

2006 Fiscal Year Recommended Budget

PRIORITIES PARTNERSHIPS PROGRESS



May 16, 2005

Wake County Board of Commissioners:

Each year, the County Manager has the responsibility, and the privilege, of presenting a balanced budget to the Board of Commissioners and the citizens for their consideration. I am pleased to recommend the FY 2006 Wake County Budget for several reasons—its solid fiscal foundation; the coordinated work of County Commissioners, County staff and our many community partners; and our relentless focus on balancing the most important issues as our community grows daily and progresses into the future.

In short, the FY 2006 Recommended Budget reflects Wake County's attention to priorities, partnerships and progress.

In many ways, FY 2005 has been a very good year for Wake County. Our economy has been rebounding. Our tax base has grown along with the population and development. We will meet our budget goals for FY 2005 and have placed ourselves in a strong financial position for our future. And next year, County revenues will increase by \$46.7 million without a tax increase.

At the same time, it is important not to underestimate the demands of population growth and development in Wake County: Sixty-two new people every day; 4,000 to 5,000 new school students every year; and 27 acres of land converted from a natural state to a human-build environment every 24 hours. This growth stretches our infrastructure and our ability to meet the needs of all citizens.

In December 2004, the Commissioners set a number of goals for the year. We are progressing on these fronts, including the Little River Reservoir and open space preservation, mental health reform, an inpatient psychiatric facility and solid waste disposal. In pursuing these

goals, we have engaged our municipalities and community organizations. Perhaps most noteworthy, the Commissioners and the Board of Education are holding joint work sessions to fully understand the issues facing the Wake County Public School System, as well as the options that are available to meet the School System's capital needs.

The demands for funding continue to exceed the available resources, and while we have \$46.7 million in new revenues, there are more than \$25 million in requests that this budget was unable to fund. We must continue to take a long-term view and emphasize setting priorities and developing effective partnerships – this will ensure continued progress for all Wake County citizens.

The recommended Fiscal Year 2006 budget:

- Totals \$805.9 million, a 6.2% increase over the current FY 2005 budget of \$759.2 million. The recommended budget sets a foundation for steady growth and balanced budgets.
- Maintains the existing property tax rate of 60.4 cents per \$100 of valuation.
- Provides additional funds to the Wake County Public Schools, Wake Technical Community College, Human Services and Public Safety.
- Recommends 198 new positions, of which 146 are necessary to operate new facilities, including the Hammond Road Detention Center and new libraries.

Revenues

An overall increase of \$46.7 million is evidence of strong revenue growth. This increase is largely due to the property and sales taxes that account for 72.2% of the General Fund revenues. Growth in these two areas added \$38.1 million of new revenues to the recommended budget. A brief discussion of the major revenue sources follows.

Revenue Growth	
Property Taxes	\$17.8 million
Sales Taxes	20.3 million
Human Services	10.5 million
All Other Areas	-1.9 million
Total	\$46.7 million

Property Taxes

The \$17.8 million increase in property tax revenue is due to new property valuations, given no rate increase. This increase represents a growth of 4.2% over the current budget. The growth in real property has remained steady with a \$3 billion increase in valuation over 2005 and accounts for \$15 million of the revenue increase. The remaining \$2.8 million in new revenue is from increased personal property and vehicle valuation.

Sales Taxes

Sales tax is the County's second largest revenue source and is affected closely by national and regional economies. As the nation has bounced back from recent recessions, the increase in sales tax revenue is a local indicator of strong economic recovery. The sales tax projections for FY 2005 will exceed budget by \$13 million and with growth projected at 5.4% in FY 2006, total sales tax dollars are estimated to reach \$137.8 million.

