

The County's FY 2007-2013 Community Improvement Plan (CIP) lays the groundwork for successful service delivery for future generations of Wake County citizens. Capital facilities and adequate infrastructure provide a foundation for the County's continuing growth, which is a byproduct of our healthy and vibrant economy. 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 2007-2013 CIP is long-term oriented, anticipates future needs and supports responsible stewardship of existing facilities.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and that require longer than one year to complete. The acquisition of land is considered a capital expenditure, even if the land is not designated as part of a larger capital project; for example, land acquired as Open Space is a capital expenditure. The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$3,570,813,099. Of this amount, \$349,822,963 represents the capital budget for Fiscal Year 2007.

Highlights of the FY07-13 CIP

The \$3.57 billion FY07-13 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. For example, the Water/Sewer Element includes \$250,000 annually for on-site water and sewer infrastructure development in the Research Triangle Park; this is a routine capital expenditure. A non-routine capital project is generally one that significantly impacts the County's operating budget and/or its service delivery. For example, the Libraries Element includes the construction of three new library facilities that will require additional staff and other on-going operating costs; consequently, these libraries are considered non-routine capital investments.

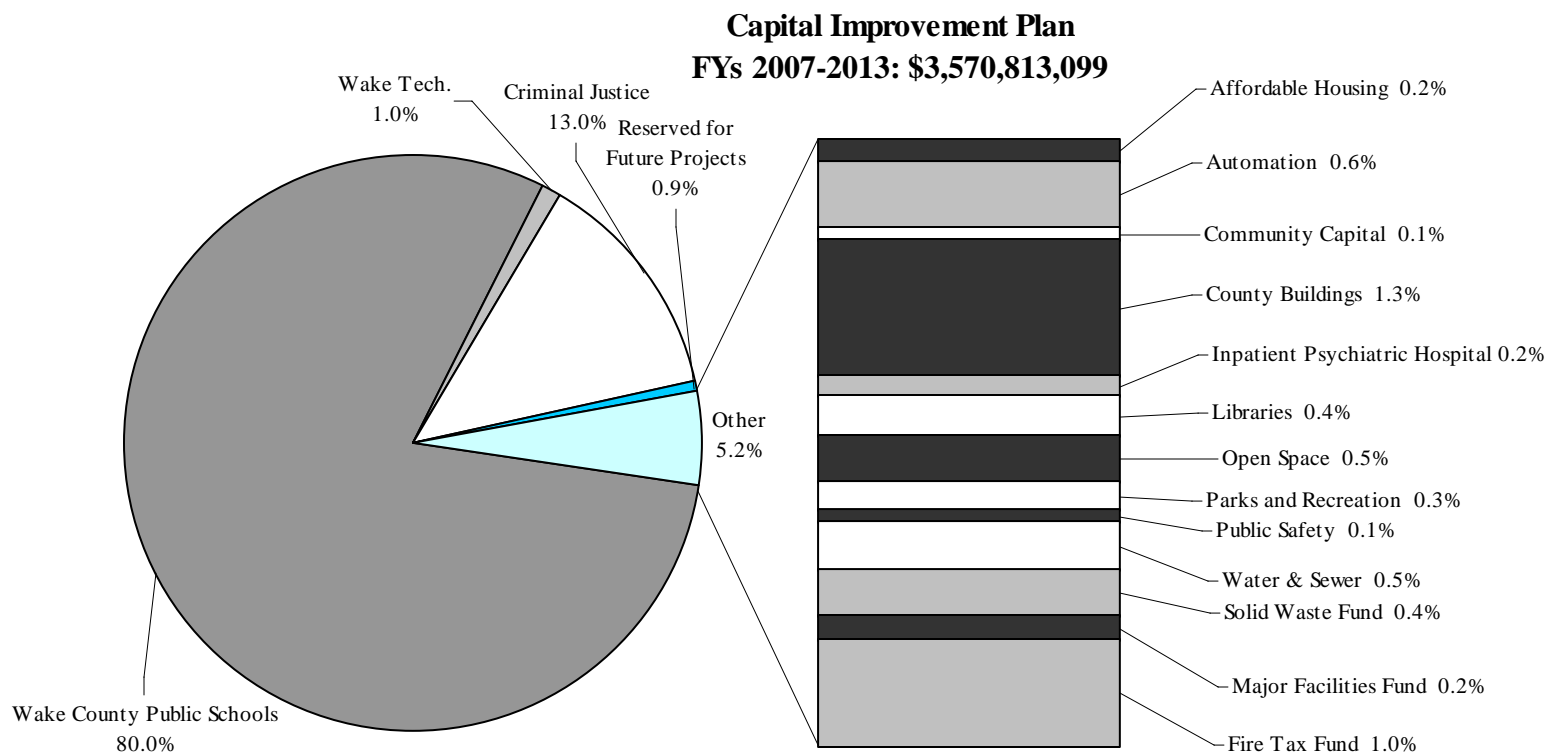
The majority of the non-routine capital projects in the FY07-13 CIP are driven by the County's rapid growth. Highlights of the seven-year plan are presented below; more information about each of these projects can be found in their respective sections of this document.

