

The County's FY 2006-2012 Capital 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 2006-2012 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 \$1,418,710,896. Of this amount, \$283,786,481 represents the capital budget for Fiscal Year 2006.

### **Highlights of the FY06-12 CIP**

The \$1.4 billion FY06-12 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 five 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 FY06-12 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**

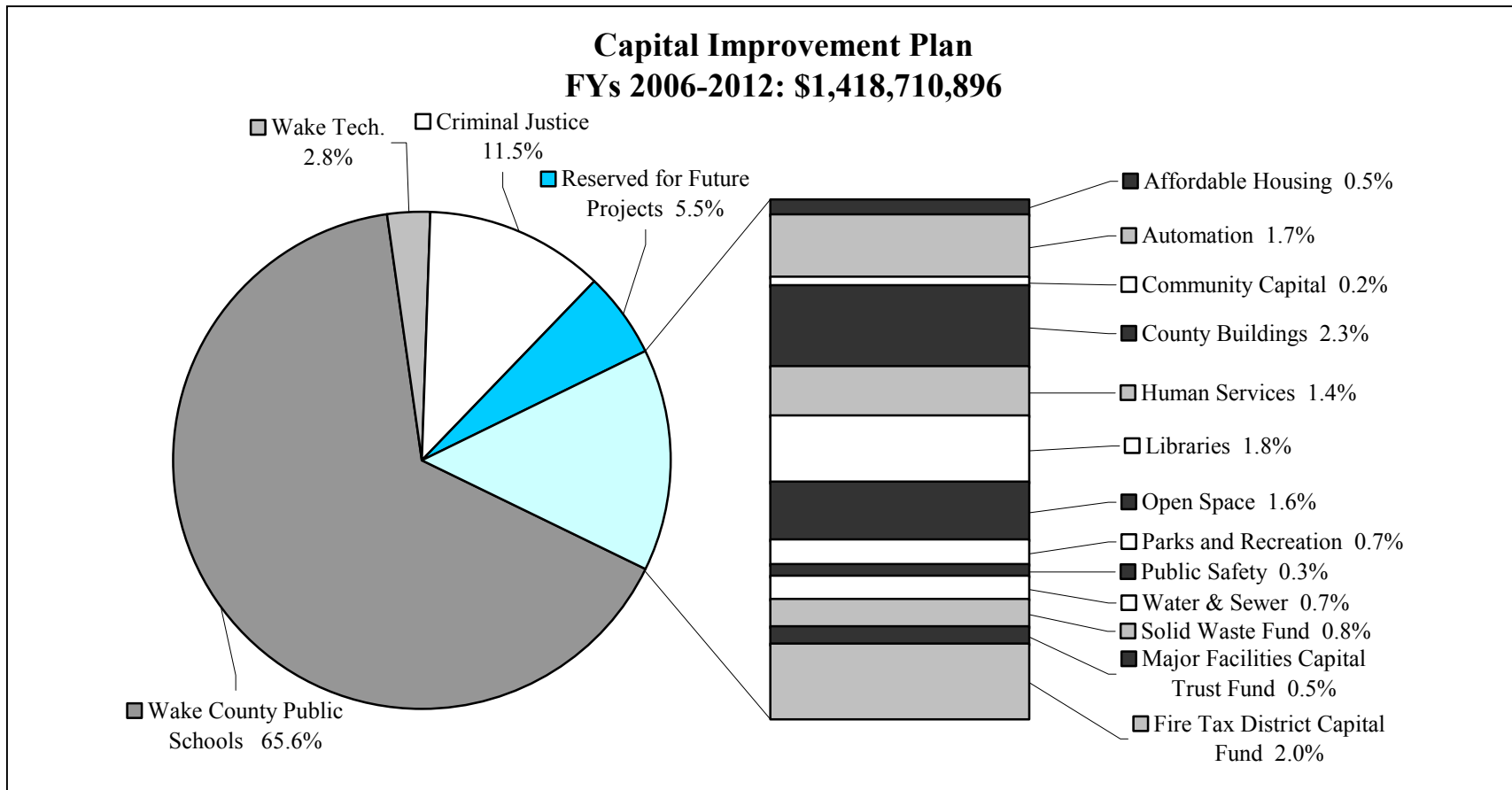
The Board of Commissioners top goal for 2005 was to work with the Wake County Board of Education to develop strategies and an action plan to meet school capital needs over the next four to seven years. To advance this goal, the two Boards have held joint worksessions to discuss school capital needs and solutions. In January 2005, the Board of Commissioners agreed to fully fund the School System's \$550 Plan 2004, plus up to \$14.4 million for mobile/modular solutions to meet the current challenge that growth presents. The FY06-12 CIP includes over \$930 million to fund Plan 2004 and other future projects.

