312	847,978
Percent Debt Funded	37%	66%	72%	78%	83%	65%	0%	68%
USES:								
Affordable Housing	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Automation	4,108	3,500	3,421	2,500	2,500	2,500	2,500	21,029
Community Capital Projects	555	500	500	500	500	500	500	3,555
County Building Improvements	4,729	5,348	5,056	10,296	3,352	3,386	3,551	35,718
Criminal Justice	25,214	31,661	50,434	142,641	145,666	58,789	1,885	456,290
Mental Health Continuum of Care	5,000	-	-	-	-	-	-	5,000
Libraries	3,095	4,323	3,517	-	-	-	-	10,935
Parks & Recreation	1,750	1,150	1,325	1,075	1,250	1,050	1,250	8,850
Public Safety	5,395	9,900	800	2,049	-	-	-	18,144
Water / Sewer	7,047	3,079	3,079	430	430	405	100	14,570
Transfer to Wake Tech Capital Fund	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
Future Projects Funded with Bonds	13,750	104,800	48,000	19,500	23,950	-	-	210,000
Subtotal	73,143	166,761	118,632	181,491	180,148	69,130	12,286	791,091
Reserved for Future Capital Projects	380	-	6,416	-	818	18,746	20,026	46,387
Total County Uses	73,523	166,761	125,048	181,491	180,966	87,876	32,312	837,478
UNCOMMITTED FUNDS								
Beginning of Year	18,419	21,401	10,327	16,744	6,789	7,608	26,354	
Project Close Outs	2,602	-	-	-	-	-	-	
Reserved for Future Cap. Projects	380	-	6,416	-	818	18,746	20,026	
Reserved for Future Projects Appropriation	-	(11,074)	-	(9,954)	-	-	-	
End of Year	21,401	10,327	16,744	6,789	7,608	26,354	46,380	

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

PUBLIC SCHOOLS CAPITAL								
<i>(in thousands)</i>								
	2008	2009	2010	2011	2012	2013	2014	Total
SOURCES:								
Bonds - to be authorized (GO & Lottery)	279,000	333,000	212,000	306,000	409,000	466,000	476,000	2,481,000
Lottery Proceeds	8,000	-	-	-	-	-	-	8,000
Transfer In - Ad valorem tax	16,000	30,000	47,000	82,000	103,000	117,000	119,000	514,000
Interest Income - capital projects	254	218	229	240	251	263	276	1,731
State School Building Fund	5,900	-	-	-	-	-	-	5,900
Reserved for Future Projects Appropriation	746	-	-	-	-	-	-	746
Total Schools Sources	309,900	363,218	259,229	388,240	512,251	583,263	595,276	3,011,377
Percent Debt Funded	90%	92%	82%	79%	80%	80%	80%	82%
USES:								
Plan 2004	5,900	-	-	-	-	-	-	5,900
WCPSS 2007-2009 CIP	304,000	363,000	98,000	7,000	-	-	-	772,000
Future Projects	-	-	161,000	381,000	512,000	583,000	595,000	2,232,000
Subtotal	309,900	363,000	259,000	388,000	512,000	583,000	595,000	3,009,900
Reserved for Future Capital Projects	-	218	229	240	251	263	276	1,477
Total Schools Uses	309,900	363,218	259,229	388,240	512,251	583,263	595,276	3,011,377
UNCOMMITTED FUNDS								
Beginning of Year	5,346	4,600	4,818	5,047	5,287	5,538	5,801	
Reserved for Future Cap. Projects	-	218	229	240	251	263	276	
Reserved for Future Projects Appropriation	(746)	-	-	-	-	-	-	
End of Year	4,600	4,818	5,047	5,287	5,538	5,801	6,076	

WAKE TECH CAPITAL								
<i>(in thousands)</i>								
	2008	2009	2010	2011	2012	2013	2014	Total
SOURCES								
Bonds - authorized/unissued	12,845	9,890	1,490	-	-	-	-	24,225
Transfer from County Capital Projects	1,500	1,500	1,500	1,500	1,500	1,500	-	9,000
Total Sources	14,345	11,390	2,990	1,500	1,500	1,500	-	33,225
USES								
Wake Tech Bond Funded Projects	12,845	9,890	1,490	-	-	-	-	24,225
Wake Tech Minor Capital	1,000	1,000	1,000	1,000	1,000	1,000	-	6,000
Wake Tech General Repairs / Renovations	500	500	500	500	500	500	-	3,000
Total Uses	14,345	11,390	2,990	1,500	1,500	1,500	-	33,225

Note: Amount of 2007 Bond Referendum is currently included in County Capital for ease of modeling. Will be moved to this section if approved.

FINANCIAL PLANNING MODEL—CAPITAL PROJECTS SUMMARY

TOTAL ALL PROJECTS								
<i>(in thousands)</i>								
	2008	2009	2010	2011	2012	2013	2014	Total
SOURCES:								
Bonds - authorized/unissued	12,845	9,890	3,490	-	-	-	-	26,225
WCPSS CIP 2006 Bonds - authorized/unissued	279,000	333,000	212,000	306,000	409,000	466,000	476,000	2,481,000
Bonds to be authorized	12,350	88,200	43,000	19,500	23,950	-	-	187,000
COPs - County - to be authorized	11,835	16,963	43,713	122,881	127,155	57,019	-	379,566
Lottery Proceeds	8,000	-	-	-	-	-	-	8,000
Bonds - issued	3,095	4,323	1,517	-	-	-	-	8,935
Water / Sewer Funds	737	-	-	-	-	-	-	737
Transfer In - Ad Valorem Tax	55,378	71,623	77,903	108,814	130,756	145,732	148,742	738,948
Other funds	12,282	4,797	4,144	2,582	2,357	2,388	2,846	31,395
Capital fund balance appropriation, net of reimbursements	2,246	12,574	1,500	11,454	1,500	1,500	-	30,774
Total All Sources	397,768	541,369	387,267	571,231	694,718	672,639	627,588	3,892,579
Percent Debt Funded	80%	84%	78%	78%	81%	78%	76%	79%
USES:								
County	73,143	166,761	118,632	181,491	180,148	69,130	12,286	801,591
Public Schools	309,900	363,000	259,000	388,000	512,000	583,000	595,000	3,009,900
Wake Tech	14,345	11,390	2,990	1,500	1,500	1,500	-	33,225
Subtotal	397,388	541,151	380,622	570,991	693,648	653,630	607,286	3,844,716
Reserved for Future Capital Projects	380	218	6,645	240	1,070	19,009	20,302	47,863
Total All Uses	397,768	541,369	387,267	571,231	694,718	672,639	627,588	3,892,579
UNCOMMITTED FUNDS								
Beginning of Year	21,015	21,750	9,395	14,540	3,326	2,896	20,404	
Project Close Outs	2,602	-	-	-	-	-	-	
Reserved for Future Cap. Projects	380	218	6,645	240	1,070	19,009	20,302	
Reserved for Future Projects Appropriation	(2,246)	(12,574)	(1,500)	(11,454)	(1,500)	(1,500)	-	
End of Year	21,750	9,395	14,540	3,326	2,896	20,404	40,706	

