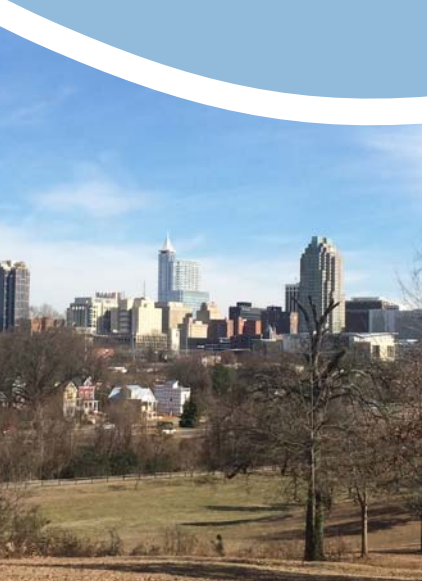
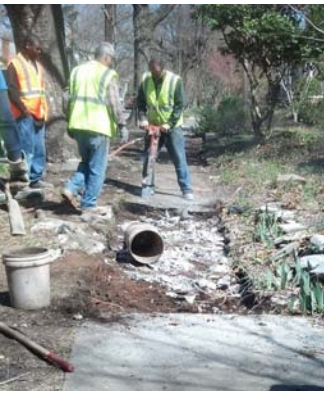
City of Raleigh Proposed Budget

2014-2015





Annual Budget
City of Raleigh, North Carolina
Fiscal Year Beginning July 1, 2014

Recommended to the City Council by the City Manager ..... May 20, 2014

The City Council

Nancy McFarlane, Mayor

John Odom, Mayor Pro Tem
Mary-Ann Baldwin
Thomas Crowder
Bonner Gaylord
Wayne Maiorano
Russ Stephenson
Eugene Weeks

Executive Staff

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Perry E. James, III..... Chief Financial Officer
Joyce L. Munro..... Budget & Management Services Director
Kirsten M. Larson ..... Operating Budget Manager
Ben Canada ..... Capital Improvement Program Manager
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The following individuals, whose assistance and contributions to the annual budget development process are immeasurable, are hereby acknowledged:

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City Of Raleigh

North Carolina

May 20, 2014

Mayor Nancy McFarlane
Mayor Pro Tem John Odom
Council Member Mary-Ann Baldwin
Council Member Thomas G. Crowder
Council Member Bonner Gaylord
Council Member Eugene Weeks
Council Member Wayne K. Maiorano
Council Member Russ Stephenson

Dear Mayor and Council members:
I am pleased to present the Proposed Budget for the City of Raleigh for the fiscal year beginning July 1, 2014 and ending June 30, 2015. This budget is a reflection of a rebounding economy in Raleigh and the region, with its highly educated workforce, diverse employment opportunities and entrepreneurial spirit.

In my first six months as City Manager, I have developed an appreciation for the employees, organization, and the Raleigh community. Much of the time has been spent listening to feedback, learning about the organization, and receiving ideas about how we might improve the city operations. I have been truly amazed and impressed with the level of knowledge, experience, and commitment to public service that is evident across all levels of the organization.

One of my primary objectives during this time has been to look for ways that we might be more efficient and accountable with our existing resources, while at the same time, valuing the maintenance of a high level of service and responsiveness to all of our customers, both internal and external.

In developing this proposed budget, we established the following budget priorities for FY15:

- Ensure the long-term financial sustainability and financial strength of our general governmental operations and enterprises,
- Retain our outstanding workforce with competitive compensation and benefit levels,
- Reinvest in core services and leverage new facilities to catch up from the recession and respond to community growth,
- Optimize efficient and effective service delivery, and
- Reinvest in our existing capital facilities, roads, pipes and technology infrastructure.

Maintain Strong Financial Position
The FY15 budget represents projected financial results that continue Raleigh's excellent Aaa/AAA/AAA general credit rating and full actuarial funding for law enforcement and civilian retirement plans. Raleigh has earned an AAA credit rating on its general obligation bond debt since 1973 and maintains a AAA utility revenue bond debt rating with two of the national credit rating firms and a AA1 with the third. Various appropriation-based debt issues, such as certificates of participation and limited obligation bonds, are also highly rated at mid-AA levels.

High credit ratings provide us low interest rates and ensure our debt is always financed at competitive rates. We strive to maintain these quality ratings since they save money, enhance financing opportunities and boost economic development.

Improved Revenue Growth
Financial projections for FY15 show continued positive revenue growth, particularly in sales tax receipts and property taxes. Additionally, one-time revenues are available in FY15 to address targeted one-time needs. The significant revenue components affecting the FY15 budget are noted below and are presented in greater detail in the revenue section of the proposed budget document:

- Current year **property tax revenues** are budgeted to increase 1.7% ($3.5 million) over FY14, controlling for one-time revenues, based on continued growth. Additionally, Transportation bonds approved in the November 2013 referendum increase the tax rate by 1.12 cents per $100 of tax valuation. The FY15 budget also proposes an additional 1 cent per $100 valuation to fund an adequate street resurfacing program of $5.15M. Raleigh's general debt continues to be well under North Carolina's statutory limit, and the transfer to the General Debt Service Fund for principal and interest represents only 11% of the General Fund's budget. Within the General Fund, debt service allocations increase by $5.8 million (14%) from $40.7 million in FY14.
- **One-time revenue** adds $3.8M capacity to the General Fund and $1.185M to enterprise funds operating budget appropriation from excess fund balance. These one-time revenues are directed to support one-time projects, equipment replacement and capital reinvestment.
- **Sales tax revenue** is estimated to increase 7.4% ($5.5 million) over FY14. Gross county sales tax collections continue to improve, in line with macro-economic trends, and as a result of the expanded sales tax base from state legislative changes. Additionally, internet sales tax collection, specifically from Amazon, has contributed to this growth.
- The **Solid Waste Services garbage fee** is proposed to increase by $1 per month (10%) for residential customers (and proportionately for Commercial Business District customers), moving the enterprise toward recovering a higher percentage of its expenses through user charges. Staff recommends an 80% cost recovery target as a reasonable balance between the public and private benefit of solid waste removal. Current financial models project reaching this target within 5 to 8 years through incremental fee increases and operational efficiencies. ($1.4M)
- **Development revenues** are projected to increase 2.5% ($291k) from increasing permits and economic development activity. Mixed use, commercial and multi-family development is continuing to accelerate in Raleigh. Some major development projects include the Edison, a high rise office building, and two apartment complexes downtown; the Catholic Diocese Cathedral campus on Western Boulevard; Rex Hospital's thoracic and cardiac care tower on Blue Ridge

Road; and a new multi-story office building at Forty/Wade, a mixed use development adjacent to the PNC Arena.

- Public Utilities incorporates a water and sewer rate structure driven by its financial model, which is designed to supply adequate revenue to maintain fiscal integrity. Council provided pre-budget approval for a 4.4% increase on **sewer rates**, along with an Infrastructure Replacement Charge based on meter size to help fund replacement of aging infrastructure of the Water Distribution and Waste Water Systems. These changes as well as others were designed to add a 7% across-the-board increase in revenue to improve the financial condition of the enterprise as articulated to credit rating agencies and as forecasted in the Public Utilities rate sufficiency model. A single family residential customer using 6 cubic feet of water monthly will experience an increase of $4.27 per month.
- The Parking Enterprise incorporates a $5 per month increase in the reserved parking rates, from $137 to $142, for the Municipal, Wilmington, Moore Square, Cabarrus Street and Blount Street decks, while the monthly reserved rate in the Convention Center Deck increases by $6 per month, from $154 to $160. Trade associations suggest the reserved parking rate be 50% higher than the standard monthly parking rate; the reserved rates will now be 42% higher. In addition, the monthly hotel reserved rate will increase 3% from $72 to $74.16, per the parking lease agreement.
- Council approved March 4, 2014 a 3% rate increase at the Duke Energy Center for the Performing Arts facility rental fees and the rates charged for labor, equipment and services. In FY11, a review determined rates were below market and did not recover costs. Since, rates have been reviewed annually and with incremental increases to bring the rates in line with the market and recover a larger proportion of costs.
- The is no proposed change to the **Stormwater Enterprise fees**. Also, no changes or significant increases are projected with Parks revenues as proposed in the FY15 budget.

Overview for Fiscal Year 2014-2015

The net operating and capital budget for FY15 is $750,560,298, which includes a General Fund total operating budget of $416,612,398. In developing the proposed FY15 budget, we sustain the city's long tradition of financial strength and flexibility, balanced with reinvestment in the infrastructure and services that support economic development and a high quality of life for residents. The primary differences between the FY14 adopted expenditure budget and the proposed FY15 expenditure budget are summarized below:

The FY15 proposed budget invests in our employees — our most valuable asset in an increasingly information-based economy — with a merit raise in line with market compensation rate increases. The proposed budget incorporates an **average 2.9% merit-based pay increase** with a cost of approximately $5.6 million citywide. Employees whose salary falls below the midpoint will be eligible for up to a 4% merit increase. Those over the midpoint, but below the maximum, will be eligible for up to a 2% merit increase. There will be no adjustment to the pay ranges as a preliminary market scan indicates that our pay ranges generally are appropriately aligned to the current market. Pay adjustments will be effective August 9.

The FY15 budget proposes restoring the city's 457 **supplemental retirement** program employer match to 3%; it was reduced in FY12 to 2% during the height of the recession. Restoration of the supplemental retirement match was one of the most valued benefits identified in a recent employee benefits survey and ensures we are better aligned with other regional government employers, many of which provide a 5% supplemental retirement contribution. ($1.25M)

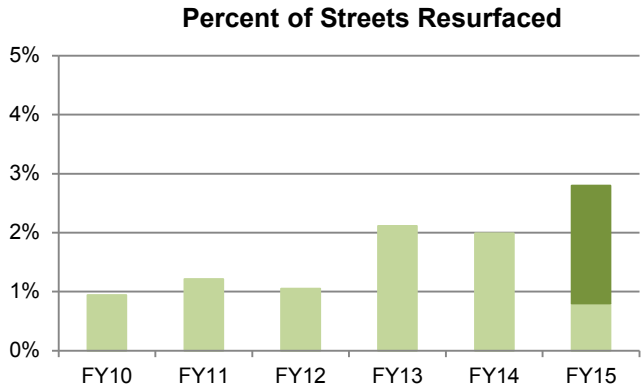
Strategically managing our human resources will be critical for effective recruitment and retention of high quality employees. This will require continued structural modifications to our human resources management systems. In FY15, staff will conduct a **comprehensive review of the city's pay and class plan** to recommend citywide improvements. The addition of a Compensation Administrator and consulting services, subscription to national salary survey data, implementation a structured employee opinion survey, and launch of an online recruitment and hiring system are proposed to support this effort ($190k).

The budget for Other Post-Employment Benefits (OPEB) has increased by 5.4% ($710k). The city established the OPEB Trust in FY08 to fund the current post-employment benefit costs (health insurance, Medicare supplement, and life insurance), as well as future retiree benefit liability of current employees. Also, the budgeted health and dental insurance program expenses increased by 3.3% ($1.1M) over FY14. Employee and dependent premium costs will not increase as long as the employee participates in the health risk assessment and is not a tobacco user. The FY15 budget expands benefits for vision coverage, creates an "employee with one child" premium rate and an orthodontia benefit option.

State retirement rules require employees who work in a regular, recurring position that requires not less than 1,000 hours of work per year participate in the NC Local Government Retirement System. The Retirement System requires both full-time and recurring part-time positions participate and that both the employee and the city contribute to the retirement. City staff has reviewed the utilization of part-time hours across the city and has determined it is operationally optimal to convert an estimated 57,000 part-time hours into 27 full-time positions (all but two of which are in the Parks, Recreation and Cultural Resources Department) ($290k).

Rebuild Core Service Delivery

During the Great Recession, Raleigh deferred capital maintenance and the expansion of core municipal services as the population and demand for services continued to increase. As revenues rebound, Raleigh is reinvesting in its core citizen services and infrastructure — roads, community centers, policing, fire prevention, development services, equipment and facilities.



Transportation Services — Additional staff, including a full asphalt crew, a full concrete crew, and an engineering inspector, with their required equipment and supplies, are proposed for FY15. The additional revenue from a 1 cent tax increase will fund $5.15 million more for **resurfacing**. Together, these will allow 30 percent more road miles to be resurfaced than in FY14 and 25 percent more sidewalks to be replaced than in FY14. These repair and rehabilitation efforts will lead to a smoother ride and greater safety for residents. At the same time increased funding is provided for asphalt ($300k), the cost of which is increasing in the state contract.

Police Officers and Radios — The proposed budget also responds to increasing service demands for effective public safety response. Nine **sworn police** officer positions are added in FY15, which is the first increase in citywide policing since 2007 ($658k). Also, the proposed budget accelerates the replacement of the Police Department's 800 MHz radios, which are nearing the end of the recommended lifespan ($1.2M). Additionally, the biennial promotional process is fully funded ($125k).

Solid Waste Services — The Solid Waste Services department continues to respond to years of deferred maintenance and replacement during the recession. In FY15, SWS continues to replace aging

equipment, much of it initially purchased in 2005 with the transition to curbside garbage collection. The FY15 budget also responds to population growth and expenditure increases for supporting special events, equipment replacement, maintenance and operations, and roll cart replacement. Additionally, the state eliminated the disposal tax rebate ($170k). In addition to a RouteSmart upgrade detailed below, SWS adds two Crew Supervisors — one to work with yard waste crews and another to supervise weekend/downtown crews — to improve crew management and proactive complaint response. ($96k)

Inspections — Inspections have been increasing as the economy recovers and development picks up. The Inspections Division aims to ensure responsive, high quality compliance with building codes, maintain public safety and provide a reasonable, predictable inspections schedule. The FY15 budget adds three inspectors and overtime funds to respond to the higher demand and seasonal peaks. Two Multi-Trade Code Enforcement Inspector II (PG 35) positions are added to staff a code compliant enforcement processing section responsible for certificates of completion, certificates of occupancy, temporary certificates of occupancy, special inspections, third party inspections, alternate design methods, coordinating plans review, and managing expired permits. This new unit will oversee permit issuance and expiration. An additional inspector is added to supplement increasing trade inspections, particularly in the electrical unit. ($245k)

Land Management Technology Project — The FY15 budget includes $125k for technical support related to the design and implementation of the city's new land management system, including report creation. At a total project cost of $3.5 million, a new land management system will enable city staff to better serve the development community.

Implement Full Year of Short Range Transit Plan — The proposed FY15 Transit budget reflects a $619k increase in expenditures, with the General Fund contribution for Transit increasing by 2.3%, primarily due to the full year of implementation of the Short Range Transit Plan ($430K), as well as increases in fuel, bus replacement and personnel. The Short Range Transit Plan addresses a series of service changes and improvements to meet existing deficiencies in fixed route bus services. No further expansion of Capital Area Transit services is proposed in FY15.

Agency Appropriations — The FY15 budget continues robust funding for the city's nonprofit partners. At $5.00 per capita, funding for the arts continues to grow with the city's population. Human services grants are fully funded. In order to provide funding opportunities for a wider variety of nonprofits and further the city's strategic goals, the competitive grant program will be reviewed for FY16.

Opens New Facilities and Infrastructure to Improve Services

In the coming months, the city will benefit from new facilities City Council funded in prior capital improvement plans. This summer, the city will open the Northeast Remote Operations Facility, a "hub" that will host such core services as streets and sidewalk maintenance crews, a vehicle maintenance shop, and parks maintenance operations. The city will also open a new fire station and two new parks facilities at Horseshoe Farm and Lake Johnson. Citywide, 41 new positions and $4.2 million has been added to the operating budget to operate these new facilities.

Fire Station #29 in Northwest Raleigh on Leesville Road is scheduled to open fall 2014. For the new station, the FY15 budget includes a new fire company with 30 positions ($1.8M), as well as the purchase of a ladder and an engine ($1.5M) apparatus.

Raleigh has invested heavily in its recreational, historical and cultural facilities in recent years, opening 18 new facilities, expanding seven and adding 65 new greenway miles since FY10. The FY15 proposed budget includes $161k and two additional Parks, Recreation and Cultural Resources staff to open and maintain Horseshoe Farm Park and Lake Johnson Woodland Center. Full year funding for the three new

facilities opened in FY14, Mordecai Interpretive Center, Wilkerson Nature Preserve Phase Two and Halifax Community Center, is also included ($410k).

Vehicle Fleet Services — To support and maintain the city's investment in trucks and equipment, the FY15 budget adds seven positions (five mechanics and two support personnel) to staff the North East Remote Operations facility. Additional staff resources will allow Vehicle Fleet Services to service more equipment, more quickly, providing departmental staff less downtime and improving overall fleet utilization.

Organizational Excellence: Improve Business Processes and Realign Resources
Paired with reinvestment in core services and infrastructure, and the organizational realignment approved by Council in April 2014, the proposed FY15 budget aims to optimize service delivery, streamline business processes, and align resources with Council priorities.

