

*Fiscal Year 2002-2003
Adopted Budget*

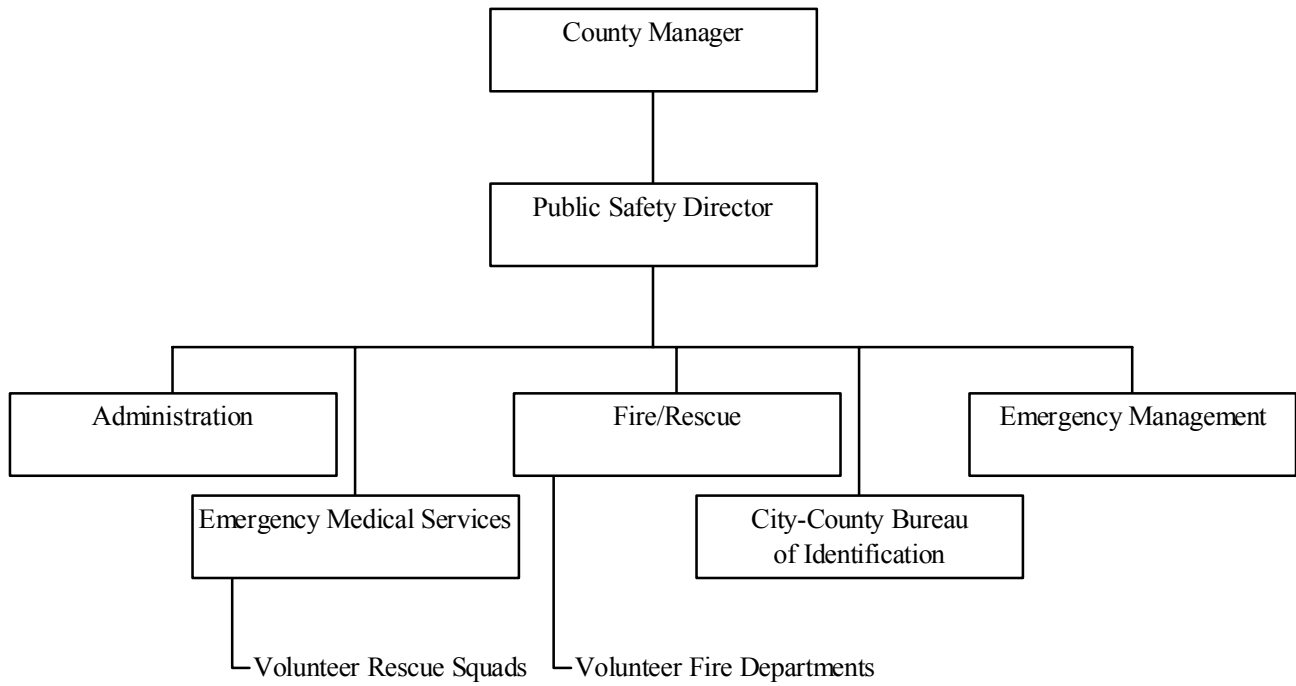
PUBLIC SAFETY

Public Safety Organizational Chart

Public Safety

Wake County Volunteer Fire Departments-Special Revenue
Fund

*Public Safety Organization
Fiscal Year 2002-2003*



Public Safety Department

PROGRAM DESCRIPTION

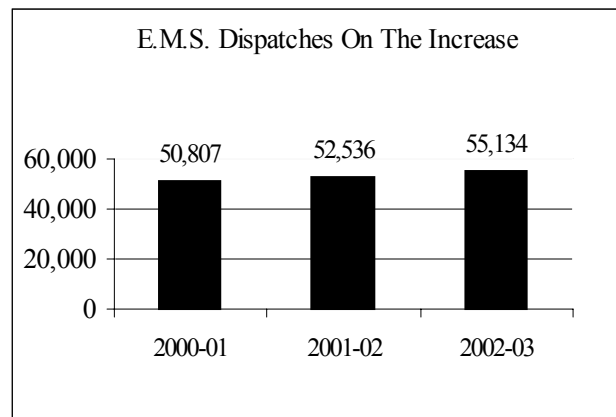
The Public Safety department has four service delivery divisions: Emergency Medical Services, Fire/Rescue Services, Law Enforcement (statutorily functioning as the City-County Bureau of Identification), and Emergency Management. In addition, the Public Safety Department is responsible for general coordination of public safety issues among the county, the municipalities, the court system, and any appropriate outside agency.