FINANCIAL PLANNING MODEL—TAX ASSUMPTIONS

<i>(in thousands)</i> Assumptions:	PROPERTY TAXES									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Tax base	\$78,842,363	\$82,175,405	\$106,085,640	\$109,799,000	\$113,642,000	\$117,619,000	\$121,736,000	\$125,997,000	\$130,407,000	\$134,971,000
Annual growth rate	6.46%	4.23%	29.10%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Tax increase (cents) - Operating	3.00	1.70	0.31	0.46	0.42	0.52	0.69	0.47	0.64	0.30
Tax increase (cents) - Capital		2.70	1.35	5.63		7.13			4.04	
Tax rate (cents)	63.40	67.80	56.68	62.78	63.19	70.85	71.53	72.00	76.68	76.98
Levy plus \$550 Late List less \$3m rebates	497,411	553,459	598,881	686,820	715,674	830,836	868,375	904,717	997,466	1,036,511
Collection rate	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%	98.50%
Total tax receipts	489,949	545,157	589,898	676,517	704,938	818,373	855,349	891,146	982,504	1,020,963
Revenue per penny	7,764	8,092	10,447	10,813	11,191	11,583	11,989	12,408	12,843	13,292
Capital tax rate	16.5	19.20	16.93	22.56	22.56	29.69	29.69	29.69	33.73	33.73
Ad valorem tax - capital program	128,099	155,364	176,868	243,907	252,446	343,870	355,909	368,369	433,165	448,327
Percent change - ad valorem tax	7.02%	21.28%	13.84%	37.90%	3.50%	36.22%	3.50%	3.50%	17.59%	3.50%
Ad valorem tax allocation:										
Debt Service Fund	105,354	99,986	105,245	166,004	143,632	213,114	210,177	219,627	302,378	366,458
School Capital Projects Fund	-	16,000	30,000	47,000	82,000	103,000	117,000	119,000	100,000	50,000
County Future Referenda - 20% Cash		16,900	16,600	5,000	-	-	-	-	-	-
County Capital Projects Fund	22,745	22,478	25,023	25,903	26,814	27,756	28,732	29,742	30,787	31,869
Total	\$128,099	\$155,364	\$176,868	\$243,907	\$252,446	\$343,870	\$355,909	\$368,369	\$433,165	\$448,327

FINANCIAL PLANNING MODEL—DEBT SERVICE FUND

(in thousands)	DEBT SERVICE FUND									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Assumptions:										
Sales tax annual growth rate		4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Investment rate	5.00%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
Tax-exempt variable interest rate	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%
DEBT SERVICE REVENUES										
Ad valorem tax	102,866	99,986	105,245	166,004	143,632	213,114	210,177	219,627	302,378	366,458
Sales Tax: Article 40 & 42	18,500	24,017	25,098	26,227	27,407	28,641	29,930	31,276	32,684	34,155
Transfer from Major Facilities Fund	991	991	991	991	991	991	991	991	991	79
Transfer from Fire Tax District	472	745	745	745	745	745	745	745	745	745
Lottery Proceeds			8,909	9,595	10,125	10,631	11,163	11,721	12,307	12,922
Bond premium	28,626									
Interest income - bond proceeds	2,865	7,439	9,881	7,801	8,649	11,780	14,008	14,778	13,842	9,522
Interest income - COPs proceeds	94		368	738	2,014	3,285	2,584	880	(0)	(0)
Interest income - general fund	8,163	7,064	7,064	7,064	7,064	7,064	7,064	7,064	7,064	7,064
Plus interest income - debt service fund	1,706	4,998	4,881	4,330	5,320	4,231	5,362	5,296	3,311	3,587
Total Debt Service Revenues	164,282	145,239	163,182	223,496	205,947	280,482	282,023	292,377	373,320	434,532
DEBT SERVICE EXPENDITURES										
Five County Stadium	991	991	991	991	991	991	991	991	991	79
G.O. debt service (DS)	122,470	142,792	172,267	198,845	222,311	242,560	268,835	290,938	333,064	364,841
COPS debt service (Crim Just)	-		1,289	2,570	5,309	12,882	23,870	31,469	33,191	32,426
Administrative Costs	982	1,984	84	84	84	84	84	84	84	84
QZAB debt service	163	163	163	163	163	163	163	163	163	163
Total Debt Service Expenditures	124,607	145,930	174,795	202,654	228,859	256,680	293,944	323,646	367,494	397,593
Revenues in excess (less than) expenditures	39,676	(691)	(11,613)	20,842	(22,912)	23,802	(11,921)	(31,268)	5,826	36,939
Fund Balance - beginning of year	63,782	103,458	102,767	91,154	111,996	89,083	112,885	100,965	69,696	75,523
Fund Balance - end of year	103,458	102,767	91,154	111,996	89,083	112,885	100,965	69,696	75,523	112,462
	72.5%	59.2%	45.3%	49.2%	34.9%	38.6%	31.3%	19.0%	19.0%	27.2%