Strategic Planning and Performance Measurement — To coordinate performance measurement and strategic planning efforts citywide, a Strategic Planning and Performance Manager will be recruited ($96k). In addition, funding is included for strategic plan development and performance data visualization services ($62k) and membership in the statewide UNC School of Government Performance Benchmarking project ($15k).

Internal Auditor — An additional internal auditor will allow the city to better fulfill its fiduciary responsibility by conducting three more audits, in areas such as construction, human resources benefits plans, and information technology. ($105k)

Services Inventory — Conduct an inventory of all city services ($18k) to link them to the strategic plan, set a baseline for expenditures and staff resources, understand the specific components of each service, and special considerations such as offsetting revenue or legal requirements. Results of the inventory will identify areas where services can be streamlined, enhanced or eliminated.

Solid Waste Route Optimization — One-time funding will be used to update RouteSmart software and equipment to provide Solid Waste Services equipment operators with a safer, more efficient way to optimize routes. This investment is anticipated to reduce costs, reduce missed collection complaints by citizens, and improve driver accountability ($380k).

Postage — Public Affairs assumed responsibility for coordinating citywide mail services in FY13. Based on 18 months of experience, metered mail costs will be shifted to departments in FY15. Citywide, efficiency savings in postage management result in a budget reduction of $120k.

Sustainability Climate Energy Action Plan Implementation — The budget includes $50k of one-time funding for professional services to support a number of sustainability efforts. Projects envisioned for FY15 include an update to the Greenhouse Gas Emissions Inventory with potential reduction targets, an update to the Climate Energy Action Plan (CEAP) priority projects for the Capital Improvement Plan, identification and evaluation of sustainability opportunities for Union Station, the development of a comprehensive Resiliency Plan for the City of Raleigh, and the continuation of Business Case Evaluation education and training for city staff.

Additional service optimization and efficient, effective service delivery will be conducted around the city, including studies in Emergency Communications staffing, Police staffing and Vehicle Fleet Services.

Reinvest in Capital and Deferred Maintenance

As Raleigh's revenues have steadily improved since the recession, the city has dedicated more general fund revenue to infrastructure maintenance. The proposed General Fund budget increases the transfers to the Capital Improvement Program by $6 million, or 22%, to $20.9 million, primarily for street resurfacing and deferred infrastructure maintenance. Key budget drivers within the operating budget are the

replacement of aging equipment — both vehicles and radio communications equipment — at an accelerated pace, and maintenance staff and resources.

Infrastructure Maintenance — Recommitting to the city's commitment to appropriately maintain infrastructure, the FY15 budget includes one new Facilities and Operations position and $270k to maintain Northeast Remote Operations and downtown facilities, as well as continue landscape services on streetscape improvement projects no longer under contracted warranty maintenance.

Equipment Replacement — During the economic downturn, Raleigh delayed replacement of significant portions of its vehicle fleet, particularly within Public Utilities, Fire, Police, Parks and Recreation and Solid Waste Services. The FY15 budget will re-invest $21.9 million in the equipment required to provide essential services; equipment use charges increase by $2.4 million citywide.

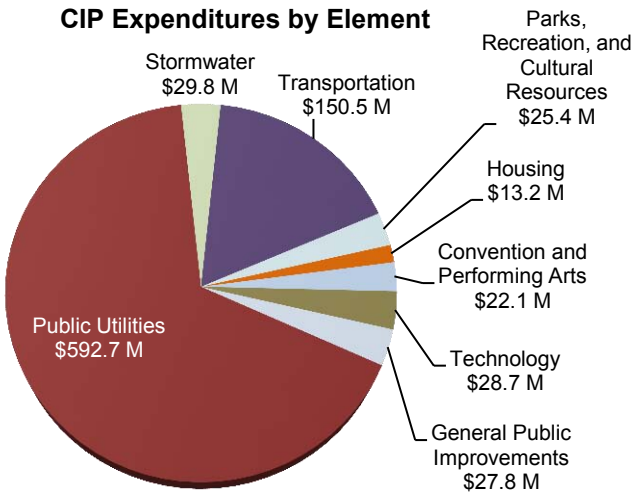
Parking Infrastructure and Maintenance — The FY15 budget continues the operation, debt repayment and maintenance of Raleigh's deck and on-street parking program. The Parking Fund will receive $500K in General Fund support to operate in FY15, a $500K decrease from FY14. This reduction is due to moderate improvement in parking deck revenues and consistently low variable interest rates on parking debt; however, it still allows Parking to add two Maintenance Worker I positions to positively affect timely maintenance and care of the parking decks and surface lots.

Five-Year Capital Improvement Program

The FY15-FY19 Capital Improvement Program (CIP) totals $890.2 million, including $148.8 million in FY15. The five-year capital improvement program concentrates on deferred maintenance of city buildings and infrastructure, primarily for streets and water and sewer.

Capital Maintenance

The city will invest significantly in water and sewer infrastructure, including programming $198.7 million specifically for infrastructure replacement. The stormwater element includes nearly $5 million for general infrastructure improvements.



The CIP also invests in existing city buildings, prioritizing repair and rehabilitation of facilities needed to provide core city services. The CIP rehabilitates the city's older fire stations and partially funds replacement of Fire Station #6. Council has approved the use of $2.7 million in two-thirds bonds for a replacement Fire Station #6; the CIP includes $3.7 million to fully fund the $6.4 million project budget. Station 6, constructed in 1949, is the city's oldest station, has significant structural problems, and is not large enough to house an aerial unit (ladder apparatus). The new structure will be on the same site, and provide sufficient space for an aerial unit, as well as improved workspace for staff.

Mid-FY14, Council approved using $12.6 million in two-thirds bond capacity to improve Moore Square. To improve citizens' downtown experience, improvements identified in the master plan include event spaces, natural play areas, and a central lawn.

Staff will also reconsider how to best use downtown assets to further economic development goals and provide sufficient office space for city employees well into the future. This reconsideration will coordinate

the future uses of city property around Nash Square, Moore Square, Fayetteville Street, West Street and the future Union Station. It will also address the long-term office space needs of city departments. A total of $52 million is budgeted to maintain general government, parks, and performance facilities located downtown and throughout the city.

Within the Transportation element, the budget also supports the city's transit system, with increased funding for facility and equipment maintenance, as well as bus replacements. Five-year funding for transit capital increases 33% from $6.6 million to $8.9 million.

Plan for the Future: Improve and Expand Infrastructure
While the CIP concentrates on infrastructure maintenance, the city will also improve and expand its infrastructure. The $75 million transportation bond, approved in October 2013, funds several road widening projects and traffic safety improvements. The city will also invest $11.2 million in new street and neighborhood drainage improvements.

Planning efforts are under way to address future capital needs, including technology investments, such as a new 911 dispatch system and potentially a fiber network. And, should the city's acquisition efforts succeed, staff will begin planning to develop the Dorothea Dix property.

Staff has asked City Council to consider a bond referendum in fall 2014 that could provide up to $106.8 million for the city's park system. Should Council and voters approve the bond, it will be implemented in the next year's CIP. The majority of these funds would go toward major renovations at such facilities as Chavis Memorial Park, Brentwood Community Center, and Walnut Creek Athletic Complex. Bond funds would also support land acquisition, greenway extensions, aquatic facility improvements, and a new Baileywick Community Center.

Raleigh: A Community of Excellence
Raleigh is an exceptional community, recognized locally and nationally for its quality of life, support for economic development and innovative public service delivery. The demands and complexities of a growing city with an estimated 430,000 citizens, more than 3,800 full time employees, and a budget of over $700 million require us to have efficient and effective business processes that maximize existing resources. Population and service demand growth have rebounded since the Great Recession and, with the FY15 proposed budget, Raleigh is investing additional operating and significant one-time revenues in the highest return for our community. This includes prioritizing the maintenance and restoration of our capital infrastructure, while also adding police officers, opening a fire station, expanding parks, recreation and cultural resources to respond to the needs of our vibrant, growing community.

I look forward to working with each of you through the upcoming budget process. Thank you for your service to the community.

Sincerely,

Ruffin L. Hall
City Manager

Introduction

Key Financial Documents

The budget document is the annual financial plan for City operations for the period covering one fiscal year. The City of Raleigh's fiscal year begins on July 1 and ends on June 30. This plan describes the sources of revenues and how the funds will be spent during the year. The annual operating budget, the Capital Improvement Program (CIP) and the Comprehensive Annual Financial Report (CAFR) are the key documents which describe the City's financial plans and financial status each year.

The annual budget shows the funding plan for how the City's dollars are to be spent in the coming year. The CAFR provides a review and assessment of the year-end fiscal condition of the City overall, including the status of fund balance in all fund types.

Organizational Structure

The operations of the City are grouped into different funds, each with its own source of revenues. Within each fund are one or more departments, with a department being an organizational unit which provides a major type of public service, such as the Police Department or Public Utilities Department.

City departments are frequently comprised of one or more divisions (i.e., the Utilities Construction Division of the Public Utilities Department). Divisions may be comprised of one or more programs, which are smaller functional units responsible for performing specific activities (i.e., the Maintenance Program within the Water Plant Division of the Public Utilities Department).

Account codes, also known as line items, provide the most detail within the budget. These are the most basic units in the budget and make it possible to determine, for example, how much is spent on chemicals for the operation of the water plant.

The City's budget preparation involves detailed budget planning and review at the program line item level.

Interfund Transfers

Interfund transfers, also known as interfund appropriations, involve the budgeting of money from one fund to another in order to support the functions to be carried out by the receiving fund. For example, the General Fund transfers money to the Transit Fund to support transit services.

When reviewing the budget, it is more accurate to use a figure which excludes appropriations to other funds. This prevents counting the transfer amounts twice - once in the sending fund and once in the receiving fund.

Most of the fund summary tables in the front of this document reflect both total appropriations as well as appropriations net of (or excluding) transfers. The departmental summary pages in this budget document reflect total appropriations only.

General Statute Requirements

In accordance with the North Carolina General Statutes, the City is required to budget and account for its funds on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become available. Expenditures are recognized in the accounting period in which the goods and services are received (except for unmatured interest on general long-term debt, which is recognized when due). The City's accounting records for general governmental operations are reported on the modified accrual basis. The City's enterprise, internal service and pension trust operations are reported on the accrual basis.

The General Statutes also provide for balanced project ordinances for the life of projects, including both capital and grant activities, which are expected to extend beyond the end of the fiscal year. The budgeted appropriations for capital projects do not lapse until the completion of the project, while appropriations for funds that adopt annual budgets lapse at the end of the fiscal year.

Overview

The City of Raleigh prepares and adopts an Annual Budget consisting of the Operating Budget and the Capital Budget. The City further prepares a separate Capital Improvement Program (CIP), setting forth planned capital investments over the ensuing five years. The first year of the CIP becomes the Capital Budget component of the Annual Budget. What follows is a description of the process used in the preparation of these documents, including a calendar of activities.

Operating Budget Process

The process begins in October with a staff workshop on budget preparation and distribution of the budget manual. The workshop outlines the requirements of the budget process and specific areas of emphasis for the upcoming budget.

In November and December, City departments prepare their operating budget requests for the next fiscal year. Departments are encouraged to conduct a thorough review and evaluation of their organizational structure and current and proposed programs. Departmental operating budgets are submitted in mid-December.

A pre-budget hearing is held in January to allow the public an opportunity to give input on the upcoming budget. During January and February, Office of Management & Budget (OMB) staff review and analyze the operating budget requests with each department. Revenue forecasts are further refined during this period.

Once the budget staff review is finalized, executive work budgets are prepared for the City Manager's review. From February through mid-April, the City Manager reviews the work budgets, meets with departments, considers available revenues and reaches decisions necessary to prepare a proposed budget. During this time, the Council holds work sessions at which the City Manager or his designee from various departments presents additional information to Council, prior to the formalized proposed budget. Work sessions allow Council to become more familiar with the scope and operations of departments and the needs of the community and serve to facilitate discussion between Council and department staff.

In May, the City Manager presents the Proposed Budget to the City Council. A public presentation is made before the City Council, staff, members of the press and interested citizens. As required by the Budget and Fiscal Control Act, a copy of the Proposed Budget is filed with the City Clerk and made available for public inspection. Through June 30, the City Council meets to review and discuss the Proposed Budget.

In accordance with the Budget and Fiscal Control Act, the City Council holds a public hearing on the Proposed Budget prior to the adoption of the budget ordinance, generally in the evening on the first Tuesday in June. On or prior to July 1, the City Council adopts the five-year Capital Improvement Plan, the final budget ordinance with balanced revenues and expenditures and sets the tax rate for the next fiscal year.

Capital Budget and Capital Improvement Program (CIP) Process

A separate Capital Improvement Program (CIP) is prepared each year containing the expenditures and funding sources planned for capital projects over the upcoming five-year period. As noted above, the first year of the CIP is the Capital Budget component of the Annual Budget and provides appropriation authority for capital projects.

Projects included in the CIP are generally defined as physical assets with a useful life of at least ten years and an initial cost of at least $25,000. Vehicles and heavy equipment (funded through the Operating Budget) are excluded. New building construction funding includes additional equipment directly associated with the building. Examples of capital projects include new roads, park land acquisition and development and waste treatment plant improvements.

The CIP is updated annually as projects are added, deleted and modified. Funding sources are reviewed and updated and a feasible funding plan, matching project requirements and available funding sources is prepared. The full five year plan is balanced with anticipated funding sources. This process begins in October when instructions and guidelines are issued to departments, and proposed projects are submitted to the OMB in December. The requests are then reviewed, discussions are held with agencies

and adjustments are made as appropriate. The City Manager's proposals are then included in the Proposed CIP presented to the City Council in May.

The City Council adjusts the CIP as it deems appropriate and adopts the CIP by resolution at the same time it adopts the Annual Operating Budget by ordinance.

Operating Budget and CIP Calendar

Month	Operating Budget	CIP Budget
October	Staff Workshop Call for budget requests	Call for CIP requests
November/ December	Departments prepare requests Initial revenue estimates prepared	Departments prepare requests
December	Budget requests submitted to OMB	CIP requests due to OMB Funding review
January	City Council pre-budget hearing Department & OMB discussions	Review/adjustment of proposals
February	Department & OMB discussions conclude City Manager working budget prepared	Review of proposals/update funding
March/ April	City Manager & department review Council Budget Work Sessions Revenue estimates finalized Balance operating budget and integrate capital budget impacts	City Manager review Council Budget Work Sessions Funding sources determined Balance CIP
Mid-May	Present to City Council	Present to City Council
June	Council review Public hearing Adoption of annual budget ordinance	Council review Public hearing Approve CIP by resolution

Implementation

During the month of July, OMB staff prepares and distributes the Adopted Budget document, which incorporates all of the changes approved by the City Council. At the start of the new fiscal year in July, the City Manager provides information to departments setting time schedules and priorities for the purchase of equipment and the implementation of new programs or initiatives.

Budget Amendments and Transfers

Throughout the fiscal year, adjustments to the original budget ordinance may become necessary to meet changing circumstances, better carry out planned programs and provide for new Council initiatives. Two types of changes can occur — budget amendments and budget transfers. Such changes are required at the line-item level of the budget underlying the budget ordinance.

A budget amendment increases or decreases the revenue and expenditures of an appropriated fund (this may involve decreases or increases in revenue and expenditures or shifting of monies between funds). Budget amendments, in accordance with North Carolina Statute 159-15, require the approval of City Council. Amendment requests are submitted to the OMB and approved by the City Manager prior to submittal to City Council.

A budget transfer changes line-item appropriations within a particular fund without changing the fund total. All transfer actions are reviewed by the OMB. Transfer authority is as follows: (1) department heads may approve transfers up to $10,000, (2) transfer requests between $10,000 and $50,000 require the approval of the City Manager or designee, and (3) transfers over $50,000 require the approval of the City Council.

Capital project contract change orders generally require budget amendments or transfers of funds. Such requests go through an approval process very similar to that described above.

Budget and Fiscal Framework

The City of Raleigh prepares its annual budget and carries out its fiscal affairs within a framework of state law, accounting standards, best practices and local policy. This section discusses how the City's accounting and budgetary system is organized and key financial policies that guide budget development.

Basis of Budgeting

Keeping within state law, the budget is prepared and accounted for on a modified accrual basis for the general fund, enterprise operating funds and new convention center financing fund. All other funds including capital project funds adopt multi-year project budgets.

In keeping with Generally Accepted Accounting Principles, financial statements for proprietary funds are prepared on a full accrual basis. A reconciliation of the full accrual basis to modified accrual basis (budgetary basis) is included in the annual financial statements for enterprise funds.

Fund Structure/Service Functions Relationship

The chart below reflects the interaction of the service functions of the City and the City's operating budget fund structure, showing the funds which provide resources to each function.

