

INTRODUCTION AND HIGHLIGHTS

Introduction

Capital facilities and adequate infrastructure are critical for the County's continuing growth, which is a byproduct of our healthy and vibrant economy. Wake County has a proud legacy of long-term planning to serve current and future generations of citizens; continuing this tradition, the FY 2008-2014 CIP is long-term oriented, anticipates future needs and supports responsible stewardship of existing facilities. It also supports many of the Board of Commissioners' goals that were adopted in 2007 – such as developing an educated citizenry – and incorporates recommendations made by the Blue Ribbon Committee on the Future of Wake County.

Typically, capital expenditures are for facilities or projects that cost \$100,000 or more and that require longer than one year to complete. The acquisition of land is also considered a capital expenditure, even if the land is Open Space not designated as part of a larger capital project. The CIP shown in these pages is a seven-year plan for capital expenditures totaling \$1.5 billion. Of this amount, \$407.8 million represents the FY08 capital budget.

Highlights of the FY08-14 CIP

The \$1.5 billion FY08-14 CIP is a mix of routine and non-routine capital projects. A *routine capital project* is one that may occur frequently over the seven-year period and that has limited impact on the County's service provision or its operating budget, such as roofing repairs budgeted in the County Building Improvements Element. A *non-routine capital project* typically has a significant impact on the County's operating budget and/or its service delivery, such as the construction of new libraries in the Libraries element. Most non-routine capital projects in the FY08-14 CIP are driven by the County's rapid growth. Highlights of the seven-year plan and its impact on the Board of Commissioners' goals are presented below; more information about each project can be found in their respective sections of this document.

Board of Commissioners' Goal: Educated Citizenry

- Wake County Public School System

The Wake County Public School System (WCPSS) is the second largest local education agency in North Carolina and is projected to grow by at least 8,000 students per year. Enrollment is projected at approximately 136,000 students for the 2007-2008 school year; by 2020, updated student population projections show approximately 223,000 students in the system. At part of its goal to develop and promote an educated citizenry, the Board of Commissioners agreed to work with the School Board on school capital needs and to involve a Citizens' Facilities Advisory Committee in this work. The FY08-14 CIP includes nearly \$780 million for public schools education, including the construction of 17 new schools and 13 comprehensive renovation projects.

- Wake Technical Community College

The Board of Commissioners also advances its goal for an educated citizenry by providing nearly \$35 million for Wake Technical Community College. These projects are supported by \$24 million in bonds that remain from the \$40 million bond referendum in 2004 and will include buildings for the North Campus and other repair, renovations and systems maintenance projects.