EMERGENCY MEDICAL SERVICES DIVISION

The Emergency Medical Services (EMS) Division is responsible for the administration, training and support for the EMS/Rescue operations in the county. These responsibilities

include providing basic and advanced life support services, and transporting persons to area medical facilities in emergency situations. EMS services are provided to sick or injured individuals that live, work, visit, or travel through Wake County. The Wake County emergency response area

includes the City of Raleigh and a portion of the County outside all municipal limits. Beyond responding to calls for emergency dispatches, the EMS Division is also responsible for billing users of ambulance services, filing insurance claims for Medicare and Medicaid, and marketing the membership/subscription program in the county. In addition to Wake County EMS, there are eight non-profit Rescue Squad corporations with whom the County contracts to provide services across Wake County.



Goals & Objectives

The mission of the EMS Division is to provide rapid, high quality, and cost effective pre-hospital emergency care to the citizens of Wake County. EMS success can be measured by five categories of objectives: 1) response time, 2) patient outcome, 3) scene times, 4) customer satisfaction, and 5) cost effectiveness. Specific objectives include the following:

- A total response time of less than 11:59 minutes on 90 percent of priority dispatches.

- At least a 30 percent success rate on cardiac arrest resuscitations.
- Increase success rate in oral endotracheal intubation to greater than 90 percent.
- Reduce Trauma 1 scene times to less than 10 minutes, 90 percent of the time.
- Validate complaints to less than 1 per 1,000 emergency responses.
- Recoup at least 40 percent of all operating costs through fees for service collected and subscriptions.

FIRE/RESCUE DIVISION

The Fire/Rescue Division has four key functions: emergency response, fire services training, fire code enforcement, and support of volunteer fire efforts. The Division provides 24-hour/365 day a year emergency response staff to assist volunteer fire departments, rescue squads, and local law enforcement agencies. Staff responds to emergency scenes to provide scene management, technical expertise, and fire investigations services.

Fire/Rescue staff operates the Fire/Rescue Training Center to provide training in emergency operations and management to career and volunteer firefighters in the county. Fire/Rescue staff also inspects new and existing commercial facilities in the county jurisdiction, in contracting municipalities and in all public school buildings countywide.

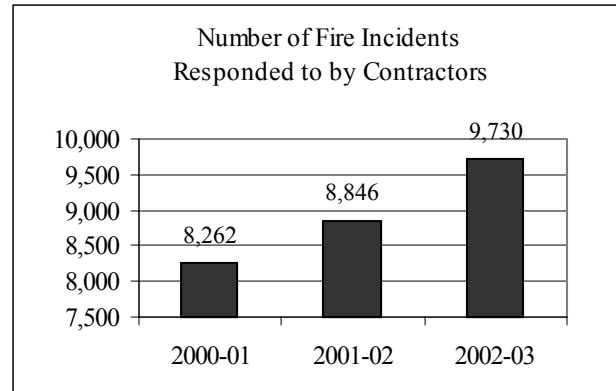
In addition, the Fire/Rescue Division administers, monitors and supports all fire protection and emergency service contracts with 19 fire protection providers throughout the county. This division serves as the primary liaison between Wake County government and the rural departments and provides system-wide planning and coordination. Support to the rural departments includes managing information concerning firefighting and rescue efforts of the volunteers, offering training opportunities, and providing counsel as needed. The Fire/Rescue division also provides personnel for fire suppression services for a rural fire district and coordinates countywide HAZMAT services. Through a collaborative arrangement with contracting agencies, the division provides weekday staffing for fire and emergency response in the Ten-Ten (Fairview), Rolesville, Western Wake and Stony Hill fire districts.

