

*Fiscal Year 2002-2003  
Adopted Budget*

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*ENVIRONMENTAL SERVICES*

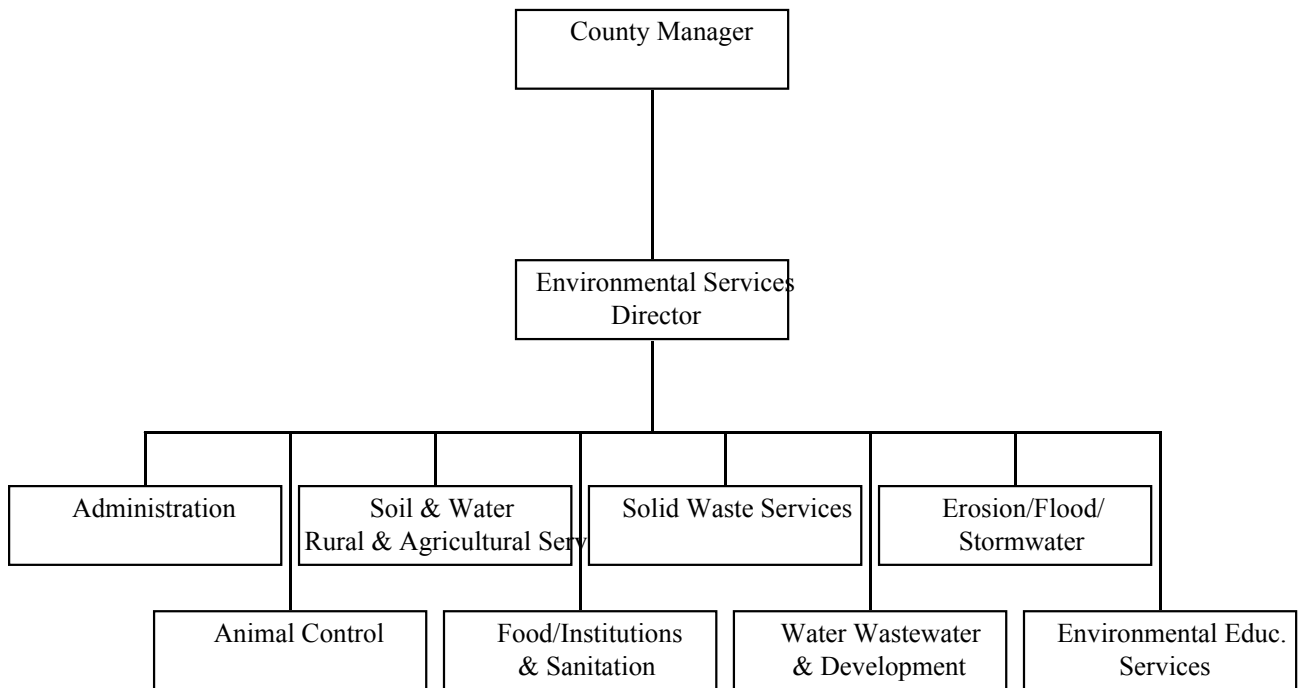
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Environmental Services Organizational Chart

Environmental Services

Solid Waste-Enterprise Fund

*Environmental Services Organization  
Fiscal Year 2002-2003*



## *Environmental Services Department*

### **PROGRAM DESCRIPTION**

As Wake County continues to grow, environmental and public health issues regarding water quality and quantity, air quality, and solid waste are becoming increasingly important concerns to the countywide community. With the long-term vision of ensuring that future generations enjoy the same levels of environmental quality and public health that current citizens enjoy today, the Environmental Services Department is dedicated to developing an environmental stewardship agenda that achieves countywide goals and policies through a combination of proactive efforts such as research, education, and regulatory or protection-based programs.

Since its inception, the Department has organized its efforts into the following seven service areas: 1) erosion, sedimentation and flood control, 2) water and wastewater development services, 3) soil and water conservation and rural services, 4) animal control, 5) food and institutions inspections, 6) environmental education, and 7) solid waste management. However, as Environmental Services continues to evolve, the Department is increasingly emphasizing integrated staff efforts to achieve shared goals in four primary outcome areas: environmental education, environmental quality, public health protection, and customer service. In the next fiscal year, the department is developing plans such as a watershed management plan and a solid waste management plan that will further focus countywide environmental and public health policies on shared environmental indicators such as water quality, air quality, and waste management. In addition, the seven divisions of the Environmental Services Department continually target efforts on more efficiently and effectively addressing water quality and quantity, air quality, solid waste, environmental education, and other public health and environmental issues.

### **ENVIRONMENTAL EDUCATION**

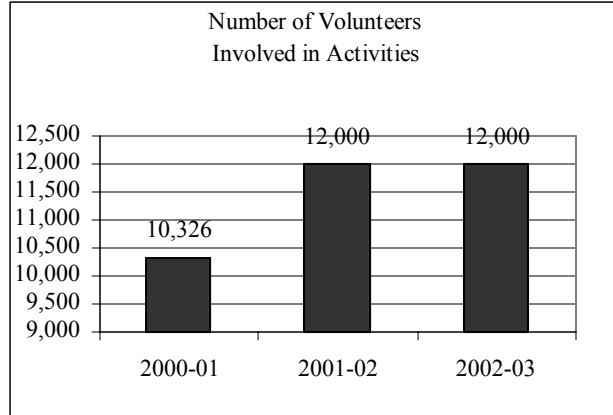
Through education programming and technical assistance, the Environmental Services Department fosters a clean environment, promotes recycling, and provides environmental education for citizens of all ages. Educational programs are designed to inform consumers about the relationship between their actions and the protection of our living and natural environment. Specific education efforts include disseminating up-to-date and factual environmental information on current scientific data to all citizens, especially to community leaders and decision-makers. In addition, the Keep America Beautiful (KAB) efforts provide information on the environment to students, citizens, educators, and civic, business, and government leaders. Improved community appearance is achieved through the organization of a number of annual beautification efforts and cleanups of public lands and waterways. The environmental education efforts also include being a team leader in the Wake County Environmental Net-

work, an organization of 18 County agencies with responsibilities for environmental operation, enforcement, and education.