INTRODUCTION AND HIGHLIGHTS

Board of Commissioners' Goal: Healthy Community

- Mental Health Continuum of Care

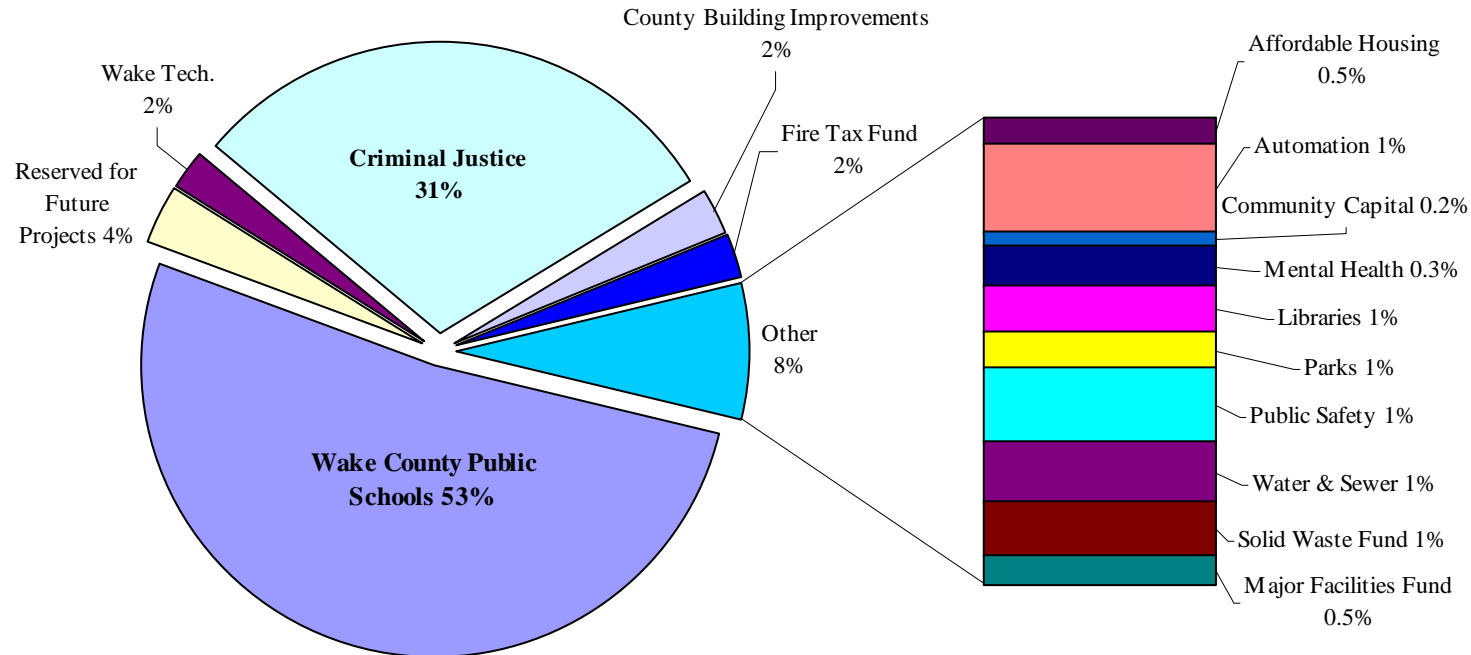
The Board of Commissioners is committed to assuring a broad range of quality mental health services (the “mental health continuum of care”). Responding to the State’s mental health reform efforts, including closure of the state-run Dorothea Dix Hospital in Raleigh in FY08, Wake County continues planning for and developing a full continuum of care, including substance abuse treatment and short-term mental health crisis beds. The CIP includes \$10 million towards the capital costs of the continuum, of which \$5 million is a grant from the Alcoholic Beverage Control Board.

Board of Commissioners' Goal: Safe Community

- Criminal Justice

Implementing the Criminal Justice Facilities Master Plan is one part of the Board of Commissioners’ Safe Community goal. The County’s rapidly growing population will place increasing demands on the County detention and court facilities. To keep up with growth, the FY08-14 CIP includes \$456 million for Criminal Justice facilities, including courthouses, jails and new court facilities.

FY08-14 Community Improvement Plan: \$1,505,399,000



CAPITAL BUDGET PROCESS

The County develops and manages its long-term community improvement plan in three steps:

1. Needs assessment;
2. Project prioritization; and
3. In-depth cost estimation and funding capacity analysis

Needs Assessment

The County assesses current and future capital needs through comprehensive master planning and critical needs assessments.

Comprehensive Master Planning

Comprehensive needs assessments for *non-routine* capital projects are often undertaken through a facility master planning and review process that can take up to two years of work by task forces, elected officials, community stakeholders, professional consultants and staff. Once master plans have been completed, they are generally presented to the Board of Commissioners for evaluation. Many elements in the FY08-14 CIP are driven by master plans; the “History/Background” section within each capital element of this document discusses relevant master plans that have driven that element’s capital expenditures. One example of a project driven by a master planning process is the County’s planned investment in Judicial Facilities, which is part of the Criminal Justice element.

The County also engages in long-term planning for *routine* capital expenditures. For example, hiring consultants to evaluate the County’s long term needs for roof maintenance or mechanical system replacement helps anticipate these routine types of capital expenditures for many years into the future. These types of assessments help the County ensure that it makes these needed repairs or replacements at an appropriate time that is not too soon (in order to avoid waste) and not too late (in order to avoid secondary problems or the exceptionally high maintenance that can be associated with building systems that are past life cycle). Long-term assessments of routine capital expenditures also help the County to smooth the financial impact of these projects on the capital improvement plan.

Critical Needs Assessment

County departments assess the needs for other capital investments as part of the annual budget process. Staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration meet annually with other County departments who are requesting that new projects be added to the seven-year CIP. For projects not driven by master plans or other long-term plans, departments prepare business cases to justify the new projects and to explain the impact on service delivery. One example of a project added to the CIP through this process is the acquisition of defibrillators for emergency vehicles (part of the Public Safety element).