	General Government	Infrastructure & Public Services	Public Safety	Leisure Services	Public Utilities	Debt Service
General Fund	X	X	X	X		X
Economic Development Fund	X					
Public Utilities Fund					X	
Utility Infrastructure Funds					X	
Solid Waste Operations Fund		X				
Stormwater Utility Fund		X				
RCCC/PAC Operations				X		
Walnut Creek Amp. Operations				X		
Revolving Fund	X	X	X	X		
Public Transit Fund		X				
Parking Facilities Fund		X				
Emergency Telephone Sys Fund			X			
Housing Development Funds		X				
Community Development Funds		X				
General Debt Service Fund						X
Utility Debt Service Fund						X
Parking Debt Service Fund						X
Solid Waste Debt Service Fund						X
Housing Bond Reserve Fund						X
Convention Center Financing Fund						X
RCC/PAC Debt Svc Fund						X

Financial Policies

These policies provide direction and serve as guidelines for preparation of the annual budget and capital improvement program. They derive from North Carolina law, the recommendations of the Local Government Commission and local decisions, and they serve to guide the overall financial management of the City.

Operating Budget and Capital Improvement Program Policies

In keeping with the Local Government Budget and Fiscal Control Act, the City Manager will present a balanced budget to the City Council no later than June 1 of each year. Continuing practice in Raleigh is to present the budget in mid-May of each year.

A balanced budget is defined under state law as one in which the sum of estimate net revenues and appropriated fund balance is equal to appropriations. (NC statutes 159-8)

The budget ordinance will cover a fiscal year beginning on July 1 and ending on June 30.

The City Council shall adopt a balanced budget ordinance making appropriations and levying taxes by June 30 of each year.

As provided by NC statues section 159-26(d), the City will maintain encumbrance accounts as “budgetary accounts.” At the end of each fiscal year, encumbrances outstanding are those amounts of expenditures estimated to be incurred as a result of the fulfillment of unperformed contracts/purchases in process at year-end. Such encumbrances are reported as “reserved for encumbrances” against fund balance and are charged to the subsequent year’s budget.

The City Manager will prepare a recommended Capital Improvement Program (CIP) each year to be presented at the same time as the annual operating budget. The CIP will address the capital needs of the City over a five year period. The first year of the CIP will be the Capital Budget and will be adopted as a part of the annual budget.

The City Council will adopt the CIP by resolution.

A Capital Improvement (project) is defined as a physical asset constructed or purchased which has a useful life of at least 10 years and a minimum cost of $25,000.

Debt or bond financing will not be used to finance current expenditures.

The City may establish one or more internal service funds. At the same time as the budget is presented and adopted, a financial plan for each internal service fund will be provided. The financial plan will be balanced when estimated expenditures do not exceed estimated revenues.

Revenue Policies

The City will seek to develop and maintain a diversified and sustainable revenue system in order to avoid short-term service level fluctuations.

Revenues are to be conservatively estimated based on a review of historic collections, current and anticipated changes in legal requirements and rates, percentage change over time and in consultation with external assessment and collection authorities, where applicable.

General government fees and charges shall be reviewed annually. Revenues supporting the Revolving Fund shall be set annually so as to recover the full cost of providing those programs and activities.

Utility rates and charges will be reviewed periodically considering net revenue requirements, realistic sales forecasts, bond covenants and debt management policies, utility conservation goals, capital program requirements and reimbursement of indirect costs to the General Fund.

The City will pursue opportunities for grant funding for activities and projects consistent with the City’s long range plans and goals. Grants are adopted by City Council upon recommendation of the City Manager and are approved as balanced project ordinances (estimated expenditures do not exceed estimated revenues) within the appropriate fund.

The City intends that non-recurring revenues be used for capital outlay and one-time expenditures which do not materially increase recurring operating expenditures.

Fund Balance Policy

The Local Government Budget and Fiscal Control Act requires that appropriated fund balance in any fund not exceed the sum of cash and investments minus the sum of liabilities, encumbrances and deferred revenues arising from cash receipts at the end of the fiscal year next preceding the budget year.

The Local Government Commission recommends that governments maintain a minimum undesignated general fund balance of 8% of revenues for cash flow purposes. The City of Raleigh seeks to maintain an undesignated General Fund balance of approximately 14% of subsequent year's budget. This level is considered adequate to protect against emergencies and natural disasters, provide adequate cash flow so as to avoid short-term borrowing, and to contribute to the maintenance of the City's bond rating. The City will seek to maintain fund balances in other governmental funds sufficient to the long-term stability of the fund.

Estimates of fund balances available shall be presented each year in the budget summary section of the operating budget.

Budget Guide

The City's budget is comprised of many different funds. Some funds are enterprise funds, some are capital funds but the most notable fund in the City of Raleigh's budget is the General Fund. The General Fund includes operating funds for the majority of city departments including, for example, Police, Fire, Parks, Recreation and Cultural Resources, Emergency Communications, and most of Public Works.

Details regarding department budgets are presented in the City's budget document. Department information includes accomplishments, budget highlights, and goals and objectives. Also included is the budget detail. An example of the budget detail is included with descriptions below to help readers gain a better understand the format.

Budget Detail

Includes any changes to the number of employees in a particular fiscal year.

This category lists expenditures by division.

There are different types of account codes within the city's budget. ***See below for additional information.****

Column indicates the change from one fiscal year to the next.

	UALS	ACTUALS	ADOPTED	PROPOSED	CHANGE
EMPLOYEES	11-12	2012-13	2013-14	2014-15	FY14 To FY15
Public Affairs	9	9	12	12	0
Public Affairs-Rtn	8	8	8	8	0
TOTAL	**17**	**17**	**20**	**20**	**0**
DIRECT EXPENDITURES BY DIVISION					
Public Affairs	936,24			1,172,433	9.3%
Public Affairs-Rtn	578,77			678,623	3.6%
TOTAL	**$1,515,022**	**$1,492,416**	**$1,727,752**	**$1,851,056**	**7.1%**
DIRECT EXPENDITURES BY TYPE					
Personnel	947,117	982,117	1,106,616	1,171,847	5.9%
Employee Benefits	281,172	276,601	308,101	323,289	4.9%
Operating Expenditures			288,		
Special Programs and Projects			7,		
Capital Equipment			17,		
TOTAL			**$1,727,**		

***Account Types Include the Following:**

Personnel Services – includes all salary accounts such as part-time, full-time, etc.

Employee Benefits – includes all benefit accounts such as social security, health insurance, etc.

Operating Expenditures – includes accounts needed for departmental operating needs such as office supplies, operational and maintenance supplies, computer lease, pest control services, professional services, organizational and development training, etc.

Special Programs and Projects – includes accounts used in unique situations when the full cost of the program or project needs to be segregated. Examples include appropriations for boards and commissions, agency appropriations, etc.

Capital Equipment – includes accounts used to purchase new capital equipment at a unit cost of $5,000 or more.

Interfund Transfers – includes accounts used for transferring funds from one fund to another.

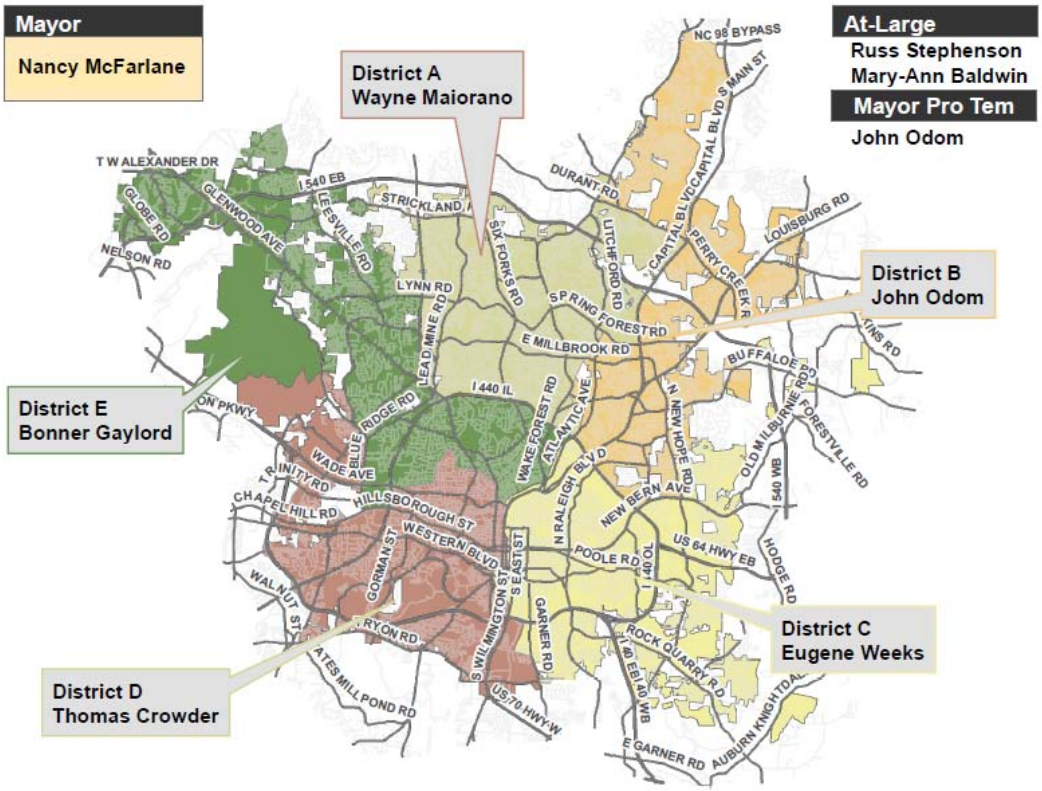
Raleigh City Council

Front Row:
Eugene Weeks
Mayor Nancy McFarlane
Wayne Maiorano

Middle Row:
Mary-Ann Baldwin
Russ Stephenson

Back Row:
Bonner Gaylord
Thomas G. Crowder
Mayor Pro Tem
John Odom

Find Your City Councilor



City of Raleigh Vision

At the January 2014 retreat, the Mayor and Council identified a new draft City of Raleigh Vision statement as part of the strategic planning process.

The City of Raleigh:

- *Creates safe, vibrant, and healthy neighborhoods to enhance the quality of life and standard of living for all of our citizens;*
- *Plans for our future growth through design excellence, infrastructure improvements, and preservation and enhancement of our natural resources and amenities;*
- *Develops transportation choices to create a robust transit, vehicular, pedestrian, and cycling infrastructure;*
- *Encourages job creation and economic prosperity for all citizens through purposeful economic development activities, innovation, support of entrepreneurship, small business and local business;*
- *Supports creative expansion and preservation of our City's unique arts and cultural resources to create the "Southern Capital of Arts and Culture"; and*
- *Builds a creative and highly functioning government organization focused on state-of-the-art delivery and citizen satisfaction.*

Profile of City of Raleigh

Raleigh is situated in the heart of the state's Piedmont region, centered between the sandy Atlantic beaches and the Great Smoky Mountains. The City is both the county seat of Wake County and the capital of North Carolina; it covers an area of more than 144 square miles and has an estimated population of 430,000. Together with Chapel Hill and Durham, Raleigh forms the Research Triangle Park, which was founded in 1959 as a model for research, innovation, and economic development and is now the largest research park in the nation. The City is located in a metropolitan area consisting of Wake, Durham, Orange, Franklin, Chatham and Johnston counties. The population for this area is estimated to be 1.7 million.

The City was named for Sir Walter Raleigh, who was granted a charter by Queen Elizabeth I in 1584 for land that is now North Carolina. In November 1776, North Carolina representatives gathered in Halifax to write its first state constitution. Raleigh's site was originally chosen as the location of North Carolina's state capital in 1788, and it was officially established in 1792 as both the new county seat and the new state capital. It is among the few cities in the United States that was planned and built specifically to serve as a state capital and its original boundaries were formed by North, East, West and South streets. The North Carolina General Assembly first met in Raleigh in December 1794, and within one month, the legislators officially granted the City a charter, with a board of seven appointed commissioners (elected by the City after 1803) and an "Intendant of Police" (which would eventually become the office of Mayor) to govern it.

The City has utilized a council-manager form of government since 1947. The Mayor and two Council members are elected at-large, and the remaining five Council members are elected from five districts within the City. The Mayor and Council members serve two-year terms and all have an equal vote. The City Council sets policies, enacts ordinances and appoints the City Manager. The City Manager administers the daily operations and programs of the City through the department heads, other staff members and employees.

The City provides a full range of governmental services, including police and fire protection, street construction and maintenance, a comprehensive solid waste program, water and sanitary sewer services, and parks, recreation and cultural services. Extended planning on the City's infrastructure needs occurs on an ongoing basis.

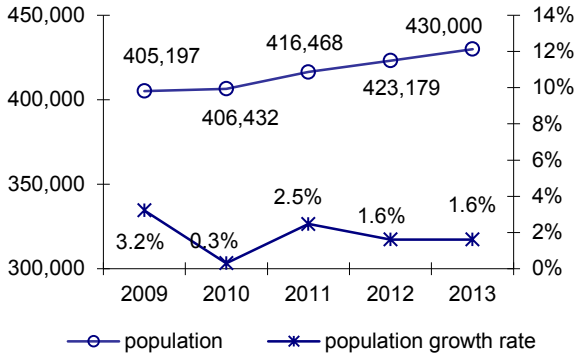
The City is empowered to levy a property tax on both real and personal properties located within its boundaries. It is also empowered by state statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the governing council. The annual budget serves as the foundation of the City's financial planning and control.

Urban Measures

Urban system measures help gauge the quality of the basic urban system of the community. In many instances, the city does not have total control over the results of these performance measures, but city policies and actions can affect the outcomes. These measures are organized in five categories: Demographics, Public Safety, Housing & Economy, Development, and Environment.

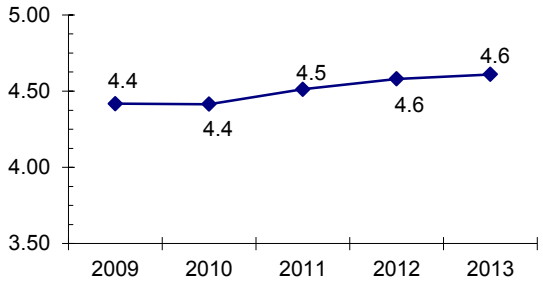
Demographics

Population Within the City Limits & Population Growth Rate



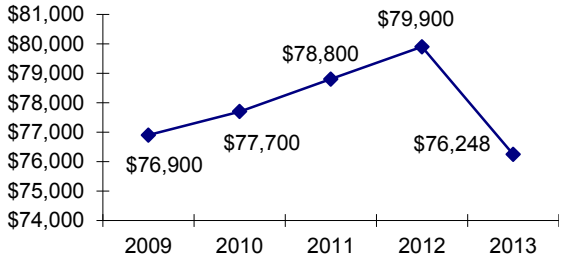
Population within the city limits and population growth rate: Based on 2010 census and new Certificates of Occupancy issued by Inspections Dept. Shows percentage change in population. 2013 is a projection per the City Planning Departmentt.

Population Density (population per acre)



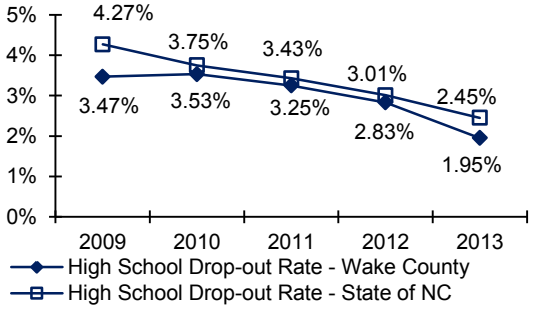
Population density: The total population of the city divided by the total acres within the city limits. Acreage as of January 1 of each year.

Median Family Income



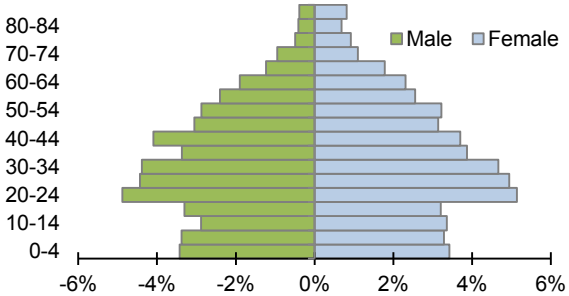
Median family income: For the Triangle Metropolitan Statistical Area (MSA). Based on a family of four. Data from US Dept of Housing and Urban Development.

High School Drop-out Rate



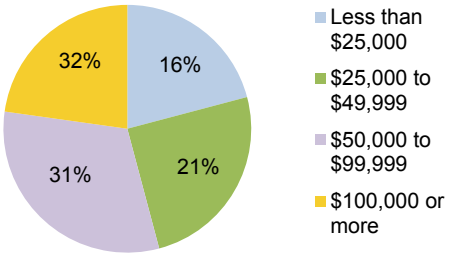
High school drop-out rate: For grades 7-12. Data from Wake County Public Schools System is released in July for the previous school year.

% of Population by Age and Gender



% of Population by Age and Gender: Based on 2011 statistics for Raleigh from American Community Survey 2007-2011 (5-Year Survey Data).