**Goals & Objectives**

The Environment Education service area is focusing efforts in fiscal year 2002-2003 on pursuing the following goals in education, community appearance, and networking:

- Improved education and awareness of the public about their personal responsibility in protecting and improving Wake County’s environmental quality.
- Ensuring that the public is recognized and rewarded for exemplary actions to protect the environment.
- Promoting Wake County government as a positive organizational role model for responsible environmental action.
- Encouraging citizens to take more personal responsibility for the quality of the environment.
- Improving internal communication and collaboration between Environmental Network agencies on programs and budget items.
- Eliminating duplication and fragmentation that may exist in delivery of environmental programs.



**EROSION, FLOOD & STORMWATER SERVICES**

The long-term focus of the four programs in the Erosion, Flood & Stormwater Services Division is to reduce the impact of erosion, sedimentation and flooding for the protection, welfare and safety of Wake County residents. The four programs are: 1) Erosion and Sediment Control, 2) Flood Program, 3) Drainage Program, and 4) Stormwater Control, Management and Watercourse Buffers.

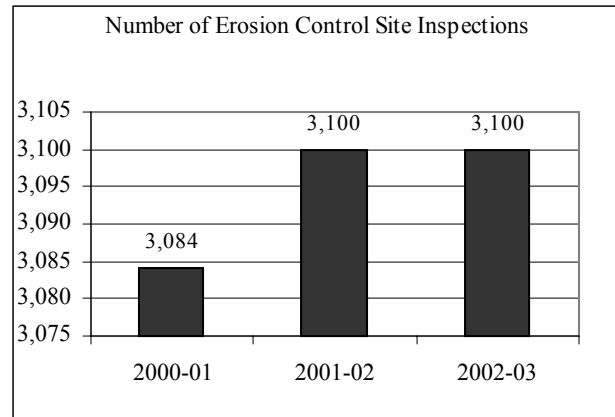
**Goals & Objectives**

The primary goals of the Erosion, Flood and Stormwater Services (EFS) Division are to limit the effects of urbanization and stormwater runoff, promote responsible land use, protect water quality, provide efficient service delivery as it relates to mandated regulatory requirements, improve customer satisfaction, and enhance current business practices to ensure that operational outcomes are achieved.

In fiscal year 2003, the following objectives will frame the division’s service

efforts:

- Initiate the EFS Mainframe permitting and tracking screens for all programs by June 1, 2002.
- Implement the recommendations of the consultant's study for Watershed Management as they relate to EFS operations.
- Expand staff presence on the first floor by co-locating key personnel with IDPP staff during the first quarter of the fiscal year (dependent on construction schedule) and move to fulfilling the vision of a "one stop shop" for permitting for public (service delivery/customer satisfaction).
- Initiate and implement "Hazard Mitigation Grant Acquisition and Relocation Program", as prescribed by Senate Bill 300 (now N.C.G.S. 166A-4) by August 1, 2002. Includes hiring of appropriate consultant and completion of study/recommended actions by that date.
- Initiate use of laptop computers in county vehicles to accomplish "real time" data entry similar to IDPP building inspections model.



**WATER, WASTEWATER & DEVELOPMENT SERVICES**

The focus for the five programs contained within the Water, Wastewater & Development Services (WWDS) Division is public health and water quality. The five programs are: 1) Onsite Wastewater Program/Technical Assistance, 2) Public Swimming Pools, 3) Wells/Water Supply, 4) Water Quality, 5) Vector Control/Mobile Home Parks/Migrant Camps.

The functions of these programs are embodied in a variety of statutes and local ordinances and include the following activities:

- Response to applications for building supported by onsite wastewater systems
- Inspection of septage sites and Type IV, V and VI wastewater systems
- Inspection of wastewater system installations
- Response and resolution for malfunctioning wastewater systems
- Inspection of public swimming pools (opening and in-season) which includes ambient sampling
- Plan review and approval for new public swimming pools

- Siting/permitting of water supply wells: drinking, irrigation & geothermal
- Inspection of wellheads and well groutings
- Inspection and monitoring of surface discharge and surface application wastewater systems
- Ambient sampling/monitoring of public recreational waters and beaches
- Education efforts and complaint response for vector problems (mosquitoes, rodents, etc.)
- Semi-annual inspections (including well sampling), complaint response and replacement approvals for mobile home parks and annual inspections for migrant labor camps.