Project Prioritization

Within the limited funding available for capital projects, the County annually must prioritize potential capital projects. For many capital expenditures, prioritization is an outgrowth of the master planning process. Adjustments are made, as necessary, through technical assessments of the long-term needs and timing requirements. In some cases, staff and technical teams revisit master plans to compare the plans’ assumptions against current needs for renovations and new facilities. The timing for projects is also reviewed by technical users teams such as the Court Facility Space Planning Committee, and by the County’s Senior Management team. The Board of Commissioners also reviews and adjusts the priorities of projects through planning retreats

CAPITAL BUDGET PROCESS

and the budget process. In determining what expenditures will be funded and when those expenditures should occur, the County evaluates all possible capital projects against the following ranked goals:

1. Ensure life, safety, and basic environmental concerns. Investments in building security improvements, renovations to meet safety and health concerns, and detention security infrastructure illustrate these types of investments.
2. Provide operating expense savings. Investments such as energy-saving projects in buildings or constructing libraries instead of leasing space provide long-term operating costs savings.
3. Maintain the integrity of current capital assets. Projects such as roof replacements and space renovations that improve service delivery illustrate these types of projects
4. Improve existing facilities and infrastructure to meet emerging needs and higher service levels.
5. Without expanding the County's existing role, add new facilities based on approved plans. These types of investments include new libraries, detention facilities, regional parks, community school parks, affordable housing, regional governmental centers, open space preservation and school construction.
6. Expand the County's service delivery role with investments in facilities or infrastructure.
7. Finally, match contributions by partners to support community infrastructure. Projects funded through the community capital projects account and the Major Facilities Capital Trust Fund represent this type of leveraged investment for community development and improvement.

In-Depth Cost Estimation and Funding Capacity Analysis

On an annual basis, staff from the departments of Budget and Management Services, Facilities Design and Construction and General Services Administration conduct in-depth reviews of cost estimates and expenditure forecasts for construction and operating costs. In addition, the Budget and Management Services department, in coordination with the Finance Department, uses the County's long-term financial planning model to assess the funding capacity available in the seven-year capital horizon. Funding capacity results from two fundamental strategies that the County uses to finance the capital plan. First, it has dedicated two funding streams specifically to the capital plan; second, it uses debt to fund projects with costs beyond the reach of the dedicated funding streams.

Cash Funding

Dedicating annual revenue streams for the capital plan is essential for the plan's long-term success. It also requires a great deal of fiscal discipline. The County has chosen to set aside 16.5 cents of the property tax rate each year to fund current and future capital expenditures and debt service payments. The County also dedicates the interest earnings from the General Fund to the capital plan. Since debt service payments and investment earnings are both interest rate sensitive, the two are linked together to leverage the variable debt portion of our portfolio. In addition to funding current projects, these dedicated revenue streams are critical because they ensure that funds are available to make debt service payments. Specifically, funds are set aside each year in a debt service fund to make current year debt service payments and new debt service payments as debt is incurred in the future years of the CIP planning period.

Debt Funding

The County also funds the capital plan with long-term debt. The majority of the County's debt has been approved by the citizens through bond referenda. The leveraging of debt funding against cash enables the County to meet the growing capital needs in a fiscally responsible manner. Given the County's AAA bond rating (the highest rating available) from all three rating agencies, the interest rates incurred on the debt are very favorable, and voter-approved

CAPITAL BUDGET PROCESS

general obligation bonds represent the least expensive form of debt to the County. The cost of the capital is then spread over multiple years so that current and future taxpayers share the cost and benefits of the facilities.

Financial Planning Model

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

The financial model evaluates the impact of decisions on three primary goals:

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

A copy of the financial planning model is behind the "Financial Planning Model" tab in this book.

HOW TO READ THE COMMUNITY IMPROVEMENT PLAN

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

Category	Primary Funding Sources	Elements Within Category
County Capital	County Capital projects are primarily funded with <i>Ad Valorem</i> tax revenues or general obligation bonds. Other revenue sources may include grants, water/sewer loan repayments and payments from municipal partners.	Affordable Housing Automation Community Capital Projects County Building Improvements Criminal Justice Libraries Mental Health Continuum of Care Open Space Preservation Parks and Recreation Public Safety Water/ Sewer
Education	Education Capital projects are generally debt funded. Other funding sources may include County Capital Fund Balance and Education Capital Fund Balance.	Wake County Public School System Wake Technical Community College
Fire Tax District	Fire Capital Projects are primarily funded with an annual transfer from the Fire Tax District Special Revenue Fund.	Fire/Rescue
Major Facilities Capital Trust Fund	These projects are funded with an annual transfer from the Major Facilities Special Revenue Fund. Occasionally other minor revenue sources may be used.	Major Facilities Capital Trust Fund
Solid Waste	Solid Waste Capital projects are funded with transfers from the Solid Waste Enterprise Fund.	Solid Waste