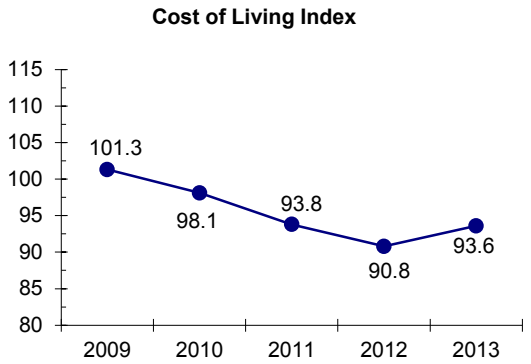
Household Income Distribution



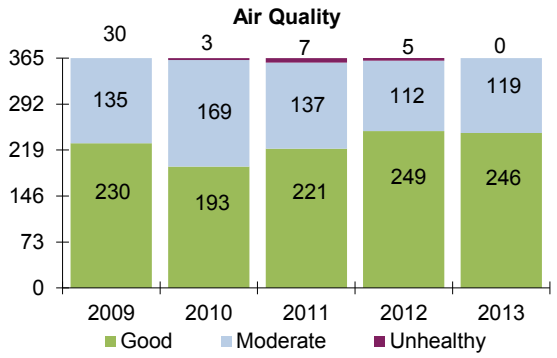
Household Income Distribution: Based on 2011 statistics for Raleigh from American Community Survey 2007-2011 (5-Year Survey Data).

Urban Measures

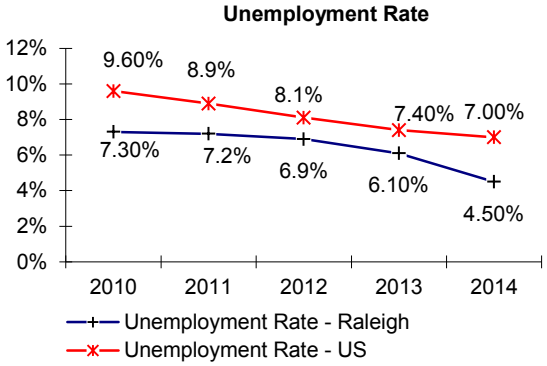
Housing and Economy



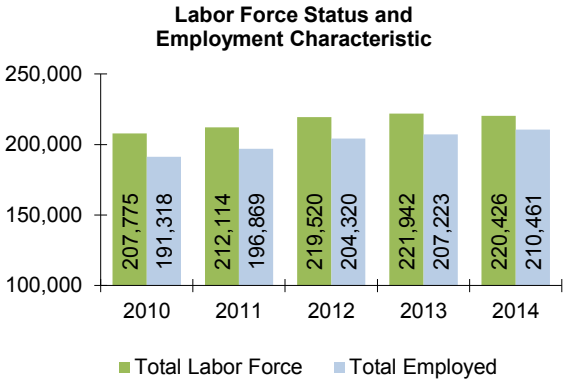
Cost of Living Index: From national marketing firm ACCRA for Triangle MSA. Based on nationwide price comparisons. "100" represents nationwide average; a number below 100 indicates a slightly lower cost of living. Data is from the fourth quarter of the year.



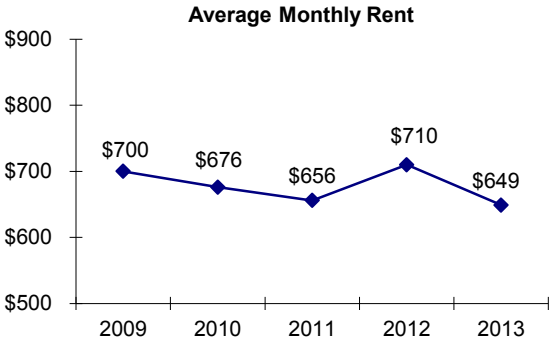
Air quality: From the US Environmental Protection Agency. For Raleigh-Cary area. Based on a scale of "good", "moderate", and "unhealthful".



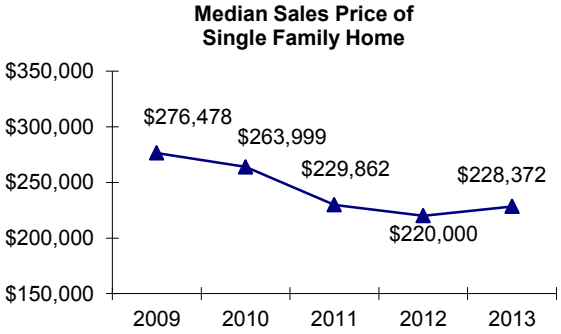
Unemployment rate: Unemployment rates for the nation and for the City of Raleigh as of March each year. Data provided by the Employment Security Commission.



Labor Force Status and Employment: Number within city who are employed compared to total city labor force available as of April each year. Source: US Department of Labor Bureau of Labor Statistics.



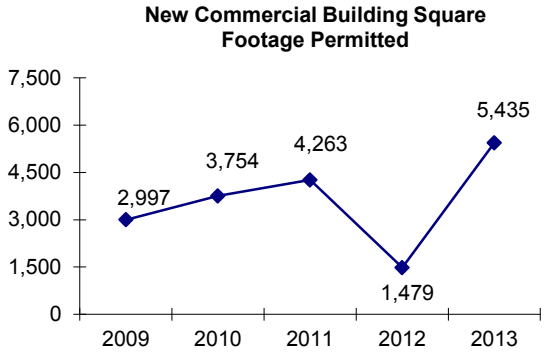
Average rent: From national marketing firm, ACCRA, for Triangle MSA. Based on a two-bedroom apartment.



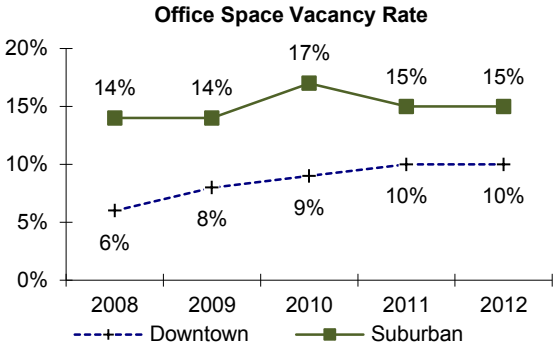
Median sales price of single-family home: Median price of single-family residential properties purchased in the city limits.

Urban Measures

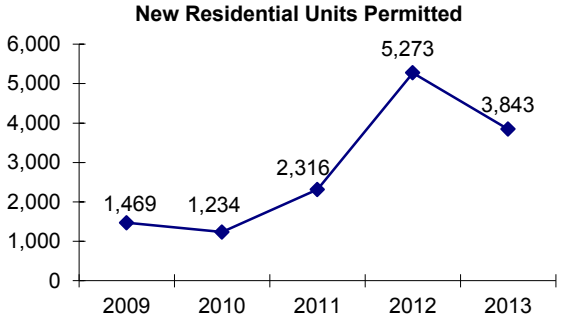
Development



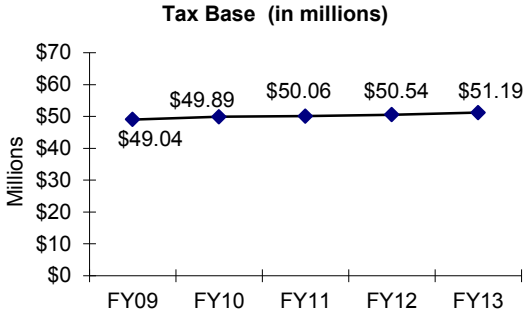
New commercial building sq ft permitted (in thousands): Data from building permits approved by City Inspections Dept. Includes new commercial construction, and commercial additions. Does not include group housing.



Office space vacancy rate: For suburban and downtown Raleigh. Based on office vacancy data from Carolantic Realty - Triangle Commercial Real Estate Report. 2013 data has not yet been released.



New residential units permitted: Based on data from building permits approved by the City Inspections Department.

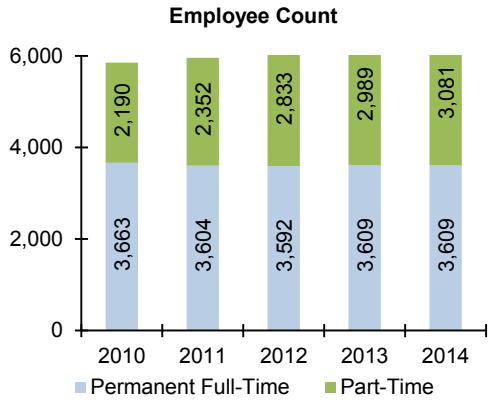


Residential and commercial tax base: The city's total assessed property (real, personal and state certiified) tax valuation. From audited city financial statements.

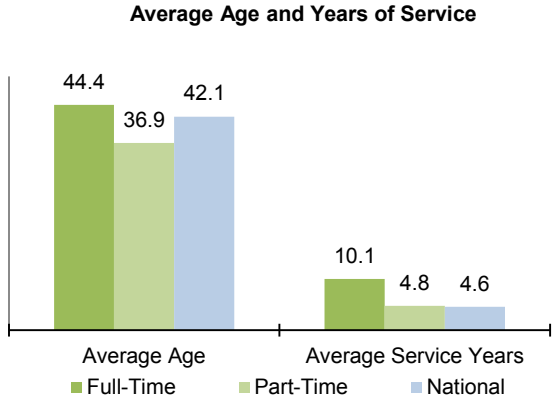
New construction authorized: Data from building permits approved by City Inspections Dept. Includes value of new residential and commercial (private and publicly owned) construction, residential and commercial alterations and additions, and others (such as demolitions).

Municipal Workforce Measures

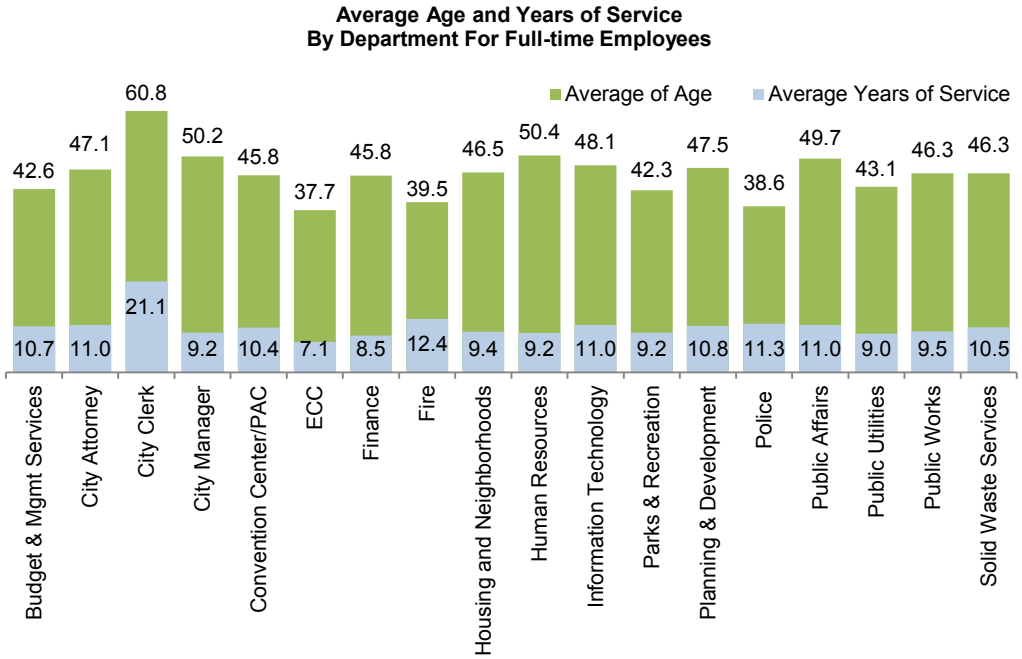
Municipal workforce measures show trends for City of Raleigh employees, part-time and full. Additional metrics are available within the Human Resources budget section.



Employee Count: Total number of employees as of July 1 each year, except for 2014 which is February 1.



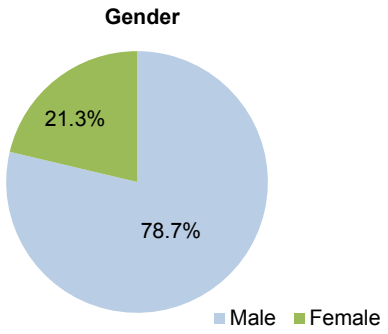
Average Age and Years of Service: Average full-time employee age and years of employment as of February 2014. National data from BLS as of January 2012, most recent available.



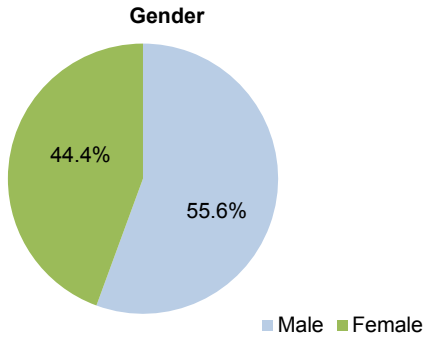
Average Age and Years of Service: Mean age and years of service with the City of Raleigh as of May 2014.

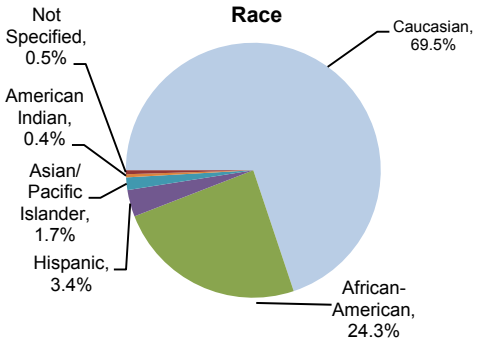
Municipal Workforce Measures

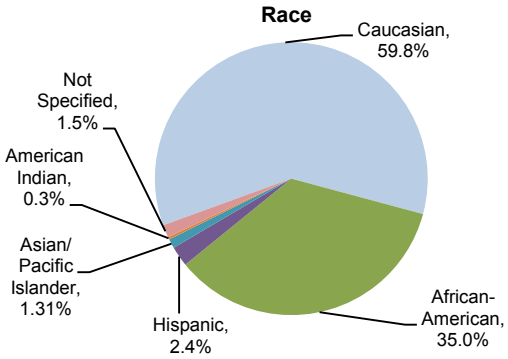
Full-Time Employees

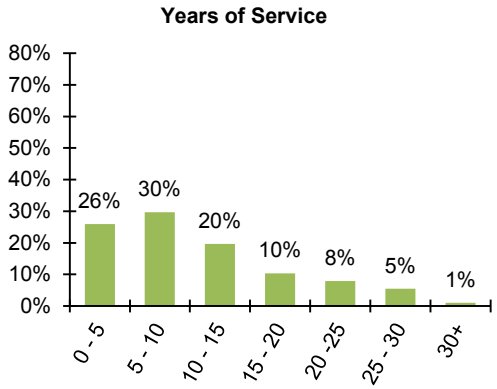


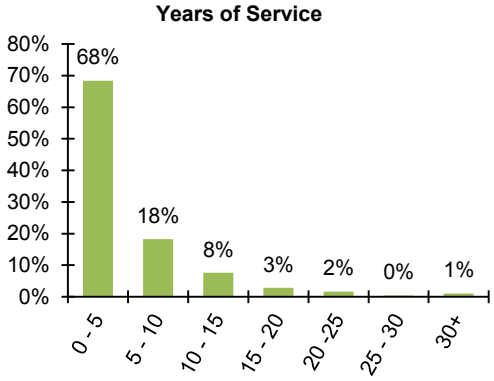
Part-Time Employees







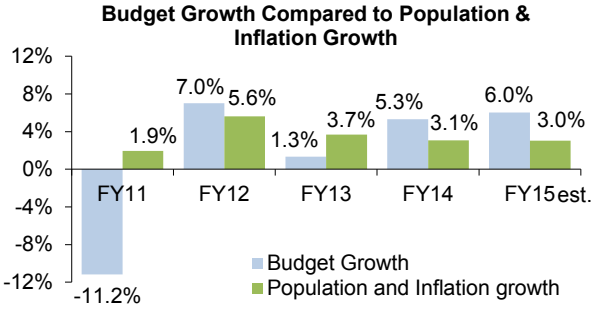




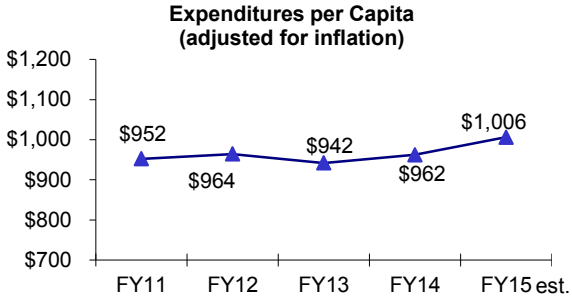
Years of Service: As the city sees a steady increase in the number of retirees, the number of employees with less than five years of service will continue to increase.