### Goals & Objectives

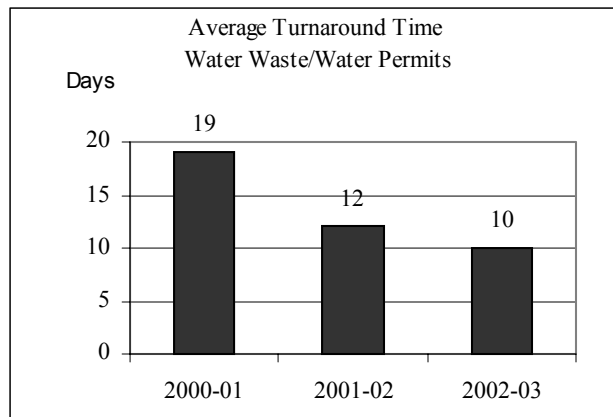
The long-term focus for the Water, Wastewater & Development Services Division is to: 1) protect and promote public health and water quality, 2) provide effective, efficient service delivery as it pertains to mandated regulatory functions (federal, state and local) and customer satisfaction, 3) enhance current business practices to refine "cause and effect" relationships between operations and outcomes.

In fiscal year 2003, the division will focus on achieving the following objectives:

- Initiate complaint/tracking application for wells and wastewater systems by August 1, 2002.

Additional information will allow analysis regarding causes of failures, age of systems or wells affected and geographic distribution of problems. This information will form the basis for a proposal regarding the necessity, scope, structure and importance of a management entity for wells and wastewater systems (public health, water quality).

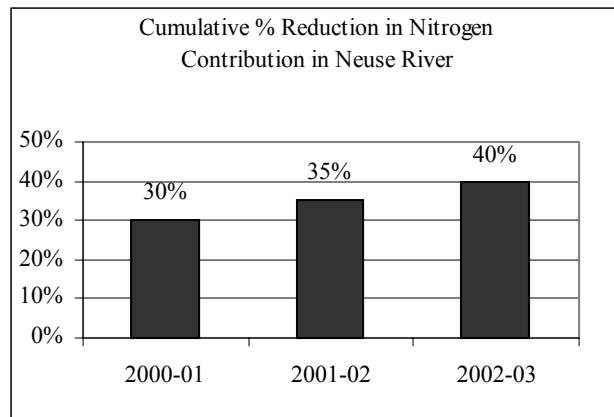
- Expand WWDS staff presence on the first floor by co-locating key personnel with Inspections and Permitting staff during the first quarter of the fiscal year (dependent on construction schedule). This move will help fulfill the vision of a "one stop shop" for permitting.
- Initiate and participate in groundwater sustainability study. WWDS staff will provide insight, requested data and direction for the firm that is hired to accomplish the study.



**SOIL & WATER  
CONSERVATION  
SERVICES**

This service area provides a variety of services to rural and urban residents in the county to conserve soil, water and related natural resources. Technical assistance, cost sharing (from federal/state sources), and educational/informational services are provided under the auspices of the Wake Soil and Water Conservation District Board of Supervisors (composed of 3 elected/2 appointed officials). In addition to County funding, this program receives considerable technical and economic support from state and federal sources. Conservation plans are developed for landowners/farm operators on a voluntary basis or as required by federal/state environmental regulations. These plans address issues

such as erosion control, water conservation, water quality protection (from sediment, nutrients, pesticides, and animal wastes), and forest/wildlife management. Technical assistance is also provided for wetland determinations, pond site evaluations/maintenance, soils interpretations, stream resto-



ration, residential drainage problems (not covered by local ordinance requirements), Crabtree Creek Watershed Project (a flood control project) management, and farmland preservation. The District is also playing a lead role in the development of the County's Watershed Management Plan (to be completed by July, 2002) and will likely play a major role in implementing this plan. The District provides a full range of natural resource information to the public and is coordinating the update of a soil survey. The District also sponsors a hands-on environmental education program in cooperation with the Wake County Environmental Network.

**Goals & Objectives**

Within the broad goals of enhancing and maintaining water quality, conserving natural resources, increasing environmental literacy and conservation efforts of local citizens, the Soil and Water Conservation service efforts will be targeted to achieving the following objectives in fiscal year 2002-2003:

- Install new conservation practices on cropland that will reduce soil erosion by 4,000 tons annually and reduce the delivery of sediment and other pollutants to local waters (annual goal).
- Reduce the runoff of nitrogen from farmland in the Neuse Basin by 165,321 pounds by August, 2003 (as required by the State's Neuse Rules).

- Lead efforts to develop a Watershed Management Plan by July, 2002.
- Implement long-term program to protect/restore the health of high priority watersheds identified in the Watershed Management Plan (2002-2005).
- Maintain the approximately 2,000 existing conservation plans on local lands to insure ongoing conservation efforts on private lands.
- Reduce flood damages through inspections of 10 Crabtree Creek Watershed Project structures.
- Prepare annual budgets, work plans, and annual reports for Wake Soil and Water Conservation District Board of Supervisors.
- Maintain customer service satisfaction level at 100 percent good or excellent.