Throughout the document, the following information is presented for each element:

- **Financial Summary:** Presents the FY08 appropriation (a financial commitment by the Board of Commissioners), FYs 2009-2014 planned appropriations (a tentative plan not representing a funding commitment), and the operating impact of the planned projects. Cost estimates for FY09-14 will be refined as design, engineering, and cost studies are completed during FY 2008 and beyond.
- **Seven-Year CIP Summary:** A synopsis of each element’s physical and financial scope, and the timeframe for completing major projects and phases.
- **History/Background:** This section discusses master plans and/or major issues that shape the current activities and the future of service delivery.
- **Project Accomplishments in FY 2007**
- **Horizon Issues:** Potential future projects not funded in the current CIP.
- **Operating Impact:** Future costs that will need to be paid from the County’s operating budget to operate the facility.
- **Project Pages:** Where useful, detailed pages about individual projects within an element are included to provide more information about each planned project and how the capital dollars will be spent.

FY 2008 APPROPRIATIONS AND FUNDING SOURCES

FY08 Capital Uses

County Capital Fund

Affordable Housing	\$ 1,000,000
Automation	4,108,000
Community Capital Projects	555,000
County Building Improvements	4,729,000
Criminal Justice	
Detention Facilities	1,000,000
Detention Security	196,000
Judicial Facilities	24,018,000
Libraries	
Leesville Community	2,865,000
Northeast Regional	230,000
Mental Health Continuum of Care	10,000,000
Parks and Recreation	
Community Use of School/Parks	1,300,000
Existing Facility Improvements	400,000
Facility Master Planning	50,000
Public Safety	
800 Megahertz System	750,000
EMS Facility Planning	2,000,000
Sheriff's Training Facility	2,645,000
Water and Sewer	
RTP Off-site Infrastructure	2,050,000
RTP On-site Infrastructure	767,000
RTP Reclaimed Water Facility	4,130,000
Water/Sewer Plan Implementation	100,000
Other	
Reserved for Future Projects	1,780,000
Transfer to Wake Tech Capital	1,500,000
Subtotal: County Capital	\$ 66,173,000

Education

Wake County Public School System	\$ 309,900,000
Wake Technical Community College	15,835,000

FY08 Capital Uses (cont'd)

Fire Tax District Capital Fund

Fire/Rescue	\$ 9,812,000
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Major Facilities Capital Trust Fund

Carolina Mudcats Loan	107,000
Five County Stadium	918,000

Solid Waste Capital Fund

Convenience Center Program	500,000
North Wake Landfill	3,300,000
North Wake Landfill Master Plan	150,000
South Wake Landfill	1,100,000

TOTAL FY 2008 USES	\$ 407,795,000
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FY08 Capital Sources

Bonds - Authorized	\$ 296,430,000
Debt - To Be Authorized	11,835,000
Debt Financing - Other	6,705,000
Federal Funds	1,439,000
Fire Tax District Revenue	2,791,000
Hotel/Motel & Prepared Food Tax	1,000,000
Interest Earnings	2,649,000
Local Grants & Municipal Reimb.	7,307,000
Lottery Proceeds	8,000,000
Other Sources	6,241,000
Reserves - Landfill Closure	3,300,000
Transfer In - Ad Valorem Tax	55,378,000
Transfer In - County Capital	1,500,000
Transfer In: Solid Waste Enterprise	1,750,000
Water/ Sewer Funds	737,000
Prior Years' Uncommitted Funds	733,000