City Organization Measures

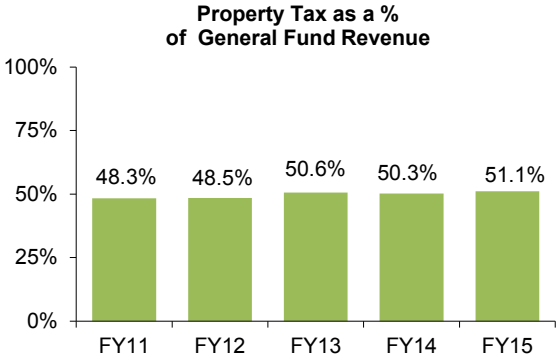
City Organization Measures show trends within the City of Raleigh organization. Many of these measures relate to changes in revenues, expenditures and personnel. They show the effects of policy and management decisions.



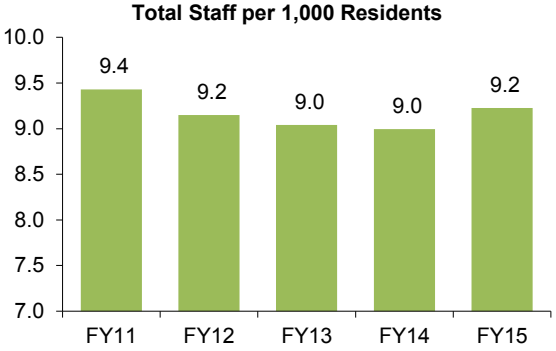
Budget growth compared to population & inflation: Percent growth in net operating and capital budgets compared to a composite of city population growth and inflation. FY15 inflation is estimated.



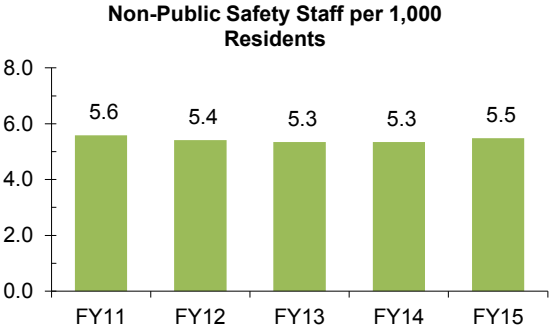
Expenditures per capita: Total annual budgeted expenditures, including operating and capital costs, divided by city population. FY15 inflation is estimated.



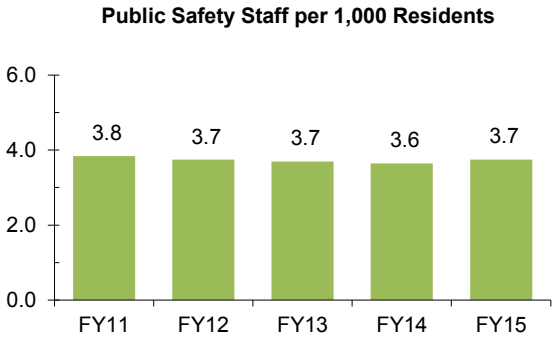
Property tax as a % of general fund revenue: The budgeted amount of revenue from ad valorem property taxes as a percent of total budgeted general fund revenue.



Total staff per 1,000 residents: Total number of authorized full-time positions for every 1,000 residents.

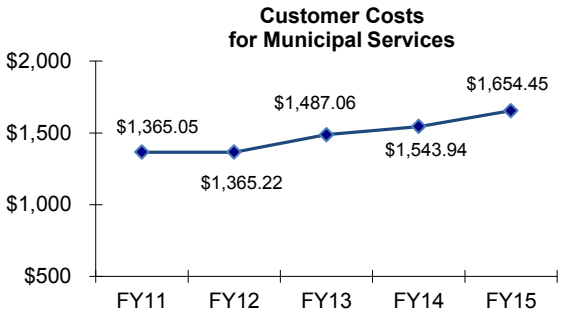


Non-public safety staff per 1,000 residents: Total number of authorized full-time positions not related to public safety operations for every 1,000 residents.

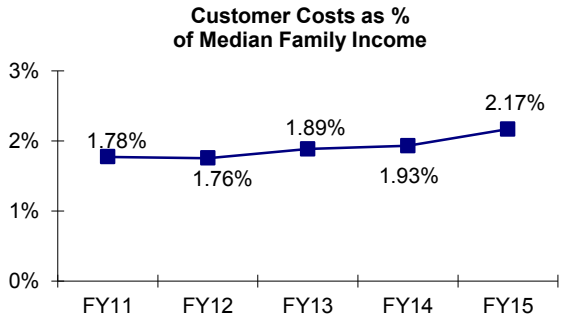


Public safety staff per 1,000 residents: Total number of authorized full-time positions related to public safety operations for every 1,000 residents.

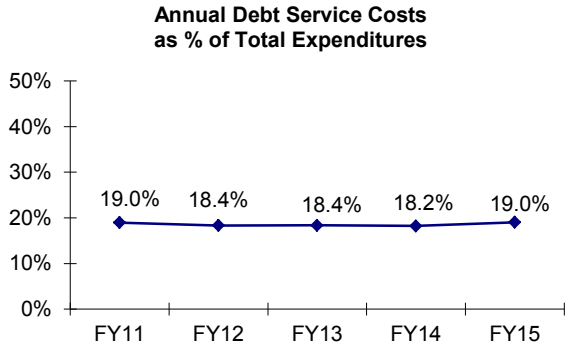
City Organization Measures



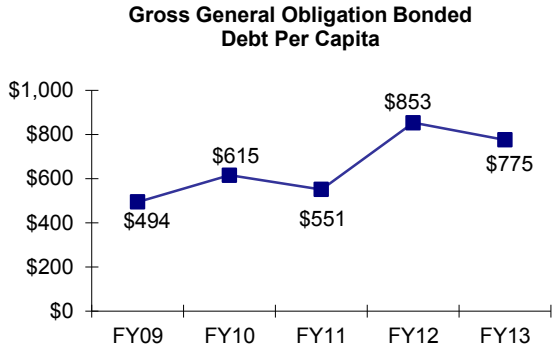
Customer costs for municipal services: $189,218, the median value of a City of Raleigh home as of January 1, 2013. Annual water and sewer charges based on usage of 4,500 gallons or 6 CCF per month.



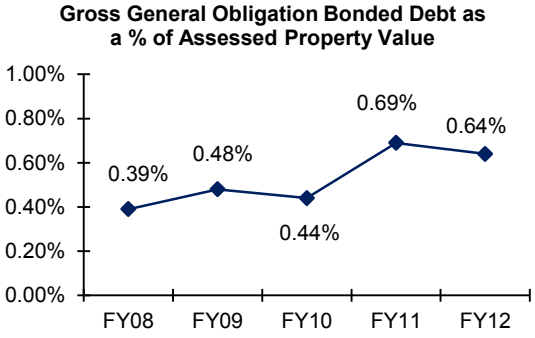
Customer costs as a % of median family income: Customer costs for municipal services as a percentage of the prior year median family income for the Triangle Metropolitan Statistical Area (MSA). Income data from U.S. Dept. of Housing and Urban Development.



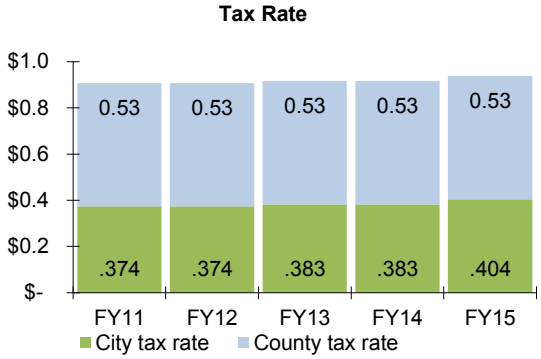
Annual debt service costs as a % of total expenditures: Annual budgeted debt service costs as a percentage of annual budgeted expenditures. Includes debt service for the General Fund and enterprises.



Gross General Obligation bonded debt per capita: Debt as of last day of the fiscal year. Gross General Obligation bonded debt is the amount of outstanding bonded debt. Shown as debt divided by the total city population. This chart does not include revenue bonds. FY14 data will be available with the FY14 CAFR.

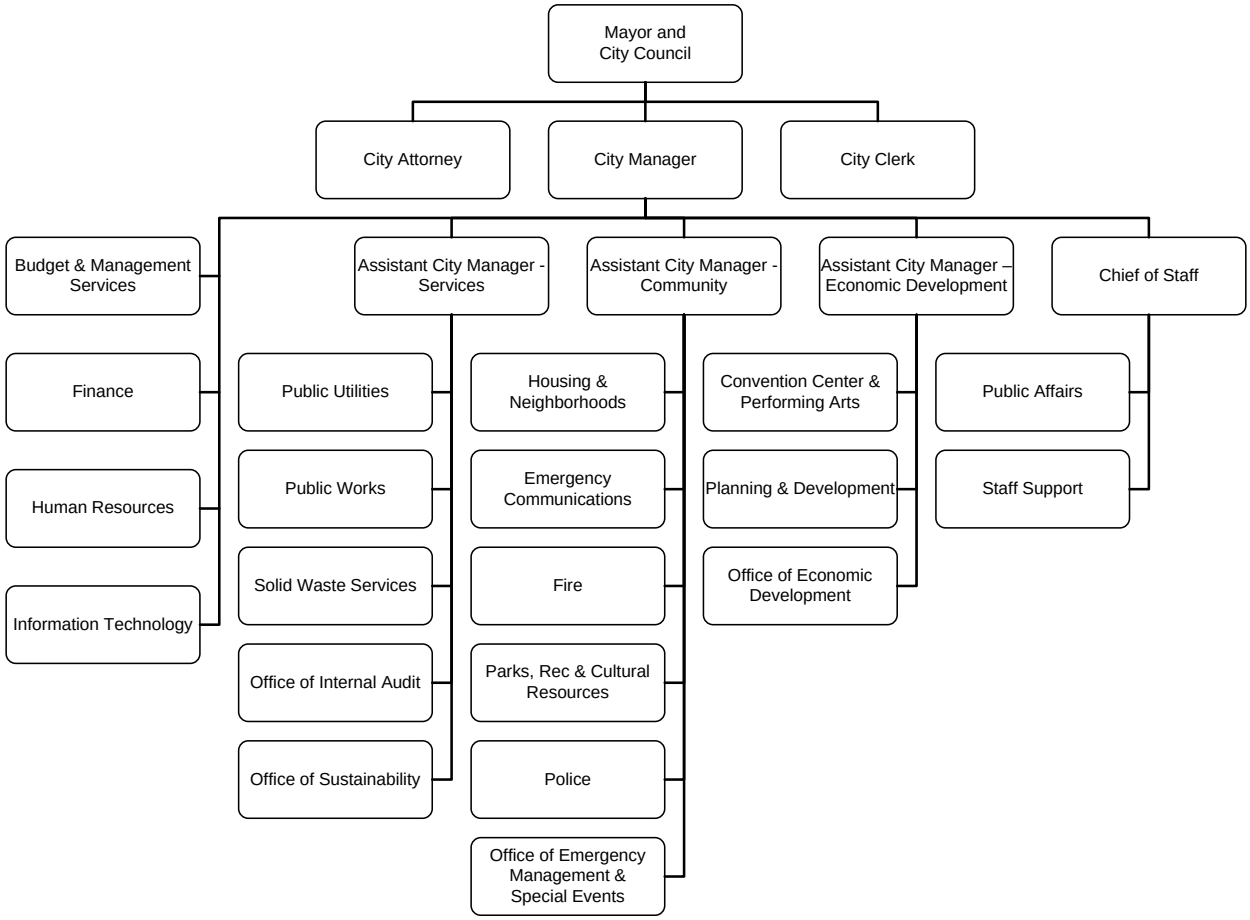


Gross General Obligation bonded debt as % of assessed property value: Debt as of last day of the fiscal year. Gross GO bonded debt shown as % of assessed value of taxable property in the city. The legal debt limit imposed by state statute is 8% of assessed value. Does not include revenue bonds. FY14 data will be available with the CAFR.



Tax rate: City and Wake County tax rates. Property tax rate per $100 of proporty valuation. FY15 county projection is based upon FY14 adopted rate.

City of Raleigh Organization Chart



CITY OF RALEIGH

ESTABLISHED 1792

NORTH CAROLINA

Revenue and Expenditure Summary

	REVENUES			EXPENDITURES		
	Total Revenues	Less Approp Fr Other Fds	NET Revenues	Total Expenditures	Less Approp To Other Fds	NET Expenditures
GENERAL FUNDS						
General Fund	$416,612,398	$21,239,238	$395,373,160	$416,612,398	$103,283,428	$313,328,970
Economic Dev Fund	1,606,450	1,030,696	575,754	1,606,450	-	1,606,450
Revolving Fund	9,292,916	-	9,292,916	9,292,916	160,000	9,132,916
General Debt Service Fund	58,832,300	55,713,630	3,118,670	58,832,300	-	58,832,300
Housing Develop Funds	2,045,033	1,197,533	847,500	2,045,033	795,861	1,249,172
SUBTOTAL	**$488,389,097**	**$79,181,097**	**$409,208,000**	**$488,389,097**	**$104,239,289**	**$384,149,808**
SPECIAL REVENUE FUNDS						
Emerg Telephone Sys Fund	$2,634,874	-	$2,634,874	$2,634,874	-	$2,634,874
Convention Center Fin. Fund	29,318,000	-	29,318,000	29,318,000	24,768,000	4,550,000
Housing Bnd Reserve Fund	500,000	-	500,000	500,000	400,000	100,000
Community Develop Funds	5,596,223	241,463	5,354,760	5,596,223	188,868	5,407,355
SUBTOTAL	**$38,049,097**	**$241,463**	**$37,807,634**	**$38,049,097**	**$25,356,868**	**$12,692,229**
GENERAL CAPITAL PROJECT FUNDS						
Technology Fund	$6,625,000	$6,549,151	$75,849	$6,625,000	$3,187,000	$3,438,000
Capital Projects Fund	3,100,000	3,000,000	100,000	3,100,000	-	3,100,000
Sidewalk Fund	475,000	475,000	-	475,000	-	475,000
Street Improvement Fund	12,507,000	11,442,000	1,065,000	12,507,000	-	12,507,000
Street Facility Fees Fund	4,365,000	-	4,365,000	4,365,000	4,365,000	-
Park Facility Fees Fund	2,656,000	-	2,656,000	2,656,000	2,656,000	-
Park Improvement Fund	4,850,000	4,750,000	100,000	4,850,000	-	4,850,000
SUBTOTAL	**$34,578,000**	**$26,216,151**	**$8,361,849**	**$34,578,000**	**$10,208,000**	**$24,370,000**
ENTERPRISE OPERATING FUNDS						
Public Utilities Fund	$207,656,634	$1,884,008	$205,772,626	$207,656,634	$96,285,830	$111,370,804
Utility Infrastructure Funds	9,000,511	-	9,000,511	9,000,511	9,000,511	-
Utility Debt Service Fund	55,631,100	54,250,000	1,381,100	55,631,100	-	55,631,100
Solid Waste Operations Fund	35,298,517	11,628,083	23,670,434	35,298,517	5,170,955	30,127,562
Solid Waste Debt Service Fund	2,066,000	1,545,000	521,000	2,066,000	-	2,066,000
Public Transit Fund	27,280,014	18,570,271	8,709,743	27,280,014	575,099	26,704,915
Parking Operating Fund	16,017,224	500,000	15,517,224	16,017,224	8,939,984	7,077,240
Parking Debt Service Fund	7,725,000	7,700,000	25,000	7,725,000	-	7,725,000
Stormwater Utility Fund	16,688,476	427,089	16,261,387	16,688,476	11,193,695	5,494,781
RCCC/PAC Operations	18,358,729	5,772,756	12,585,973	18,358,729	1,937,687	16,421,042
RCC/PAC Debt Service Fund	18,483,000	18,476,000	7,000	18,483,000	-	18,483,000
Walnut Creek Amph Oper Fund	1,255,817	-	1,255,817	1,255,817	1,000,000	255,817
SUBTOTAL	**$415,461,022**	**$120,753,207**	**$294,707,815**	**$415,461,022**	**$134,103,761**	**$281,357,261**
ENTERPRISE CAPITAL PROJECT FUNDS						
Water Capital Projects Fund	$18,700,000	$18,700,000	-	$18,700,000	-	$18,700,000
Sewer Capital Projects Fund	20,700,000	20,700,000	-	20,700,000	-	20,700,000
Parking Capital Projects Fund	670,000	670,000	-	670,000	-	670,000
Stormwater Capital Projects Fund	5,000,000	5,000,000	-	5,000,000	-	5,000,000
Conv Ctr Complex Fund	2,446,000	2,446,000	-	2,446,000	-	2,446,000
Walnut Creek Amph Fund	475,000	-	475,000	475,000	-	475,000
SUBTOTAL	**$47,991,000**	**$47,516,000**	**$475,000**	**$47,991,000**	-	**$47,991,000**
TOTAL ALL FUNDS	**$1,024,468,216**	**$273,907,918**	**$750,560,298**	**$1,024,468,216**	**$273,907,918**	**$750,560,298**