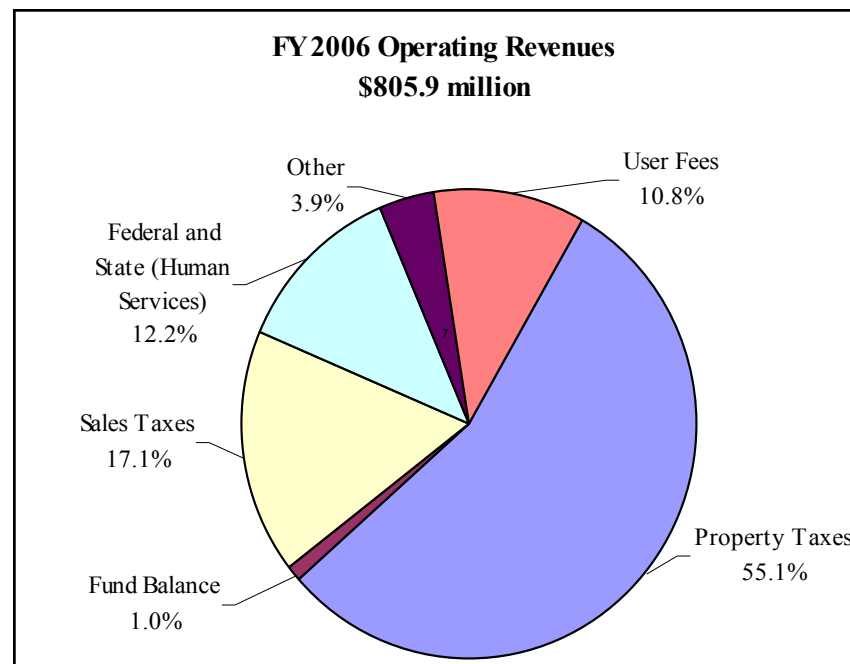
Human Services

Revenue growth due to Human Services activities will add an additional \$10.5 million to the County. Medicaid reimbursements continue

to grow as they have in the past four years. The increase is due to higher levels of contracted activity, specifically in the areas of child mental health and developmental disabilities.

Other Revenue

In all other areas, revenue will decrease by \$1.9 million. Federal, State, and local revenues (grants) not related to Human Services will decrease by \$3.8 million. Revenues from licenses, permits and fees, however, will grow by roughly \$2.0 million.



Expenditures

The first priority when determining the recommended expenditures was to comply with our adopted funding policies and honor prior commitments. The remaining allocation of expenditures is in high priority areas of Education, Human Services and Public Safety while remaining fiscally responsible.

Expenditure Growth	
Transfers to Capital and Debt Funds	\$ 5.9 million
Opening New Facilities	5.1 million
Wake County Schools	12.3 million
Wake Tech Community College	1.3 million
Human Services (net of \$10.5 million in new revenues)	4.6 million
Salaries and Benefit Increases	5.8 million
Transfer to Risk Management	2.1 million
All Other County Expenditures	-0.9 million
Total	\$ 36.2 million

The Board of Commissioners has established that 16.5 cents of the property tax rate is dedicated to capital. The transfer of \$5.9 million to the Capital and Debt Service Funds captures the growth in property tax revenue that will fund debt service on outstanding bond issues and provide cash funding for the County's Capital Improvement Plan (CIP).

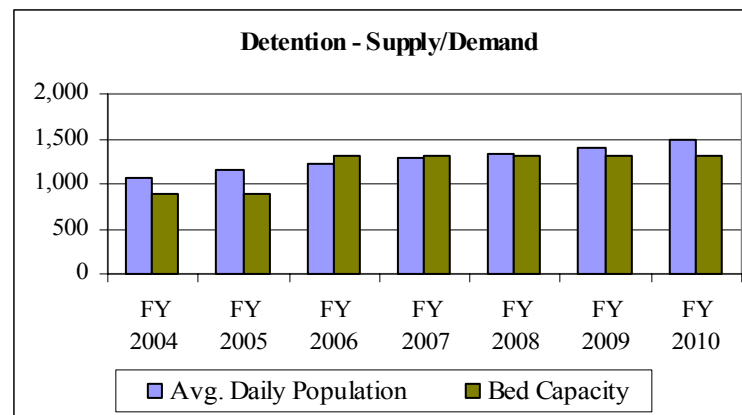
Opening New Facilities

A major cost driver for Wake County is opening new facilities. In the next year, Wake County will open and operate several new facilities, including a detention center, libraries and a park. In addition to these sites, the County will pay for facility costs of a new Public Defender's Office and renovations to the Courthouse and County Office Building.

Hammond Road Annex 1B

The recommended budget for the Sheriff's Office is \$3.7 million

(8.1%) higher than the current budget. A new detention facility on Hammond Road, known as Phase 1B, is driving this growth. The facility is slated to open in March of 2006 and will house an additional 416 inmates. The partial year impact on the budget is \$3 million.