#### **Inpatient Psychiatric Facility**

The Board of Commissioners also established a goal to work with the local legislative delegation on an implementation plan for the State's mental health reform, and specifically to identify strategies and action plans for in-patient hospital beds in Wake County. The state's implementation strategy for mental health reform includes a plan to decrease institutional services statewide by closing Dorothea Dix Hospital and John Umstead Hospitals, and combining those services in a new, smaller psychiatric hospital in Butner. A review of Wake County's use of Dorothea Dix concluded that Wake County could support a local psychiatric inpatient unit of 40 beds but that economies of scale (and current use of out of county facilities) support a more cost-effective adolescent unit of 20 beds. Current admissions to Dorothea Dix and the County Alcohol Treatment Center demonstrate the need for 10 secure or locked detoxification or crisis beds for substance abusers and persons dually diagnosed with substance abuse and mental illness. The FY06-12 CIP funds \$10 million towards the development of a local inpatient psychiatric facility in collaboration with community partners.

**Criminal Justice**

Developing a long-term plan for the County’s courthouse and judicial facilities needs is another of the Board of Commissioners goals for 2005. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY06-12 CIP includes \$163.2 million for Criminal Justice facilities.



## CAPITAL BUDGET PROCESS

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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 FY06-12 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 replacements 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

The need for other capital investments are assessed by County departments 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 teams of users such as the Court Facility Space Planning Committee

## **CAPITAL BUDGET PROCESS**

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

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

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### **Debt Funding**

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

### **Financial Planning Model**

The County uses a financial planning model to evaluate the impacts of capital decisions on both the County's debt policy targets and the operating budget. The financial model evaluates the impact of decisions on three primary goals:

- Maintain the debt service fund balance at a minimum level of 19% of the next year's debt service expenditures;
- Maintain a debt-to-cash funding ratio between 70% and 85% over the life of the seven year plan; and
- Maintain an adequate capital projects fund balance to allow long-term flexibility and reserves for unanticipated needs.

A copy of the financial planning model follows the CIP-Solid Waste section of this budget document.

## HOW TO READ THE CAPITAL 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 Human Services Facilities 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 2006 adopted appropriation and FYs 2007-2012 planned appropriations. The FY 2006 appropriation represents a financial commitment by the Board of Commissioners for expenditures planned in FY 2006. The projects and associated costs that are outlined for the remaining six years (fiscal years 2007-2012) represent a tentative plan for the future but are not firm funding commitments. The cost figures in FYs 2007-2012 reflect cost estimates that will be further refined as design, engineering, and cost studies are completed during FY 2006 and beyond.

