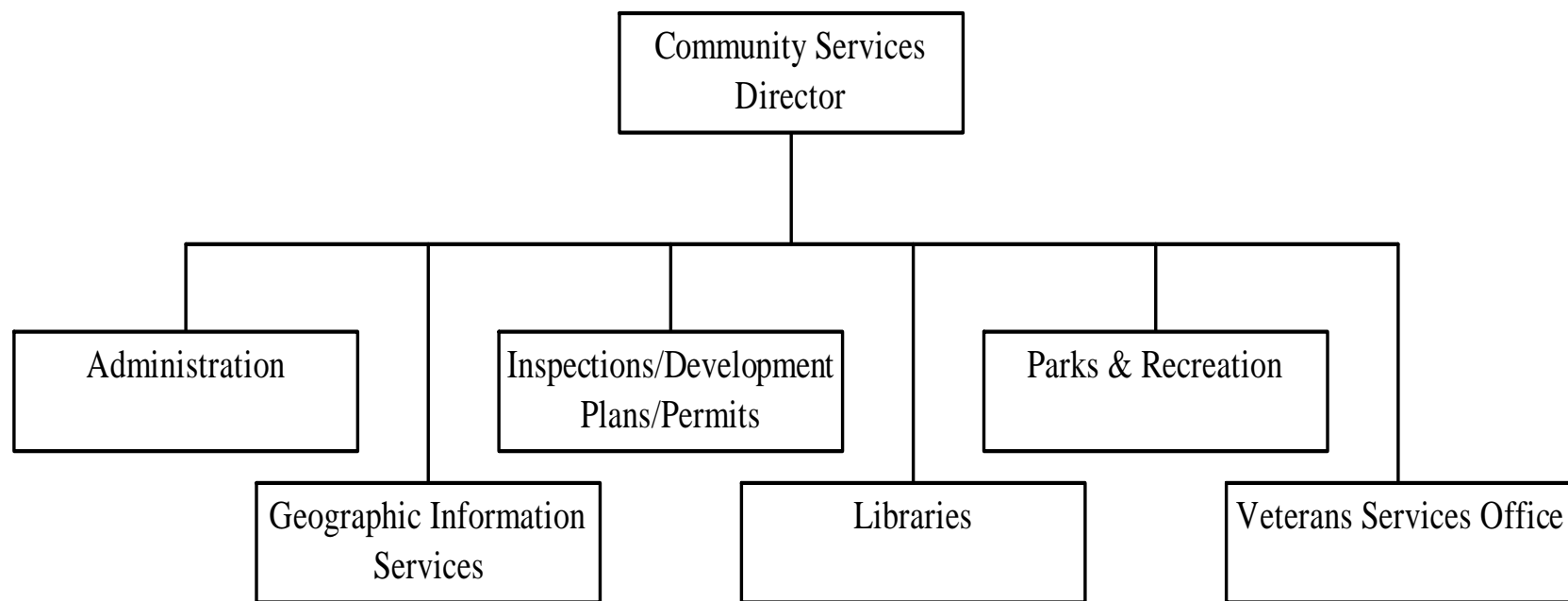


COMMUNITY SERVICES



COMMUNITY SERVICES

Department Summary

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	13,746,163	14,541,612	14,968,528	16,006,238
Operating Expenses		5,546,483	5,502,134	6,043,433	6,003,369
Capital Outlay		36,214	13,400	22,175	8,200
Expenditure Totals	\$	19,328,860	20,057,146	21,034,136	22,017,807
Intergovernmental Revenues	\$	688,268	525,300	527,550	556,952
Fee & Other Revenues		4,246,639	4,576,141	4,578,141	4,550,726
Revenue Totals	\$	4,934,907	5,101,441	5,105,691	5,107,678
Number of FTEs		254.50	284.00	286.00	299.00

Department Purpose and Goals

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

COMMUNITY SERVICES

Division Summary - Administration

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	299,897	318,381	326,922	241,121
Operating Expenses		6,034	14,150	14,150	14,150
Capital Outlay		0	0	0	0
Expenditure Totals	\$	305,931	332,531	341,072	255,271
Number of FTEs		4.00	4.00	4.00	4.00