The full year impact to be felt in FY 2007 is \$6.6 million. The expansion of services will allow the Sheriff to deal with a constantly increasing demand for detention space. The new facility will add 112 positions to the Sheriff's staff. Included in this number are seven new medical positions to meet the increased demand and complexity for medical services in the jails. The additional medical staff will help control the rapidly increasing costs of medical care that the jails have experienced in the past two years. In that vein, the Sheriff's Office will add seven additional medical positions in existing facilities, which will help reduce reliance on outside medical professionals and reduce hospitalization.

Libraries

The Library Master Plan developed in conjunction with the Library Commission calls for two new libraries and one expanded library to open in 2006. Cameron Village Library will expand by 8,000 square feet and is projected to open in January 2006. The additional positions needed to staff this branch were added in the current fiscal year to provide adequate time for recruiting and training.

The recommended budget also provides funds to open West Regional Library, a 30,000 square foot facility located in west Cary. This library will open in Spring 2006 and will serve citizens in the steadily growing western portion of the County.

The budget includes new staff for the future Holly Springs Community Library. This library will share a facility with the Town of Holly Springs—a new cultural arts center. Although the library will not open until Fall 2006, the budget includes three new staff members to begin the detailed planning for the library collection and operations.

New or Expanded Libraries	Projected Opening Date	New Square Footage	New Positions
Cameron Village Expansion	January 2006	8,000	None
West Regional Library	Spring 2006	30,000	25.0
Holly Springs Library	Fall 2006	8,000	3.0

Other Facility Openings and Space Needs

- **Parks:** This coming year will see the official opening of Historic Yates Mill County park, a 550 acre historical and environmental park, whose centerpiece is Yates Mill – Wake County’s last remaining gristmill. The Park includes a 16,000 square feet education and research center.
- **Public Defender’s Office:** Wake County will provide 10,000 square feet of space for the new Public Defender and a staff of 35 attorneys and support positions.
- **Wake County Public School System:** The school system will open 395,000 square feet of new space. The majority of this space is in three modular school campuses that address school capacity.
- **Wake County Courthouse and Office Building:** Child Support Enforcement and other court staff will be relocated from the Courthouse to the Office Building to facilitate the Courthouse renovation. This will require the preparation of 25,000 additional square feet.
- **Revenue Department:** Next year, The County will accommodate

35 additional staff to support the revaluation of the property tax base in 2008.

With the additional facilities brought online in 2006, total square footage of County facilities will be 3.437 million feet, an increase of 16% since 2001.

Education

Wake County Public Schools

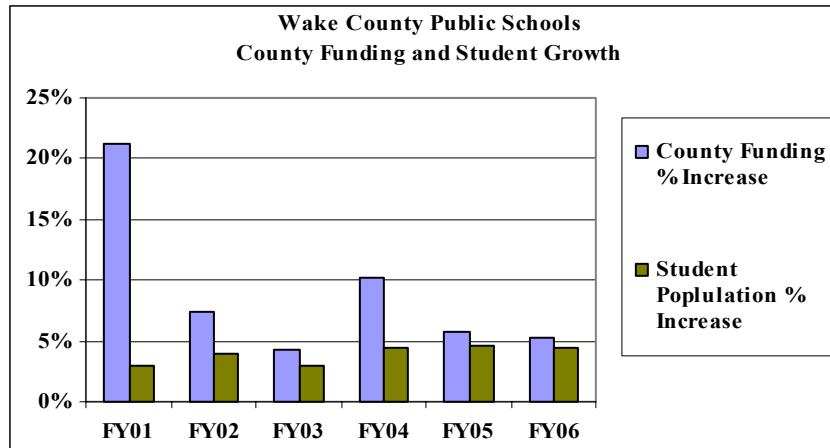
As the County’s population continues to grow at approximately 62 new people per day, the school system is affected by this same growth. The Wake County Public Schools System (WCPSS) Board of Education’s *Plan for Student Success* for FY 2006 is built on a student population estimate of 119,127, a 4.4% growth over the 114,068 students in Fall 2005. The increasing number of students has presented challenges not only to the School’s operating budget, but also to its Plan 2004 school construction plan.

Public Schools Funding	
FY 2005	FY 2006
\$236.4 m	\$248.7m
5.2 % Increase	

For operating needs, the Board of Education requests total funding from the County of \$265.8 million, a \$29.3 million, 12.4% increase. The County’s per pupil funding for FY 2005 is \$2,005 per student (including charter schools for which the County is responsible). The FY 2006 Recommended Budget continues funding at \$2,005 per student, based on an estimated student population of 123,362 (119,127 WCPSS and 4,235 charter students), plus funding for opening new facilities. This brings the total funding in FY 2006 to \$248.7 million, an increase of \$12.3 million or 5.2%.