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

## HOW TO READ THE CAPITAL IMPROVEMENT PLAN

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- **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 2005**
- **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 2006 APPROPRIATIONS AND FUNDING SOURCES

### USES

#### County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	\$ 7,214,000
Community Capital Projects	\$ 500,000
County Building Renovations	\$ 6,109,000
<b>Criminal Justice</b>	
Detention Facilities	\$ 5,000,000
Detention Security	\$ 485,000
Judicial Facilities	\$ 9,383,000
<b>Human Services Facilities</b>	
Inpatient Psychiatric Hospital	\$ 3,000,000
Northern Regional Center	\$ 1,178,000
<b>Libraries</b>	
West Regional	\$ 6,369,000
Holly Springs	\$ 2,697,000
North Regional	\$ 4,340,000
Leesville Branch	\$ 676,000
<b>Open Space</b>	\$ 3,000,000
<b>Parks and Recreation</b>	
Community Use of School Parks	\$ 600,000
Existing Facility Improvements	\$ 400,000
Historic Yates Mill County Park	\$ 250,000
<b>Public Safety</b>	
Defibrillators for Emergency Vehicles	\$ 697,000
Emergency Generator Relocation	\$ 202,000
EMS Automatic Vehicle Location	\$ 32,000
Knightdale Area EMS Facility	\$ 129,000
Sheriff's Training Facility (Study)	\$ 250,000
<b>Water and Sewer</b>	
RTP Off-site Infrastructure	\$ 30,000
RTP On-site Infrastructure	\$ 250,000
RTP Reclaimed Water Facility	\$ 100,000
<b>SUBTOTAL COUNTY CAPITAL</b>	<b>\$ 53,891,000</b>

### USES (continued)

#### Education

Wake County Public School System	\$ 218,300,000
Wake Technical Community College	\$ 6,815,000

#### Fire Tax District Capital Fund

Fire/Rescue	\$ 3,591,481
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#### Major Facilities Capital Trust Fund

Apex Performing Arts Center	\$ 100,000
Carolina Mudcats Loan	\$ 139,000
Centennial Park (Garner)	\$ 90,000
Factory Kids Foundation	\$ 500,000
USA Baseball	\$ 210,000

#### Solid Waste Capital Fund

<b>Solid Waste</b>	
North Wake Landfill	\$ 100,000
Convenience Center Program	\$ 50,000

<b>TOTAL FY 2006 USES</b>	<b>\$ 283,786,481</b>
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### SOURCES

Bonds - Authorized	\$ 178,897,000
Debt - To be Authorized	\$ 41,000,000
Fire Tax Revenue or Fund Balance	\$ 3,526,481
Hotel/Motel and Prepared Food Tax	\$ 1,000,000
Interest Earnings	\$ 2,904,000
Transfers In - Ad Valorem Tax	\$ 24,517,000
Water/Sewer Funds	\$ 663,000
Other Sources	\$ 25,801,000
Co. Capital Fund Balance Appropriation	\$ 5,478,000

<b>TOTAL FY 2006 SOURCES</b>	<b>\$ 283,786,481</b>
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## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