Goals & Objectives

The Fire/Rescue Division maintains several broad goals for service provision including; 1) managing and maintaining all fire protection and emergency service agreements, contracts, and disbursements in accordance with County policies and procedures to ensure the delivery of the highest quality of professional emergency services, 2) assuring that public and commercial facilities are free of fire hazards, 3) improving the efficiency and effectiveness of the fire protection delivery system through education, partnerships, and planning, 4) improving the

ability of contractors and other public safety partners to communicate and transfer data with and among each other, and 5) providing a minimum recognized level of service countywide, to the extent that 90 percent of the county is located in a rated fire insurance district with a minimum rating of 9S. Toward this end, the Division's objectives for FY2003 include the following:

- Provide emergency response services to 90 percent of calls within 45 minutes or less.
- Provide high quality, thorough fire and life safety inspections of commercial facilities in accordance with the North Carolina State Fire Prevention Code Section 106 schedule, so that 90 percent of fire incidents in inspectable occupancies are not caused by a condition that is in violation of the State Fire Code.
- Provide new construction inspections of all Wake County Public Schools under construction or renovation, 95 percent of the time on the requested date.
- Annually instruct all county and municipal firefighters attending the Fire/Rescue Training Center,
- Comply with 95 percent of requests for comprehensive fire and life safety education courses upon request.
- Create Willow Springs fire insurance district to extend minimum level of recognized service after completion of fire station construction.

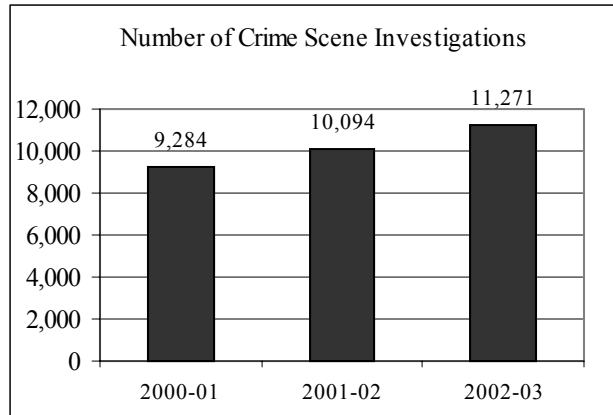


CITY COUNTY BUREAU OF IDENTIFICATION

The City County Bureau of Identification (CCBI) provides identification services to County law enforcement agencies with partial funding support from the City of Raleigh. CCBI services vary from managing and circulating arrest information, investigating crime scenes, photographing evidence, to administering chemical tests for alcohol, maintaining criminal fingerprint cards, and giving expert court testimony. Customers of these services include law enforcement agencies, the judicial system, attorneys, the general public, and other governmental agencies.

CCBI investigation services include responding to crime scenes to identify, photograph, collect and analyze physical evidence, preparing evidence and developing crime scene videos, diagrams, courtroom exhibits and computer graphs

for court. CCBI prepares and analyzes latent fingerprints, tire and shoe tracks, and glove impressions against those of suspects. The division also completes computerized entry of latent prints for comparison with state files via an automated fingerprint identification system, and analyzes unknown controlled drug substances in the drug lab. One of the critical responsibilities in securing admissible evidence in court is maintaining an unbroken chain of custody for crime scene evidence, and transporting the evidence to an appropriate storage facility. Staff also testify as experts in court on all findings. In addition to criminal identification and investigation services, CCBI offers fingerprint and photograph services to civilians for various licensing, job requirements and legal mandates.



Goals & Objectives

The overarching goal of all of CCBI's service efforts is to support law enforcement and judicial services efforts in Wake County through accurate data collection, investigations, analysis, and testimony. The division has identified the following key objectives for the 2002-03 fiscal year:

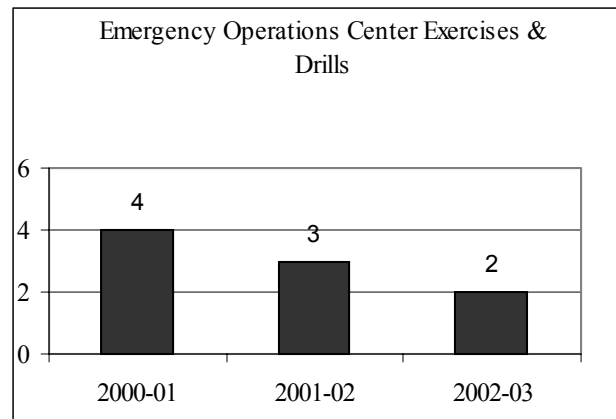
- Arrive at crime scenes within 1 hour of officer request time 75 percent of the time.
- Provide a one-week turnaround on all drug evidence analysis.
- Provide a two-week turnaround time for manual fingerprint comparison requests.
- Provide one-week turnaround on all illustrative evidence (photographic CD's, courtroom drawings, enlargements, graphs, and other exhibits).
- Complete arrestee booking within 25 minutes 90 percent of the time.
- Provide civil fingerprinting for federal, state, and local mandates with a return/rejection rate of no more than 2 percent.
- Correct/delete/update arrest information within 48 hours of discovery.
- Administer chemical test for alcohol within an hour of request 90 percent of the time.