Wake County Public School System

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by approximately 7,000 to 8,000 students per year. Enrollment is projected at approximately 135,000 students by 2008; by 2020, updated student population projections show a total of approximately 216,000 students in the system. Because of this enrollment growth, the Board of Commissioners' top goal for 2006 was to work with the Wake County Board of Education to develop strategies and an action plan to meet school capital needs over the next four to seven years. To advance this goal, the two Boards have held joint work sessions to discuss school capital needs and solutions. On June 6, 2006 the Wake County Board of Education approved a resolution requesting the Wake County Board of Commissioners to place on the November ballot a referendum authorizing the use of the County general obligation pledge to support bond funding for its 2007-2010 building program. This building program is slated to include construction of 17 new schools, 13 comprehensive renovation projects, lifecycle replacement projects, and start-up funding for future building programs. If approved by the voters in November 2006, general obligation bonds would help to fund a \$1.056 billion WCPSS 2007-2010 building program.

Criminal Justice

Developing a long-term plan for the County’s courthouse and judicial facilities needs was another of the Board of Commissioners goals for 2006. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY07-13 CIP includes \$468 million for Criminal Justice facilities. In FY 2005 the County updated its long-term Justice Facility Master Plan, extending the planning horizon to FY 2030. The Board of Commissioners endorsed this plan in FY 2006, along with a funding strategy for the capital improvements proposed through 2013 for both detention and judicial facilities. Recommendations included in the Master Plan should continue to guide decisions regarding current and long-term detention capital improvements.



CAPITAL BUDGET PROCESS

The County develops and manages its long-term capital 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 FY07-13 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 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 project and explain its 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,

CAPITAL BUDGET PROCESS

and by the County's Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

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

CAPITAL BUDGET PROCESS

Debt Funding

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

Projecting Cost Escalations

The County regularly reviews cost estimates for projects in the 7-year plan. The significant cost increases in fuel and construction witnessed in FY 2006 have made projecting future costs a challenging task. In previous years, the standard escalation amount applied to capital projects was 3.5% annually (For example, a project funded in the third year of the CIP would be inflated by 3.5% for each of the three years). In this plan, many facility projects, such as criminal justice facilities and new libraries, have higher escalation amounts of 5% through FY 2010. In FY 2011, the escalation factor goes back to 3.5%. The County's experience with recent bids on construction projects may also prompt one-time increases in cost estimates.

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 follows the CIP-Solid Waste section of this budget document.

HOW TO READ THE COMMUNITY IMPROVEMENT PLAN

This CIP document groups the capital projects into five broad categories (e.g., Education) according to similarity of funding sources. Each category contains one or more smaller grouping of projects called “elements” (e.g., the Education category contains two elements: Wake County Public School System and Wake Technical Community College). The following chart outlines this structure and explains each category’s primary funding sources.