In addition to direct operating budget support, the debt service related to school construction funded by the County will increase 2.2% (\$2.35 million) to a total of \$107 million.

With the recommended budget for FY 2006, County funding will have increased by an average of 9% over the past six years, while student population growth has averaged less than 4%.



Wake Technical Community College

In November 2005, the voters overwhelmingly approved a \$40 million bond referendum to support the facilities needed by the college to offer its classes and programs. The recommended FY 2006 Capital Improvement Plan allocates \$6.8 million of these bonds. Included in this amount are funds for developing a ten-year master plan for all of Wake Tech’s facilities, for the design and acquisition of a new Public Safety Training Center that will consolidate training currently delivered at 37 different locations to more than 30,000 annual course attendees, and for the New North Campus development.

Community College Funding	
FY 2005	FY 2006
\$11.5 m	\$12.8 m
11.1 % Increase	

In FY 2005, the County reversed a level-funding trend to Wake Tech with a 33.7% increase. The FY 2006 request from the College’s Board of Trustees is \$16.3 million, a 41% increase over FY 2005 funding of \$11.5 million. While this budget recommendation is not able to accommodate the full request, a funding increase of \$1.27 million (11.1 %) is proposed for: salary and benefit increases on the 85.2 FTEs currently funded by the County (\$244,000); a \$280,000 increase to fund plan operations and maintenance costs associated with opening new facilities

and rising utility costs; and an increase of \$750,000 in capital funding to accommodate technology and facility priorities identified by the College.

Maintaining Service Levels: Budget Highlights for Other Departments

In the past five years, the County’s population has grown by over 120,000, leading to increased demand for services. The Recommended Budget adds resources in County departments to keep up with growing demands.

Human Services

The recommended Human Services budget is \$15.1 million greater than the current FY 2005 budget. The spending increase, however, is offset by a revenue increase of \$10.5 million. The department’s increasing cost structure is due mainly to contracts for Medicaid reimbursable services, an \$11.7 million increase.

Human Services	
FY 2005	FY 2006
\$220.7 m	\$ 2 3 5 . 8 m
6.8 % Increase	

Also increasing is the County’s match of the total cost of providing services to Medicaid-eligible citizens throughout the County. The County’s liability in this area is projected to increase by \$3.75 million over the amount appropriated for FY 2005. Also, the impact of 27.8 new FTEs increases the budget by \$1 million next year. The additional staff is necessary to maintain service levels in:

- Child Protective Services: 14 FTEs to keep up with investigations and treatment;
- Communicable Diseases: 4 FTEs to address increased cases of tuberculosis and HIV and other sexually transmitted diseases;
- School Health: 4.3 FTEs to provide nurses, keeping up with increased school enrollment; and
- Family and Youth Medicaid, and Food Assistance: 5.5 FTEs to improve program access to eligible citizens.

Public Safety

The FY 2006 Recommended Budget heavily emphasizes public safety and the criminal justice system by maintaining service levels in the area of emergency medical services, fire protection, law enforcement and inmate detention.