TOTAL FY 2008 SOURCES	\$ 407,795,000
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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses								
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Affordable Housing								
Transfer to Housing Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Subtotal: Affordable Housing	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Automation								
Computer Equipment	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Enterprise Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Business Applications	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Major Projects/Systems	1,108,000	1,000,000	250,000	-	-	-	-	2,358,000
Digital Aerial Photography	-	-	671,000	-	-	-	-	671,000
Subtotal: Automation	4,108,000	3,500,000	3,421,000	2,500,000	2,500,000	2,500,000	2,500,000	21,029,000
Community Capital								
Alliance Medical Ministry	105,000	50,000	250,000	250,000	95,000	-	-	750,000
Hospice of Wake County	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Urban Ministries of Wake County	200,000	200,000	-	-	-	-	-	400,000
Reserved for Future Projects	-	-	-	-	155,000	250,000	250,000	655,000
Subtotal: Community Capital	555,000	500,000	500,000	500,000	500,000	500,000	500,000	3,555,000
County Building Improvements								
Energy Saving Projects	102,000	-	-	-	-	-	-	102,000
Major Renovations	2,176,000	2,176,000	2,026,000	2,026,000	2,026,000	2,026,000	2,026,000	14,482,000
Mechanical/Electric./Plumb.	832,000	529,000	75,000	5,000	45,000	160,000	226,000	1,872,000
Minor Renovations	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,400,000
Roof Replacements	419,000	1,443,000	323,000	809,000	81,000	-	99,000	3,174,000
County Regional Centers	-	-	1,432,000	6,256,000	-	-	-	7,688,000
Subtotal: County Buildings	4,729,000	5,348,000	5,056,000	10,296,000	3,352,000	3,386,000	3,551,000	35,718,000
Criminal Justice								
Detention Facilities	1,000,000	7,497,000	28,206,000	66,689,000	67,504,000	13,824,000	972,000	185,692,000
Detention Security	196,000	216,000	230,000	100,000	153,000	285,000	-	1,180,000
Judicial Facilities	24,018,000	23,948,000	21,998,000	75,852,000	78,009,000	44,680,000	913,000	269,418,000
Subtotal: Criminal Justice	25,214,000	31,661,000	50,434,000	142,641,000	145,666,000	58,789,000	1,885,000	456,290,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Libraries								
Leesville Community Library	2,865,000	-	-	-	-	-	-	2,865,000
Northeast Regional Library	230,000	4,323,000	3,517,000	-	-	-	-	8,070,000
Subtotal: Libraries	3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Mental Health Continuum of Care								
Continuum Projects	10,000,000	-	-	-	-	-	-	10,000,000
Subtotal: Mental Health	10,000,000	-	-	-	-	-	-	10,000,000
Parks and Recreation								
Community Use/ School Parks	1,300,000	800,000	1,000,000	800,000	1,000,000	800,000	1,000,000	6,700,000
Existing Facility Improv.	400,000	250,000	250,000	250,000	250,000	250,000	250,000	1,900,000
Facility Master Planning	50,000	100,000	75,000	25,000	-	-	-	250,000
Subtotal: Parks and Recreation	1,750,000	1,150,000	1,325,000	1,075,000	1,250,000	1,050,000	1,250,000	8,850,000
Public Safety								
800 MHz System	750,000	-	-	1,221,000	-	-	-	1,971,000
Defibrillators for Emerg. Vehicles	-	-	800,000	828,000	-	-	-	1,628,000
EMS Facility Planning	2,000,000	-	-	-	-	-	-	2,000,000
Sheriff's Training Facility	2,645,000	9,900,000	-	-	-	-	-	12,545,000
Subtotal: Public Safety	5,395,000	9,900,000	800,000	2,049,000	-	-	-	18,144,000
Water/Sewer								
RTP Off-site Infrastructure	2,050,000	30,000	30,000	30,000	30,000	5,000	-	2,175,000
RTP On-site Infrastructure	767,000	300,000	300,000	300,000	300,000	300,000	-	2,267,000
RTP Reclaimed Water	4,130,000	2,649,000	2,649,000	-	-	-	-	9,428,000
Water/Sewer Plan Implementation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Subtotal: Water/Sewer	7,047,000	3,079,000	3,079,000	430,000	430,000	405,000	100,000	14,570,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

County Capital Fund: Uses (cont'd)

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Other Uses								
Reserved for Future Projects	1,780,000	-	6,469,000	-	873,000	18,802,000	20,084,000	48,008,000
Transfer to Wake Tech Capital	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Subtotal: Other Uses	3,280,000	1,500,000	7,969,000	1,500,000	2,373,000	20,302,000	21,584,000	58,508,000
Total: County Capital Uses	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000