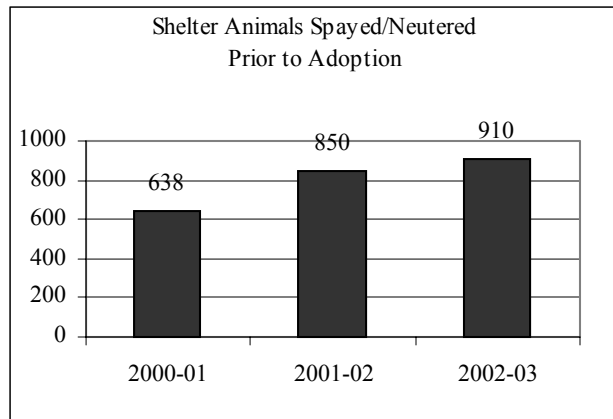
**ANIMAL CONTROL SERVICES**

This service area is primarily responsible for ensuring that the citizens of Wake County have a healthy and safe environment by reducing the chance of rabies spreading from the wildlife population to the domestic animal population. Staff fulfills this goal by enforcing the Wake County Animal Control Ordinance, the North Carolina Rabies Law and other laws related to animal welfare. Enforcement services include responding to requests concerning animal problems and impounding any animals that are in violation of ordinances. Enforcement services are provided throughout the municipal and unincorporated areas of Wake County except in Raleigh, Cary, Garner and Holly Springs. All animals impounded by Wake County enforcement services and Holly Springs Animal Control are housed at the Wake County Animal Shelter. Citizens may also relinquish animals at the shelter facility. Staff also educate the public about the importance of animal protection and control.

**Goals & Objectives:**

The Wake County Animal Control Division is committed to providing effective enforcement and sheltering services in a timely and efficient manner. In FY2002-2003, the Division is focusing on improving the response times in the following seven areas of enforcement services:

- Running At Large: 90% of calls in 2 days
- Public Nuisance: 90% of calls in 2 days
- Routine Emergency: 100% of calls in same day
- Special Emergency: 100% of calls in same day



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## Environmental Services

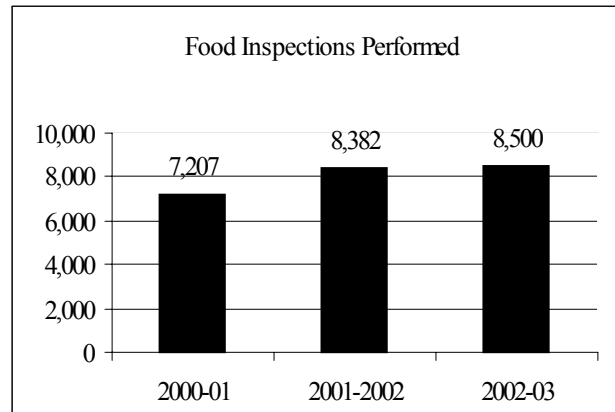
- Evictions: 100% of calls in same day
- Animal Turnovers: 90% of calls in 3 days
- Other calls: 90% of calls in 3 days

In addition, Animal Control staff are focused on increasing the number of surgically altered animals adopted from the shelter to 90 percent, and assuring that four animal control officers achieve Level 1 NACA Certification.

## FOOD, INSTITUTIONS & SANITATION SERVICES

The staff of the Food, Institution and Sanitation (FISD) service area perform legally mandated sanitation inspections in all Wake County food, lodging and institutional facilities, including all food services, schools, school cafeterias, child day cares, meat markets, hotels, rest and nursing homes, hospitals, residential care facilities, summer camps, tattoo establishments and jails. Staff also perform plan review for new or remodeled facilities, evaluate the construction of new facilities, and perform permitting and licensing evaluations of new facilities and any facilities changing hands. Staff provide follow-up on food borne illness and other sanitation complaints related to facilities. The staff perform environmental lead evaluations in schools, day cares or any locations associated with children with elevated blood lead levels exceeding limits set in state law. These services safeguard the health and safety of Wake County

citizens and visitors by assuring the safety of water supply, wastewater disposal, food supplies and preparation, employee health and hygiene, and the many aspects of facility use that can impact public health and safety.



citizens and visitors by assuring the safety of water supply, wastewater disposal, food supplies and preparation, employee health and hygiene, and the many aspects of facility use that can impact public health and safety.

### Goals & Objectives

By providing routine surveillance of sanitation and safety conditions in governed facilities, the FISD Division works to prevent the occurrence of illness and injury of facility users. This fundamental objective is supported by plan review and construction evaluation to assure that new and remodeled facilities are constructed to support the intended functions. FISD also performs environmental investigations in homes, schools, day cares, and other premises where children age 6 or under are found to have elevated levels of lead in their blood.

**Environmental Services**

Through the elimination and control of identified lead hazards, affected children are protected from further lead poisoning and other children are not exposed.

- This year the Division's goal is to perform 8500 plus facility sanitation inspections.
- Plan review and construction evaluation staff will review routinely logged plans within 15 working days. Staff will also cover at least 95 percent of express review sessions when given at least 2 working days notice.
- Staff will initiate follow up on lead poisoning referrals within 10 workdays.

<b>PERFORMANCE MEASUREMENT</b>	<b>FY2000-2001 Actual</b>	<b>FY2001-2002 Estimated</b>	<b>FY2002-2003 Objective</b>
<b>Environmental Education Measures</b>			
Waterway cleanups in all sections of the County	23 sites	25 sites	25 sites
Adopt-a-Highway miles adopted	800	800	800
Number of volunteers involved in activities	10,326	12,000	12,000
School/Community presentations	68	75	75
Presentation attendance	1,309	2,000	2,000
School/Community exhibits	14	20	20
Exhibit attendance	6,200	7,000	7,000
<b>Erosion, Flood &amp; Stormwater Services Measures</b>			
Erosion and sediment control plans received	211	256	250
Number of erosion and sediment control site inspections	3,084	3,100	3,100
Flood studies reviewed	30	40	40
Number of drainage program site visits	596	610	610
Number of embankment inspections	52	60	60
<b>Water and Wastewater Development Measures</b>			
Average turnaround time for permits (new & repair)	19	12	10
Percent of inspected well groutings achieved	85%	95%	95%
Percent of existing system inspections achieved	40%	40%	80%
Percent of swimming pools approved prior to "default"	100%	100%	100%
Average permit production/staff member	170	180	180
Average number of well inspections/staff member	800	800	800