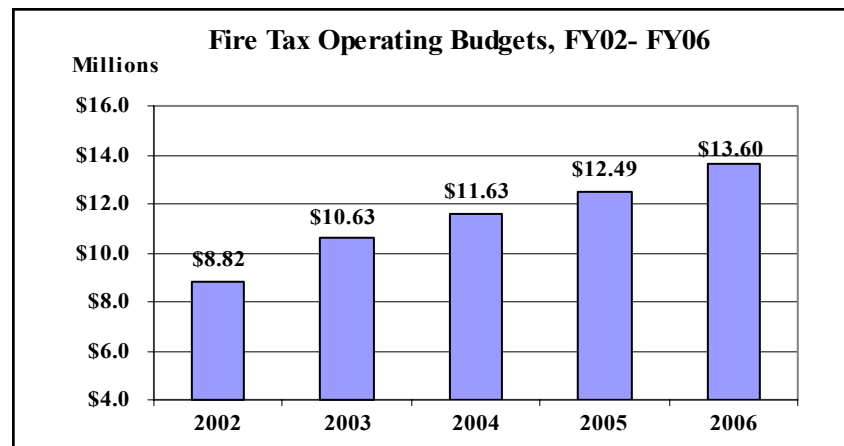
Emergency Medical Services

By using current resources more effectively, and with some additional funding, emergency medical services (EMS) will improve pre-hospital medical care to Wake County citizens. On the recommendation of the EMS Deployment Subcommittee, the budget funds new ambulance units in North Raleigh (the Durant Road service area) and Garner. Current resources will be realigned to better meet service demands in the areas of Brier Creek, downtown Raleigh and Garner. This budget also supports the merger of three EMS squads—Knightdale, Wendell and Zebulon—into a single entity, "Eastern Wake EMS." This will result in more efficient delivery of quality service. Additionally, the budget funds new technologies and equipment, including improvements to computer-assisted dispatch, and a more effective fluid-infusion capability for major trauma patients.

Fire Protection

The Fire Commission, which makes recommendations relating to fire service in the Fire Tax District, unanimously recommends a FY 2006 operating budget that is consistent with the Long Range Plan adopted by the Commissioners in February 2005. Two Fire Commission committees worked jointly to develop the proposal. The committees include several Fire Chiefs, Fire Commission members, and County staff. The Fire Commission's budget completes implementation of the compensation study, does not use fund balance for recurring operating costs, and funds additional staff without a tax increase. Specifically, the budget reduces ongoing capital funding in order to provide 16 new fire-fighters, and additional volunteer compensation, in seven departments. Two municipal departments, Apex and Zebulon, will leverage County investments with new town-funded staff. In addition to new staff, the Fire Tax budget increases funding for turnout gear replacement, and provides for small equipment needs. The reduction in capital funding

will not affect apparatus replacement, but reduces capacity for new projects in the fire capital plan.



Sheriff's Office

In addition to the increases mentioned as part of opening new facilities, the Sheriff will add two County school resource officers in two middle schools: Moore Square Magnet Middle School and Heritage Middle School.

Sheriff's Office Funding	
FY 2005	FY 2006
\$45.3 m	\$49.0 m
8.1 % Increase	

Other increases in the Sheriff's budget include the purchase of 17 vehicles. Ten of these are the second part of a three-year phase-in to provide Courthouse based deputies with vehicles. Five are reserved for deputies whose cars are being serviced, and the last two are for the new school resource officers.

Other County Departments

In addition, the budget funds additional resources for these County departments:

- Environmental Services: Two registered sanitarians to inspect

restaurants and an environmental health specialist to inspect wells, migrant labor camps and mobile home parks;

- **Community Services:** A cost-neutral, half-time position to produce informational brochures and other materials about our Parks system;
- **General Services Administration:** Four cost-neutral positions to support increasing maintenance workload;
- **County Attorney:** A part-time attorney to address increasing volume in juvenile cases;
- **County Manager:** One position to support intergovernmental policy issues with municipalities and the school system, as well as the County's State and Federal legislative agenda;
- **Board of Elections:** Additional 1.4 cost-neutral FTEs to assist with recruiting and training the County's 2,000 precinct officials and continue to insure fair, accessible and accurate elections;
- **Finance:** A cost-neutral part-time position to assist with contracts management; and
- **Information Services:** Two helpdesk technicians to meet increasing demand and an IT engineer to improve network security.

Public Agencies and Memberships

The budget includes various expenditures that are not directly related to services provided by County departments. These include the County's assistance to community agencies and not-for-profit organizations, and the County's membership in regional and national organizations. Recommended funding for public agencies and memberships totals \$2.4 million. The recommended budget is summarized in the following table:

The Healing Place for Women

The recommended budget includes \$125,000 in operating support for the Healing Place, which plans to open a facility for women in December 2005. The Healing Place of Wake County is a non-profit rescue and rehabilitation organization that offers free, long-term, peer-run, 12-step-based residential recovery programs for homeless adults with alco-

hol and drug addictions. The new facility for women will also offer living space for women with dependent children, allowing mothers to go through the recovery program while maintaining custody of their children.

Exploris

Funding for Exploris has been reduced from \$1.355 million to \$1 million. Of that appropriation, \$500,000 will be held in reserve pending a report from the new leadership at Exploris on progress of meeting stated objectives: retiring debt, diversifying public support, increasing fund raising activities to secure new special exhibits and to replace / update existing exhibits.