Total Budget Summary

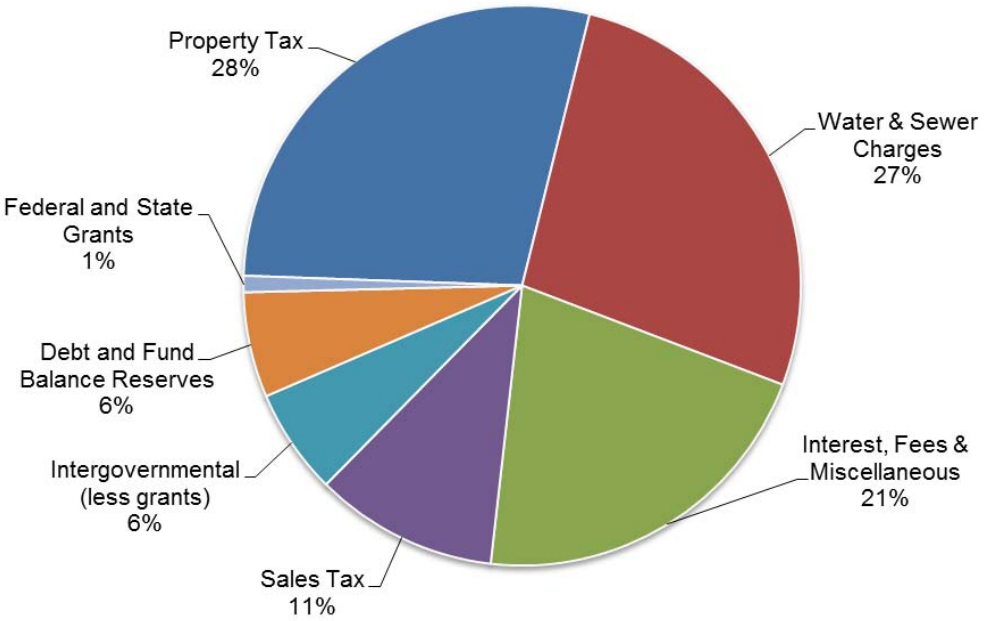
(net of interfund transfers)

	ADOPTED 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
REVENUES				
Property Tax	$ 194,239,035	$ 203,363,787	$ 212,770,000	4.6%
Water & Sewer Charges	173,143,217	190,066,136	201,592,337	6.1%
Interest, Fees & Miscellaneous	139,351,184	152,678,286	157,938,965	3.4%
Sales Tax	68,695,536	74,232,347	79,700,000	7.4%
Intergovernmental (less grants)	44,375,641	42,810,027	45,887,741	7.2%
Debt and Fund Balance Reserves	45,267,107	37,762,032	45,615,249	20.8%
Federal and State Grants	6,981,982	6,922,159	7,056,006	1.9%
	$ 672,053,702	**$ 707,834,774**	**$ 750,560,298**	**6.0%**
EXPENDITURES				
Public Safety	$ 148,563,038	$ 152,075,943	$ 157,594,377	3.6%
Capital Debt Service	123,374,385	129,115,034	142,737,400	10.6%
Public Utilities	93,048,026	99,037,440	111,370,804	12.5%
Capital Improvements	65,215,617	74,435,096	77,011,000	3.5%
Leisure Services	67,130,014	71,683,386	75,698,890	5.6%
Public Works & Public Transit	64,092,317	66,161,756	69,363,473	4.8%
General Gov't & External Agencies	33,890,269	40,294,623	38,790,604	(3.7%)
Solid Waste Services	25,296,768	27,445,013	30,127,562	9.8%
Planning & Neighborhoods	23,867,728	24,706,148	25,154,270	1.8%
Information Technology	16,339,409	17,080,681	17,282,990	1.2%
Financial Management	11,236,131	5,799,655	5,428,928	(6.4%)
	$ 672,053,702	**$ 707,834,774**	**$ 750,560,298**	**6.0%**

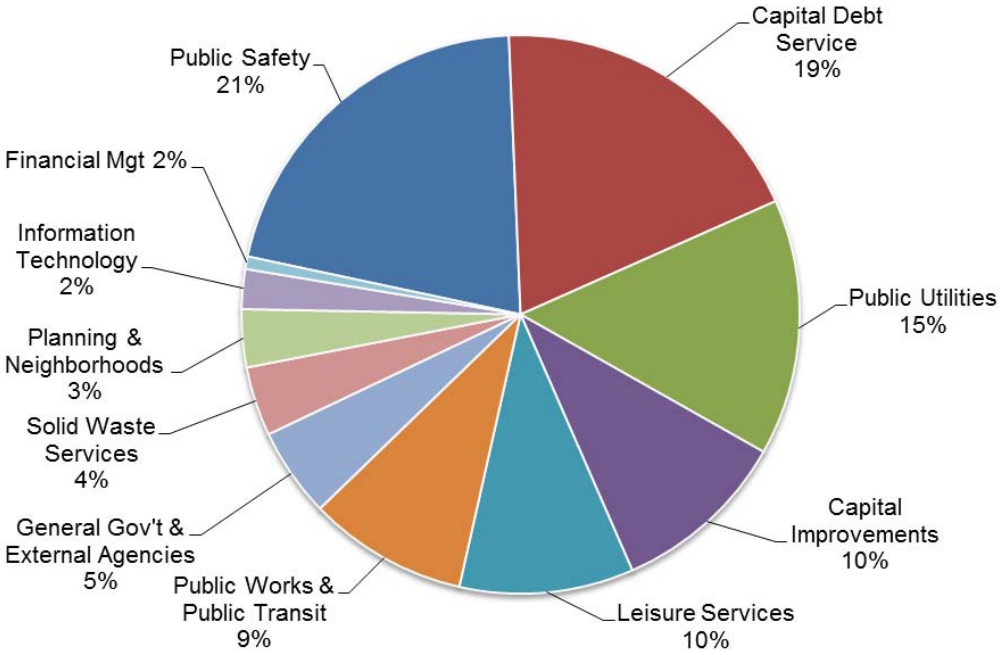
Total Budget Summary

(net of interfund transfers)

REVENUES



EXPENDITURES



General Fund Summary

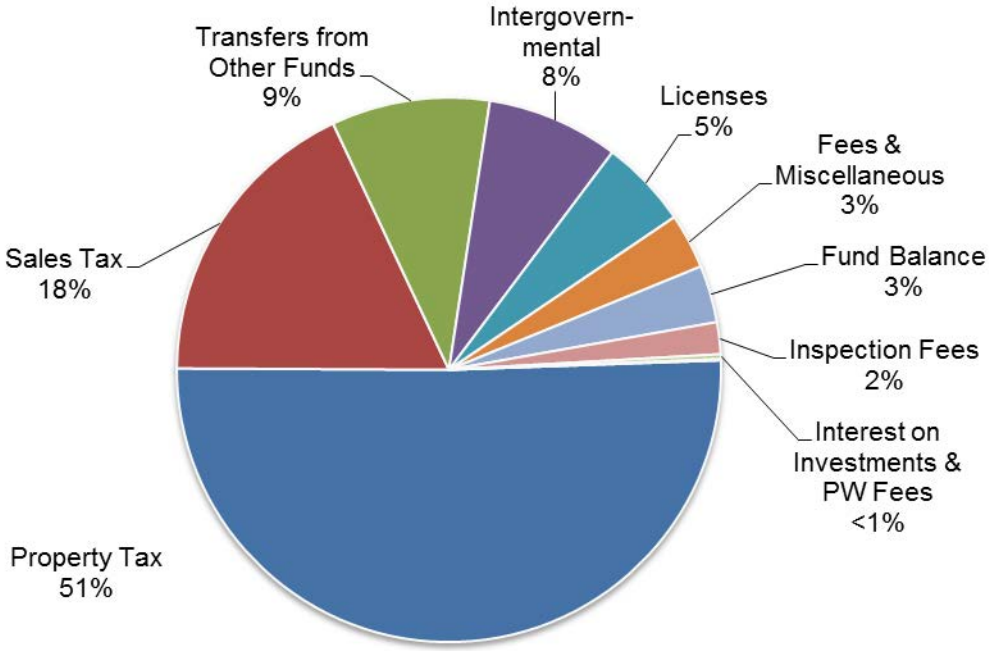
(including interfund transfers)

	ADOPTED 2012-13	ADOPTED 2013-2014	PROPOSED 2014-15	CHANGE FY14 To FY15
REVENUES				
Property Tax	$ 194,239,035	$ 203,363,787	$ 212,770,000	4.6%
Sales Tax	68,695,536	74,232,347	79,700,000	7.4%
Transfers from Other Funds	36,116,787	25,621,449	25,159,501	(1.8%)
Intergovernmental	30,103,389	38,967,848	39,366,926	1.0%
Licenses	20,205,648	24,310,648	21,251,000	(12.6%)
Fees & Miscellaneous	12,572,558	13,698,244	14,353,984	4.8%
Fund Balance	13,000,000	13,403,396	13,000,000	(3.0%)
Inspection Fees	7,277,250	9,846,975	9,474,987	(3.8%)
Interest on Investments	1,088,000	1,054,881	1,220,000	15.7%
Public Works Fees	273,500	273,500	316,000	15.5%
	$ 383,571,703	**$ 404,773,075**	**$ 416,612,398**	**2.9%**
EXPENDITURES				
Public Safety	$ 146,162,709	$ 149,510,067	$ 155,075,993	3.7%
Leisure Services	47,599,810	50,614,000	52,632,420	4.0%
Public Works & Public Transit	47,563,596	47,467,246	49,174,858	3.6%
Appropriation to Capital Debt	41,935,177	40,757,568	46,562,000	14.2%
General Government	29,407,609	31,703,775	32,822,113	3.5%
Planning & Neighborhoods	19,188,206	19,715,359	19,695,276	(0.1%)
Information Technology	16,339,409	17,080,681	17,282,990	1.2%
Solid Waste Services	11,380,030	11,020,702	11,628,083	5.5%
Financial Management	11,236,131	5,799,655	5,428,928	(6.4%)
Appropriation to Capital Program	9,183,566	27,232,928	22,457,000	(17.5%)
External Agencies	3,575,460	3,871,094	3,852,737	(0.5%)
	$ 383,571,703	**$ 404,773,075**	**$ 416,612,398**	**2.9%**

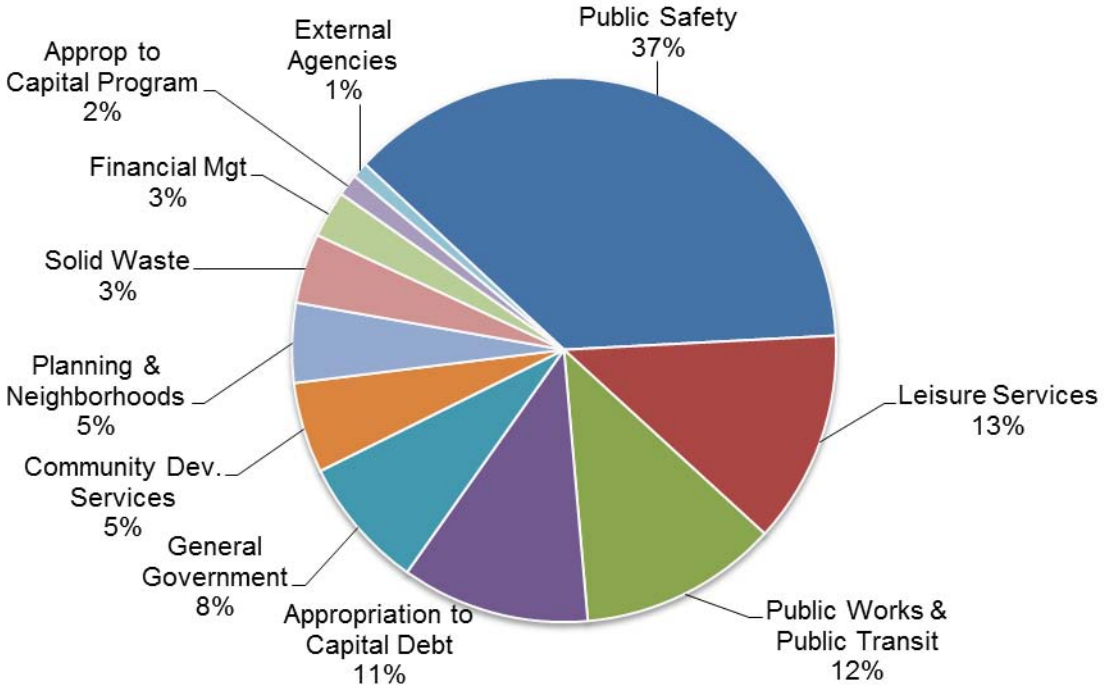
General Fund Summary

(including interfund transfers)

REVENUES



EXPENDITURES



General Funds

The City of Raleigh has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund.

The **General Fund (100)** is the principal operating fund for the City of Raleigh. It was established to account for all financial resources except those required by state law, local ordinance, and generally accepted accounting principles to be accounted for in another fund. General Fund revenues primarily include property taxes, state shared revenues, sales taxes, licenses, permits and fees. The major operating activities include general government, police, fire, public works, development services, parks and recreation and other governmental service functions.

The **Economic Development Fund (110)** was established in FY94 to provide a focal point for the City's economic development program. Funding is provided in this budget for selected external organizations that promote growth and development in the Raleigh area. This fund is supported by transfers from the General and Public Utilities Funds.

The **Revolving Fund (130)** was established primarily to account for various year-round recreational activities that are self-supporting with revenues equaling or exceeding expenditures. The Revolving Fund also includes a number of non-recreational self-sustaining programs and activities, including the Sustainability Environmental Awards and classes offered by the Raleigh Television Network.

The **General Debt Service Fund (190)** provides for the payment of principal, interest and other expenses related to existing debt, other than water and wastewater debt and other enterprise activities.

The **Housing Development Funds (735-736)** receive revenue primarily from City tax dollars which are collected in the General Fund and appropriated to the Housing Development Funds. This funding supports various programs to provide more affordable housing to low and moderate income residents.

General Funds

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
GENERAL FUND (100)	$ 404,773,075	$ 416,612,398	
Less Appropriation to Other Funds	(99,057,806)	(103,283,428)	
NET GENERAL FUND (100)	$ 305,715,269	$ 313,328,970	2.5%
ECONOMIC DEV FUND (110)	$ 1,621,762	$ 1,606,450	
Less Appropriation to Other Funds	-	-	
NET ECONOMIC DEV FUND (110)	$ 1,621,762	$ 1,606,450	(0.9%)
REVOLVING FUND (130)	$ 8,398,434	$ 9,292,916	
Less Appropriation to Other Funds	(161,121)	(160,000)	
NET REVOLVING FUND (130)	$ 8,237,313	$ 9,132,916	10.9%
GENERAL DEBT SERVICE FUND (190)	$ 52,700,404	$ 58,832,300	
Less Appropriation to Other Funds	-	-	
NET GEN DEBT SERVICE FUND (190)	$ 52,700,404	$ 58,832,300	11.6%
HOUSING DEVELOPMENT FUNDS (735-736)	$ 1,561,804	$ 2,045,033	
Less Appropriation to Other Funds	(101,660)	(795,861)	
NET HOUSING DEVELOPMENT FUNDS (735-736)	$ 1,460,144	$ 1,249,172	(14.4%)
TOTAL GENERAL FUNDS	**$ 469,055,479**	**$ 488,389,097**	**4.1%**
Less Appropriation to Other Funds	(99,320,587)	(104,239,289)	
NET GENERAL FUNDS	**$ 369,734,892**	**$ 384,149,808**	**3.9%**

Special Revenue Funds

The primary purpose of the Special Revenue Funds is to account for the proceeds of designated revenue sources that are restricted by law or administrative action for specific purposes. Revenue sources accounted for through the City's special revenue funds include:

The **Emergency Telephone System Fund (712)** is comprised of the Emergency Communication Center's allocation of the state's wireless fund. The fund covers wireless eligible costs involved in operating and maintaining a wireless enhanced 9-1-1 system. Wireless eligible costs are those costs incurred from when a wireless customer dials 9-1-1 until the call taker/telecommunicator receives the call and locates the caller.

The **Convention Center Financing (715)** accounts for hotel and motel occupancy taxes collected by the County and remitted to the City per an interlocal agreement to fund the financing of the Convention Center.

The **Housing Bond Fund (720)** accounts for City housing development programs which are financed by general obligation bond issues.

The **Community Development Funds (741-781)** are primarily supported by federal grant funds allocated to the City for community development programs which are targeted primarily to inner-city areas. In addition to the Community Development Block Grant, revenues in this fund include rental income and loan repayments.