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with ad valorem tax revenues, general obligation bonds or County Capital Fund Balance. 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 Inpatient Psychiatric Hospital Libraries 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	Major Facilities Capital Trust Fund projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be utilized.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

The project information for each element is presented as follows:

- Financial Summary:** The Financial Summary presents the FY 2007 adopted appropriation and FYs 2008-2013 planned appropriations. The FY 2007 appropriation represents a financial commitment by the Board of Commissioners for expenditures planned in FY 2007. The projects and associated costs that are outlined for the remaining six years (fiscal years 2008-2013) represent a tentative plan for the future but are not firm funding commitments. The cost figures in FYs 2008-2013 reflect cost estimates that will be further refined as design, engineering, and cost studies are completed during FY 2007 and beyond.

The Financial Summary for each element also shows the funding sources and estimated operating impact for all years.

HOW TO READ THE COMMUNITY IMPROVEMENT PLAN

- **Seven-Year CIP Summary:** The Seven-Year CIP Summary is a synopsis of each element's physical and financial scope, and the timeframe for completing major projects and phases.
- **History/Background:** The History/Background section discusses all master plans and/or major issues that shape the current activities and the future of service delivery in a particular element.
- **Project Accomplishments in FY 2006**
- **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 regarding expenditure of capital dollars.

FY 2007 APPROPRIATIONS AND FUNDING SOURCES

USES

County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	\$ 4,804,905
Community Capital Projects	\$ 500,000
County Building Improvements	
County Building Renovations	\$ 6,170,000
County Regional Centers	\$ 4,973,000
Criminal Justice	
Judicial Facilities	\$ 11,633,000
Inpatient Psychiatric Facility	\$ 6,000,000
Libraries	
North Regional	\$ 1,094,000
Leesville Community	\$ 111,000
South Raleigh Community	\$ 347,000
Open Space	\$ 7,000,000
Parks and Recreation	
Existing Facility Improvements	\$ 400,000
Facility Master Planning	\$ 75,000
Public Safety	
Emergency Generator Relocation	\$ 354,000
EMS Facility Planning	\$ 150,000
EMS Co-Location in Wendell	\$ 470,000
Water and Sewer	
RTP Off-site Infrastructure	\$ 425,000
RTP On-site Infrastructure	\$ 250,000
RTP Reclaimed Water Facility	\$ 1,922,000
RTP Wastewater Treatment	\$ 500,000
Water/Sewer Plan Implementation	\$ 100,000
SUBTOTAL COUNTY CAPITAL	\$ 48,278,905

USES (continued)

Education

Wake County Public School System	\$ 281,654,000
Wake Technical Community College	\$ 9,240,000

Fire Tax District Capital Fund

Fire/Rescue	\$ 5,155,058
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Major Facilities Capital Trust Fund

Apex Performing Arts Center	\$ 100,000
Carolina Mudcats Loan	\$ 135,000
USA Baseball	\$ 790,000

Solid Waste Capital Fund

Solid Waste	
North Wake Landfill	\$ 770,000
South Wake Landfill	\$ 3,700,000

TOTAL FY 2007 USES	\$ 349,822,963
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SOURCES

Bonds - Authorized	\$ 166,695,000
Debt - To be Authorized	\$ 125,174,000
Debt Financing - Other	\$ 1,132,000
Fire Tax Revenue or Fund Balance	\$ 2,888,738
Reserves - Landfill Closure	\$ 570,000
Transfer In - Solid Waste Enterprise	\$ 3,900,000
Hotel/Motel and Prepared Food Tax	\$ 1,000,000
Interest Earnings	\$ 623,000
Transfers In - Ad Valorem Tax	\$ 22,745,000
Lottery Proceeds	\$ 9,000,000
Water/Sewer Funds	\$ 631,500
Other Sources	\$ 7,253,000
Co. Capital Fund Balance Appropriation	\$ 8,210,725