<b>County Capital Fund: Uses</b>								
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>TOTAL</b>
<b>Affordable Housing</b>								
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
<b>Subtotal: Affordable Housing</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,000,000</b>
<b>Automation</b>								
General Automation	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	17,500,000
Financial and HR System	3,214,000	-	-	-	-	-	-	3,214,000
Major Systems Replacement	1,500,000	1,500,000	-	-	-	-	-	3,000,000
Digital Aerial Photography	-	-	-	-	671,000	-	-	671,000
<b>Subtotal: Automation</b>	<b>7,214,000</b>	<b>4,000,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>3,171,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>24,385,000</b>
<b>Community Capital</b>								
Food Runners	250,000	-	-	-	-	-	-	250,000
Healing Place for Women	250,000	250,000	-	-	-	-	-	500,000
Reserved for Future Projects	-	250,000	500,000	500,000	500,000	500,000	500,000	2,750,000
<b>Subtotal: Community Capital</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,500,000</b>
<b>County Building Improvements</b>								
Energy Saving Projects	164,000	389,000	250,000	250,000	250,000	250,000	250,000	1,803,000
Life Safety Improvements	161,000	-	-	-	-	-	-	161,000
Major Renovations	2,826,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,982,000
Mechanical/Electric./Plumb.	597,000	1,487,000	448,000	346,000	61,000	-	33,000	2,972,000
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	661,000	516,000	426,000	1,021,000	177,000	576,000	62,000	3,439,000
Security Improvements	500,000	330,000	-	-	-	-	-	830,000
<b>Subtotal: County Building Improv.</b>	<b>6,109,000</b>	<b>5,948,000</b>	<b>4,350,000</b>	<b>4,843,000</b>	<b>3,714,000</b>	<b>4,052,000</b>	<b>3,571,000</b>	<b>32,587,000</b>
<b>Criminal Justice</b>								
Detention Facilities	5,000,000	-	-	5,843,000	29,547,000	19,906,500	-	60,296,500
Detention Security	485,000	-	-	-	-	-	-	485,000
Judicial Facilities	9,383,000	5,624,000	15,482,000	19,456,000	29,547,000	19,906,500	3,057,000	102,455,500
<b>Subtotal: Criminal Justice</b>	<b>14,868,000</b>	<b>5,624,000</b>	<b>15,482,000</b>	<b>25,299,000</b>	<b>59,094,000</b>	<b>39,813,000</b>	<b>3,057,000</b>	<b>163,237,000</b>
<b>Human Services Facilities</b>								
Inpatient Psychiatric Hospital	3,000,000	7,000,000	-	-	-	-	-	10,000,000
Regional Centers	1,178,000	3,230,000	-	-	1,352,000	3,706,000	-	9,466,000
<b>Subtotal: Human Svcs. Facilities</b>	<b>4,178,000</b>	<b>10,230,000</b>	<b>-</b>	<b>-</b>	<b>1,352,000</b>	<b>3,706,000</b>	<b>-</b>	<b>19,466,000</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

<b>County Capital Fund: Uses (cont'd)</b>								
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>TOTAL</b>
<b>Libraries</b>								
West Regional Library	6,369,000	-	-	-	-	-	-	6,369,000
Holly Springs Community Library	2,697,000	-	-	-	-	-	-	2,697,000
North Regional Library	4,340,000	1,094,000	-	-	-	-	-	5,434,000
Leesville Community Library	676,000	111,000	2,865,000	-	-	-	-	3,652,000
Northeast Regional Library	-	-	230,000	4,323,000	3,517,000	-	-	8,070,000
<b>Subtotal: Libraries</b>	<b>14,082,000</b>	<b>1,205,000</b>	<b>3,095,000</b>	<b>4,323,000</b>	<b>3,517,000</b>	-	-	<b>26,222,000</b>
<b>Open Space</b>								
Land Acquisition	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	-	23,000,000
<b>Subtotal: Open Space</b>	<b>3,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	-	-	<b>23,000,000</b>
<b>Parks and Recreation</b>								
Community Use/ School Parks	600,000	1,400,000	1,300,000	800,000	1,000,000	800,000	1,000,000	6,900,000
Existing Facility Improv.	400,000	400,000	400,000	250,000	250,000	250,000	250,000	2,200,000
Harris Lake County Park	-	-	-	69,000	-	-	-	69,000
Historic Yates Mill Co. Park	250,000	-	-	-	-	-	-	250,000
Little River County Park	-	-	-	92,000	-	-	-	92,000
Southeast Wake County Park	-	-	-	92,000	-	-	-	92,000
<b>Subtotal: Parks and Recreation</b>	<b>1,250,000</b>	<b>1,800,000</b>	<b>1,700,000</b>	<b>1,303,000</b>	<b>1,250,000</b>	<b>1,050,000</b>	<b>1,250,000</b>	<b>9,603,000</b>
<b>Public Safety</b>								
800 MHz Radio Replacement	-	-	-	-	-	1,221,000	-	1,221,000
Defibrillators for Emerg. Vehicles	697,000	-	-	-	800,000	828,000	-	2,325,000
Emerg. Shelter Generator Reloc.	202,000	354,000	-	-	-	-	-	556,000
EMS Auto. Vehicle Location	32,000	-	-	-	-	-	-	32,000
Knightdale Area EMS Facility	129,000	-	-	-	-	-	-	129,000
Sheriff's Training Facility	250,000	-	-	-	-	-	-	250,000
<b>Subtotal: Public Safety</b>	<b>1,310,000</b>	<b>354,000</b>	-	-	<b>800,000</b>	<b>2,049,000</b>	-	<b>4,513,000</b>
<b>Water/Sewer</b>								
RTP Off-site Infrastructure	30,000	455,000	30,000	30,000	30,000	30,000	30,000	635,000
RTP On-site Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
RTP Reclaimed Water	100,000	2,395,000	3,038,000	-	-	-	-	5,533,000
Water/Sewer Plan Implementation	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>Subtotal: Water/Sewer</b>	<b>380,000</b>	<b>3,350,000</b>	<b>3,568,000</b>	<b>530,000</b>	<b>530,000</b>	<b>530,000</b>	<b>530,000</b>	<b>9,418,000</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