Special Revenue Funds

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
EMER. TELEPHONE SYSTEM FUND (712)	$ 2,681,166	$ 2,634,874	
Less Appropriation to Other Funds	-	-	
EMER. TELEPHONE SYSTEM FUNDS	$ 2,681,166	$ 2,634,874	(1.7%)
CONVENTION CENTER FINANCING FUND (715)	$ 18,847,730	$ 29,318,000	
Less Appropriation to Other Funds	(16,931,588)	(24,768,000)	
NET CONVENTION CTR FINANCING FUND (715)	$ 1,916,142	$ 4,550,000	137.5%
HOUSING BOND RESERVE FUND (720)	$ 500,000	$ 500,000	
Less Appropriation to Other Funds	(400,000)	(400,000)	
NET HOUSING BOND FUND (720)	$ 100,000	$ 100,000	0.0%
COMMUNITY DEVELOP FUNDS (741-781)	$ 5,024,635	$ 5,596,223	
Less Appropriation to Other Funds	(268,760)	(188,868)	
NET COMMUNITY DEVELOP FUNDS (741-781)	$ 4,755,875	$ 5,407,355	13.7%
TOTAL SPECIAL REVENUE FUNDS	**$ 27,053,531**	**$ 38,049,097**	**40.6%**
Less Appropriation to Other Funds	(17,600,348)	(25,356,868)	
NET SPECIAL REVENUE FUNDS	**$ 9,453,183**	**$ 12,692,229**	**34.3%**

General Capital Project Funds

The purpose of the General Capital Projects Funds is to account for the financial resources segregated for the acquisition or construction of major general capital assets and facilities. The budgets within these funds are adopted for the life of the project. Under the project accounting concept, project expenditures, and the revenues used to fund them, are accumulated until the year the project is completed. General projects accounted for within the general capital projects funds include street projects, park improvements, technology projects, major public facilities and other miscellaneous capital projects.

The **Technology Fund (501)** accounts for long-term technology projects as recommended by the City's technology governance process. These projects are financed from general fund resources.

The **Capital Projects Fund (505)** accounts for all capital improvement costs not applicable to other capital improvement programs. These improvements are financed from nonbond resources.

The **Sidewalk Fund (515)** accounts for capital project costs for the construction of sidewalks within the City.

The **Street Improvement Fund (525)** accounts for all street improvement programs to be financed from applicable street assessment proceeds and other non-bond street improvement resources.

The **Street Bond Fund (531)** accounts for the street construction projects financed from the general obligation street bond issues.

The **Street Facility Fees Funds (545) and Park Facility Fees Fund (610)** accounts for facility fees collected from developers to be expended for street and park capital purposes within designated zones in the City.

The **Park Improvement Fund (625)** accounts for transfers from the general fund and other revenues and allocations, and all project costs in the construction of park improvements as well as park land and greenway acquisition.

General Capital Project Funds

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
TECHNOLOGY FUND (501)	$ 6,695,787	$ 6,625,000	(1.1%)
Less Appropriation to Other Funds	(3,239,787)	(3,187,000)	
NET TECHNOLOGY FUND (501)	$ 3,456,000	$ 3,438,000	(0.5%)
CAPITAL PROJECTS FUND (505)	$ 4,250,000	$ 3,100,000	(27.1%)
Less Appropriation to Other Funds	-	-	
NET CAPITAL PROJECTS FUND (505)	$ 4,250,000	$ 3,100,000	(27.1%)
SIDEWALK FUND (515)	$ 3,482,850	$ 475,000	(86.4%)
Less Appropriation to Other Funds	-	-	
NET SIDEWALK FUND (515)	$ 3,482,850	$ 475,000	(86.4%)
STREET IMPROVEMENT FUND (525)	$ 8,334,150	$ 12,507,000	50.1%
Less Appropriation to Other Funds	-	-	
NET STREET IMPROVEMENT FUND (525)	$ 8,334,150	$ 12,507,000	50.1%
STREET BOND FUND (531)*	$ 3,040,000	$ -	
Less Appropriation to Other Funds	-	-	
NET STREET BOND FUND (531)	$ 3,040,000	$ -	
STREET FACILITY FEES FUND (545)	$ 5,281,000	$ 4,365,000	(17.3%)
Less Appropriation to Other Funds	(5,281,000)	(4,365,000)	
NET STREET FACILITY FEES FUND (545)	$ -	$ -	
PARK FACILITY FEES FUND (610)	$ 4,712,600	$ 2,656,000	(43.6%)
Less Appropriation to Other Funds	(4,712,600)	(2,656,000)	
NET PARK ACQ -- FACILITY FEES FUND (610)	$ -	$ -	
PARK IMPROVEMENT FUND (625)	$ 6,487,520	$ 4,850,000	(25.2%)
Less Appropriation to Other Funds	-	-	
NET PARK IMPROVEMENT FUND (625)	$ 6,487,520	$ 4,850,000	
TOTAL GENERAL CAPITAL PROJECT FUNDS	**$ 42,283,907**	**$ 34,578,000**	**(18.2%)**
Less Appropriation to Other Funds	(13,233,387)	(10,208,000)	
NET GENERAL CAPITAL PROJECT FUNDS	**$ 29,050,520**	**$ 24,370,000**	**(16.1%)**

*Fund 531 does not include bond funding.

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public be recovered through user charges; or where the governing body has decided that periodic determinations of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The **Public Transit Fund (410)** is supported by user charges, federal grant contributions and the City's General Fund. Expenditures in this fund support the operation of the Capital Area Transit (CAT) System and for the City program for disabled residents, Accessible Raleigh Transit (ART).

The **Parking Facilities Operating Fund (442), Parking Debt Service Fund (444)** and the **Parking Facilities Project Fund (446)** provide for the operational, maintenance and capital costs for the Municipal, Cabarrus, City Center, Convention Center and Moore Square parking decks. Cleaning and maintenance costs for the Moore Square Transit Station and the Downtown Police Substation are also included. These funds are supported by parking deck user fees, parking violation revenue and interest income.

The **Public Utilities Fund (310)** provides for water and sewer operations of the City of Raleigh. This fund is supported primarily by user charges and customer fees, and provides for all operating costs associated with the City's water and sewer systems. The **Utility Infrastructure Funds (311-312), Utility Debt Service Fund (315)** and **Water and Sewer Capital Projects Funds (320-325)** account for capital costs associated with the City's water and sewer operations.

The **Solid Waste Services Operating Fund (360)** and the **Solid Waste Debt Service Fund (362)** have been established to fund the operational and capital needs of the City's Solid Waste Services Department which oversees the residential collection, recycling and yard waste programs. The fund is supported by user fees and charges and by a subsidy from the general fund.

The **Stormwater Utility Fund (460)** and **The Stormwater Utility Capital Project Fund (470)** provide for stormwater operations in the City of Raleigh. These funds are supported by revenue generated from a stormwater fee charged to residential and commercial residents of Raleigh.

The **Convention Center and Performing Arts Center Operations Fund (642)** has been established to separate the operations of the City's Convention Center and the Performing Arts Center. The fund is supported partially by ticket sales, user fees and charges. Operating deficits are supported by an appropriation from the General Fund. The **Convention Center Debt Service Fund (644), Memorial Auditorium Projects Fund (646)** and the **Convention Center Complex Fund (648)** account for the capital costs at the Convention Center and Performing Arts Center.

The **Walnut Creek Amphitheater Operating Fund (652)** is newly established in FY14 to separate the operating and capital expenses related to maintaining the Walnut Creek Amphitheater. The fund is supported entirely by rental revenue from the facility. The **Walnut Creek Amphitheater Fund (650)** accounts for capital projects costs of the Amphitheater financed by a portion of the Amphitheater rent.

Enterprise Funds

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
OPERATING			
PUBLIC UTILITIES FUND (310)	$ 199,092,071	$ 207,656,634	
Less Appropriation to Other Funds	(100,054,631)	(96,285,830)	
NET PUBLIC UTILITIES FUND (310)	$ 99,037,440	$ 111,370,804	12.5%
UTILITY DEBT SERVICE FUND (315)	$ 55,236,585	$ 55,631,100	
Less Appropriation to Other Funds	-	-	
NET PUBLIC UTILITIES FUND (315)	$ 55,236,585	$ 55,631,100	0.7%
UTILITY INFRASTRUCTURE FUNDS (311&312)	$ -	$ 9,000,511	
Less Appropriation to Other Funds	-	(9,000,511)	
NET UTILITY INFRASTRUCTURE FDS (311&312)	$ -	$ -	
SOLID WASTE OPERATIONS FUND (360)	$ 32,575,992	$ 35,298,517	
Less Appropriation to Other Funds	(5,130,979)	(5,170,955)	
NET SOLID WASTE OPERATIONS FUND (360)	$ 27,445,013	$ 30,127,562	9.8%
SOLID WASTE DEBT SVC FUND (362)	$ 2,104,075	$ 2,066,000	
Less Appropriation to Other Funds	-	-	
NET SOLID WASTE DEBT SVC FUND (362)	$ 2,104,075	$ 2,066,000	(1.8%)
PUBLIC TRANSIT FUND (410)	$ 26,660,662	$ 27,280,014	
Less Appropriation to Other Funds	(798,974)	(575,099)	
NET PUBLIC TRANSIT FUND (410)	$ 25,861,688	$ 26,704,915	3.3%
PARKING FACILITIES OPERATING FUND (442)	$ 15,198,468	$ 16,017,224	
Less Appropriation to Other Funds	(8,495,336)	(8,939,984)	
NET PARKING FACILITIES FUND (442)	$ 6,703,132	$ 7,077,240	5.6%
PARKING DEBT SERVICE FUND (444)	$ 7,875,000	$ 7,725,000	
Less Appropriation to Other Funds	-	-	
NET PARKING DEBT SERVICES FUND (444)	$ 7,875,000	$ 7,725,000	(1.9%)
STORMWATER FUND (460)	$ 16,063,665	$ 16,688,476	
Less Appropriation to Other Funds	(10,788,197)	(11,193,695)	
NET STORMWATER FUND (460)	$ 5,275,468	$ 5,494,781	4.2%
RCCC/PAC OPERATIONS FUND (642)	$ 17,444,445	$ 18,358,729	
Less Appropriation to Other Funds	(2,304,264)	(1,937,687)	
NET RCCC/PAC OPERATIONS FUND (642)	$ 15,140,181	$ 16,421,042	8.5%

Enterprise Funds (continued)

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
CONVENTION CENTER DEBT SRV (644)	$ 11,198,970	$ 18,483,000	
Less Appropriation to Other Funds	-	-	
	$ 11,198,970	$ 18,483,000	65.0%
NET CONVENTION CENTER DEBT SRV FUND (644)			
WALNUT CREEK AMPH OPERATING FD (652)	$ 1,350,193	$ 1,255,817	
Less Appropriation to Other Funds	(1,000,000)	(1,000,000)	
NET WALNUT CREEK AMPH OPER FUND (652)	$ 350,193	$ 255,817	(26.9%)
CAPITAL PROJECT			
WATER CAPITAL PROJECTS FUND (320)	$ 13,891,000	$ 18,700,000	
Less Appropriation to Other Funds	-	-	
NET WATER CAPITAL PROJECTS FUND (320)	$ 13,891,000	$ 18,700,000	34.6%
SEWER CAPITAL PROJECTS FUND (325)	$ 20,525,000	$ 20,700,000	
Less Appropriation to Other Funds	-	-	
NET SEWER CAPITAL PROJECTS FUND (325)	$ 20,525,000	$ 20,700,000	0.9%
PARKING FACILITIES FUND - PROJ (446)	$ 1,190,000	$ 670,000	
Less Appropriation to Other Funds	(550,000)	-	
NET PARKING FACILITIES FUND (446)	$ 640,000	$ 670,000	4.7%
STORMWATER UTILITY CAP PROJ (470)	$ 5,700,000	$ 5,000,000	
Less Appropriation to Other Funds	-	-	
NET STORMWATER UTILITY CAP PROJ (470)	$ 5,700,000	$ 5,000,000	(12.3%)
MEM AUD PROJECTS FD (646)	$ 457,000	$ -	
Less Appropriation to Other Funds	-	-	
NET CONV CTR & MEM AUD PROJECTS FD (646)	457,000	-	(100.0%)
CONV CTR COMPLEX FD (648)	$ 1,980,434	$ 2,446,000	
Less Appropriation to Other Funds	-	-	
NET CONV CTR COMPLEX FD (648)	$ 1,980,434	$ 2,446,000	23.5%
WALNUT CREEK AMPH. CAPITAL FUND (650)	$ 175,000	$ 475,000	
Less Appropriation to Other Funds	-	-	
NET WALNUT CREEK AMPH. CAPITAL FUND (650)	$ 175,000	$ 475,000	171.4%
TOTAL ENTERPRISE FUNDS	**$ 428,718,560**	**$ 463,452,022**	**8.1%**
Less Appropriation to Other Funds	(129,122,381)	(134,103,761)	
NET ENTERPRISE FUNDS	**$ 299,596,179**	**$ 329,348,261**	**9.9%**
NET OPERATING AND CAPITAL BUDGET	**$ 707,834,774**	**$ 750,560,298**	**6.0%**

Bond Funds

The purpose of the bond funds is to account for the financial resources segregated for the acquisition or construction of major capital facilities. The budgets within these funds are adopted for the life of the project, with revenues and expenditures accumulating until the year in which the project is completed.

The bond funds are substantially identical in nature to the capital project funds. The main difference between the funds is the primary revenue source. Funding for capital projects, using bond funds, comes primarily from the issuance of long-term debt.

These funds are accounted for separately from the capital project funds to avoid double-counting the debt costs. The cost of the City's long-term debt is captured in the capital debt service funds as the debt is paid rather than in the bond funds as the debt is issued.

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
WATER REVENUE BOND FUND (348)	$ 8,101,000	$ 1,270,000	(84%)
SEWER REVENUE BOND FUND (349)	$ 35,275,000	$ 13,600,000	(61%)
CAPITAL PROJECTS BOND FUND (506)	$ 6,979,000	$ 5,082,000	(27%)
STREET BOND FUND (531)	$ 15,270,000	$ 39,548,000	159%
PARK BOND FUND (636)	$ 1,100,000	$ -	
HOUSING BOND FUNDS (724 & 725)	$ 4,000,000	$ 3,750,000	(6%)
TOTAL BOND FUNDS	**$ 70,725,000**	**$ 63,250,000**	**(11%)**

Internal Service Funds

These funds provide a mechanism by which specific operations can be accounted for and charged to departments on a cost of service basis.

The **Risk Management Fund (230)** includes all expenditures for the City's self-supporting workers' compensation and property/liability insurance programs. The fund also includes the insurance premiums for other types of insurance coverage. The primary sources of revenue are the General Fund and Utility Fund.

The **Health/Dental Trust Fund (240)** includes all expenditures to provide self-supporting health insurance and dental insurance programs for City employees and retirees. The sources of revenue in this fund include contributions from the City, contributions from employees, and contributions from retirees.

The **Governmental Equipment Fund (251)** and **Enterprise Equipment Funds (252-253)** were established to reduce spikes in annual operating budgets due to equipment purchase and to finance these items in the most beneficial way for the City. Costs for the acquisition of equipment and vehicles costing over $10,000 are budgeted in these funds. The sources of revenue to balance the funds are the sum of departmental equipment use charge accounts.

The **Vehicle Fleet Services Fund (260)** was established to provide a mechanism by which the City's Vehicle Fleet Services operation could be reflected in the budget on a full cost basis. Employee salaries and associated operating and equipment costs are budgeted in this fund. The source of revenue to balance the fund is the sum of departmental maintenance and operation (M&O) accounts.