**Environmental Services**

<b>PERFORMANCE MEASUREMENT</b>	<b>FY2000-2001 Actual</b>	<b>FY2001-2002 Estimated</b>	<b>FY2002-2003 Objective</b>
Number of complaints/new applications	3,842	3,700	3,900
Annual grouting inspection requests	806	750	725
Number of submitted swimming pool plans	46	57	65
<b>Soil and Water Conservation Measures</b>			
Tons of soil erosion prevented by new conservation	5,948	4,000	4,000
Cumulative percent reduction in nitrogen contributions from Wake Co. farms in the Neuse Basin	30%	35%	40%
Citizens involved in education programs	2,049	2,000	2,000
Acres of farmland preserved	92	0	200
Sediment/erosion control plans reviewed	27	25	25
<b>Animal Control Measures</b>			
Number of adoption/reclaims	2,141	2,206	2,400
Number of animals spayed/neutered prior to adoption	638	850	910
Number of requests for service	6,805	6,900	7,000
<b>Food, Institutions, and Sanitation Measures</b>			
Inspections performed	7,207	8,382	8,500
Construction plans reviewed	648	914	925
Percent coverage Food/Lodging reported to State	63%	78%	82%

**DEPARTMENT HIGHLIGHTS**

**ACCOMPLISHMENTS IN FY2001-2002**

**ENVIRONMENTAL EDUCATION**

- Received Environmental Educators of NC Annual Service Award, and the Sir Walter Raleigh Award for Community Appearance awards in recognition of the quality of the Keep America Beautiful and environmental education programs.
- New community partnership events were established including: 1) producing a 2-day regionally-attended TREES Conference with eleven partnering groups, including the National Arbor Day Foundation and the Raleigh-Wake Home Builders' Association; 2) partnering with the Raleigh Police Department for the Maple Street Makeover in a southeast Raleigh neighborhood; 3) partnership with Partners for Environmental Justice on an ongoing Walnut

Creek wetlands cleanup and development of Environmental Education programs.

**SOIL AND WATER  
CONSERVATION**

- Staff continued work on a management plan addressing the full range of water quality issues in Falls Lake; and worked with the Upper Neuse Non-point Source Team to identify urban streams for best management practice demonstration projects.
- The most recent Natural Resources Inventory released by The US Department of Agriculture showed that the average cropland erosion rate (per acre) on Wake County cropland has been reduced by an estimated 40 percent since 1980.
- Recognized by the National Association of Conservation Districts this year for having the best District newsletter in the nation.

**EROSION, FLOOD &  
STORMWATER  
SERVICES**

- Implemented new Stormwater requirements and completed annual report to the State as required for Neuse Buffer and Stormwater programs.
- Completed EFS Mainframe permitting and tracking system.
- Secured cost share grant from the State for purchase of laptop computer installation in field vehicles.
- Provided technical support to Watershed Management Task Force.
- Achieved working agreement with NCSU Cooperative Extension to develop test and monitor permeable pavement.

**WATER, WASTEWATER,  
& DEVELOPMENT  
SERVICES**

- Initiated use of laptop computers in vehicles to accomplish "real time" data entry similar to IDPP building inspections model.
- Increased customer satisfaction and streamlined processing of onsite wastewater work through reorganization of staff.
- Created Vector Control/Mobile Home Parks/Migrant Camps Program to segregate certain functions that placed additional seasonal demands on the Onsite Wastewater staff.
- Resumed inspections for low pressure pipe wastewater systems. The State now requires an inspection once every three years for these types of systems. Wake County has approximately 350 single family dwelling low pressure pipe systems.

**ANIMAL CONTROL**

- Increased the number of animals spayed or neutered prior to release from the shelter. In FY2002, 83 percent of adopted animals were surgically altered prior to release from the shelter compared to 60 percent in FY2001.
- Conducted a comprehensive enforcement service analysis, developed goals and objectives for service delivery, and established mechanism for tracking performance progress.

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**Environmental Services**

- Began providing enforcement coverage in the Town of Morrisville in the fall of 2001 by request of the municipality.
- Absorbed increase in the fee charged by the SPCA to the City of Raleigh due to a renegotiated contract became effective in July 2001.
- Created an Animal Care Management Explorer Post at the shelter introduce school children to careers in animal care. The Post currently has twenty-one active student members.
- The Second Annual Dog Walk for the Paws To Recycle Campaign resulted in approximately three hundred (300) participants and generated \$7,959 of the \$13,151 raised by the drive. The proceeds are earmarked for the purchase of a mobile adoption van to increase the number of animals adopted from the shelter.