Division Summary - Geographic Information Services

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,239,691	1,260,127	1,301,967	1,313,263
Operating Expenses		211,606	300,500	318,250	305,565
Capital Outlay		0	0	0	0
Expenditure Totals	\$	1,451,297	1,560,627	1,620,217	1,618,828
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		19,401	18,300	18,300	18,496
Revenue Totals	\$	19,401	18,300	18,300	18,496
Number of FTEs		20.00	20.00	20.00	20.00

COMMUNITY SERVICES

Geographic Information Services Purpose and Goals

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

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

Wake County GIS provides these services to three primary customer groups: Wake County governmental agencies, other governmental jurisdictions, and the public. Over the past few years, our customers have begun to rely more heavily on our on-line services. We have taken this opportunity to apply some of these staff resources to other tasks. As a result, our internal and external customers are significantly impacting and directing the division's workload and priorities.

Major Accomplishments

Expansion of Wake County's GIS Web Presence

- Enhancements to iMAPS - (Wake County and City of Raleigh's Internet map and data viewing application) through additional data, upgrades to the software and hardware, and application tuning.
- Enhancements and additions to digital information and PDF map that can be downloaded by customers.
- Enhancements to digital GIS data provided via NC OneMap and the National Map online map viewers that allows the public to view data from counties, municipalities, state and federal agencies overlaid seamlessly.

ArcGIS Conversion

- Installed and implemented ArcGIS Versions 8.3 and 9.1 products on the desktops of all Wake County ArcGIS users.
- Completed basic and follow-up ArcGIS training for Geographic Information Services, Emergency Management, Fire Services, EMS, and Soil and Water Conservation District.
- Completed development, testing, training, and implementation of the Interactive Parcel Maintenance property mapping application and integration with the Land Records / CAMA Application .

2008 Property Revaluation Project

- Worked with the Revenue Department and Farragut Systems Inc. to develop the Analytical Mapping Interface (AMI) web application to support the 2008 Property Revaluation effort.
- Assisted the Revenue Department in implementing ArcMap-based analyses and mapping for complex analytical needs for the Reval Project that are not met by AMI.

Aerial Photography Project

- Completed contracts to produce and review the 2005 color and black/white orthophotographs.

Groundwater Information Management System

- Provided guidance, geographic data, and technical assistance to Environmental Services' consultant in loading their web-browser application (Groundwater Information Management System).

Open Space Support

- Continued to provide data analysis on potential open space acquisition sites in priority corridors as well as the Falls Lake watershed.

Disaster Debris Management Plan

- Provided guidance, geographic data, and technical assistance to Environmental Services' consultant (Dewberry) in loading their web-browser application (DARRT).
- Provided technical solutions to Environmental Services to meet their additional debris management tracking needs.

Historical Aerial Photography Scanning Project

- Completed a contract with Geodesy Associates to scan and geo-reference 6,331 aerial photographs flown by aerial photography firms for Wake County in 1958, 1974, 1981, and 1988.

COMMUNITY SERVICES

(GIS cont'd.)

Global Positioning Satellite (GPS) System Project

- Enhanced the application that is being used by Environmental Services to locate domestic wells and record information about each well using handheld data collection devices.
- Assisted other departments in recommending hardware and software and developing procedures to upload/download information as they began using GPS technology.

Automatic Vehicle Locating System (AVL)

- Began providing AVL support to achieve integration with the Motorola Printrak CAD product used by the Raleigh/Wake Communication Center.

Special Project Mapping

- Continued to evaluate and provide for the analytical and mapping needs of departments and the public.

Issues for FY 2007

- MAPS Rewrite - Complete development, training and installation for users of new interfaces by the 2nd Quarter of FY 06-07.
- 2008 Property Revaluation Project – Provide assistance to conduct analyses and mapping for complex analytical needs for the Reval Project.
- Disaster Assistance Response and Recovery Toolkit / Disaster Debris Management Plan – Provide Environmental Services with additional capabilities to manage disaster related debris.
- Stormwater Management Project - Provide database and GIS analytical support as required to support the project.
- Permitting / Inspections System – Participate in discussions to investigate the new Permitting and Inspections system and plan for and implement linkages to the GIS.
- GIS/Emergency Operations Center Project – Contingent on plan developed in FY 05-06.
- Mobile GIS Project – Assist agencies in implementing GIS components within their mobile computing environments.
- Automatic Vehicle Location System (AVL) - Provide support to this project as it relates to the CAD system and tracking and dispatching emergency vehicles that are closest/quickest to an inci-

dent.