### County Capital Fund: Uses (cont'd)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
<b>Reserved for Future Projects</b>								
Reserved for Future Projects	-	-	-	18,192,000	18,273,000	16,963,000	24,742,000	78,170,000
<b>Subtotal: Res. for Future Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,192,000</b>	<b>18,273,000</b>	<b>16,963,000</b>	<b>24,742,000</b>	<b>78,170,000</b>
<b>Total: County Capital Fund Uses</b>	<b>53,891,000</b>	<b>39,011,000</b>	<b>37,195,000</b>	<b>63,490,000</b>	<b>98,201,000</b>	<b>72,163,000</b>	<b>37,150,000</b>	<b>401,101,000</b>

### County Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	22,082,000	6,205,000	8,095,000	9,323,000	8,517,000	-	-	54,222,000
Debt - To Be Authorized	-	-	-	25,299,000	59,094,000	39,813,000	3,057,000	127,263,000
Transfer In - Ad Valorem Tax	24,517,000	26,313,000	27,340,000	28,263,000	29,257,000	30,285,000	31,350,000	197,325,000
Water/ Sewer Funds	663,000	631,000	-	-	-	-	-	1,294,000
Other Sources	1,151,000	817,000	650,000	605,000	1,333,000	2,065,000	2,743,000	9,364,000
Fund Balance Appropriation	5,478,000	5,045,000	1,110,000	-	-	-	-	11,633,000
<b>Total: County Capital Fund Sources</b>	<b>53,891,000</b>	<b>39,011,000</b>	<b>37,195,000</b>	<b>63,490,000</b>	<b>98,201,000</b>	<b>72,163,000</b>	<b>37,150,000</b>	<b>401,101,000</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