County Capital Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	3,095,000	4,323,000	3,517,000	-	-	-	-	10,935,000
Debt - To Be Authorized	11,835,000	16,963,000	43,713,000	122,881,000	127,155,000	57,019,000	-	379,566,000
Federal Funds	1,439,000	-	-	-	-	-	-	1,439,000
Interest Earnings	2,382,000	2,504,000	2,242,000	2,395,000	2,160,000	2,181,000	2,628,000	16,492,000
Local Grants & Municipal Reimb.	7,307,000	2,126,000	1,726,000	-	-	-	-	11,159,000
Transfer In - Ad Valorem Tax	39,378,000	25,023,000	25,903,000	26,814,000	27,756,000	28,732,000	29,742,000	203,348,000
Water/Sewer Loan Repayments	737,000	-	-	-	-	-	-	737,000
Prior Year Uncommitted Funds	-	11,022,000	-	9,901,000	-	-	-	20,923,000
Total: County Capital Sources	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000

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DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Education Capital Funds: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Wake County Public School System								
WCPSS Plan 2004	5,900,000	-	-	-	-	-	-	5,900,000
WCPSS CIP 2006	304,000,000	363,000,000	98,000,000	7,000,000	-	-	-	772,000,000
Reserve for Future Projects	-	231,000	242,000	254,000	267,000	280,000	294,000	1,568,000
Subtotal: Public Schools	309,900,000	363,231,000	98,242,000	7,254,000	267,000	280,000	294,000	779,468,000
Wake Technical Community College								
401 North Campus Buildings	11,710,000	9,890,000	-	-	-	-	-	21,600,000
Chapanoke Road Property	1,125,000	-	-	-	-	-	-	1,125,000
General Repairs and Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Mechanical/Electrical Projects	1,500,000	-	-	-	-	-	-	1,500,000
Minor Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Subtotal: Wake Technical CC	15,835,000	11,390,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	34,725,000
Total: Education Capital Uses	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000

Education Capital Funds: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	293,335,000	342,890,000	83,000,000	-	-	-	-	719,225,000
Interest Earnings	267,000	231,000	242,000	254,000	267,000	280,000	294,000	1,835,000
Lottery Proceeds	8,000,000	-	-	-	-	-	-	8,000,000
Other Sources	5,900,000	-	-	-	-	-	-	5,900,000
Transfer In - County Capital	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000
Transfer In - Ad Valorem Tax	16,000,000	30,000,000	15,000,000	7,000,000	-	-	-	68,000,000
Prior Years' Uncommitted Funds	733,000	-	-	-	-	-	-	733,000
Total: Education Capital Sources	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Fire Tax District Capital Fund: Uses								
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
800 MHz Radios	-	-	-	-	1,180,000	1,221,000	1,264,000	3,665,000
Brush Trucks	414,000	-	-	92,000	190,000	-	-	696,000
Contingencies and Grant Matches	50,000	-	-	-	-	-	-	50,000
Defib/TIC Replacement	-	90,000	188,000	107,000	167,000	77,000	-	629,000
Heery Improvements	-	1,873,000	1,200,000	-	-	-	-	3,073,000
Large Apparatus, Municipal	366,000	426,000	960,000	392,000	330,000	76,000	169,000	2,719,000
Large Apparatus, Rural	1,920,000	1,726,000	758,000	1,634,000	2,358,000	1,140,000	1,180,000	10,716,000
New Stations	-	-	2,326,000	-	-	-	-	2,326,000
Pager Replacement	-	377,000	79,000	79,000	157,000	-	-	692,000
Radio, Tax and Tags	61,000	42,000	66,000	24,000	-	-	-	193,000
Small Capital and Air Bottles	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,120,000
Small Vehicles	157,000	9,000	308,000	160,000	546,000	310,000	135,000	1,625,000
Station Replacement	4,785,000	-	-	-	-	-	-	4,785,000
Stony Hill Remediation	68,000	71,000	73,000	76,000	78,000	81,000	14,000	461,000
Turnout Gear Program	234,000	234,000	234,000	234,000	234,000	234,000	234,000	1,638,000
Reserve for Future Projects	1,597,000	-	-	950,000	-	26,000	246,000	2,819,000
Total: Fire Tax Capital Uses	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000

Fire Tax District Capital Fund: Sources								
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Debt Financing - Other	6,705,000	1,726,000	3,084,000	1,634,000	2,358,000	1,140,000	1,180,000	17,827,000
Fire Tax District Revenue	2,791,000	2,361,000	2,149,000	2,274,000	2,292,000	2,185,000	2,222,000	16,274,000
Other Sources	316,000	-	-	-	-	-	-	316,000
Fire Capital Uncommitted Funds	-	921,000	1,119,000	-	750,000	-	-	2,790,000
Total: Fire Tax Capital Sources	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