- In-Vehicle-Navigation (IVN) - Provide support to this project as it relates to GIS and the 911 system.
- Global Positioning [Satellite] System (GPS) Projects – Explore additional uses of GPS technology in County departments.
- Location of County Lines - Continue working with Franklin County, Harnett County and Granville County to locate those lines being jointly used since the early 1990s, survey and monument the lines, and record the surveys with the appropriate agencies.

Horizon Issues

- GIS / Emergency Operations Center Project - Contingent on the plan being developed in FY 2006 and progress made in FY 2007.
- Global Positioning [Satellite] System Projects - Contingent on projects and priorities set during FY 2007.
- Environmental Services' Stormwater Mapping Project - Provide database and GIS analytical support to support the project .
- Permitting / Inspections System - Participate in discussions with working groups to implement the new Permitting and Inspections system, implement linkages to the GIS, and arrange for requested functionality (such as routing).
- Location of County Lines - Based on the progress in completing the project to jointly locate the Wake/Franklin County, continue working with Harnett County and Granville County to locate those lines being jointly used since the early 1990s, survey and monument the lines, and record the surveys with the appropriate agencies.

COMMUNITY SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: GIS

Key Objectives:

The County's Geographic Information System will be:

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

Graphic and attribute geographic information that:

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

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Parcels created in GIS per year	12,023	14,100	16,190	15,000
Addresses assigned per year	203	185	250	250
Master Street Address Guide (MSAG) Ledgers submitted to telephone company contractor per year	1,170	1,122	1,200	1,200
Street centerline segments mapped per year	2,151	2,272	2,196	2,100
Number of "visits" on GIS's iMAPS web site	1,061,823	1,396,642	1,368,348	1,350,000
Effectiveness				
Percentage of time that special projects requests are delivered on time or ahead of schedule based on customers' requested delivery date	90%	95%	95%	95%

COMMUNITY SERVICES

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

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,982,929	2,031,144	2,095,037	2,119,119
Operating Expenses		286,429	328,309	331,657	344,715
Capital Outlay		0	5,900	5,900	700
Expenditure Totals	\$	2,269,358	2,365,353	2,432,594	2,464,534
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		3,302,145	3,777,451	3,777,451	3,569,463
Revenue Totals	\$	3,302,145	3,777,451	3,777,451	3,569,463
Number of FTEs		33.00	34.00	34.00	35.00

Inspections/Development Plans/Permits Purpose and Goals

Inspections/Development Plans/ Permits Division (IDPP) provides for the administration and enforcement of the North Carolina State Building Codes as adopted by the Building Code Council and enforced by State and Local code enforcement officials. IDPP provides staff, training, technology and physical facilities to bring the services closer to the customer. It builds partnerships for the sharing of resources, services and knowledge as well as develops education and training programs for staff, internal and external county partners. IDPP prepares for future staffing and leadership due to attrition while reviewing the current structure of the division and the development services to provide for consistent management style and direction.

This is a program mandated by the State of North Carolina. The purpose is to protect the public's life, safety, health and welfare in the built environment. All building, electrical, mechanical, and plumbing con-

struction must be permitted and inspected. The North Carolina Building Code and North Carolina General Statutes regulate most functions of the inspections section. Records are kept in a manner prescribed by the North Carolina Department of Cultural Resources and are maintained on a software program developed in-house. The County also provides inspections services through inter-local agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon.

Major Accomplishments

- Maintained current time out and quality of inspections. With permits and inspections on the increase, this trend is expected to continue for the next two years.
- Updated remote access system for computers: Assisted the Network Team of the Information Services Department in completing the transition from the obsolete CDPD system to the Sprint/NetMotion CDMA system. This system provides better coverage and increased speed.

COMMUNITY SERVICES

(IDPP cont'd.)