TOTAL FY 2007 SOURCES	\$ 349,822,963
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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	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								
General Automation	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	18,210,000
Major Systems Replacement	1,500,000	-	-	-	-	-	-	1,500,000
Digital Aerial Photography	-	-	-	671,000	-	-	-	671,000
One-Stop Voting Sites	94,905	-	-	-	-	-	-	94,905
Subtotal: Automation	4,804,905	2,500,000	2,500,000	3,171,000	2,500,000	2,500,000	2,500,000	20,475,905
Community Capital								
Healing Place for Women	250,000	-	-	-	-	-	-	250,000
Reserved for Future Projects	250,000	500,000	500,000	500,000	500,000	500,000	500,000	3,250,000
Subtotal: Community Capital	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
County Building Improvements								
Energy Saving Projects	90,000	107,000	-	-	-	-	-	197,000
Major Renovations	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,182,000
Mechanical/Electric./Plumb.	1,760,000	561,000	482,000	72,000	4,000	43,000	138,000	3,060,000
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	764,000	354,000	1,129,000	257,000	508,000	53,000	-	3,065,000
Security Improvements	330,000	-	-	-	-	-	-	330,000
County Regional Centers	4,973,000	-	-	1,432,000	6,256,000	-	-	12,661,000
Subtotal: County Building Improv.	11,143,000	4,248,000	4,837,000	4,987,000	9,994,000	3,322,000	3,364,000	41,895,000
Criminal Justice								
Detention Facilities	-	-	7,497,000	28,206,000	66,689,000	67,504,000	14,824,000	184,720,000
Judicial Facilities	11,633,000	20,665,000	23,873,000	22,019,000	76,892,000	79,043,000	46,013,000	280,138,000
Subtotal: Criminal Justice	11,633,000	20,665,000	31,370,000	50,225,000	143,581,000	146,547,000	60,837,000	464,858,000
Inpatient Psychiatric Hospital								
Inpatient Psychiatric Hospital	6,000,000	-	-	-	-	-	-	6,000,000
Subtotal: Inpatient Psych. Hospital	6,000,000	-	-	-	-	-	-	6,000,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Libraries								
North Regional Library	1,094,000	-	-	-	-	-	-	1,094,000
Leesville Community Library	111,000	2,865,000	-	-	-	-	-	2,976,000
Northeast Regional Library	-	230,000	4,323,000	3,517,000	-	-	-	8,070,000
South Raleigh Community	347,000	-	-	-	-	-	-	347,000
Subtotal: Libraries	1,552,000	3,095,000	4,323,000	3,517,000	-	-	-	12,487,000
Open Space								
Land Acquisition	7,000,000	6,978,025	-	-	-	-	-	13,978,025
Subtotal: Open Space	7,000,000	6,978,025	-	-	-	-	-	13,978,025
Parks and Recreation								
Community Use/ School Parks	-	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	5,700,000
Existing Facility Improv.	400,000	400,000	250,000	250,000	250,000	250,000	250,000	2,050,000
Facility Master Planning	75,000	-	253,000	-	-	-	-	328,000
Subtotal: Parks and Recreation	475,000	1,700,000	1,303,000	1,250,000	1,050,000	1,250,000	1,050,000	8,078,000
Public Safety								
800 MHz Radio Replacement	-	-	-	-	1,221,000	-	-	1,221,000
Emerg. Shelter Generator Reloc.	354,000	-	-	-	-	-	-	354,000
Defibrillators for Emerg. Vehicles	-	-	-	800,000	828,000	-	-	1,628,000
EMS Facility Planning	150,000	-	-	-	-	-	-	150,000
EMS Unit Co-Location	470,000	-	-	-	-	-	-	470,000
Subtotal: Public Safety	974,000	-	-	800,000	2,049,000	-	-	3,823,000
Water/Sewer								
RTP Off-site Infrastructure	425,000	-	-	-	-	-	-	425,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	1,922,000	2,900,000	3,167,000	3,167,000	-	-	-	11,156,000
RTP Wastewater Treatment	500,000	250,000	-	-	-	-	-	750,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Subtotal: Water/Sewer	3,197,000	3,500,000	3,517,000	3,517,000	350,000	350,000	350,000	14,781,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Reserved for Future Projects								
Reserved for Future Projects	-	261,000	-	6,638,000	-	-	20,378,000	27,277,000
Subtotal: Res. for Future Projects	-	261,000	-	6,638,000	-	-	20,378,000	27,277,000
Total: County Capital Fund Uses	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930

County Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	8,205,000	10,073,025	4,323,000	3,517,000	-	-	-	26,118,025
Debt - To Be Authorized	8,174,000	8,535,000	17,963,000	43,713,000	123,531,000	125,805,000	60,300,000	388,021,000
Interest Earnings	569,000	91,000	236,000	676,000	1,102,000	895,000	947,000	4,516,000
Transfer In - Ad Valorem Tax	22,745,000	23,878,000	25,023,000	25,903,000	26,814,000	27,756,000	28,732,000	180,851,000
Transfer In - Fire Tax CIP	870,596	-	-	-	-	-	-	870,596
Water/ Sewer Funds	631,500	-	-	-	-	-	-	631,500
Municipal Reimbursement	295,000	309,000	1,796,000	1,796,000	-	-	-	4,196,000
Federal Grant	1,163,000	1,561,000	-	-	-	-	-	2,724,000
Fund Balance Appropriation	5,625,809	-	9,000	-	9,577,000	1,013,000	-	16,224,809
Total: County Capital Fund Sources	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Education Capital Funds: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Wake County Public School System								
WCPSS Plan 2004	155,000,000	5,900,000	-	-	-	-	-	160,900,000
WCPSS 2007-2009 CIP	126,000,000	304,000,000	363,000,000	209,000,000	48,000,000	6,000,000	-	1,056,000,000
WCPSS Future Projects	-	-	-	161,000,000	382,000,000	512,000,000	582,000,000	1,637,000,000
Reserve for Future Projects	654,000	80,000	359,000	375,000	392,000	410,000	428,000	2,698,000
Subtotal: Wake Co. Public Schools	281,654,000	309,980,000	363,359,000	370,375,000	430,392,000	518,410,000	582,428,000	2,856,598,000
Wake Technical Community College								
401 North Campus Buildings	5,400,000	10,220,000	9,890,000	1,490,000	-	-	-	27,000,000
Chapanoke Road Property	1,625,000	1,125,000	-	-	-	-	-	2,750,000
General Repairs and Renovations	975,000	500,000	500,000	500,000	500,000	500,000	500,000	3,975,000
Mechanical/Electrical Projects	465,000	1,500,000	-	-	-	-	-	1,965,000
Re-Roofing Projects	165,000	-	-	-	-	-	-	165,000
Technical Ed. Bldg. Renovations	610,000	-	-	-	-	-	-	610,000
Subtotal: Wake Tech. Comm. Col.	9,240,000	13,345,000	10,390,000	1,990,000	500,000	500,000	500,000	36,465,000
Total: Education Capital Uses	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000

Education Capital Funds: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	158,490,000	12,845,000	9,890,000	1,490,000	-	-	-	182,715,000
Debt - To Be Authorized	117,000,000	279,000,000	333,000,000	305,000,000	355,000,000	413,000,000	467,000,000	2,269,000,000
Interest Earnings	54,000	80,000	359,000	375,000	392,000	410,000	428,000	2,098,000
Transfer In - Ad Valorem Tax	-	16,000,000	30,000,000	65,000,000	75,000,000	105,000,000	115,000,000	406,000,000
Other Sources	5,600,000	5,900,000	-	-	-	-	-	11,500,000
Lottery Proceeds	9,000,000	9,000,000	-	-	-	-	-	18,000,000
Fund Balance Appropriation	750,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
Total: Education Capital Sources	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Fire Tax District Capital Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Transfer to County Capital - 800 MHz								
Radios	870,596	-	-	-	-	1,180,000	1,221,000	3,271,596
Brush Trucks	480,000	248,400	85,698	-	91,802	285,045	-	1,190,945
Defib/TIC Replacement	21,000	-	89,983	187,928	106,720	167,464	77,443	650,537
Heery Improvements	1,980,955	2,045,752	1,872,954	1,200,000	-	-	-	7,099,661
Large Apparatus, Rural	1,132,000	585,810	1,703,248	187,464	512,213	1,047,159	1,606,031	6,773,926
Large Apparatus, Municipal	469,780	-	251,127	522,399	162,375	355,522	69,576	1,830,779
New Stations	-	-	1,996,000	2,074,000	3,392,000	-	-	7,462,000
Stony Hill Remediation	50,348	52,110	53,934	55,821	57,775	59,797	61,890	391,674
Pager Replacement	-	-	377,382	78,737	78,737	157,474	-	692,330
Small Vehicles	150,380	88,777	47,702	208,411	76,230	472,521	241,389	1,285,410
Reserved for Future Projects	-	76,355	-	-	1,384,403	-	342,553	1,803,311
Total: Fire Tax Capital Uses	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169