Agency or Organization	FY 2005	FY 2006	FY 2006
	Funding	Requested	Adopted
Public Agencies:			
The Healing Place of Wake County	\$ 242,750	300,000	242,750
The Healing Place for Women	0	150,000	125,000
Wake County United Arts Council	301,000	421,000	301,000
North Carolina Symphony	34,000	34,000	34,000
Exploris Operation Contribution	1,355,000	1,300,000	500,000
Reserve for Exploris	0	0	500,000
Operating Support for Soccer Center	150,000	150,000	150,000
Mid-Eastern Athletic Conference	0	120,000	120,000
Women's Commission of Wake County	12,500	12,500	12,500
Subtotal: Public Agencies	2,095,250	2,487,500	1,985,250
Memberships	327,653	433,683	433,683
Total	\$ 2,422,903	2,921,183	2,418,933

Employee Pay and Benefits

The County is able to provide excellent, customer-valued services because of the hard work and dedication of roughly 3,500 employees. Our pay system awards salary increases based strictly on performance within market-competitive pay ranges. The recommended pay-for-performance budget for FY 2006 is 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, and recently enhanced optional life insurance and short-term disability programs. All these benefits will remain unchanged in fiscal year 2006. Two other major benefits: health and dental insurance will experience some changes for the upcoming year due to the rising cost of health care and increased utilization by our employees.

For dental insurance, the County will fund the increased cost of \$1.20 per month for employee only subscribers at an annual cost of \$47,000 with minimal increases in dependent coverage.

With respect to health insurance, the County will continue to offer two plans. Only one change will be made to plan benefits and this will be in the area of prescription co-pays. Drug costs represent approximately 20% of total claims cost. To better manage costs the Tier Two drug co-pay will increase from \$25 to \$30 per prescription. Also, the contributions paid by the County and the employee will be revised to reflect an increase of 15% over FY05 projected claims. The County's share of health insurance will increase by 10% or \$2.3 million and will continue to cover 100% of the employee-only level in the Base Plan.

The Premium Plan was established in 2003 and provides greater benefits than the Base Plan. After two years of experience with this plan, it is necessary to re-price the plan as claims costs are significantly exceeding the health insurance contributions. The cost of employee-only coverage in the Premium Plan will increase from \$26 to \$52 per month. While this increase is large, it is in line with the benefits being received by employees choosing this level of coverage.

Balancing rising health care costs between the County and the employee will continue to be a challenge well into the future and will require a long-term strategic approach in a rapidly-changing and somewhat unpredictable environment. The first step in this strategy is the decision to become self-insured for health care, effective FY 2006. The County is currently self-insured for dental and workers compensation. Over the next year, a major priority is to fully develop a long-term strategy regarding the County's health care needs and I will ask employees and retirees to actively participate in this effort to both gain an understanding of the problem and provide input into the solution.

Capital Improvement Plan

The FY 2006-2012 Capital Improvement Plan (CIP) totals \$1.44 billion, with FY 2006 accounting for \$284 million of those expenditures. This seven-year plan invests heavily in education, for both the Wake County Public School System and Wake Technical Community College. The recommended CIP is based on and reflects the priorities of the 2005-2011 Plan. Changes have been made to update timing and cost estimates and to add some new and previously identified projects that align with the County's priorities. The sections below highlight the major changes to this year's Capital Plan.

Plan Highlights

Wake County Public School System

The Commissioners' top goal for 2005 is to work with the school board to develop strategies and an action plan to meet school capital needs over the next four to seven years. To that end, in January, the Commissioners agreed to fully fund the Schools \$550 million Plan 2004 as well as up to \$14.4 million for mobile / modular solutions needed to meet the current challenges that growth presents. These strategies to accomplish the funding include:

- WCPSS continuing to identify savings in Plan 2000 and Phase IIIB;
- Accelerating schools capital fund balance appropriation;
- Issuing \$41 million in two-thirds capacity debt; and
- Utilizing commercial paper to generate short-range debt capacity.

In addition to these strategies, the Capital Improvement Plan proposes an additional \$525 million in additional bond funding for school construction in years 2008 to 2010. The Boards have agreed to a November 2006 referendum to seek approval from the voters to fund the next phase of the schools' capital program.