### Education Capital Funds: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
<b>Wake County Public School System</b>								
WCPSS Plan 2004	218,300,000	160,100,000	-	-	-	-	-	378,400,000
Future Projects	-	-	181,433,000	185,000,000	185,000,000	553,000	575,000	552,561,000
<b>Subtotal: Wake Co. Public Schools</b>	<b>218,300,000</b>	<b>160,100,000</b>	<b>181,433,000</b>	<b>185,000,000</b>	<b>185,000,000</b>	<b>553,000</b>	<b>575,000</b>	<b>930,961,000</b>
<b>Wake Technical Community College</b>								
Ten-Year Master Plan	290,000	-	-	-	-	-	-	290,000
401 North Campus Buildings	1,000,000	5,400,000	10,220,000	9,890,000	1,490,000	-	-	28,000,000
Chapanoke Road Property	2,400,000	1,125,000	1,625,000	-	-	-	-	5,150,000
Furnishings	1,250,000	-	-	-	-	-	-	1,250,000
General Repairs and Renovations	125,000	25,000	200,000	-	-	-	-	350,000
Holding Hall Renovation	155,000	-	-	-	-	-	-	155,000
Individual Learning Ctr. Reloc.	680,000	-	-	-	-	-	-	680,000
Mechanical/Electrical Projects	380,000	1,465,000	500,000	-	-	-	-	2,345,000
Re-Roofing Projects	505,000	165,000	-	-	-	-	-	670,000
Technical Ed. Bldg. Renovations	30,000	610,000	-	-	-	-	-	640,000
<b>Subtotal: Wake Tech. Comm. Col.</b>	<b>6,815,000</b>	<b>8,790,000</b>	<b>12,545,000</b>	<b>9,890,000</b>	<b>1,490,000</b>	<b>-</b>	<b>-</b>	<b>39,530,000</b>
<b>Total: Education Capital Uses</b>	<b>225,115,000</b>	<b>168,890,000</b>	<b>193,978,000</b>	<b>194,890,000</b>	<b>186,490,000</b>	<b>553,000</b>	<b>575,000</b>	<b>970,491,000</b>

### Education Capital Funds: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	156,815,000	158,790,000	12,545,000	9,890,000	1,490,000	-	-	339,530,000
Debt - To Be Authorized	41,000,000	-	175,000,000	175,000,000	175,000,000	-	-	566,000,000
Interest Earnings	2,904,000	686,000	533,000	790,000	670,000	553,000	575,000	6,711,000
Other Sources	5,300,000	5,600,000	5,900,000	6,200,000	6,400,000	-	-	29,400,000
Fund Balance Appropriation	19,096,000	3,814,000	-	3,010,000	2,930,000	-	-	28,850,000
<b>Total: Education Capital Sources</b>	<b>225,115,000</b>	<b>168,890,000</b>	<b>193,978,000</b>	<b>194,890,000</b>	<b>186,490,000</b>	<b>553,000</b>	<b>575,000</b>	<b>970,491,000</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

### Fire Tax District Capital Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
800 MHz Radios	896,000	870,596	-	-	-	-	1,100,000	2,866,596
Brush Trucks	82,220	64,200	30,034	-	-	72,600	104,580	353,634
Defib/TIC Replacement	124,800	23,184	-	117,081	219,406	143,473	212,415	840,359
Heery Improvements	1,851,360	1,980,955	2,045,752	1,872,954	1,200,000	-	-	8,951,021
Large Apparatus, Rural	-	588,500	911,625	2,080,500	205,625	877,250	1,120,500	5,784,000
Large Apparatus, Municipal	-	285,423	-	261,260	563,119	-	389,063	1,498,863
New Stations	-	-	-	1,200,000	1,250,000	2,600,000	-	5,050,000
Pager Replacement	-	-	-	377,382	78,737	78,737	157,474	692,330
Small Vehicles	114,885	77,361	61,891	7,832	181,749	29,911	506,952	980,581
Reserved for Future Projects	522,216	-	95,878	-	-	1,419,420	-	2,037,514
<b>Total: Fire Tax Capital Uses</b>	<b>3,591,481</b>	<b>3,890,218</b>	<b>3,145,180</b>	<b>5,917,007</b>	<b>3,698,636</b>	<b>5,221,390</b>	<b>3,590,984</b>	<b>29,054,896</b>

### Fire Tax District Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Debt Financing - Other	-	588,500	911,625	3,280,500	1,455,625	3,477,250	1,120,500	10,834,000
Fire Tax District Revenue	3,526,481	2,272,465	2,233,555	1,944,447	1,911,790	1,744,140	1,721,767	15,354,645
Other Sources	65,000	-	-	-	-	-	-	65,000
Fund Balance Appropriation	-	1,029,253	-	692,060	331,221	-	748,717	2,801,251
<b>Total: Fire Tax Capital Sources</b>	<b>3,591,481</b>	<b>3,890,218</b>	<b>3,145,180</b>	<b>5,917,007</b>	<b>3,698,636</b>	<b>5,221,390</b>	<b>3,590,984</b>	<b>29,054,896</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