- Completed implementation of the Salary Tiering Program: Allows for compensation for inspectors performing Multi-Trade inspections. These inspections save both time and vehicle fuel as well as positioning IDPP to better respond to emergencies.
- Commercial on line plan review: Began electronic plan review as a yearlong pilot program using Autodesk Buzzsaw technology. This system allows the paperless exchange of essential drawings and design information between parties at remote locations. Training has been completed and reviews will soon be taking place.
- The Development Guide: The sections for Single Family Homes, Additions, Alterations, Renovations and Accessory Structures are under development and will be published mid FY2006. evaluate the types and needs for expanded services within the County's jurisdiction.

Issues for FY 2007

- New legislation requires all inspectors to obtain 6 hours of continuing education for each certificate they hold. Hours must be received prior to renewal June 30, 2007.
- Work with Facilities, Design, and Construction as the County establishes the Northern Regional Center site as a third Inspections Satellite Office.
- Create additional Development Guide sections for In-Home Day Care, Mobile Sales Centers and Commercial Development.

Horizon Issues

- Work on an updated and integrated Permits and Inspections/ Document Management system was postponed to fit with the funding and business plan of Information Services.

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: IDPP

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Inspections Accomplished	57,141	59,000	60,000	N/A
Permits Issued	6,332	6,500	6,500	N/A
Efficiency				
Percentage of inspections performed within 24 hours	98%	98%	98%	98%

COMMUNITY SERVICES

Division Summary - Libraries

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	8,246,257	9,278,360	9,549,949	10,580,644
Operating Expenses		4,289,929	4,096,430	4,598,044	4,585,428
Capital Outlay		0	0	0	0
Expenditure Totals	\$	12,536,186	13,374,790	14,147,993	15,166,072
Intergovernmental Revenues	\$	680,154	519,000	521,250	538,000
Fee & Other Revenues		751,726	668,750	668,750	829,500
Revenue Totals	\$	1,431,880	1,187,750	1,190,000	1,367,500
Number of FTEs		170.50	198.50	198.50	210.50

Libraries Purpose and Goals

The Wake County Public Library System (WCPL) provides services to children, promotes recreational reading, encourages lifelong learning, serves as a community center and bridges the technology gap. The system operates 5 regional libraries, 10 community branch libraries, the Electronic Information Center, the Olivia Raney Local History Library and bookmobile services. There are other libraries within the county; however, they target the higher education community. Public library service is the sole responsibility of WCPL. Libraries are a vital component of a community's life. They help promote the love of reading and foster the pursuit of knowledge among the residents in the county.

Major Accomplishments

- Completed the development of a central Collection Services Department by selecting a Readers Services Collection Development Librarian.
- Expanded the Computer Operations Department by selecting a li-

brarian to provide technology support for new libraries.

- Negotiated new copier and microfilm leasing contracts resulting in enhanced technological capabilities for our customers.
- Implemented a successful wireless technology pilot project at the Cameron Village Regional Library, which resulted in the inclusion of this technology in Wake County Public Libraries (WCPL) existing libraries and new facilities.
- Received \$48,000 State Aid Technology Grant.
- Purchased a site for the Northeast Regional Library and selected architect for the project.
- Recruited and selected Librarians and Library Assistants for West Regional Library and Library Manager for Holly Springs Community Library.
- Increased revenues with increased book sale proceeds by 12% and received \$88,000 in E-rate funds.
- Implemented Shared Collection in existing branches and new libraries, which will keep General Services Administration from hav-

COMMUNITY SERVICES

(Libraries cont'd.)

ing to add an additional courier route to serve the library system as it continues to grow.

- Increased Youth Services presence in WCPL by re-classing vacant library assistant positions as they became vacant to YS Librarians at Wendell Branch Library, South Raleigh Branch Library, and Zebulon Branch Library. These re-classes have completed WCPL's plan and currently every branch library has a professional Youth Services Librarian on staff.
- Increased circulation of materials by 20%, program attendance by 15% and public computer use by 25%.
- Opened the Cameron Village Regional Library in an expanded facility and the new West Regional Library.
- Began construction of the new Holly Springs Library and expanded North Regional Library.