Inpatient Psychiatric Hospital

Aside from investments in education, the Recommended Budget also provides funding towards an Inpatient Psychiatric Hospital. The Board of Commissioners has dedicated itself to working with partners to develop local psychiatric crisis inpatient beds. As a result of the state's plan for mental health reform, Dorothea Dix is scheduled to close in 2007. The County has developed and is pursuing a multi-faceted strategy to address local inpatient psychiatric needs and to build a continuum of community-based services. We believe that Wake County residents who need short-term, inpatient psychiatric care should have access to that care in their home community. To this end, the budget includes \$10 million towards the development of a 60-bed local inpatient psychiatric unit in collaboration with our community partners. The size of this proposed unit assumes adequate community-based alternatives to hospitalization, hospital diversion and discharge planning services.

Criminal Justice

The Board has also committed to developing a long-term plan for our Courthouse and judicial facilities needs. The recommended budget funds the completion of the new Hammond Road Detention Complex. The new phase will provide an additional 416 inmate beds and will be ready for occupancy next Spring. The plan also provides funds to continue renovating the Courthouse and partial funding for a proposed new criminal courts complex. The long-term plan is that the judiciary will

operate from two facilities: the existing Courthouse and a new Justice Center, both in downtown Raleigh. Finally, the Recommended Budget for Criminal Justice also funds needed improvements in detention security at existing facilities, including maximum security doors for inmate cells and Cameras on the five Public Safety Center housing floors to monitor detainee activity.

Other Capital Elements

The Recommended Budget includes an additional \$450,000 over three years for improvements and maintenance at County Parks and \$3 million in Automation funds for major system replacement (s).

The remaining changes to the Capital Improvement Plan are in the area of Public Safety. The Recommended Budget funds the relocation of generators to newly located emergency shelters at Public School sites. It provides planning funds for the Sheriff's Training Facility, currently located at the former Mt. Auburn School site in Garner. Funds will allow a comprehensive assessment the potential for renovating the current location or for building a new facility. Additionally, the budget includes capital funds for EMS facility improvements in the Knightdale area at one of three location alternatives.