### Major Facilities Capital Trust Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Apex Performing Arts Center	100,000	100,000	-	-	-	-	-	200,000
Carolina Mudcats Restaurant Loan	139,000	135,000	107,000	-	-	-	-	381,000
Centennial Park (Garner)	90,000	-	-	-	-	-	-	90,000
Factory Kids Foundation	500,000	-	-	-	-	-	-	500,000
USA Baseball	210,000	790,000	-	-	-	-	-	1,000,000
Future Projects	-	-	918,000	1,025,000	1,000,000	1,000,000	1,000,000	4,943,000
<b>Total: Major Facilities Capital Uses</b>	<b>1,039,000</b>	<b>1,025,000</b>	<b>1,025,000</b>	<b>1,025,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,114,000</b>

### Major Facilities Capital Trust Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	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	39,000	25,000	25,000	25,000	-	-	-	114,000
<b>Total: Major Facilities Cap. Sources</b>	<b>1,039,000</b>	<b>1,025,000</b>	<b>1,025,000</b>	<b>1,025,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,114,000</b>

### Solid Waste Capital Fund: Uses

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Convenience Center Program	50,000	500,000	500,000	500,000	500,000	500,000	500,000	3,050,000
North Wake Landfill	100,000	3,500,000	3,900,000	400,000	-	-	-	7,900,000
<b>Total: Solid Waste Capital Uses</b>	<b>150,000</b>	<b>4,000,000</b>	<b>4,400,000</b>	<b>900,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>7,900,000</b>

### Solid Waste Capital Fund: Sources

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Solid Waste Funds	-	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,800,000
Fund Balance Appropriation	150,000	-	-	-	-	-	-	150,000
<b>Total: Solid Waste Capital Sources</b>	<b>150,000</b>	<b>4,000,000</b>	<b>4,400,000</b>	<b>900,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>10,950,000</b>

## DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

### TOTAL USES: FY06-12 WAKE COUNTY CAPITAL IMPROVEMENT PLAN

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
County Capital Fund	53,891,000	39,011,000	37,195,000	63,490,000	98,201,000	72,163,000	37,150,000	401,101,000
Education Capital Funds	225,115,000	168,890,000	193,978,000	194,890,000	186,490,000	553,000	575,000	970,491,000
Fire Tax District Capital Fund	3,591,481	3,890,218	3,145,180	5,917,007	3,698,636	5,221,390	3,590,984	29,054,896
Major Facilities Capital Trust Fund	1,039,000	1,025,000	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	7,114,000
Solid Waste Capital Fund	150,000	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,950,000
<b>GRAND TOTAL</b>	<b>283,786,481</b>	<b>216,816,218</b>	<b>239,743,180</b>	<b>266,222,007</b>	<b>289,889,636</b>	<b>79,437,390</b>	<b>42,815,984</b>	<b>1,418,710,896</b>