**EMERGENCY
MANAGEMENT**

The Emergency Management Division coordinates and plans for emergencies that occur in Wake County. Through emergency response and preparedness training, the division responds to emergencies on a 24-hour basis. These response efforts are focused on maintaining the continuity of fire, law enforcement, EMS/rescue, and municipalities in emergency situations. Activities may include maintaining readiness of 9-1-1 telephone system/dispatch, emergency radio systems, coordinating efforts in an emergency operations center, evacuating persons from homes or businesses whose lives or property are threatened by an emergency situation, and giving informed recommendations on emergency protective actions and emergency response procedures. Key program areas involve the Harris Nuclear Power Plant and the county’s homeland defense programs.

Goals & Objectives

- Respond to and recover from significant emergencies involving natural and technological hazards, assisting municipalities by providing protective actions for affected populations, and orchestrating emergency response activities throughout both incident and recovery phases.
- Ensure that Harris Nuclear Power Plant preparedness efforts are in place through effective planning, training and exercises.
- Ensure that there is a sufficient level of chemical emergency planning & SARA Title III compliance throughout Wake County, and conduct chemical outreach programs to allow chemical information exchanges between public and private sector agencies.
- Plan for major emergencies involving weather and other natural and technological events, and update the county’s Multi-Hazard Plan to ensure consistency among municipal, county and state planning efforts.
- Develop, implement and manage the objectives associated with the Metro Medical Response System (MMRS) program for the City of Raleigh and Wake County.
- Maintain an updated emergency contact and resource database to effectively respond to and manage emergency operations, and maintain emergency radio equipment and tower sites to provide effective operability throughout the year.



Public Safety

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Emergency Medical Services Measures			
Endotracheal Intubation Success Rate	81%	88%	91%
90% Response Time for an Ambulance (Wake EMS only)	12:31 min.	12:00 min.	11:30 min.
90% Response Time for an Ambulance (All Wake County Responders)	14:30 min.	14:00 min.	13:30 min.
Validated client complaints per 1000 responses	<1%	<1%	<1%
Number of dispatches	50,807	52,536	55,134
Number of transports	33,098	34,178	35,760
Fire Rescue Service Measures			
Percent of incidents responded to within 45 min.	96%	92%	90%
Percent of fire incidents in inspectable occupancies not caused by a condition in violation of State Fire Code	n/a	n/a	95%
Percent of fire training center students that scored below 70% on pre-test and above 70% on post-test	n/a	n/a	90%
Percent of emergency incidents responded to by contractors within 9.2 minutes of less	85.5%	86%	90%
Number of fire incidents responded to by contractors	8,262	8,846	9,730
Number of medical first responder incidents responded to by contractors	6,379	7,528	8,281
Sq. footage of new & existing buildings inspected	113,280,466	110,479,645	100,000,000
Public School square footage inspected	46,632,406	45,837,015	62,000,000
City County Bureau of Identification Measures			
Response time (from officer request to CCBI agent arrival)	within 1 hour 64.6% of time	within 1 hour 57.1% of time	within 1 hour 65% of time

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Unknown drug evidence analysis turnaround time	n/a	within 1 week 92.4% of time	within 1 week 92.4% of time
Illustrative evidence turnaround time	n/a	within 1 week 99% of time	within 1 week 99% of time
Percentage of time evidence admitted at DWI trials	n/a	76.5%	76.5%
Civil fingerprint rejection/return rate	n/a	0.5%	0.5%
Agent cost per crime scene call	\$92	\$110	\$103
Drug chemist cost per drug case	\$126	\$60	\$65
Number of crime scene calls answered	9,284	10,094	11,271
Number of civilians fingerprinted	12,861	13,116	13,495
Emergency Management Measures			
Percentage of time emergency two-way radio system operational during emergency responses	95%	95%	95%
Ratings percentage of emergency management programs/plans/procedures above average	92%	90%	90%
Percentage of time the Communicator system is operational	n/a	95%-	95%
Emergency Operations Center exercises and drills	4	3	2
Emergency training hours	6,500	2,500	2,200
Emergency plans/procedures updated & distributed	30	30	18