FINANCIAL PLANNING MODEL—GENERAL FUND REVENUES

(in thousands)	Growth Rates for Forecast							Forecast			
	2009	2010	2011	2012	2006 Actual	2007 Adopted	2008 Adopted	2009	2010	2011	2012
Taxes											
Ad valorem - current	29.1%	3.5%	3.5%	3.5%	449,000	488,853	551,440	589,898	676,517	704,938	818,373
Other taxes	0.0%	0.0%	0.0%	0.0%	1,486	1,400	0	0	0	0	0
Penalties and interest	0.0%	0.0%	0.0%	0.0%	2,308	2,000	2,500	2,500	2,500	2,500	2,500
Lease/rental vehicle tax	1.0%	1.0%	1.0%	1.0%	2,408	2,500	2,500	2,525	2,550	2,576	2,602
Sales tax	4.5%	4.5%	4.5%	4.5%	136,560	141,920	157,228	164,303	171,697	179,423	187,497
Pilot	0.0%	0.0%	0.0%	0.0%	1,147	1,148	1,201	1,201	1,201	1,201	1,201
Real property transfer (excise) tax	2.0%	2.0%	2.0%	2.0%	10,608	14,400	12,300	12,546	12,797	13,053	13,314
Total Taxes					603,517	652,221	727,169	772,973	867,262	903,691	1,025,487
Federal Shared											
Human Services - Federal only	0.0%	0.0%	0.0%	0.0%	4,963	5,669	4,492	4,492	4,492	4,492	4,492
Other	0.0%	0.0%	0.0%	0.0%	7,031	3,254	728	728	728	728	728
Total Federal Shared					11,994	8,923	5,220	5,220	5,220	5,220	5,220
State Shared											
Human Services	2.0%	2.0%	2.0%	2.0%	99,097	95,512	104,937	107,036	109,176	111,360	113,587
Other	0.0%	0.0%	0.0%	0.0%	1,854	1,765	4,787	4,787	4,787	4,787	4,787
Total State Shared					100,951	97,277	109,724	111,823	113,963	116,147	118,374
Local Shared											
Human Services	0.0%	0.0%	0.0%	0.0%	1,052	972	214	214	214	214	214
Board of Alcohol Control	0.0%	0.0%	0.0%	0.0%	3,065	3,065	3,065	3,065	3,065	3,065	3,065
Other	0.0%	0.0%	0.0%	0.0%	385	218	201	201	201	201	201
Total Local Shared					4,502	4,255	3,480	3,480	3,480	3,480	3,480
Licenses & Permits	2.0%	2.0%	2.0%	2.0%	4,455	3,743	4,347	4,434	4,523	4,613	4,705

FINANCIAL PLANNING MODEL—GENERAL FUND REVENUES

(in thousands)	Growth Rates for Forecast				2008			Forecast			
	2009	2010	2011	2012	2006 Actual	2007 Adopted	Rec'd	2009	2010	2011	2012
Charges for Services											
Bureau of ID	0.0%	0.0%	0.0%	0.0%	780	775	775	775	775	775	775
CS - IDPP	0.0%	0.0%	0.0%	0.0%	740	658	932	932	932	932	932
CS - Libraries	0.0%	0.0%	0.0%	0.0%	619	729	735	735	735	735	735
CS - Parks & Recreation	0.0%	0.0%	0.0%	0.0%	121	131	115	115	115	115	115
Environmental Services	2.0%	2.0%	2.0%	2.0%	1,273	1,179	1,279	1,305	1,331	1,357	1,384
General Services Admin	0.0%	0.0%	0.0%	0.0%	1,703	1,651	1,653	1,653	1,653	1,653	1,653
HS - Mental Health	1.0%	1.0%	1.0%	1.0%	40,601	28,451	8,069	8,150	8,231	8,313	8,397
HS - Other	0.0%	0.0%	0.0%	0.0%	554	570	381	381	381	381	381
HS - Public Health	1.0%	1.0%	1.0%	1.0%	10,568	10,651	11,108	11,219	11,331	11,445	11,559
HS - Social Services	0.0%	0.0%	0.0%	0.0%	2,333	3,211	4,363	4,363	4,363	4,363	4,363
Other	0.0%	0.0%	0.0%	0.0%	1,998	1,919	3,499	3,499	3,499	3,499	3,499
Planning / Developmental Services	0.0%	0.0%	0.0%	0.0%	1,154	967	977	977	977	977	977
Public Safety	2.0%	2.0%	2.0%	2.0%	8,014	7,950	9,418	9,606	9,798	9,994	10,194
Register of Deeds	2.0%	2.0%	2.0%	2.0%	6,590	6,750	6,634	6,767	6,902	7,040	7,181
Rental / Lease Income	2.0%	2.0%	2.0%	2.0%	409	354	429	438	446	455	464
Sheriff	2.0%	2.0%	2.0%	2.0%	4,090	3,464	3,716	3,790	3,866	3,943	4,022
Tax Collection Fees	3.0%	3.0%	3.0%	3.0%	900	854	985	1,015	1,045	1,076	1,109
Vending Income	2.0%	2.0%	2.0%	2.0%	551	528	553	564	575	587	599
Total Charges for Services					82,998	70,792	55,621	56,283	56,956	57,642	58,339
Miscellaneous	0.0%	0.0%	0.0%	0.0%	907	323	472	472	472	472	472
Transfer in	2.0%	2.0%	2.0%	2.0%	1,071	1,118	1,231	1,256	1,281	1,306	1,332
Interest on investments	0.0%	0.0%	0.0%	0.0%	278	176	355	355	355	355	355
Proceeds from Capital Leases	0.0%	0.0%	0.0%	0.0%	178	-	-	-	-	-	-
Appropriated Fund Balance	0.0%	0.0%	0.0%	0.0%		13,017	12,412				
Total revenues					\$ 810,851	\$ 851,845	\$ 920,031	\$ 956,295	\$ 1,053,513	\$ 1,092,927	\$ 1,217,765
Percentage Increase						5.1%	8.0%	3.9%	10.2%	3.7%	11.4%