Fire Tax District Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Debt Financing - Other	1,132,000	585,810	3,699,248	2,261,464	3,904,213	1,047,159	1,606,031	14,235,926
Fire Tax District Revenue	2,888,738	2,511,394	2,425,858	2,149,344	1,958,041	2,046,841	2,013,851	15,994,067
Other Sources	170,000	-	-	-	-	-	-	170,000
Fire CIP Fund Balance Appropriation	964,320	-	352,921	103,953	-	630,982	-	2,052,176
Total: Fire Tax Capital Sources	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Major Facilities Capital Trust Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Apex Performing Arts Center	100,000	-	-	-	-	-	-	100,000
Carolina Mudcats Restaurant Loan	135,000	107,000	-	-	-	-	-	242,000
USA Baseball	790,000	-	-	-	-	-	-	790,000
Future Projects	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	5,943,000
Total: Major Facilities Capital Uses	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000

Major Facilities Capital Trust Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Hotel/Motel and 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	25,000	-	-	-	-	75,000
Total: Major Facilities Cap. Sources	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000

Solid Waste Capital Fund: Uses

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Convenience Center Program	-	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
North Wake Landfill	770,000	3,300,000	3,300,000	-	-	-	-	7,370,000
South Wake Landfill	3,700,000	-	-	-	-	-	-	3,700,000
Total: Solid Waste Capital Uses	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000

Solid Waste Capital Fund: Sources

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Transfer in Solid Waste Enterprise	3,900,000	500,000	500,000	500,000	500,000	500,000	500,000	6,900,000
Reserves - Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
Total: Solid Waste Capital Sources	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

TOTAL USES: FY07-13 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
County Capital Fund	48,278,905	44,447,025	49,350,000	75,605,000	161,024,000	155,469,000	89,979,000	624,152,930
Education Capital Funds	290,894,000	323,325,000	373,749,000	372,365,000	430,892,000	518,910,000	582,928,000	2,893,063,000
Fire Tax District Capital Fund	5,155,058	3,097,204	6,478,027	4,514,762	5,862,254	3,724,983	3,619,881	32,452,169
Major Facilities Capital Trust Fund	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	7,075,000
Solid Waste Capital Fund	4,470,000	3,800,000	3,800,000	500,000	500,000	500,000	500,000	14,070,000
GRAND TOTAL	349,822,963	375,694,229	434,402,027	453,984,762	599,278,254	679,603,983	678,026,881	3,570,813,099