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

EMERGENCY MEDICAL SERVICES

- Implemented service delivery plan for Fuquay Varina rescue district and reduced response times for EMS service in this area. All citizens in this district now receive EMT-Paramedic service on all EMS responses.
- Awarded Computer-Aided Dispatch (CAD) bid to enhance 911 dispatching for EMS/Rescue services.
- Began automated ambulance call report project, which should result in both a cost savings in copying and printing reports, and increased revenue from ambulance billing by faster electronic billing.
- Implemented Continuous Positive Airway Pressure (CPAP) device use in Wake County. Wake is the first county in the state to implement this pro-

gram to provide better ventilatory support to patients suffering from respiratory difficulty.

- Implemented new advanced medical protocols allowing EMT-Paramedics to provide more advanced care to patients on scene without first contacting a physician at the hospital. The result is faster treatment to patients suffering from life threatening illnesses.
- Implemented a needle stick prevention program required by federal law.

FIRE/RESCUE DIVISION

- Implemented a process for developing a fire service capital improvement program.
- Initiated and completed a comprehensive assessment of physical condition of county and municipal fire stations.
- Served as a liaison between County government and Knightdale Volunteer Fire Department, Inc. regarding the fire department's fiscal accountability and special audit issues.
- The Apex Volunteer Fire Department, Inc. has approved a consolidation with the Town of Apex Fire Department. After consolidation is complete, the Town of Apex will provide fire protection and other emergency services in the Hipex Fire District.
- Implemented Fire Officer Level I certification training course. This collaborative effort with the State Fire Marshal's Office is the first of its type in the state.

CITY COUNTY BUREAU OF IDENTIFICATION

- Achieved one-week turnaround time on all drug testing for all agencies within Wake County.
- Achieved total digital photography use by all agents and the forensic photographer.
- Increased the number of AFIS identifications for the year.
- Utilized new technology for communicating from officer to magistrate by means of electronic video conferencing. This allows the arrestee to remain in the presence of the arresting officer at all times.
- Arranged and renovated the processing unit to best utilize available space based on workflow and employee safety.

EMERGENCY MANAGEMENT DIVISION

- Completed Harris Nuclear Plant demonstration exercise in June 2001.
- Participated in the Wake County Public School System's Workshop on School Violence.
- Expanded use of the "Communicator" emergency notification system due to the events of 9/11.
- Assisted in conducting the Local Emergency Planning Committee's BETS Conference for local citizens and industry. Attendance was almost 180 per-

sons of this one-day event to bring information and education to the local community about hazardous materials.

- The Wake County Local Emergency Planning Committee successfully implemented on-line reporting of annual chemical information by business and industry (SARA Title III).
- The EM2000 software package was installed on personal computers in the Emergency Operations Center and will be utilized during future emergency operations. This will streamline and greatly enhance emergency operations and information flow.

KEY ISSUES FOR FY2002-2003

EMERGENCY MEDICAL SERVICES

- The EMS Division reduced operating expenses for fiscal year 2003 by approximately \$119,000. To reach this amount, EMS released one position (a vacant EMS Assistant Director) and reduced subscription advertising and billing expenses.
- Establish a full-time EMS System Medical Director for Wake County. The County will contract with the Emergency Medicine Division of the UNC School of Medicine for this service beginning July 1, 2002.
- Develop a system plan for delivering EMS service to the citizens of Wake County, as required by new state legislation.
- Implement a new fee schedule for services that mirrors categories of care by Medicare definition.
- Implement an automated ambulance call report system.
- Reduce response times for ambulances by looking at alternative delivery methods, reallocating resources, and shifting locations of ambulances based on response patterns.
- Provide negotiated support to contract Rescue Squads when fees and other sources of revenue are not sufficient to meet the financial needs of these agencies.
- Implement automated scheduling program for personnel.