FINANCIAL PLANNING MODEL—GENERAL FUND EXPENDITURES

(in thousands)	Growth Rates for Forecast							Forecast			
	2009	2010	2011	2012	2006 Actual	2007 Adopted	2008 Adopted	2009	2010	2011	2012
General Administration											
Board of Commissioners	0.0%	0.0%	0.0%	0.0%	449	457	478	478	478	478	478
County Manager	0.0%	0.0%	0.0%	0.0%	955	1,253	1,266	1,266	1,266	1,266	1,266
County Attorney	0.0%	0.0%	0.0%	0.0%	1,120	1,184	1,234	1,234	1,234	1,234	1,234
Board of Elections	0.0%	0.0%	0.0%	0.0%	4,269	1,975	2,752	2,752	2,752	2,752	2,752
Budget & Management Services	0.0%	0.0%	0.0%	0.0%	565	798	852	852	852	852	852
Contingencies & Reserve	0.0%	0.0%	0.0%	0.0%		425	100	100	100	100	100
Facilities Design & Construction	0.0%	0.0%	0.0%	0.0%	1,038	1,133	1,162	1,162	1,162	1,162	1,162
Finance	0.0%	0.0%	0.0%	0.0%	2,417	2,478	8,138	8,138	8,138	8,138	8,138
Human Resources	0.0%	0.0%	0.0%	0.0%	1,527	1,587	1,735	1,735	1,735	1,735	1,735
Information Services	0.0%	0.0%	0.0%	0.0%	8,730	9,813	12,020	12,020	12,020	12,020	12,020
Non-Departmental	0.0%	0.0%	0.0%	0.0%	3,745	3,741	4,490	4,490	4,490	4,490	4,490
Planning	0.0%	0.0%	0.0%	0.0%	1,369	1,520	1,606	1,606	1,606	1,606	1,606
Register of Deeds	0.0%	0.0%	0.0%	0.0%	2,656	2,993	3,059	3,059	3,059	3,059	3,059
Revenue	0.0%	0.0%	0.0%	0.0%	4,508	4,737	4,836	4,836	4,836	4,836	4,836
Total General Administration					33,348	34,094	43,728	43,728	43,728	43,728	43,728
Human Services											
Human Services - County Funds	1.0%	1.0%	1.0%	1.0%	239,352	92,575	93,293	94,226	95,168	96,120	97,081
Human Services - Non-county Funds	2.0%	2.0%	2.0%	2.0%		146,029	135,025	137,726	140,480	143,290	146,155
Medical Examiner	0.0%	0.0%	0.0%	0.0%	207	200	200	200	200	200	200
Total Human Services					239,559	238,804	228,518	232,151	235,848	239,609	243,436
Community Services	0.0%	0.0%	0.0%	0.0%	20,434	22,425	23,664	23,664	23,664	23,664	23,664
Environmental Services	0.0%	0.0%	0.0%	0.0%	8,267	8,728	8,898	8,898	8,898	8,898	8,898
General Services	0.0%	0.0%	0.0%	0.0%	21,992	25,301	27,239	27,239	27,239	27,239	27,239
Sheriff	0.0%	0.0%	0.0%	0.0%	50,233	55,931	57,649	57,649	57,649	57,649	57,649
Public Safety	0.0%	0.0%	0.0%	0.0%	25,938	27,670	26,410	26,410	26,410	26,410	26,410
Transfers											
Transfers to debt service - ad valorem	CIP	CIP	CIP	CIP	95,271	102,866	99,986	105,245	166,004	143,632	213,114
Transfers to debt service - sales tax	CIP	CIP	CIP	CIP	18,737	18,500	24,017	25,098	26,227	27,407	28,641
Transfers to County Capital					24,517	22,745	39,378	41,623	30,903	26,814	27,756
Transfer to School Capital	CIP	CIP	CIP	CIP			16,000	30,000	47,000	82,000	103,000
Transfers - Risk Mgmt					5,133	2,468					
Transfer for Business Investment Grants							120	1,648	1,296	1,828	1,411
Transfers - Reval	0.0%	0.0%	0.0%	0.0%	975	1,100	1,100	1,100	1,100	1,100	1,100
Total Transfers					144,633	147,679	180,601	204,713	272,530	282,782	375,021
Capital Leases											
County Base					544,404	560,632	596,707	624,453	695,966	709,979	806,046

FINANCIAL PLANNING MODEL—GENERAL FUND EXPENDITURES

(in thousands)	Growth Rates for Forecast							Forecast			
	2009	2010	2011	2012	2006 Actual	2007 Adopted	2008 Adopted	2009	2010	2011	2012
Salary and Benefits (see separate schedule)	4.0%	4.0%	4.0%	4.0%	-	73	4,622	13,685	23,161	33,067	43,424
Non-Salary Expenditures (see separate schedule)	3.0%	3.0%	3.0%	3.0%	-	-	-	1,000	2,020	3,060	4,122
Less: Year-end encumbrances											
Capital Budget Impacts											
Fall 2007 Bonds								100	800	2,000	3,900
County Buildings	CIP	CIP	CIP	CIP				-	-	89	2,365
Criminal Justice	CIP	CIP	CIP	CIP				-	-	9,231	24,837
Libraries	CIP	CIP	CIP	CIP				453	1,691	2,102	-
Parks facilities	CIP	CIP	CIP	CIP				-	-	-	-
Wake Tech	CIP	CIP	CIP	CIP				13	175	-	-
Total Capital Budget Impacts						-	-	466	1,866	11,422	27,202
Education											
Board of Education	ADM	ADM	ADM	ADM	254,376	275,827	300,744	328,985	362,376	401,076	441,696
Board of Education - other	0.0%	0.0%	0.0%	0.0%	410	410	410	410	410	410	410
Wake Tech CC	3.0%	3.0%	3.0%	3.0%	13,021	14,903	17,548	18,074	18,617	19,175	19,750
Total Education					267,807	291,140	318,702	347,469	381,403	420,662	461,857
Total expenditures and transfers					\$ 812,211	\$ 851,845	920,031	\$ 987,073	\$ 1,104,416	1,178,190	1,342,650
Revenues (from Revenue Sheet)					810,851	\$ 851,845	920,031	\$ 956,295	\$ 1,053,513	\$ 1,092,927	\$ 1,217,765
Revenues greater than (less) expenditures					\$ (1,360)	\$ -	-	\$ (30,778)	\$ (50,903)	\$ (85,263)	\$ (124,885)
Fund balance appropriation (based on 2% of non-school / non-CIP expenditures)								8,698	9,010	9,495	10,115
Gap								(22,080)	(41,894)	(75,768)	(114,769)

FINANCIAL PLANNING MODEL—EDUCATION EXPENDITURES

			Forecast			
	2007 Budget	2008 Adopted	2009	2010	2011	2012
Selected expenditure assumptions:						
WCPSS Enrollment Projected	128,072	136,086	144,035	152,206	160,605	168,736
Charter Schools Enrollment	4,043	4,694	5,163	5,679	6,247	6,247
Wake County Schools Student Population	132,115	140,780	149,198	157,885	166,852	174,983
Per Pupil Spending (\$ 000)	\$ 275,827	\$ 293,620	\$ 318,727	\$ 348,140	\$ 382,957	420,622
Total - After new schools operating impact		\$ 300,744	\$ 328,985	\$ 362,376	\$ 401,076	\$ 441,696
Per Pupil Spending before new school impacts	\$ 2,039	\$ 2,084	\$ 2,136	\$ 2,205	\$ 2,295	\$ 2,404
Per Pupil Spending after new schools operating impact	\$ 2,084	\$ 2,136	\$ 2,205	\$ 2,295	\$ 2,404	\$ 2,524