TOTAL SOURCES: FY07-13 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Bonds - Authorized	166,695,000	22,918,025	14,213,000	5,007,000	-	-	-	208,833,025
Debt - To Be Authorized	125,174,000	287,535,000	350,963,000	348,713,000	478,531,000	538,805,000	527,300,000	2,657,021,000
Debt Financing - Other	1,132,000	585,810	3,699,248	2,261,464	3,904,213	1,047,159	1,606,031	14,235,926
Transfer In - Fire Tax Fund	2,888,738	2,511,394	2,425,858	2,149,344	1,958,041	2,046,841	2,013,851	15,994,067
Hotel/Motel and 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	623,000	171,000	595,000	1,051,000	1,494,000	1,305,000	1,375,000	6,614,000
Reserves - Landfill Closure	570,000	3,300,000	3,300,000	-	-	-	-	7,170,000
Transfer in Solid Waste Enterprise	3,900,000	500,000	500,000	500,000	500,000	500,000	500,000	6,900,000
Transfer In - Ad Valorem Tax	22,745,000	39,878,000	55,023,000	90,903,000	101,814,000	132,756,000	143,732,000	586,851,000
Water/ Sewer Funds	631,500	-	-	-	-	-	-	631,500
Other Sources	7,253,000	7,795,000	1,821,000	1,796,000	-	-	-	18,665,000
Lottery Proceeds	9,000,000	9,000,000	-	-	-	-	-	18,000,000
Fund Balance Appropriation	8,210,725	500,000	861,921	603,953	10,077,000	2,143,982	500,000	22,897,581
GRAND TOTAL	349,822,963	375,694,229	434,402,027	453,984,762	599,278,254	679,603,983	678,026,881	3,570,813,099

OPERATING BUDGET IMPACT

New General Fund Operating Impact								
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Automation	285,000	-	-	-	-	-	-	285,000
Community Capital	125,000	-	-	-	-	-	-	125,000
County Building Improvements	80,000	2,729,000	-	-	80,000	3,132,000	-	6,021,000
Criminal Justice	3,126,000	-	-	-	-	4,000,000	4,400,000	11,526,000
Libraries	227,000	62,000	464,000	1,128,000	525,000	-	-	2,406,000
Parks and Recreation	206,000	-	-	-	-	-	-	206,000
Public Safety	-	-	-	-	-	-	-	-
Wake Co. Public Schools	3,528,958	8,560,038	2,661,629	3,757,120	3,505,189	2,708,597	5,339,971	30,061,502
Wake Technical Comm. College	761,000	(48,000)	307,000	(24,000)	-	-	-	996,000
New Operating Budget Impact	8,338,958	11,303,038	3,432,629	4,861,120	4,110,189	9,840,597	9,739,971	51,626,502
Total (Cumulative) Operating Budget Impact	8,338,958	19,641,996	23,074,625	27,935,745	32,045,934	41,886,531	51,626,502	51,626,502

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. For example, a new library will require General Fund operating budget support as long as it is operated. The above table shows all projects in the FY07-13 CIP that are known to require new operating budget dollars. More detailed information about these operating costs is shown on individual project pages within this document.

Some capital projects shown in the seven-year plan 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 Hammond Road Phase 2 Jail 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.

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. For example, the operating impact of future County Governmental Centers is based on the cost to operate the current Eastern Regional Centers. It should be noted that estimates are refined as the project moves forward in the CIP.

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.

Element	Project	Cost Estimate
Automation	Mental Health System Upgrade/Replacement	Unknown
	Wireless Connectivity Project	\$ 925,000
	Board of Elections: Direct Record Electronic Voting Equipment	Unknown
County Building Renovations	Chilled Water Interconnection Between Public Safety Center and Courthouse/Wake County Office Bldg.	\$ 402,500
	Projects Resulting from Facility Condition Assessments	\$ 56,595,000
	Wake Co. Animal Care, Control and Adoption Center Expansion; Temperature, Cleaning and Lighting	\$ 1,773,000
	Security Improvements - EMS Card Reader Access	\$ 88,000
	Human Services Facilities	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement of Service Trucks and Watercraft	Unknown
Public Safety	Nextel/FCC Frequency Conversion**	\$ 1,400,000
	Infrastructure Maintenance and Expansion of the 800 MHz Communication System	Unknown
	Emergency Operations Center at Wake County Commons	\$ 1,000,000
	EMS Facilities	Unknown
	Sheriff's Training Facility	Unknown
Other	Carolina Mudcats Stadium Improvements - Planning, Design and Construction	\$ 825,000
	Step III Wake County Collective Stormwater Management Evaluation-Implementation	Unknown
	US Geological Survey Stream Gauge Stations	Unknown

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

** Represents the total project cost; however, the FCC will require Nextel to reimburse Wake County for all expenses.

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