FIRE/RESCUE DIVISION

- Maintain service levels and quality of service. Increased urbanization and development of rural areas and municipal annexation of unincorporated county areas continue to strain the fire protection delivery system. Efforts for system-wide planning and coordination of service delivery and sharing of resources must increase.
- Service delivery in the Alert Fire District. The Town of Knightdale will provide fire protection in town limits through a town-operated fire department, effective July 1, 2002. Fire/Rescue staff will continue to provide assistance to both the Town of Knightdale and the Knightdale Volunteer Fire Department, Inc. to evaluate the impact of the Town's decision on the efficiency and effectiveness of fire protection in the Alert Fire District.

- Maintain the Fire/Rescue Training Center. The Fire/Rescue Training Center is almost 20 years old and many of the propane gas-fired props are in need of repair and replacement.
- Provide continuing support to the Wake County Fire Commission. This Commission offers fire protection service delivery and budgetary recommendations to the Board of County Commissioners.
- Fire districts need to be revised to provide for closest station dispatch with revisions coordinated with CAD implementation to the extent possible.

**CITY COUNTY BUREAU
OF IDENTIFICATION**

- Renovate the current reception areas to reasonably accommodate the number of customers and decrease the time they are required to wait.
- Measure effectiveness of four additional vehicles received in fiscal year 2002 on agent response times.
- Design and implement new accounting software for front reception area.
- Upgrade current software for mug shot viewing and retrieval by law enforcement officers.
- Upgrade existing investigative report software specifically designed for CCBI.

**EMERGENCY
MANAGEMENT DIVISION**

- Carry out the Domestic Preparedness initiative, formed under fiscal year 1997 Defense Authorization Bill (PL 104-201).
- Manage the Metro Medical Response System (MMRS) program to develop and enhance medical response to weapons of mass destruction-events. One position in Emergency Management will be charged to the MMRS program grant for fiscal year 2003.
- Continue to support the Harris Nuclear Power Plant Program to meet the regulatory requirements for training of emergency responders and other support personnel.
- Continue to nurture partnerships and collaboration among public safety and municipal agencies as the trunked radio system moves into the final design stage and construction begins.

The remaining reductions for the Public Safety Department for fiscal year 2003 occurred in the Administration Division, where budgets for both the firing range and electronic monitoring were adjusted to more accurately meet current demand for service.

ISSUES ON THE HORIZON

**EMERGENCY MEDICAL
SERVICES DIVISION**

- Implement the 800-megahertz radio system.
- Co-locate EMS units in new response areas to improve service delivery and response times.
- Replace/remodel existing EMS facilities to conform to current safety code.

- Provide public education concerning EMS and injury prevention.
- Use response data to determine locations of needed EMS resources.

FIRE/RESCUE DIVISION

- Fire Contract Management - Wake County has negotiated an improved contract for rural fire protection services. After contract execution, enforcement of contract provisions will require increased staff time.
- Fire Service Accreditation Criteria - Currently, there is no objective benchmark to measure performance of the fire protection system. In future years, the action plan is to develop a proposal for Fire Commission adoption of Fire Service Accreditation Criteria.
- Implementation of 800 MHz radio system - This new system will significantly improve the ability of public safety agencies to communicate with and among each other.
- Need to house emergency response personnel - Shift personnel are currently using an existing office space for sleeping quarters.
- Need to relocate the specialized response vehicle, which does not fit into the parking deck.
- Need for a satellite training center - Despite the heavy use of the Fire/Rescue Training Center, many departments are unable to take full advantage of the center due to its remote location.

CITY COUNTY BUREAU OF IDENTIFICATION

- Secure a second Latent Examiner to assist in reducing turnaround times of latent fingerprint comparison requests due to an increase in field staff and CCBI internal reorganization.
- Significantly reduce response to crime scenes by utilizing new agent positions received in fiscal year 2002.
- Reduce turnaround times on manual Latent Examiners comparisons.
- Arrange and renovate existing reception and civil fingerprinting areas to better suit today's work load and future demands.
- Assign a car to each agent to assist in responding in a timely manner to crime scene calls and to assist in more flexibility when emergencies arise or assistance from off-duty agents is required.