Issues for FY 2007

- Select Library Assistants for Holly Springs, Librarian and Library Assistants for North Regional expansion.
- Begin replacing outdated 3M self-checkout machines in existing branches.
- Begin bid process for replacing WCPL's 1996 Bookmobile which was destroyed by fire.
- To continue to maintain the integrity of existing facilities and by working with General Services Administration to renovate Eva Perry Regional Library and to schedule the renovation of the Wake Forest Community Branch Library.
- Open Holly Springs Community Branch Library and North Regional Library in an expanded facility.
- Begin Northeast Regional and Leesville Branch Design Phase.
- Continue to explore RFID (Radio Frequency Identification), which will increase the availability of self-service opportunities (check out, check in and book requests) and free library staff to assist customers.
- Continue to work with Facilities Design & Construction and the General Services Administration to explore the possibility of expanding the South Raleigh Community Branch Library from 2,500

SF to 5,000 SF.

- Update Wake County Public Library's Master Plan.

Horizon Issues

- Continue the design phase for Leesville Community Branch Library and Northeast Regional Library.
- Replace Wake County Public Library's 1998 Bookmobile.
- Recruit and select Library Manager for the Leesville Community Branch Library.
- Complete the installation of wireless technology in Wake County Public Library's existing and new libraries.

COMMUNITY SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Libraries

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Total circulation of Youth Services	3,903,455	4,759,869	5,300,981	5,400,981
Total circulation of Adult Services	3,364,907	4,112,888	4,865,435	4,965,435
Program Attendance	192,111	220,644	250,892	302,947
School Interactions Attendance	109,692	114,776	120,000	130,000
Door Count	3,980,729	4,281,120	4,509,000	4,959,000
Library Online Catalog Visits	503,054	600,000	800,000	900,000
<i>Efficiency</i>				
Cost/ Circulation	\$1.66	\$1.60	\$1.59	\$1.52
Book/Process Costs	\$1.40	\$1.35	\$1.35	\$1.35
<i>Effectiveness</i>				
Programs Presented	5,183	5,804	7,804	8,000
School Interactions	901	1,000	1,500	1,600
PC Station Use	727,526	897,534	930,400	1,050,000
Circulation per FTE	43,582	40,950	43,591	45,972

COMMUNITY SERVICES

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

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	1,544,030	1,653,600	1,609,254	1,559,403
Operating Expenses		642,951	762,745	773,382	734,921
Capital Outlay		36,214	7,500	16,275	7,500
Expenditure Totals	\$	2,223,195	2,423,845	2,398,911	2,301,824
Intergovernmental Revenues	\$	8,114	6,300	6,300	18,952
Fee & Other Revenues		108,427	111,640	111,640	131,267
Revenue Totals	\$	116,541	117,940	117,940	150,219
Number of FTEs		27.00	27.50	25.50	25.50

Parks, Recreation & Open Space Purpose and Goals

Wake County Parks, Recreation, and Open Space acquires and maintains parks and natural areas that promote environmental and cultural resource stewardship and provide safe recreational and educational opportunities for all county citizens. The Division of Parks, Recreation and Open Space (PROS) is a facility-based system of parks and open spaces that are managed by staff, volunteers and County partners. The Division of Parks, Recreation and Open Space delivers a wide range of services, programs, and recreational opportunities for all of the citizens of Wake County.

Major Accomplishments

- Hundreds of acres of land were purchased with PROS partners as a part of the open space initiative program.
- Staff continues to work collaboratively for the delivery of park, recreation, and open space services across the county.
- Visitation at County Parks continues to increase; the most recent

year's visitation was over 8% higher than the prior year.

- Staff continues to assist in administering the County's Recreation Land Dedication Ordinance for new subdivisions in the County. Fees collected through this ordinance to date total approximately \$350,000.
- Worked to promote the County's Environmental Stewardship Agenda, through educational programs and other activities.
- An additional section of the American Tobacco Trail was opened to the general public for use. Money was appropriated by the federal government and NC DOT to complete the missing sections of the trail as it proceeds north through Chatham and Durham counties.

COMMUNITY SERVICES

(PROS cont'd)

Issues for FY 2007

- Historic Yates Mill County Park will officially open to the public in Spring 2006.
- Visitation at County parks is expected to continue its upward trend.
- The division will continue its work on stewarding County-held open spaces and coordinating with other departments to determine an adequate level of care for these lands.
- PROS staff will continue to promote and support the County's Environmental Stewardship Agenda through educational programs at park sites and open spaces.
- The Consolidated Open Space Plan will be reappraised and new policy directions will be discussed, debated and implemented.
- The American Tobacco Trail will be completed in Wake County, putting pressure on Chatham and Durham counties to complete their sections.
- PCB's in Lake Crabtree will continue to be an issue as Wake County and the City of Raleigh continue to urge EPA action in developing some type of resolution.