Major Facilities Capital Trust Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Carolina Mudcats Restaurant Loan	107,000	-	-	-	-	-	-	107,000
Exploris	-	74,000	84,000	297,000	154,000	127,000	5,000	741,000
Five County Stadium	918,000	739,000	702,000	537,000	694,000	76,000		3,666,000
IMAX Theater	-	62,000	64,000	16,000	2,000	16,000	20,000	180,000
Reserve for Future Projects	-	150,000	150,000	150,000	150,000	781,000	975,000	2,356,000
Total: Major Facilities Uses	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000

Major Facilities Capital Trust Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Hotel/Motel & Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Other Sources	25,000	25,000	-	-	-	-	-	50,000
Total: Major Facilities Sources	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000

Solid Waste Capital Fund: Uses

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Convenience Center Program	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
North Wake Landfill	3,300,000	3,300,000	-	-	-	-	-	6,600,000
North Wake Landfill Master Plan	150,000	1,500,000	-	-	-	-	-	1,650,000
South Wake Landfill	1,100,000	-	-	-	-	-	-	1,100,000
Total: Solid Waste Capital Uses	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000

Solid Waste Capital Fund: Sources

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Reserves - Landfill Closure	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Transfer In: Solid Waste Enterprise	1,750,000	2,000,000	500,000	500,000	500,000	500,000	500,000	6,250,000
Total: Solid Waste Cap. Sources	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000

DETAILED SEVEN-YEAR SUMMARY OF SOURCES AND USES

TOTAL USES: FY08-14 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
County Capital Fund	66,173,000	61,961,000	77,101,000	161,991,000	157,071,000	87,932,000	32,370,000	644,599,000
Education Capital Funds	325,735,000	374,621,000	99,742,000	8,754,000	1,767,000	1,780,000	1,794,000	814,193,000
Fire Tax District Capital Fund	9,812,000	5,008,000	6,352,000	3,908,000	5,400,000	3,325,000	3,402,000	37,207,000
Major Facilities Capital Fund	1,025,000	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,050,000
Solid Waste Capital Fund	5,050,000	5,300,000	500,000	500,000	500,000	500,000	500,000	12,850,000
Subtotal	407,795,000	447,915,000	184,695,000	176,153,000	165,738,000	94,537,000	39,066,000	1,515,899,000
Net Interfund Transfers	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(10,500,000)
GRAND TOTAL	406,295,000	446,415,000	183,195,000	174,653,000	164,238,000	93,037,000	37,566,000	1,505,399,000

TOTAL SOURCES: FY08-14 WAKE COUNTY COMMUNITY IMPROVEMENT PLAN

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Bonds - Authorized	296,430,000	347,213,000	86,517,000	-	-	-	-	730,160,000
Debt - To Be Authorized	11,835,000	16,963,000	43,713,000	122,881,000	127,155,000	57,019,000	-	379,566,000
Debt Financing - Other	6,705,000	1,726,000	3,084,000	1,634,000	2,358,000	1,140,000	1,180,000	17,827,000
Federal Funds	1,439,000	-	-	-	-	-	-	1,439,000
Fire Tax District Revenue	2,791,000	2,361,000	2,149,000	2,274,000	2,292,000	2,185,000	2,222,000	16,274,000
Hotel/Motel & Prepared Food Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Interest Earnings	2,649,000	2,735,000	2,484,000	2,649,000	2,427,000	2,461,000	2,922,000	18,327,000
Local Grants & Municipal Reimb.	7,307,000	2,126,000	1,726,000	-	-	-	-	11,159,000
Lottery Proceeds	8,000,000	-	-	-	-	-	-	8,000,000
Other Sources	6,241,000	25,000	-	-	-	-	-	6,266,000
Reserves - Landfill Closure	3,300,000	3,300,000	-	-	-	-	-	6,600,000
Transfer In - Ad Valorem Tax	55,378,000	55,023,000	40,903,000	33,814,000	27,756,000	28,732,000	29,742,000	271,348,000
Transfer In: Solid Waste Enterprise	1,750,000	2,000,000	500,000	500,000	500,000	500,000	500,000	6,250,000
Water/ Sewer Funds	737,000	-	-	-	-	-	-	737,000
Prior Years' Uncommitted Funds	733,000	11,943,000	1,119,000	9,901,000	750,000	-	-	24,446,000
GRAND TOTAL	406,295,000	446,415,000	183,195,000	174,653,000	164,238,000	93,037,000	37,566,000	1,505,399,000