EMERGENCY MANAGEMENT

- Maintenance and enhancement of Domestic Preparedness program and resources.
- Emergence of a national emergency management accreditation system, with accompanying benchmarks.
- 800 MHz radio system completion, implementation and staff-support resources.
- Automatic vehicle location (AVL), enhanced mobile data and advanced broadband communication capability on 800 MHz/CAD foundation.

Public Safety

Budget Summary

Public Safety	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$10,311,046	\$11,365,794	\$11,384,289	\$11,384,289
Operating Expenses	\$5,000,486	\$6,086,696	\$5,892,087	\$5,892,087
Capital Outlay	\$520,314	\$170,275	\$160,974	\$160,974
EXPENDITURE TOTALS	\$15,831,846	\$17,622,765	\$17,437,350	\$17,437,350
Intergovernmental Revenue	\$1,238,787	\$158,430	\$63,820	\$63,820
Fees & Other Revenues	\$4,111,648	\$4,799,156	\$6,695,094	\$6,695,094
REVENUE TOTALS	\$5,350,435	\$4,957,586	\$6,758,914	\$6,758,914

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	201.0	210.0	-1.0	209.0

Wake County Volunteer Fire Departments

Wake County contracts with nineteen fire departments to provide fire protection and emergency services in the unincorporated areas of the county. Fourteen of the fire departments are incorporated nonprofit organizations while five are municipal fire departments. The fire departments provide fire suppression, medical first responder, rescue, and fire prevention services in various districts. They also respond to incidents involving the release of hazardous materials, motor vehicle accidents with persons injured, and searches for missing or lost persons. The fourteen incorporated nonprofit organizations use volunteer firefighters supplemented with paid staff for fire protection and emergency services. The volunteer firefighters donate their time and efforts to the safety of Wake County citizens. They do this by responding to emergency calls and attending numerous training sessions. By maintaining public protection classifications, the fire departments save county property owners annually on fire insurance premiums. To pay for these services, the Board of Commissioners levies a fire tax on appropriate real and personal property on a single fire tax district. The fire service tax rate is \$0.10 for fiscal year 2002-03, a one cent increase over fiscal year 2001-02. The additional one cent will support fire department operations cost increases and related improvements. Of the \$0.10 tax rate, seven and one-half cents support operating budgets and two and one half cents support capital improvements.

GOALS & OBJECTIVES

- Provide comprehensive fire protection and emergency services in the unincorporated areas of Wake County.
- Maintain current public protection classification.
- Respond to all structure-related calls with a minimum of four personnel within 9.2 minutes.
- Provide automatic mutual aid in accordance with the “closest two-fire station response” concept.
- Participate in county wide mutual aid plan.
- Provide initial training for all new firefighters in accordance with each department’s adopted guideline.
- Provide continuing education that meets or exceeds North Carolina Department of Insurance requirements.
- Develop a plan for public fire and life safety education for children, businesses, and homes within each district.
- Test and maintain fire hydrants in accordance with the department’s adopted guideline for testing and maintenance of fire hydrants.
- Provide medical first responder service within each district.
- Emphasize fire protection planning and coordination within each of the four fire protection and planning regions.

- Explore options such as department mergers, consolidation, co-locations, etc., for more efficient service delivery.

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

- Completed merger of the Apex Volunteer Fire Department, Inc. with the Town of Apex Fire Department. After consolidation is complete, the Town of Apex will provide fire protection and other emergency services in the Hipex Fire District.
- Completed the planning, implementation, and consolidation of the Six Forks Volunteer Fire Department into the Bay Leaf Volunteer Fire Department.
- Began construction of a prototype fire station to serve the Willow Springs community. Construction is expected to be completed Summer 2002.
- Collaboratively developed a new fire protection contract with Wake County for rural fire protection services. The new agreement increases fiscal accountability for the private, non-profit fire departments.
- Continued a Child Safety Seat inspection program at Apex Fire Department, Garner Fire Department, Hopkins Fire Department, Six Forks Fire Department, and Zebulon Fire Department.
- The North Carolina Department of Insurance's (DOI) Fire and Rescue Training/Inspections Division is responsible for inspecting all fire departments having a 9S insurance classification to ensure compliance with criteria established by DOI. The criteria dictates a minimum level of fire protection and determines insurance premium rates for homeowners across the state. In fiscal year 2001-02, DOI recertified the Furina Fire Insurance District, served by the Fuquay-Varina Fire Department, from a split 6/9S to a split 4/9S.