**FOOD, INSTITUTIONS, & SANITATION**

- Increased number of inspections through efficiency improvements and staffing increases.
- Coordinated review processes have resulted in fewer building permits being issued without sanitation code review and approval. Coordinated plan review processes are now in place with Raleigh, Cary, and Wake Building permitting offices.
- Two changes concerning residential care and temporary food facilities have affected workloads in opposite directions. Sanitation inspections are no longer required for the approximately 250 foster homes and therapeutic foster homes in Wake County. On the other hand, previously exempted "for-profit" temporary food operations (those that operate for 2 or less days) now must be evaluated and permitted. The latter change will require additional weekend and holiday coverage on the part of FISSD staff.
- Team Leader Positions have been created in the FISSD general field service program to assist field staff, and augment field supervision and performance evaluation. This change will allow for more frequent evaluation of the quality of our fieldwork and point out areas where additional training and consistency improvements are needed.

**KEY ISSUES FOR FY2002-2003**

To decrease departmental expenditures, the Environmental Services Department reduced operating expenditures for FY2003 by approximately \$280,000. To accomplish this reduction, the Department released 3.5 vacant positions, reduced various operating line items, and initiated new work process improvement strategies.

**ENVIRONMENTAL EDUCATION**

- Pursuit of opportunities for new partnerships on a variety of programs, with organizations such as the Community College System, NCSU, and the NC Department of Commerce.

- Update of the Environmental Quality Indicators Report for presentation at the September 25, 2002 Forum, "Community Success: Partnerships for the Environment", which is co-sponsored with the Greater Raleigh Chamber of Commerce.
- Pursuit of opportunities to enhance KAB services through not-for-profit status.

**EROSION, FLOOD &  
STORMWATER  
SERVICES**

- Implement new State requirements for permitting of all sites greater than one acre. Currently, only sites greater than five acres require permitting.
- Implement recommendations of the Watershed Management Study with the related operational implications and adjustments.
- Refine operational policies for Neuse Buffer and Stormwater program.
- Promote use of "pervious concrete" to meet impervious surface requirements.

**WATER, WASTEWATER,  
& DEVELOPMENT  
SERVICES**

- A new application fee of \$200 is included to support the costs associated with onsite wastewater reviews for building additions and subdivision of parcels.
- Major re-writes are underway for N.C. Department of Environment and Natural Resources rules for onsite wastewater systems and public swimming pools. Many of the proposals may directly impact the scope and nature of our responsibilities for these regulatory areas. Staff is participating and sharing input for these initiatives.
- Groundwater sustainability study will be initiated and will probably take at least two years to complete.
- Technical and administrative staff for onsite wastewater and wells will co-locate to the first floor with Zoning/IDPP to accomplish the "one stop" vision for permitting/customer service that involves IDPP and/or DES functions.
- A merger of the Onsite Wastewater Program and Well/Groundwater Program is planned to facilitate cross training and flexibility in meeting daily demands for those services.
- Erosion, Flood and Stormwater staff will be physically co-located with Water, Wastewater & Development Services staff (on the 6th floor) to improve administrative support and coordination on related water quality issues.
- Information has been gathered to create GIS "layers" for mobile home parks, migrant camps and surface application or surface discharge wastewater systems. These layers should be available within this fiscal year.

**SOIL & WATER  
CONSERVATION**

- Will continue to play a major role in implementing the state's plan to improve water quality in the Neuse River. Most of Wake County (85 percent) is in the Neuse Basin.

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**Environmental Services**

- Working with individual farm owners, will implement best management practices to reduce nitrogen runoff by at least 30 percent by August 2003.
- Continue to play a lead role in the development of the Watershed Management Plan, due for completion in July 2002.

**ANIMAL CONTROL**

- Will form a task force to study the possibility of partnership with the SPCA of Wake County in the operation of the shelters in Wake County.
- Continue to improve enforcement service delivery through performance monitoring and management initiative. The issue of non-mandated enforcement coverage in the municipalities will be further studied in FY2003.
- Spaying and neutering the animals adopted from the shelter prior to their adoption will continue to be a priority. In FY2003, staff will strive to achieve 90 percent rate of spay/neuter for all animals adopted from the shelter.
- Will focus on training and equipment needs to continue to provide the citizens of the county with trained professional staff to assure the highest level of service possible.
- In partnership with the task force to eliminate animal fighting in North Carolina, will pursue all possible avenues to eliminate this activity in Wake County and elsewhere.

**FOOD, INSTITUTIONS, & SANITATION**

- Improve quality of inspections through more frequent routine evaluations of field staff.
- Additional emphasis will be placed on curbing illegal food operations in the County.
- Continued partnerships with municipal building permitting offices will be explored to improve services and solve problems with service delivery.

**ISSUES ON THE HORIZON**

**ENVIRONMENTAL EDUCATION**

- Wake County will pursue a greater focus on improving environment systems, rather than symptoms. For example, rather than relying solely on enforcement to achieve the goals of the Environmental Stewardship Agenda, the County will focus on proactive strategies and preventative approaches.
- Provide environmental leadership by pursuing opportunities such as a more environmentally benign vehicle fleet by studying the possibility of integrating some alternative fuel technology vehicles in County fleet.

**EROSION, FLOOD & STORMWATER SERVICES**

- Respond better to the increase in demand for electronic services by implementing e-Government strategies related to internal and external service delivery.
- Implement Watershed Management Plan recommendations.

**WATER, WASTEWATER,  
& DEVELOPMENT  
SERVICES**

- Recognize and respond to the demand change as repair requests and incident complaints from existing wastewater systems and wells become the leading requests for services.
- Respond to decisions and directives from the forthcoming Groundwater Sustainability Study, Watershed Management Plan and Growth Management Plan.
- Increase the use of Global Positioning System (GPS) technology to support database creation and GIS mapping of onsite wastewater systems.