Horizon Issues

- The use of GIS and other technological equipment to assist staff in the decision making process will increase.
- PROS has begun identifying and purchasing parklands in the South East portion of Wake County for a future park.
- Open Little River County Park in the North East portion of Wake County around the site of the future Little River Reservoir.
- Open Marks Creek County Park in South Central Wake County within the County's identified watershed priorities.
- A connected greenway system into a larger integrated grid that can be used by all of the citizens of Wake County.
- Some sort of remediation of the PCB's in Lake Crabtree.

COMMUNITY SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Park Facilities

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
Workload (Output)				
Total Park Visitation	805,999	810,000	840,000	TBD
Number of Programs (school group and general public programs)	2,296	2,500	2,750	TBD
Program Attendance (school group and general public programs)	36,367	39,600	43,560	TBD
Special Events	38	40	42	TBD
Special Events Attendance	52,903	55,688	58,472	TBD
Number of Volunteer Hours	5,385	5,500	5,700	TBD

COMMUNITY SERVICES

Division Summary - Veterans Services Office

		FY 2005 Actual	FY 2006 Adopted Budget	FY 2006 Current Budget	FY 2007 Adopted Budget
Personnel Services	\$	<i>Transferred from Human Services in 2006</i>		85,399	192,688
Operating Expenses				7,950	18,590
Capital Outlay				0	0
Expenditure Totals	\$	0	0	93,349	211,278
Intergovernmental Revenues	\$	0	0	0	0
Fee & Other Revenues		0	0	2,000	2,000
Revenue Totals	\$	0	0	2,000	2,000
Number of FTEs		0.00	0.00	4.00	4.00

Veterans Services Office Purpose and Goals

The Veterans Services Office (VSO) assists veterans and their families in the presentation, process, proof and establishment of claims, privileges, rights and benefits as they may be entitled to under Federal, State and local laws.

State District Offices provide training and support to County offices. A Veterans Services Officer must be certified in order to process claims with the accreditation being acquired through the North Carolina Division of Veterans Affairs. Claims must be processed through the District Offices where technical review and assistance is provided before the claim is submitted to the State Service Office. Wake County is part of State District V that includes the Counties of: Harnett, Johnston, Lee, Moore, and Sampson. There is only one Federal Veterans Affairs Office in the State and it is located in Winston-Salem.

Major Accomplishments

- Based on a staff and Board of Commissioners recommendation, the

Veterans Services Office was realigned to the Community Services Department and two additional positions were added to support the office.

- Assisted in processing over \$7 million to veterans as a result of VSO claims.
- Served over 10,000 veterans and or their families by telephone contacts, home visits, and in-person office visits.
- The VSO office relocated to a new physical address during February 2006.

Issues for FY 2007

- Recruit and select a Veterans Services Officer.
- Develop and update a VSO website.

Horizon Issues

- Develop programs, outreach and information.
- Increase public awareness of the services available to Veterans in District V.

COMMUNITY SERVICES

FY 2006 to FY 2008 Business Plan Key Programs, Objectives and Measures

Program Area: Veterans Services Office

Key Measures	FY05 Actual	FY06 Estimated	FY07 Target	Desired Level
<i>Workload (Output)</i>				
Telephone contacts	N/A	9,731	10,000	TBD
In-person office contacts	N/A	896	1,000	TBD
Home visits/outreach	N/A	425	600	TBD
Claims	N/A	628	750	TBD
Served through group information sessions	N/A	109	200	TBD
Number of awards to veterans as result of Wake County VSO Claims	N/A	614	700	TBD
Amount of awards to veterans as result of Wake VSO claims	N/A	\$9,726,400	\$10,000,000	TBD
<i>Efficiency</i>				
Number of claims per Veterans Services Officer	N/A	574	700	TBD
Number of claims per Customer Service Rep (certified VSO)	N/A	54	100	TBD
<i>Effectiveness</i>				
Percentage of claims successfully resolved	N/A	98%	100%	TBD