### TOTAL SOURCES: FY06-12 WAKE COUNTY CAPITAL IMPROVEMENT PLAN

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Bonds - Authorized	178,897,000	164,995,000	20,640,000	19,213,000	10,007,000	-	-	393,752,000
Debt - To Be Authorized	41,000,000	-	175,000,000	200,299,000	234,094,000	39,813,000	3,057,000	693,263,000
Debt Financing - Other	-	588,500	911,625	3,280,500	1,455,625	3,477,250	1,120,500	10,834,000
Fire Tax District Revenue	3,526,481	2,272,465	2,233,555	1,944,447	1,911,790	1,744,140	1,721,767	15,354,645
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	2,904,000	686,000	533,000	790,000	670,000	553,000	575,000	6,711,000
Solid Waste Funds	-	4,000,000	4,400,000	900,000	500,000	500,000	500,000	10,800,000
Transfer In - Ad Valorem Tax	24,517,000	26,313,000	27,340,000	28,263,000	29,257,000	30,285,000	31,350,000	197,325,000
Water/ Sewer Funds	663,000	631,000	-	-	-	-	-	1,294,000
Other Sources	6,555,000	6,442,000	6,575,000	6,830,000	7,733,000	2,065,000	2,743,000	38,943,000
Fund Balance Appropriation	24,724,000	9,888,253	1,110,000	3,702,060	3,261,221	-	748,717	43,434,251
<b>GRAND TOTAL</b>	<b>283,786,481</b>	<b>216,816,218</b>	<b>239,743,180</b>	<b>266,222,007</b>	<b>289,889,636</b>	<b>79,437,390</b>	<b>42,815,984</b>	<b>1,418,710,896</b>

## OPERATING BUDGET IMPACT

### New General Fund Operating Impact

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Automation	\$ -	285,000	-	-	-	-	-	285,000
Community Capital	125,000	125,000	-	-	-	-	-	250,000
Criminal Justice	3,041,000	3,533,000	-	-	-	-	2,450,000	9,024,000
Human Services Facilities	-	-	2,729,000	-	-	-	3,132,000	5,861,000
Libraries	875,000	1,530,000	62,000	464,000	1,128,000	525,000	-	4,584,000
Parks and Recreation	-	206,000	-	-	-	-	-	206,000
Public Safety	5,000	-	-	-	-	-	-	5,000
Wake Co. Public Schools	1,391,000	3,745,000	3,879,000	878,000	-	.	-	9,893,000
Wake Technical Comm. College	-	761,000	200,000	307,000	271,000	(24,000)	-	1,515,000
<b>Total Operating Budget Impact</b>	<b>\$5,437,000</b>	<b>10,185,000</b>	<b>6,870,000</b>	<b>1,649,000</b>	<b>1,399,000</b>	<b>501,000</b>	<b>5,582,000</b>	<b>31,623,000</b>

When developing the seven-year Capital 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 FY06-12 CIP that are known to require new operating budget dollars. More detailed information about these operating costs are 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 Hammond Road Phase 1b Jail will require over 100 new staff for the Sheriff's office with a sizeable impact on the operating budget.

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 Regional 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 Capital Improvement Plans.

Element	Project	Cost Estimate
Automation	Major System Replacement	\$ 3,000,000
	Mental Health System Upgrade/Replacement	Unknown
	Wireless Connectivity Project	\$ 925,000
	Board of Elections: Direct Record Electronic Voting Equipment	Unknown
Criminal Justice	Hammond Road Detention Complex Phase II	\$ 99,703,500
	Judicial Facilities	\$ 118,362,500
County Building Renovations	Chilled Water Interconnection Between Public Safety Center and Courthouse/Wake County Office Bldg.	\$ 402,500
	Projects Resulting from Facility Condition Assessments	Unknown
	Wake Co. Animal Care, Control and Adoption Center Expansion and Temperature Control System	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement Schedule for Equipment and Apparatus	Unknown
Human Services Facilities	Transportation and Maintenance Center*	\$ 1,500,000
	Human Services Facilities Master Plan Implementation	Unknown
Little River Land Acquisition	Increased cost of land acquisition	Unknown
Public Safety	Nextel/FCC Frequency Conversion**	\$ 1,400,000
	Trunked Radio Redundant Simulcast Controller	\$ 1,400,000
	Emergency Operations Center at Wake County Commons	Unknown
	Long-term Plan for EMS Facilities	\$ 4,500,000
	Revivant Resuscitation System	\$ 509,000
	800 MHz Trunked Radio System Expansion	Unknown
Solid Waste	Sheriff's Training Facility	Unknown
	South Wake Landfill	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 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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