FINANCIAL PLANNING MODEL—FUND BALANCE

(in thousands)	Historical					Projected				
	2004	2005	2006	2007 Proj	2008	2009	2010	2011	2012	
Fund balance:										
Beginning fund balance	\$ 142,799	\$ 154,850	\$ 164,617	\$ 163,257	\$ 169,102	\$ 169,102	\$ 147,022	\$ 105,128	\$ 29,360	
Appropriated fund balance	-		-	-	(12,142)	(8,698)	(9,010)	(9,495)	(10,115)	
Anticipated expenditure savings (footnote 7)			-	-	12,142	8,698	9,010	9,495	10,115	
Increase (decrease) in fund balance	12,051	9,767	(1,360)	5,845	-	(22,080)	(41,894)	(75,768)	(114,769)	
Ending fund balance	\$ 154,850	\$ 164,617	\$ 163,257	\$ 169,102	\$ 169,102	\$ 147,022	\$ 105,128	\$ 29,360	\$ (85,409)	
Fund balance as % of revenues	21.7%	21.5%	19.2%	18.4%	17.7%	14.0%	9.6%	2.4%	-6.7%	
Fund balance as % of expend.	21.7%	19.3%	19.2%	18.4%	17.1%	13.3%	8.9%	2.2%	-6.2%	
Components of fund balance:										
Reserved for inventories (footnote 1)	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	\$ 236	
Reserved for noncurrent receivable (footnote 2)	783	740	740	740	740	740	740	740	740	
Reserved for encumbrances (footnote 3)	3,621	5,645	3,000	3,000	3,000	3,000	3,000	3,000	3,001	
Reserved by state statute (footnote 4)	52,669	55,333	56,000	56,000	56,000	56,000	56,000	56,000	56,000	
Designated for subsequent year expenditures	-	10,939	-	12,142	8,698	9,010	9,495	10,115	10,428	
Unreserved fund balance (footnote 6)	97,541	91,724	103,281	96,984	100,428	78,036	35,657	(40,732)	(155,814)	
Total	\$ 154,850	\$ 164,617	\$ 163,257	\$ 169,102	\$ 169,102	\$ 147,022	\$ 105,128	\$ 29,360	\$ (85,409)	
Unreserved as a % of next year's expend.	12.8%	10.8%	12.1%	10.5%	10.2%	7.1%	3.0%	-3.0%	-11.3%	
Unreserved \$ at 11% of next year's expenditures (footnote 5)	83,637	93,703	93,703	101,203	108,578	121,486	129,601	147,692	152,122	
Amount in excess of (needed for maintaining) 11% working capital	\$ 13,903	\$ 8,960	\$ 9,578	\$ 7,922	\$ 548	\$ (34,440)	\$ (84,449)	\$ (178,308)	\$ (297,509)	
Unreserved as a % of next year's non-capital expend.	14.5%	13.6%	14.6%	12.8%	12.3%	8.9%	3.6%	-3.8%	-14.0%	

Footnotes:

1 - This reserve is to assure that funds are available to replenish inventory of supplies.

2 - This reserve is for those receivables that extend beyond one year.

3 - Encumbrance reserves are those funds reserved to pay outstanding purchase orders & contracts which were billed but not paid by June 30 of the fiscal year.

4 - N.C. General Statutes require governments to reserve "deferred revenues" revenues which are earned by County prior to June 30 yet not received.

5 - Typically 11% of the subsequent year's total budget is designated for working capital.

6 - Unreserved - designated for working capital plus undesignated component of the fund balance is the amount of funds for which there are no obligations or designations required.

7 - Annual budgets assume that the amount of appropriated fund balance will be unspent at the end of the budget year.

WAKE COUNTY FACTS

Founded in 1771, Wake County is consistently ranked as one of the best places in which to live, work, learn, and play in the United States. Located in the east central section of North Carolina, Wake County's 786,522 residents (2006 projection) 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.

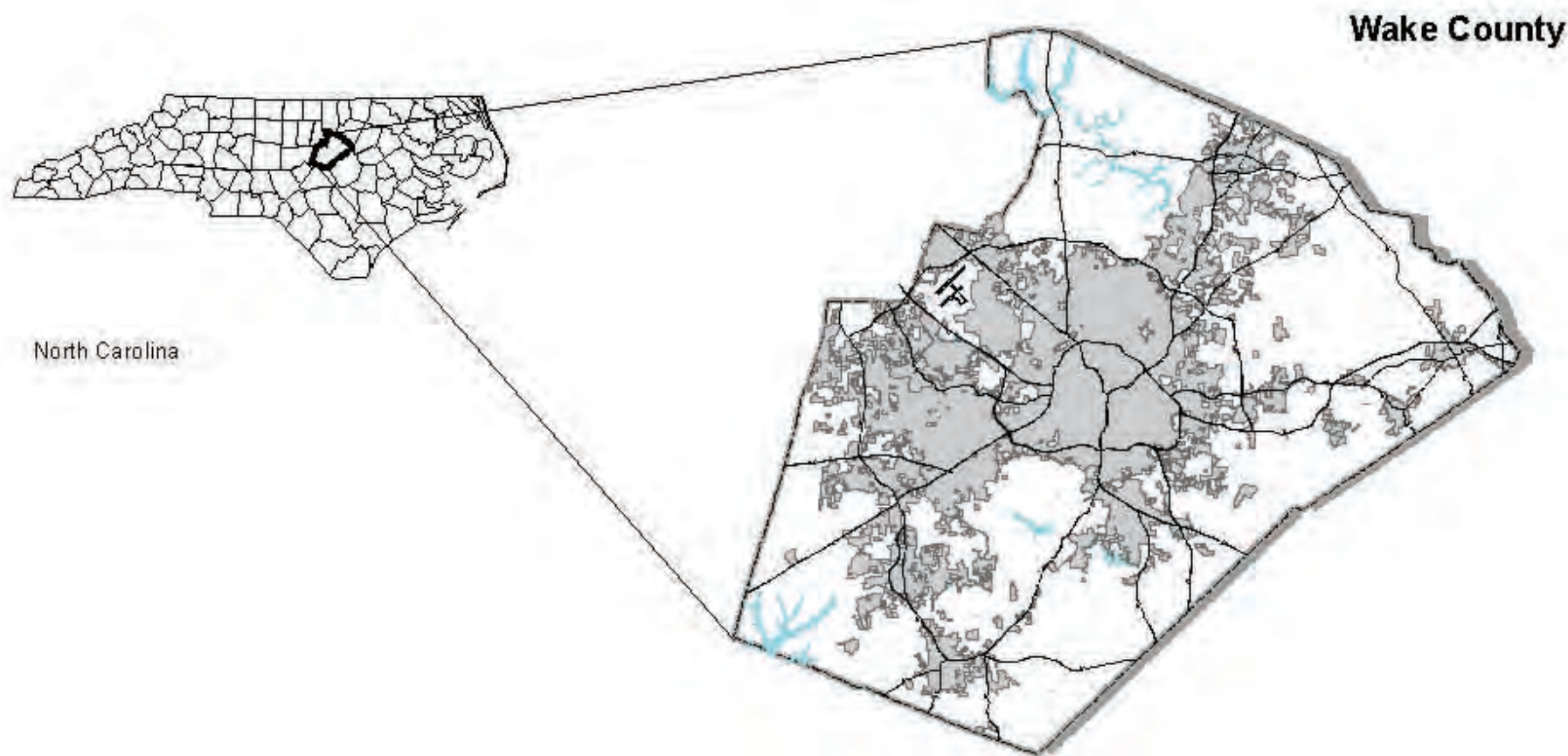
Recreation and leisure services range from lakes and parks to the North Carolina Symphony and North Carolina Museum of Art (both located in Raleigh). Wake County is home to the Carolina Mudcats, a double-A affiliate of the Florida Marlins baseball team, and the 2003 Southern League Champions. Wake County also enjoys a professional hockey team, the Carolina Hurricanes, the 2006 Stanley Cup Champions.