**SOIL & WATER  
CONSERVATION**

- With the completion of the Watershed Management Plan in 2002, the County will focus additional resources on water quality related issues in the years that follow.
- New initiatives prescribed by this plan will likely include additional water quality sampling, targeting of watershed inventory, and implementation of restoration and best management practices needed to maintain or improve water quality.

**ANIMAL CONTROL**

- Comprehensive analysis of the costs and benefits of a differential licensure program will be conducted in the next few years. This type of program exists in other areas of the state and has proven to be successful in reducing the pet overpopulation problem and at the same time providing financial support for animal control programs.
- Coordination of a countywide spay / neuter program to reach low income populations in the community will be a focus of the Division. With the continued human population growth in the County, an aggressive spay/ neuter program will be necessary to reduce the number of unwanted animals. This will have a direct impact on the public health and public safety of the citizens of the county.
- Improving the performance of service delivery will continue to be a key issue as the County grows. Vehicles and equipment as well as staffing will be a key to the level of service that the Division provides.

**FOOD, INSTITUTIONS, &  
SANITATION**

- The changing demographics of Wake County's population and increase of non-English speaking citizens, is placing greater demands on staff's ability to deliver services in a multi-language format. Training efforts will need to focus on responding to this changing demand for services.
- Addressing illegal food sales through partnerships with law enforcement will be increasingly important. Complaints are becoming more vocal and more staff time is being demanded for these activities.

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Environmental Services

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*Budget Summary*

<b>Environmental Services</b>	<b>FY 2000-2001 Actuals</b>	<b>FY2001-2002 Current Budget</b>	<b>FY2002-2003 Recommended</b>	<b>FY2002-2003 Adopted</b>
Personal Services	\$4,498,235	\$5,203,490	\$5,110,649	\$5,110,649
Operating Expenses	\$1,033,889	\$1,346,122	\$1,363,133	\$1,405,633
Capital Outlay	\$0	\$6,800	\$5,200	\$2,700
<b>EXPENDITURE TOTALS</b>	<b>\$5,532,124</b>	<b>\$6,556,412</b>	<b>\$6,478,982</b>	<b>\$6,518,982</b>
Intergovernmental Revenue	\$178,945	\$152,611	\$111,150	\$151,150
Fees & Other Revenues	\$1,867,988	\$1,882,443	\$1,863,038	\$1,863,038
<b>REVENUE TOTALS</b>	<b>\$2,046,933</b>	<b>\$2,035,054</b>	<b>\$1,974,188</b>	<b>\$2,014,188</b>

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*Position Count*

	<b>FY2001 Actual</b>	<b>FY2002 Actual</b>	<b>Changes</b>	<b>FY2003 Adopted</b>
Number of FTE's	103.0	110.5	-3.5	107.0

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## *Solid Waste Management-Enterprise Fund*

### **PROGRAM DESCRIPTION**

The Solid Waste Management Division implements the directives from the Wake County Environmental Services Strategic Plan, Wake County governments' 10-Year Comprehensive Solid Waste Management Plan, and Federal, State and Local Directives. The County's solid waste management activities are supported through an enterprise fund, generating revenue through (1) tipping fees at the landfills for municipal solid waste (MSW) and construction and demolition debris (C&D) disposal, (2) the MSW transfer station, (3) the annual residential waste reduction fee, and (3) the sale of recycled material. Through utilization of competitive bidding with the public and private sectors, Wake County continues to provide the highest level of solid waste management services available at the greatest value to our community.

The Solid Waste Management Division is organized in several service areas that include landfill and transfer station operations, enforcement, convenience centers, land clearing and inert debris (LCID), waste collectors licensing, multi-material collection, recycling programs, household hazardous waste collection, commercial waste reduction, and public education and marketing.

#### **Landfill Operations**

Solid Waste Management operates, through contractors, three disposal facilities: 1) North Wake Sanitary landfill, a lined, Subtitle D landfill facility for the disposal of municipal solid waste, 2) North Wake Construction & Demolition (C&D) landfill, an unlined landfill that accepts only C&D waste; 3) Feltonville C&D landfill, also an unlined facility that accepts construction waste.

#### **Transfer Station**

Wake County Solid Waste Management Division operates (through a contractor) the South Wake Transfer Station at the Feltonville landfill for the efficient and convenient collection and transportation of municipal solid waste for disposal. This facility accepts solid waste generated in the southern part of the County and transfers that waste to the North Wake Sanitary Landfill.

#### **Enforcement**

The Wake County Solid Waste Management Division (WCSWM) is responsible for administering and enforcing the Wake County Solid Waste Ordinance and the Wake County Junked and Abandoned Vehicle Ordinance.

**Land Clearing and Inert Debris (LCID)**

The Division administers permitting, licensing and inspection of LCID landfills as part of the Solid Waste Management Ordinance, with authority and responsibility to regulate and control "demolition-landscape landfills" in Wake County delegated by the State of North Carolina in accordance with G.S. 130-166.18(5).

**Waste Collectors Licensing**

Administration of the annual privilege licensing of all commercial Solid Waste Collectors operating in Wake County is also part of the Division's services as required in the Solid Waste Management Ordinance. Services include annual license renewal for Commercial and Municipal Solid Waste Collectors operating in Wake County.