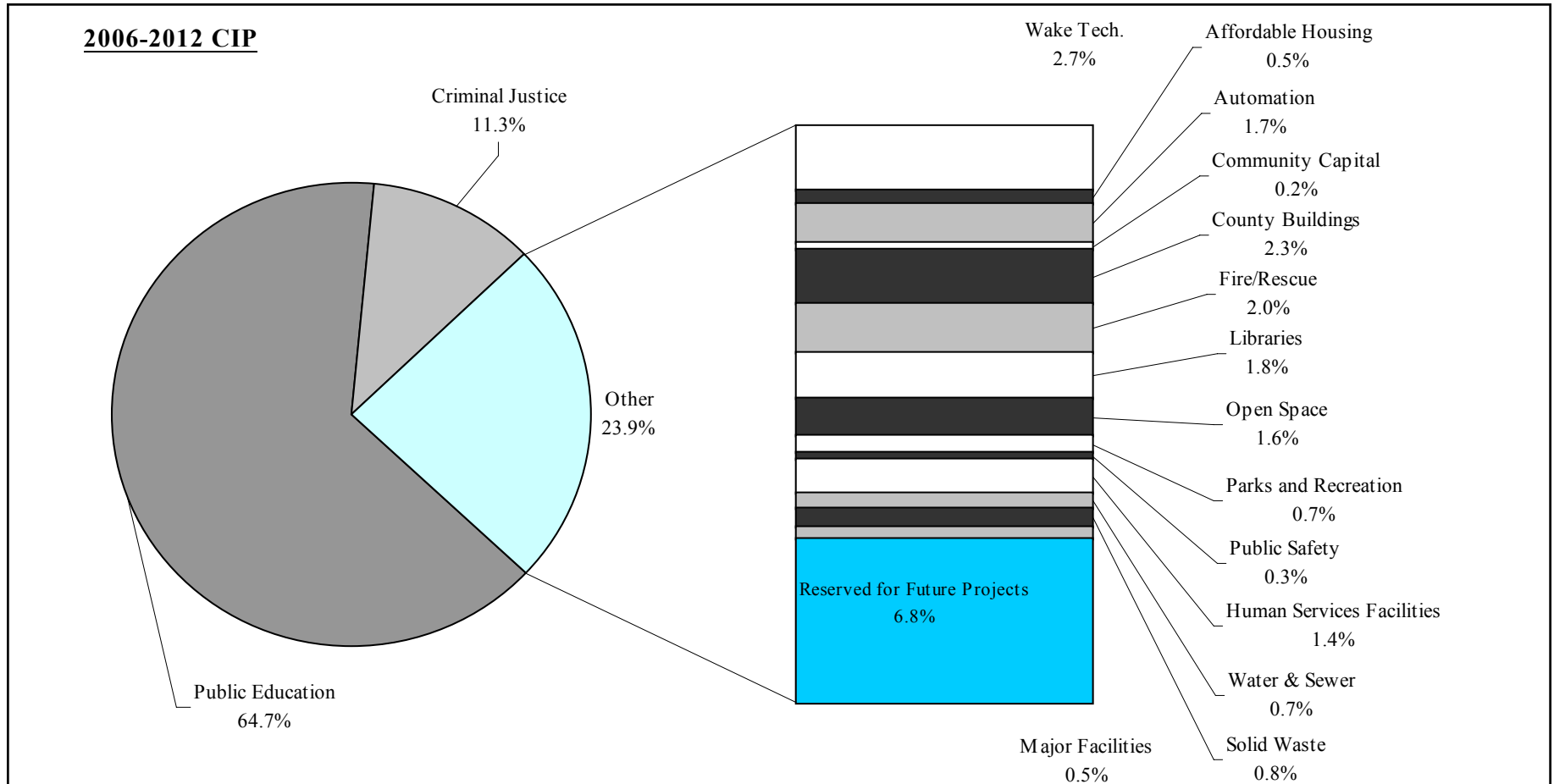
CIP Affordability

We will be able to fund all these projects while still meeting our financial goals. We are proud that we have been able to maintain the highest bond rating from all three rating agencies, and the Recommended Budget supports our commitment to responsible financial management.

- Debt funding comprises 80% of the total plan funding, while cash and other sources comprise the remaining 20%. A proper balance of debt and cash funding provides the County flexibility to address unanticipated needs and adjust the capital plan as new projects are identified. The cash component of the capital program significantly contributes to the County's financial integrity.
- Part of the debt financing included in this budget assumes that we will hold bond referenda next fall to support public schools. Because the County maintains the highest credit rating, General Obl-

gation bonds remain the most inexpensive form of debt financing for our citizens. Bond funding also allows the County to spread the cost of capital projects over time, so that both current and future citizens have a share in paying for these facilities that will serve us long into the future.

- We have committed to maintaining a debt service fund balance that is no less than 19% of the future year’s debt service payments. The recommended budget achieves this measure of fiscal health.



Priorities, Partnerships, Progress

As with all budgets, the FY 2006 Recommended Budget reflects the County's priorities in the next fiscal year and beyond. Next year, Wake County will collect \$46.7 million in new revenue without a tax increase. Of this amount, 32% will go to Human Services, 29% will go to education, 11% to opening new facilities, and the remainder will go to maintaining service levels provided by other County departments.

Long-term planning is a fundamental activity for a financially healthy organization. Significant growth in revenue has helped put Wake County in a strong financial position, but it is long-term planning that allows us to take full advantage of these resources and use taxpayer dollars efficiently. A prime example of the need for long-term planning is the new facilities opening next year. The new detention center on Hammond Road, new libraries and other facilities will cost \$5.1 million in FY 2006. The full cost of these facilities, however, will not be felt until FY 2007 when full-year operations will cost roughly \$9.8 million. An updated operating and capital financial planning model is included in the budget document for your review.

Our long-term approach to financial planning will continue. In the next year, County staff working with the Board of Commissioners will address several strategies for maintaining the County's strong financial condition. These include:

- Prioritize roughly 250 services on a countywide basis; this will facilitate short-term and long-term budget decisions.
- Develop a long-term plan for employee health coverage and analyze its impact on the County's Risk Management Fund.
- Continue to analyze the impact of changes in the mental health system.
- Analyze the cost-effectiveness and community value of such detention alternative programs as Pre-Trial Release; Free the People, and Electronic Monitoring.
- Partner with the school system to develop the next phase of the schools' capital plan.

Evaluate capital budget scenarios, including future property tax rate

increases, to meet expected infrastructure needs for schools, courtrooms and jails, Wake Technical Community College, Open Space, Parks and Libraries.

By progressing in these and other service areas, Wake County will continue to be recognized nationally as a great place to live, work, conduct business, earn an education and enjoy a high quality of life. The many challenges related to rapid growth will not go away, but by setting priorities and building partnerships, we will make significant progress toward our goals.

Respectfully submitted,



David C. Cooke
County Manager

This page intentionally blank