WAKE COUNTY FACTS

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 832 total square miles (land and water approximately 857 square miles)
County Seat	Raleigh
County 2006 Population (1)	755,034
Municipalities	Population
Apex	27,203
Cary	115,916
Fuquay-Varina	12,207
Garner	22,406
Holly Springs	15,190
Knightdale	6,938
Morrisville	12,829
Raleigh	337,766
Rolesville	1,742
Wake Forest	19,598
Wendell	5,042
Zebulon	4,606
Unincorporated areas of Wake County	173,591

The most current official NC State Demographer's Office July 1st county and municipal population estimates.

WAKE COUNTY FACTS



According to the most recent U.S. Census Bureau estimates, Wake County's population continues to change, becoming a more urban, and ethnically diverse county. With a July 1, 2006 Census population estimate of 786,522 residents - reflecting a growth rate of approximately 25% since April 1, 2000 - Wake County remains the second most populous county in North Carolina (after Mecklenburg - 771,617 residents). It is the only county that ranks among the state's Top 10 counties in total population—2nd—and rate of population growth—3rd. Wake County has gained almost 158,000 residents between 2000 and 2006. Most of the increase is a result of migration—both from moves originating within the United States and internationally.

Wake County continues to experience a significant growth in its Hispanic population. Between 1995 and 2005, the number of Hispanic residents increased by a rate of 63 percent—from 33,985 to 55,256.

WAKE COUNTY FACTS

Demographic Statistics

Population

Wake County has experienced explosive growth over the last two decades. Population projections suggest this trend is likely to continue. Wake County is estimated to exceed one million residents in 2013, and by 2030, the County is expected to have nearly doubled its current population, reaching 1.4 million.

Education

Growth in school enrollment mirrors the increase in population. The County currently has 147 public schools and 14 charter schools. The County has a very educated citizenry with over 48% of the adult population having a bachelor's degree higher, one of the highest percentages in the country,

Fiscal Year Ended June 30	Population Estimate (1)	School Enrollment (2)
2002	678,651	101,397
2003	702,110	104,373
2004	725,902	108,970
2005	749,989	114,068
2006	785,990	120,504
2007	817,429	128,072
2008	850,126	136,086

(1) Wake County Planning Department Projections (2002-2008).

(2) Wake County Public Schools Historic 20th Day Membership. Projected 2007-2008

Economic Statistics

2005 Per Capital Income	\$30,466 *
2005 Median Household Income	\$57,284 *
2005 Employment	389,050 Employees **
2005 Unemployment Rate	4.0% **

Household Statistics

2005 Housing Units	314,400 *
2005 Vacancy Rate	8.3% *
2005 Average Residential Property Value	\$186,930 *
2005 Average Household Size	2.53 people per household *

* 2005 American Community Survey, U.S. Census Bureau.

** Employment Security Commission of North Carolina

WAKE COUNTY FACTS

Wake County Ten Largest Taxpayers	2006 Assessed Valuation	Tax Levy
Progress Energy Carolinas, Inc.	\$2,014,387,872	\$12,771,219
SAS Institute, Inc.	399,677,358	2,691,220
CISCO System Inc.	349,764,095	2,217,504
BellSouth Telephone Co.	316,154,869	2,004,421
NC Eastern Municipal Power Agency	279,413,639	1,771,482
Weeks Realty LP	215,319,471	1,365,125
Highwoods Realty LTP Partnership	201,716,451	1,278,882
CVM Holdings, LLC	173,085,657	1,097,363
Summit Properties Partnership L P	166,577,676	1,068,386
Public Service Co. of NC Inc.	167,796,072	1,063,827
Total	\$4,283,893,160	\$27,329,429

Diversity of Tax Base: The total county assessed property values for 2006 was \$78.8 billion. The assessed value of the top ten taxpayers in the county represents less than one percent of the total county tax base.

HOW A PROPERTY TAX DOLLAR IS SPENT

This following table summarizes how a property tax dollar is distributed amongst county functions. Expenditures associated with dedicated revenues (federal shared, state shared, charges and fees) have been eliminated from the calculation.

Wake County FY 2006/2007	Wake County FY 2007/2008	Change %
Wake Tech Community College 0.952%	Wake Tech Community College 1.010%	0.058%
Wake County Schools - Operating 56.631%	Wake County Schools - Operating 55.158%	-1.473%
Wake County Schools - Capital 19.710%	Wake County Schools - Capital 22.169%	2.459%
Sheriff 3.442%	Sheriff 3.241%	-0.201%
Public Safety 0.958%	Public Safety 0.881%	-0.078%
Human Services 6.154%	Human Services 5.620%	-0.534%
General Government 4.272%	General Government 4.314%	0.042%
Environmental Services 0.407%	Environmental Services 0.382%	-0.026%
County Capital Program 6.315%	County Capital Program 6.151%	-0.164%
Community Services 1.157%	Community Services 1.074%	-0.083%
Total 100.000%	Total 100.000%	0.000%

County Rate Distribution (in cents) :	County Rate Distribution (in cents) :	Change (in cents)
FY2006/2007	FY 2007/2008	
Public School Operating 0.3590	Public School Operating 0.3740	0.0149
School Building Debt Service 0.1250	School Capital and Debt 0.1503	0.0253
County Services 0.1500	County Services 0.1537	0.0037
Total 0.6340	Total 0.6780	0.0440

County Rate Distribution (in cents) :	County Rate Distribution (in cents) :	Change (in cents)
FY2006/2007	FY 2007/2008	
School Capital and Debt 0.1250	School Capital and Debt 0.1503	0.0253
County Capital 0.0400	County Capital 0.0417	0.0017
Capital Program from Tax Rate 0.1650	Capital Program from Tax Rate 0.1920	0.0270
Operating (County and Schools) 0.4690	Operating (County and Schools) 0.4860	0.0170
Total 0.6340	Total 0.6780	0.0440

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.