**Multi-Material Collection**

The Solid Waste Management Division provides two recycling centers for handling materials that are prohibited from disposal in the landfills. One facility is located at the North Wake Municipal Solid Waste Management facility and one is at the Feltonville C&D landfill. Services include receiving and handling scrap tires, lead acid batteries, corrugated cardboard, and white goods. These materials are processed and sent to recycling centers. Residents and businesses utilize these facilities to recycle material that is not accepted by other recycling programs.

**Recycling**

The Division pursues recycling initiatives through a number of programs including: school Igloo recycling facilities, Christmas wrap-up program, and telephone book recycling.

**Household Hazardous Waste**

Wake County also provides residential households with a permanent household hazardous waste (HHW) management facility located at the North Wake Municipal Solid Waste Management facility off Durant Road. The permanent HHW facility opened in June 1996, and holds two collection events per month.

**Commercial Waste Reduction**

According to past studies, 70 percent of the waste stream in Wake County is characterized as material from the business sector. Implementing recycling and waste reduction techniques in business environments help to preserve our natural resources, extend the life of landfills, and promote recycling markets.

**Public Education**

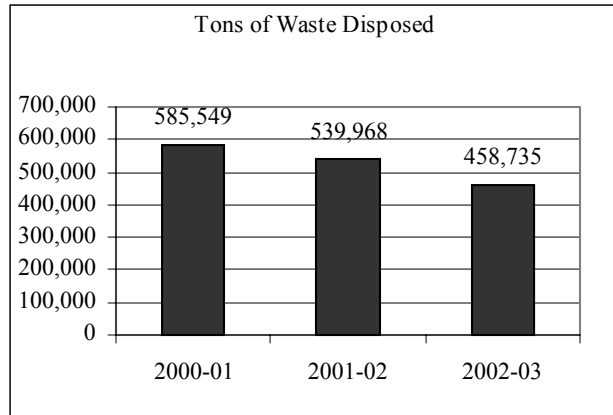
The division also provides public education services with a focus on educating the citizens of Wake County about programs, services and issues and the importance of environmental protection. One of the primary goals of the education efforts is to implement marketing and public relations campaigns that support the success of new recycling, waste reduction programs and services.

**Goals & Objectives**

In addition to the development of a comprehensive ten-year Solid Waste Plan for the County, each of the service areas in the

Solid Waste Management Division will focus on the following three strategic objectives in fiscal year 2002-2003:

- Increase control over facility operations through proper management of contractors and advisors; assume more oversight responsibility to ensure that all facilities operate within the letter and intent of their permits; and minimize facility impacts on the environment and the surrounding communities.
- Evaluate program functions, and identify and implement measures that increase their effectiveness and efficiencies.
- Re-establish goals and objectives that include coordination with the municipal jurisdictions in the County as well as municipal and county jurisdictions in the Triangle J region.



**PERFORMANCE MEASUREMENT**

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<b>Solid Waste Measures</b>	<b>FY2000-2001 Actual</b>	<b>FY2001-2002 Estimated</b>	<b>FY2002-2003 Objective</b>
Operating costs per ton of MSW disposed	\$8.42	\$9.60	\$10.42
Tons of waste disposed	585,549	539,968	458,735
Tons of hazardous material recycled	317	350	384
Cost per pound of hazardous material recycled	\$0.81	\$0.73	\$0.68

**DEPARTMENT HIGHLIGHTS**

**ACCOMPLISHMENTS IN FY2001-2002**

- Established a commercial waste task force and initiated waste reduction, reuse and recycling action plan.
- Completed testing of alternative daily cover at North Wake Sanitary Landfill and began long-term use.
- Assessed off-site landfill gas concerns, developed and initiated a corrective measures plan.
- Initiated a computer recycling program and assisted with developing of proposed legislation to establish a statewide funding mechanism.
- Completed assessment of the school igloo program and develop long-term action plan.
- Re-established white goods program funding from the State.

**KEY ISSUES FOR FY2002-2003**

- Collaborate with the construction and demolition industry representatives to maximize C&D material reduction and diversion from landfilling.
- Develop a program for diverting food waste from the landfill.
- Assist in the passage of statewide legislation to address electronics recycling and expand the existing County electronics recycling program according to the new law.
- Improve employee training and expertise through professional associations and certifications.
- Organize and record all permit and regulatory requirements of each County solid waste facility, and all reporting requirements of each operating program.
- Streamline contractors' roles and services to the WCSWMD.
- Survey customers of WCSWMD facilities, analyze results and identify changes that will provide improved services.

- Update the 10-Year Solid Waste Management Plan through the Solid Waste Advisory Committee (SWAC).
- Review and update the County Solid Waste Management Ordinance.
- Assess the funding mechanism of the enterprise fund and initiate development of improvements to the mechanism.
- Pursue partnerships with municipalities and the private sector in solid waste management and education programs.
- Provide current projected capacity of North Wake landfill and identify future options and costs associated with extending the life of the landfill.
- Create and implement a mechanism to collect recycling and disposal information from permitted facilities for land clearing and inert debris, construction and demolition debris, recycling materials, and municipal solid waste in Wake County.
- Assess Wake County government's in-house waste disposal and recycling status.
- Update the Solid Waste Management web site to provide better access to information and services.

**ISSUES ON THE HORIZON**

- Refine South Wake landfill permit decisions and prepare for implementation implications.
- Continue to facilitate the development of municipal partnerships regarding recycling, funding, and collaborations on management of waste streams.