KEY ISSUES FOR FY2002-2003

- The Town of Knightdale will begin fire protection service in its corporate limits through its newly created Department of Public Safety. The Town will no longer contract with Knightdale Volunteer Fire Department, Inc. after July 1, 2002.
- Conduct a study of salary structure and fire truck fleet needs for all departments by an independent third party.
- Begin initial fire station safety and health improvements based on a professional facility assessment of all department facilities.
- Continue to develop a long-range Capital Improvement Plan that addresses debt service, facilities, and equipment needs.
- Continue to explore service delivery partnerships with municipalities in rural pocket areas and county areas around the periphery of the municipalities.
- Develop a method of evaluating the efficiency and effectiveness of service delivery through benchmarking and performance measurement.

- Continue to implement a revised budget request process for the contracting fire departments that emphasizes benchmarking and performance measurement.
- Continue efforts to expand a minimum recognized level of Class 9S fire protection countywide.
- Implement new Computer-Aided Dispatch system incorporating fire insurance and response district revisions and borderless service delivery.

ISSUES ON THE HORIZON

The fire service is experiencing a decline in volunteer membership. For a variety of reasons, the number of persons desiring to donate their time to serve fire departments is decreasing. This trend is expected to continue and will result in increased response times. The increased response times are the result of fire departments waiting longer for the limited number of volunteers to respond to emergency calls. To meet the challenge of providing fire protection with fewer volunteers, fire departments will need to improve recruitment and retention efforts as well as increase the number of career staff providing fire protection and emergency services.

Most current fire station facilities were constructed to meet the needs of a fire protection system staffed with volunteers. As the number of career staff increases in the fire service, increased investment in buildings and facilities will be necessary to accommodate career staffing both during normal weekday working hours and on a 24-hour basis.

Urbanization of unincorporated areas of the county and municipal expansion into the county is straining the ability of the fire protection system to maximize resource utilization. To maximize existing resources in an evolving environment, the fire service needs to provide seamless service delivery through closest unit response regardless of jurisdictional boundary.

WAKE COUNTY VOLUNTEER FIRE DEPARTMENTS

FIRE SERVICES	FY2000-01 Final Appropriation	FY2001-02 Final Appropriation	FY2002-03 Adopted Appropriation
Apex	\$421,427	\$330,782	\$361,649
Bay Leaf	\$684,389	\$703,453	\$946,866
Durham Highway	\$520,685	\$538,851	\$702,125
Fairview	\$662,897	\$619,598	\$770,785
Falls	\$162,828	\$177,386	\$202,019
Fuquay-Varina	\$608,964	\$652,688	\$955,788
Garner	\$719,805	\$722,407	\$817,631
Holly Springs	\$177,899	\$200,368	\$228,342
Hopkins	\$197,236	\$223,941	\$261,202
Knightdale	\$617,188	\$608,435	\$972,261
Morrisville	\$476,838	\$511,981	\$521,196
Raleigh Suburban	\$3,066	\$0	\$0
Rolesville	\$297,340	\$318,909	\$271,947
Six Forks (Merged with Bay Leaf FY 2003)	\$178,315	\$233,796	\$0
Stony Hill	\$271,189	\$282,933	\$392,877
Swift Creek	\$311,289	\$296,814	\$333,491
Wake Forest	\$226,364	\$237,427	\$237,427
Wake-New Hope	\$682,385	\$721,724	\$737,999
Wendell	\$556,779	\$647,112	\$744,229
Western Wake	\$352,262	\$346,475	\$559,276
Zebulon	\$199,889	\$222,288	\$234,091
Department Totals	\$8,329,034	\$8,597,368	\$10,251,201
Building Improvements	\$0	\$0	\$48,612
Consultant Studies	\$0	\$0	\$150,000
Defibrillator, Thermal Imager, and SCBA Acquisition	\$0	\$0	\$183,500
Other Total			\$382,112
County Capital Appropriation Total	\$650,000	\$3,312,632	\$3,519,000