AFIS: Automated Fingerprint Identification System.

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

Amended Budget: A budget that includes County Commissioner-authorized changes to the original adopted budget.

AMH/DD/SA: Adult Mental Health/Developmental Disabilities/Substance Abuse

Appropriated Fund Balance: Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

Appropriation: The legal authorization by the Board of Commissioners to spend money and incur financial obligations as specified in the budget ordinance. An appropriation is limited in the amount and time when it may be expended.

Assessed Valuation: The total value of real estate and personal property (excluding exempt property) as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

ATC: Alcohol Treatment Center.

Authority: A public agency which performs a specific function and is usually financed by fees or service charges. The agency could be independent from government but rely on government for financial support.

Authorized Bonds: Bonds that have been legally authorized may or may not have been sold. These bonds can be issued or sold at any time.

AVL: Automatic Vehicle Locating System.

Balanced Budget: When planned expenditures equal anticipated revenues. State law requires a balanced budget in North Carolina.

BMS: Budget and Management Services.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long term.

Bond Issue: The sale of government bonds as a means of borrowing money.

Bond Rating: A grade given by bond rating agencies (Moody's, S&P, etc.) indicating a government's investment qualities. Ratings range from AAA (highest) to D (lowest) and the higher the rating the lower the interest rate on the bonds.

Budget: A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners that discusses the major budget items and the County's present and future financial condition.

Business Plan: A plan that identifies what a department wants to accomplish, how that organization is going to do it, the resources or costs

GLOSSARY OF BUDGET TERMS

it will require, and the measures to determine if the outcomes are accomplished.

CAMA: Computer Assisted Mass Appraisal.

CAMPO: Capital Area Metropolitan Planning Organization.

CAP: Capital Area Preservation.

CAP/C: Community Alternatives Program for Medically Fragile Children.

CAP/DA: Community Alternatives Program for Disabled Adults.

CAP/MR/DD: Community Alternatives Program for Persons with Mental Retardation/Developmental Disabilities.

Capital Budget: A financial plan for capital projects, which usually cost more than \$100,000 and have a useful life of more than ten years.

Capital Improvement Fund: A multi-year fund used to account for revenues and expenditures associated with capital projects.

Capital Outlay: Vehicles, equipment, improvements, software, and furniture purchased by the County that cost more than \$5,000, less than \$100,000, and have an expected life of more than one year.

Cash Basis of Accounting: A method for recording the receipt and expenditure of funds. Under the cash basis of accounting revenues are recorded when they are received and expenditures are recorded when funds are actually spent.

CCBI: City-County Bureau of Investigation.

CDC: Centers for Disease Control.

Character of Expenditure: The broadest classification of expenditures used to describe the nature of goods and services purchased. Ex-

amples include personnel services, current expenses, capital outlay, and interdepartmental charges.

CHEER: A Human Resources program to welcome new employees and show appreciation to all current employees.

CIE: Certified Indoor Environmentalist.

CIP: Community Improvement Plan.

CIT: Crisis Intervention Team.

Clerk to the Board: The Clerk to the Board of County Commissioners is the primary administrative assistant to the Board. The Clerk prepares and promulgates meeting agendas, maintains the County's official files, and coordinates the Commissioners' schedules.

CMH: Child Mental Health.

CoC: Continuum of Care.

Community Improvement Plan: A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources for a multi-year period.

Comprehensive Annual Financial Report (CAFR): Represents and reflects the County's financial operations and condition to the county's residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the county. The CAFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes financial statements audited by an independent public accounting firm.

Contingency Account: An account with funds used to cover unanticipated events that may occur during the fiscal year. Transfers from this account need approval from the County Commissioners.

GLOSSARY OF BUDGET TERMS

CORE: Center of the Region.

CPO: Certified Pool Operators.

CQI: Continuous Quality Improvement.

CRC: Community Resource Connection.

CSE: Child Support Enforcement.

CTP: Comprehensive Transportation Plan.

Current Budget: Represents the budget of the fiscal year in which the county is presently operating. Unless otherwise noted, the current budget reflects the County's budget as of March 31 of the fiscal year.

DD/MI: Developmental Disability/Mental Illness.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt Reduction Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the State at two-thirds of the previous year's net debt reduction.

Debt Service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Fund: A fund used to account for resources dedicated to the payment of principal and interest on general long-term debt.

Deficit: An excess of expenditures over revenues or expense over income.

Department: The primary organizational units of County government that provides specific services.

Department Goal: a strategic result or achievement that the department plans to obtain.

Depreciation: The decrease in value due to wear and tear of property.

DHD: Digital Health Department.

Division: A functional unit within a County department.

EBT: Electronic Benefit Transfer.

ECHO: Education, Community, Health Outreach.

Efficiency Measure: Measurement used to determine the productivity level in the delivery of services, such as unit cost or revenue per unit of service.

EM: Emergency Management.

EMS: Emergency Medical Services.

EMS subscription program: Program in which county residents pay an annual subscription fee in exchange for no personal charges (self-pay charges) for County-provided ambulance service.

EMT: Extended Management Team.

Encephalitis: An inflammation of the brain

Encumbrance: A financial commitment for services, contracts, or goods which have not yet been delivered or performed.

Enterprise Fund: A fund which accounts for operations that are financed through user charges and whose operation resembles a business (e.g., Solid Waste Fund).

ERC: East Regional Center.

GLOSSARY OF BUDGET TERMS

ESL: English as a Second Language.

Excise Tax: A tax, similar to a sales tax, imposed on the sale of property.

Expenditure: Disbursements of cash for the current costs of a program or capital project.

FACCS: Fully Automated Child Care Subsidy.

FSAC: Food Service Advisory Committee.

Fiscal Year: A twelve-month period (July 1 through June 30) to which the annual operating and capital budgets apply.

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: Is generally defined as the difference between a fund's assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the County's financial position and related bond ratings, to provide cash for operations prior to receipt of property tax revenues, and maximize investment earnings..