OPERATING BUDGET IMPACT

When developing the seven-year Community Improvement Plan, the County must carefully evaluate the financial impacts of each project; this includes not only the initial capital cost but also for the long-term impact on the County's General Fund operating budget and other operating funds. For example, a new library will require General Fund operating budget support as long as it is operated. The table above shows the known operating impact on the General Fund for the projects planned in the FY08-14 CIP; more detailed information is shown on individual project pages within this document. When possible, these estimates have been based on current operating costs for comparable facilities, with an inflation factor built into those estimates that are for future years. It should be noted that estimates are refined as the project moves forward in the CIP.

Some capital projects have minimal budget impact and can be absorbed within current operating dollars. For example, a County Building Improvements project to renovate a storage area into a usable office will have minimal impact on the cost of maintaining usable space and will not require any new, additional County staff. However, the construction of the new Northern Regional Center will require new operating budget dollars for both staff and facility maintenance. In some cases, operating impacts are provided for equipment acquisition (e.g., Public Safety Defibrillators). In these instances, the operating costs shown reflect the cost to maintain the new equipment beyond current resources.

New General Fund Operating Impact

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
County Capital Elements								
Affordable Housing	-	-	-	-	-	-	-	-
Automation	-	-	-	-	-	-	-	-
Community Capital	-	-	-	-	-	-	-	-
County Building Improvements	(30,000)	(17,200)		89,000	2,276,000			2,317,800
Criminal Justice	-	-	-	-	9,231,000	15,606,000	1,672,000	26,509,000
Libraries	29,000	453,000	1,238,000	411,000	-	-	-	2,131,000
Mental Health Continuum of Care		----- Not Yet Determined -----						
Open Space	-	-	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-	-	-
Water/Sewer	-	-	-	-	-	-	-	-
Education Elements								
Wake County Public Schools	7,124,098	2,971,726	3,978,980	3,882,708	964,201	-	-	18,921,713
Wake Technical Community College	2,054,696	13,336	175,336	-	-	-	-	2,243,368
Fire Tax District*	-	-	-	-	-	-	-	-
Major Facilities Capital Trust Fund	-	-	-	-	-	-	-	-
Solid Waste*	-	-	-	-	-	-	-	-
Total Operating Budget Impact	9,177,794	3,420,862	5,392,316	4,382,708	12,471,201	15,606,000	1,672,000	52,122,881

* Operating costs associated with these elements are not borne by the General Fund and are therefore not shown here.

HORIZON ISSUES

The following capital projects are either unfunded in the current CIP or have received only partial funding. They are included here as horizon issues for future Community Improvement Plans; more discussion of each horizon issue is found on the respective element pages.

Element	Project	Cost Estimate
Automation	Additional Funding for Routine Automation CIP Projects	\$ 500,000
	Master Plans for Telecommunications, Public Safety and Criminal Justice Automation	Unknown
	Wireless Connectivity Project	925,000
County Building Improvements	Wake County Animal Care, Control and Adoption Center Expansion and Improvements	1,773,000
	Security Improvements at County Buildings	1,012,000
	Projects Identified in Facility Condition Assessments	Unknown
	Human Services Transportation and Maintenance Center*	1,500,000
	Human Services Ten-Year Facility Master Plan	Unknown
Fire/Rescue	Station Location and Closure Issues	Unknown
	New Stations in the Unincorporated Area	Unknown
	Replacement of Major Equipment such as Service Vehicles and Protective Gear	Unknown
Libraries	Fall 2007 Bond Referendum	45,000,000
Open Space	Fall 2007 Bond Referendum	50,000,000
Parks	Parks, Recreation and Open Space Master Planning	380,000
Public Safety	Nextel/FCC Frequency Conversion**	1,400,000
	Infrastructure Maintenance and Expansion of the 800 MHz Communication System	Unknown
	Future EMS Facilities	Unknown
Wake Tech.	Fall 2007 Bond Referendum	92,000,000
Water/Sewer	Research Triangle Park High-Strength Wastewater Treatment	Unknown
Other	Step III Wake County Collective Stormwater Management Evaluation-Implementation	Unknown
	US Geological Survey Stream Gauge Stations	Unknown

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

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