Full-time equivalent (FTE): A position count that calculates work-force by number of hours worked relative to a standard working schedule. For instance, a part-time employee working 20 hours per week may be considered .5 FTE.

GAAP: Generally accepted accounting principles.

General Fund: The principal operating fund which provides for the accounting of most basic governmental services.

General Obligation Bonds: Bonds issued by a government which are backed by the full faith and credit of its taxing authority.

Government Finance Officers Association (GFOA): The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

GIMS: Groundwater Information Management System.

GIS: Geographic Information System.

Governmental Funds: Funds that are used to account for those same functions reported as governmental activities in the government-wide financial statements. Most of the County's basis services are accounted for in governmental funds. Governmental funds financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using an accounting method called *modified accrual accounting* which provides a current financial resources focus. The relationship between government activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds is described in a reconciliation that is a part of the fund financial statements.

GPS: Global Positioning Satellite.

Grants: A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specific purpose (e.g., van purchases for transportation program).

GSA: General Services Administration.

HAVA: Help America Vote Act.

HMIS: Homelessness Management Information System.

GLOSSARY OF BUDGET TERMS

Horizon Issues: Operating or capital needs that departments plan to address in future years.

HR: Human Resources.

ICF/MR: Intermediate Care Facility—Mental Retardation.

ICS: Incident Command System.

IDPP: Inspections/Development Plans/Permits.

Indirect Costs: The component of the total cost for a service which is provided by another department or division (e.g., auditing).

Intergovernmental Revenues: Revenues received from other governments (state, federal, local), typically in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund that accounts for the provision of services to County departments by other County departments on a cost reimbursement basis.

Investment Earnings: Earnings earned, usually interest, on County investments.

IPRS: Integrated Payment and Reporting System/

IS: Information Services.

IVN: In-Vehicle-Navigation.

Key Measures: Important performance indicators of workload, efficiency or effectiveness identified by departments.

LCID: Land Clearing and Inert Debris

Lease-Purchase Agreements: A method of purchasing equipment in which payments are spread over a multi-year period.

Levy: The amount of tax, service charges, and assessments imposed by a government.

LME: Local Managing Entity.

Mandate: A legislative command to a local government, generally through state statutes, to implement or discontinue a selected service or policy.

MH/DD/SA: Mental Health/Developmental Disabilities/Substance Abuse.

MMRS: Metropolitan Medical Response System.

MSAG: Master Street Address Guide.

Modified Accrual Basis of Accounting: An accounting method where revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the primary basis of accounting for the County.

MRS: Multiple Response System.

NCDENR: North Carolina Department of Environment and Natural Resources.

NCGS: North Carolina General Statutes.

NCREN: North Carolina Research and Education Network.

NFIP: National Federal Insurance Program.

Non-departmental: Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

Object of Expenditure: An expenditure classification related to the

GLOSSARY OF BUDGET TERMS

type of goods and services purchased, such as office supplies.

OCIP: Owner Controlled Insurance Program.

Operating Budget: The County's financial plan that outlines proposed expenditures for the coming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses: Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

Ordinance: A legal document adopted by the local governing body setting policy and procedures.

Outcome Measure: Measurement used to determine the extent to which the intended purpose of a program is achieved.

Outside Agencies: Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

PCMS: Patient Care Management System.

Per Capita: Represents a given quantitative measure (e.g., spending, inspections, ambulance trips) per unit of population.

Performance Measure: A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function.

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 auto-

mobiles, boats, etc., and all non-inventory business items such as equipment, vehicles, materials, and supplies.

Personnel Services: Expenditures for salaries and fringe benefits.

PES: Partnership for Educational Success.

Policy: An established plan of action used to guide decisions and actions.

Property Tax Rate: The rate at which property in the County is taxed to produce revenues sufficient to cover necessary governmental activities.

Proprietary Funds: The County has only two proprietary funds. *Enterprise Funds* are used to report the same functions presented as business-type activities in the government-wide financial statements. The County uses an enterprise fund to account for its solid waste landfill operations. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. The County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

PROS: Parks, Recreation and Open Space.

QA: Quality Assurance.

Real Property Tax Base: All land and buildings which are taxable.

Revaluation: The periodic reassessment of a jurisdiction's real property in order to adjust the tax value to market value. North Carolina law stipulates that a revaluation must be done at least every eight years.

GLOSSARY OF BUDGET TERMS

- Reclassification:** A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.
- Reserve:** An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.
- Revenue:** All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.
- RFID:** Radio Frequency Identification.
- ROD:** Register of Deeds.
- RTP:** Research Triangle Park.
- S & EC:** Sedimentation and Erosion Control.
- Salary Adjustment Reserve:** A designated line-item within the Recommended and Adopted Budget that allows performance pay increases to be budgeted without distributing the increases to County departments. Following adoption of the operating budget, the reserve is distributed to departments to fund performance pay.
- SEIMS:** Statewide Election Information Management System.
- Self-insurance:** A risk management method whereby an eligible risk is retained, but a calculated amount of money is set aside to compensate for the potential future loss. The amount is calculated using actuarial and insurance information so that the amount set aside (similar to an insurance premium) is enough to cover the future uncertain loss.
- Shared Revenue:** Revenues levied and collected by one government but shared with another government based on a predetermined method.
- SMT:** Senior Management Team.
- Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those specific properties.
- Special Revenue Fund:** A fund used to account for the revenues from specific sources which must be used for legally specified expenditures (e.g., 911 Fund).
- SRC:** Southern Regional Center.
- Statute:** A law enacted by the state legislature.
- Sub-object of Expenditure:** The most specific expenditure classification, related to a single type of good or service purchased, such as printing supplies.
- SWMD:** Solid Waste Management Division.
- 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.

GLOSSARY OF BUDGET TERMS

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.

VFIS: Volunteer Firemen's Insurance Services.

VSO: Veterans Services Office.

WCHS: Wake County Human Services.

WCPL: Wake County Public Library.

WCPSS: Wake County Public School System.

WIA: Work First Investment Act.

WIC: Women, Infant and Children.

Workforce Development: Refers to the Capital Area Workforce Development Board, a Board designated by the County to conduct and coordinate programs using Workforce Investment Act grants from the U.S. Department of Labor.

Working Capital: The amount of current assets that is in excess of current liabilities. Used frequently to measure a firm's ability to meet current obligations.

Workload Indicator: Measurement used to reflect the quantity of services or effort.

Zoonotic Disease: A disease communicated from animals to humans under natural causes.

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