Internal Service Funds

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
RISK MANAGEMENT FUND (230)	$ 14,737,635	$ 14,020,699	(4.9%)
Less Appropriation to Other Funds	(5,000,000)	(5,005,263)	
NET RISK MANAGEMENT FUND	$ 9,737,635	$ 9,015,436	(7.4%)
HEALTH/DENTAL TRUST FUND (240)	$ 35,570,500	$ 36,660,000	3.1%
Less Appropriation to Other Funds	-	-	
NET HEALTH/DENTAL TRUST FUND	$ 35,570,500	$ 36,660,000	3.1%
GOVERNMENTAL EQUIPMENT FUND (251)	$ 17,989,136	$ 17,729,414	(1.4%)
Less Appropriation to Other Funds	-	-	
NET GOVERNMENTAL EQUIPMENT FUND	$ 17,989,136	$ 17,729,414	(1.4%)
ENTERPRISE EQUIPMENT FUNDS (252-253)	$ 20,192,427	$ 14,187,703	(29.7%)
Less Appropriation to Other Funds	-	-	
NET ENTERPRISE EQUIPMENT FUNDS	$ 20,192,427	$ 14,187,703	(29.7%)
VEHICLE FLEET SERVICES FUND (260)	$ 17,948,219	$ 17,686,886	(1.5%)
Less Appropriation to Other Funds	(93,513)	(106,134)	
NET VEHICLE FLEET SERVICES FUND	$ 17,854,706	$ 17,580,752	(1.5%)
TOTAL INTERNAL SERVICE FUNDS	**$ 106,437,917**	**$ 100,284,702**	**(5.8%)**
Less Appropriation to Other Funds	(5,093,513)	(5,111,397)	
NET INTERNAL SERVICE FUNDS	**$ 101,344,404**	**$ 95,173,305**	**(6.1%)**

General Fund

Appropriations by Division

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
General Government			
City Council	$ 276,385	$ 282,485	2%
City Clerk	554,499	534,399	(4%)
City Attorney	2,829,796	2,987,075	6%
Special Appropriations	48,182,819	42,095,921	(13%)
City Manager	2,841,920	2,299,371	(19%)
Internal Audit Office	-	516,904	
Office of Economic Development	-	612,238	
Office of Sustainability	-	658,422	
Office of Emerg Mgmt & Spec Events	-	219,455	
Public Affairs	1,217,433	1,181,128	(3%)
Raleigh TV Network	678,622	683,717	1%
Subtotal, General Gov't	**$ 56,581,473**	**$ 52,071,116**	**(8%)**
Human Resources	**$ 3,522,378**	**$ 3,783,768**	**7%**
Budget & Management Services	**$ 1,724,333**	**$ 1,850,984**	**7%**
Finance			
Administration	$ 581,181	$ 521,805	(10%)
Internal Audits	329,525	-	
Treasury	650,936	669,719	3%
Revenue	1,309,093	1,316,355	1%
Purchasing	566,854	575,523	2%
Accounting and Financial Reporting	1,884,211	1,863,405	(1%)
Payroll	477,854	482,120	1%
Subtotal, Finance	**$ 5,799,655**	**$ 5,428,928**	**(6%)**
Information Technology			
IT Administration	$ 1,077,099	$ 1,149,042	7%
IT Strategy and Planning	2,103,906	2,360,272	12%
Enterprise Infrastructure Management	6,683,135	7,204,702	8%
Enterprise Bus. Application Support	5,011,956	4,523,240	(10%)
Customer Relationship Management	2,204,585	2,045,734	(7%)
Subtotal, Info Technology	**$ 17,080,681**	**$ 17,282,990**	**1%**
Public Works			
Public Works	$ 13,728,971	$ 14,383,483	5%
Construction Management	1,364,455	1,323,933	(3%)

General Fund

Appropriations by Division

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Public Works Continued			
Stormwater Maintenance	$ 3,088,538	$ 2,980,897	(3%)
Street Maintenance	9,262,604	10,638,026	15%
Safelight	894,950	778,248	(13%)
Subtotal, Public Works	**$ 28,339,518**	**$ 30,104,587**	**6%**
Planning & Development			
Planning	$ 5,728,629	$ 5,290,346	(8%)
Inspections	7,312,498	5,172,328	(29%)
Development Services	3,362,763	3,379,328	0%
CAMPO	203,677	231,431	14%
Subtotal, Planning & Econ Dev	**$ 16,607,567**	**$ 14,073,433**	**(15%)**
Housing & Neighborhoods			
Community Services	$ 1,882,561	$ 1,874,722	(0%)
Housing & Neighborhood Preservation		$ 2,549,587	
Subtotal, Housing & Neighborhoods	**$ 1,882,561**	**$ 4,424,310**	**135%**
Police			
Administration	18,652,011	19,966,431	7%
Police Chief's Office	2,485,771	2,728,042	10%
Special Operations	9,086,455	9,206,925	1%
Field Operations	41,488,256	42,412,000	2%
Detective Operations	18,815,890	18,909,683	0%
Subtotal, Police	**$ 90,528,382**	**$ 93,223,080**	**3%**
Fire			
Administration	2,281,875	2,556,740	12%
Fire Prevention	3,032,182	3,298,680	9%
Fire Operations	41,052,423	42,100,059	3%
Support Services	3,764,681	4,532,715	20%
Hazmat Operations	196,298	84,292	(57%)
Training	1,066,848	1,317,856	24%
Subtotal, Fire	**$ 51,394,308**	**$ 53,890,343**	**5%**
Emergency Communications	**$ 7,587,378**	**$ 7,962,570**	**5%**

General Fund

Appropriations by Division

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Parks, Recreation & Cultural Resources			
Administration	$ 3,626,921	$ 2,644,721	(27%)
Cultural Arts Office	869,123	-	
Parks	8,475,210	8,463,897	(0%)
Highway Maintenance	1,789,663	1,907,500	7%
Cemeteries	299,796	285,820	(5%)
Urban Trees	1,314,679	1,423,598	8%
Greenway	1,772,834	1,839,173	4%
Recreation	15,988,182	13,320,340	(17%)
P&R Schools Based Programs	1,598,586	1,528,300	(4%)
Resources	-	5,111,465	
Design & Development	1,983,144	2,860,992	44%
Park Facility Maintenance	6,074,675	5,808,073	(4%)
Building Maintenance	4,929,705	5,511,785	12%
Subtotal, Parks & Recreation	**$ 48,722,519**	**$ 50,705,665**	**4%**
General Fund Special Programs			
Agency Apprioriations	$ 2,571,244	2,591,737	1%
Human Service Agencies	1,299,850	1,261,000	(3%)
Public Transit & ART	18,127,728	18,570,271	2%
Solid Waste Services Appropriation	11,020,702	11,628,083	6%
Housing Appropriations	1,225,231	1,197,533	(2%)
Capital Debt Service Appropriation	40,757,568	46,562,000	14%
Subtotal, Special Programs	**$ 75,002,323**	**$ 81,810,624**	**9%**
TOTAL GENERAL FUND	**$ 404,773,075**	**$ 416,612,398**	**3%**
Less Approp to Other Funds	(99,057,806)	(103,283,428)	4%
NET GENERAL FUND	**$ 305,715,269**	**$ 313,328,970**	**2%**

General Fund

Appropriations by Type

	ADOPTED 2013-14	% OF TOTAL	PROPOSED 2014-15	% OF TOTAL	CHANGE FY14 To FY15
Salaries & Related Services *	$ 223,380,021	55%	$ 228,934,544	55%	2.5%
Operating Expenditures	72,548,845	18%	75,906,057	18%	4.6%
Capital Equipment **	1,399,324	0%	2,681,008	1%	91.6%
Appropriations to Other Operating Funds	38,003,829	9%	35,754,886	9%	(5.9%)
Appropriations to Capital Debt Service	40,757,568	10%	46,562,000	11%	14.2%
Appropriations to Capital Programs	24,710,409	6%	22,843,756	5%	(7.6%)
Appropriations to External Organizations	3,973,079	1%	3,930,147	1%	(1.1%)
TOTAL	**$ 404,773,075**		**$ 416,612,398**		**2.9%**

* Salaries and Related Services includes the salary cost for all full-time, part-time, temporary and seasonal employees, the cost of employee benefits including social security, retirement, health and dental insurance, and all costs associated with administering employee benefit programs.

** The capital equipment category includes items costing more than $1,000, with lower cost equipment items included in the operating expenditures category.

Fund Balance

The unassigned General Fund balance of the City was $67,990,448 on June 30, 2013, which is 16.0 percent of the FY14 general fund budget. At this point in the fiscal year, the estimated unassigned General Fund balance as of June 30, 2014 is projected to be near the $61.4 million level. The City seeks a fund balance level of approximately 14% of the subsequent year's budget to assure necessary resources to meet unanticipated emergencies, provide adequate cash flow and provide the needed measure of financial position to best assure maintenance of the AAA/Aaa credit ratings for the City.

The proposed budget for FY15 includes the appropriation of $13.0 million of General Fund fund balance expected from FY14 operations. Appropriations of this amount, which is consistent with prior years, should still allow the June 30, 2014 unassigned fund balance to be maintained at an approximate level of 14 percent of the FY15 budget.

The following chart reports the amount of appropriated fund balance and unassigned fund balance amounts for the previous five years. Generally, the actual annual operating revenues themselves have been sufficient to meet the level of operating expenditures, thus allowing the continuing fund balance appropriations.

Fiscal Year	Appropriated General Fund Balance*	% of General Fund*	Actual Unassigned General Fund Balance		% of Subsequent Years General Fund Budget
2008-09	13,000,000	4%	61,492,519		15%
2009-10	13,000,000	4%	59,929,840		15%
2010-11	13,846,859	4%	58,175,900		14%
2011-12	13,000,000	4%	62,813,434		15%
2012-13	13,000,000	3%	67,990,448		16%
2013-14	13,403,396	3%	61,416,792	**	14%
2014-15	13,000,000	3%			

* Operating General Fund only — does not include debt service fund or other funds consolidated for financial statement purposes.

** Projected.

Proposed Budget Position Summary

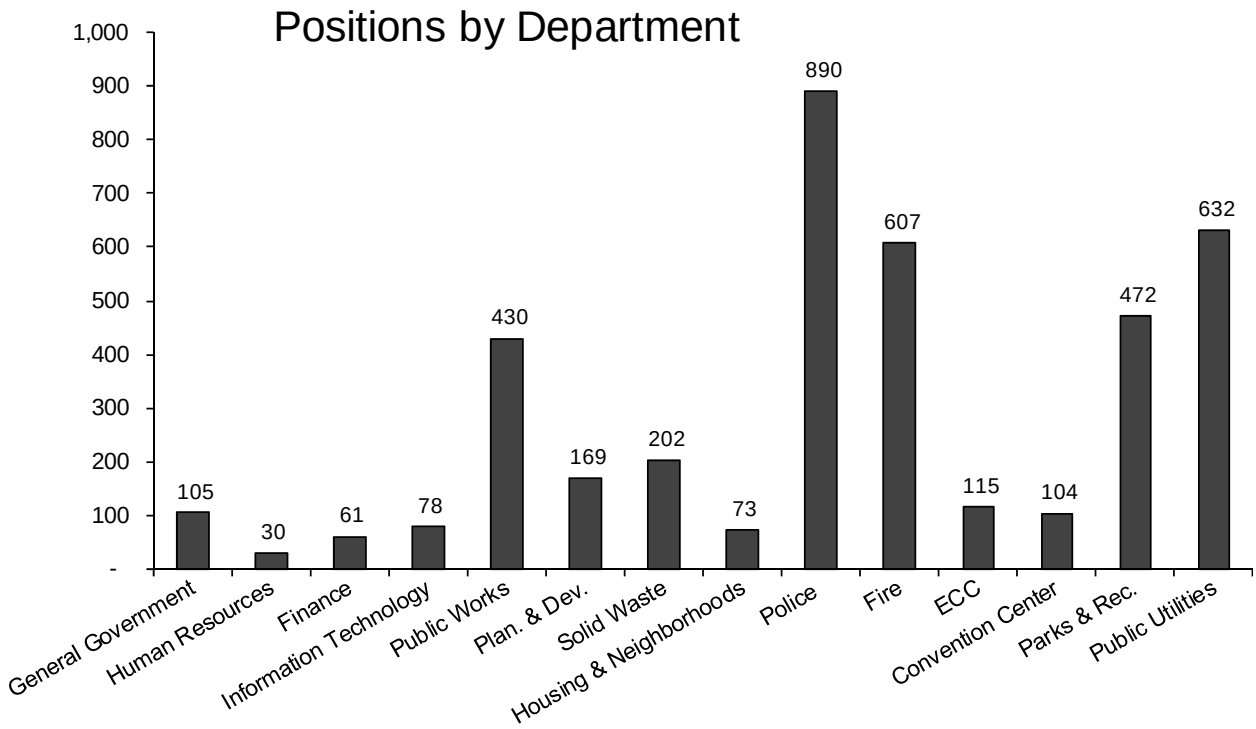
	Adopted July 1, 2012		Adopted July 1, 2013		Proposed July 1, 2014	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
General Government						
City Council	8	-	8	-	8	-
City Clerk	5	-	5	-	5	-
City Attorney	20	-	21	-	21	-
City Manager	19	2	19	-	33	-
Public Affairs	20	-	20	-	20	-
Human Resources	25	-	29	-	30	-
Budget & Mgmt Services	14	-	17	-	18	-
Finance[1]	106	5	60	5	56	5
Information Technology	79	-	78	-	78	-
Infrastructure and Public Services						
Public Works	237	160	240	163	251	179
Planning & Development[2]	189	11	191	12	156	13
Solid Waste Services	-	204	-	200	-	202
Community Services[2]	15	3	15	3	-	-
Community Development[2]	-	23	-	23	-	-
Housing and Neighborhoods[2]	-	-	-	-	47	26
Public Safety						
Police	879	-	876	-	885	5
Fire	575	-	577	-	607	-
ECC	103	6	108	7	108	7
Leisure Services						
Convention Center/PAC	-	104	-	104	-	104
Parks & Recreation	428	-	443	-	472	-
Public Utilities						
Public Utilities[1]	-	586	-	642	-	632

	Adopted July 1, 2012		Adopted July 1, 2013		Proposed July 1, 2014	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
Total	2,722	1,104	2,707	1,159	2,795	1,173
Total All Funds	-	3,826	-	3,866	-	3,968
Net Annual Change	(184)	199	(15)	55	88	14

[1] The FY14 budget moved the Utility Billing Division from the Finance Department to Public Utilities (44 positions).

[2] The FY15 budget moves Community Services, Community Development and the Housing and Neighborhood Preservation program from Planning and Development to the new Housing and Neighborhoods Department.

Proposed Budget Position Summary



Proposed Position Count Changes

Department	Change	Position Title	Action
Budget & Mgmt Services	-1	Budget Analyst	To City Manager
	1	Strategic Planning & Performance Manager	FY15 Addition
	1	Budget Analyst	FY15 Conversion
City Manager	1	Administrative Assistant	Mid-Year Addition
	1	Events Manager	Mid-Year Addition
	1	Senior Policy Analyst	From Budget & Mgmt Services
	2	Accountant Auditor III	From Finance
	1	Internal Audit Manager	From Finance
	1	Senior Customer Services Representative	From Finance
	1	IT Security Manager	From IT
	1	Business Assistance Prog Manager	From Planning & Development
	1	Administrative Assistant	From Planning & Development
	1	Permit Administrator	From Planning & Development
	1	Economic Development Manager	From Planning & Development
	1	Chief Planning & Economic Development Officer	From Planning & Development
	1	Accountant Auditor III	FY15 Addition
Community Development	-23	Community Development	To Housing and Neighborhoods
Community Services	-18	Community Services	To Housing and Neighborhoods
Finance	-2	Accountant Auditor III	To City Manager
	-1	Internal Audit Manager	To City Manager
	-1	Senior Customer Services Representative	To City Manager
Fire	18	Firefighter	FY15 Addition
	6	Fire Lieutenant	FY15 Addition
	6	Fire Captain	FY15 Addition
Housing and Neighborhoods	32	Housing and Neighborhood Preservation program	From Planning and Development
	18	Community Services	From Community Services
	23	Community Development	From Community Development
Human Resources	1	Staff Analyst	FY15 Addition
Information Technology	-1	IT Security Manager	To City Manager
	1	Community Education Specialist	FY15 Conversion

Proposed Position Count Changes

Parks, Recreation, and Cultural Resources	1	Senior Customer Service Representative	Mid-Year Conversion
	1	Senior Planner	From Planning & Development
	2	Recreation Facilities & Progam Supervisor II	FY15 Addition
	1	Maintenance Mechanic I	FY15 Addition
	6	Recreation Facilities & Program Supervisor I	FY15 Conversion
	3	Recreation Facilities & Program Supervisor II	FY15 Conversion
	1	Senior Recreation Program Specialist	FY15 Conversion
	1	Planner I	FY15 Conversion
	1	Administrative Assistant	FY15 Conversion
	1	Parks, Recreation & Cultural Resources Specialist	FY15 Conversion
	2	Customer Service Representative	FY15 Conversion
	2	Recreation Program Specialist	FY15 Conversion
	8	Recreation Instructor	FY15 Conversion
	-1	Natural Resources Technician	FY15 Deletion
Planning & Development	1	CAMPO Transportation Project Engineer	Mid-Year Addition
	-1	Senior Planner	To Parks, Recreation, and Cultural Resources
	-1	Business Assistance Prog Mgr	To City Manager
	-1	Administrative Assistant	To City Manager
	-1	Permit Administrator	To City Manager
	-1	Economic Development Manager	To City Manager
	-1	Chief Planning & Economic Development Officer	To City Manager
	-32	Housing and Neighborhood Preservation program	To Housing and Neighborhoods
	3	Multi-Trades Code Enforcement Inspector II	FY15 Addition
Police	1	Police Sergeant	Mid-Year Addition
	4	Police Officer	Mid-Year Addition
	9	Police Officer	FY15 Addition
Public Utilities	-1	Treatment Plant Operator	FY15 Deletion
	-3	Plant Maintenance Mechanic	FY15 Deletion
Public Utilities	-1	Plant Maintenance Supervisor	FY15 Deletion
	-1	Land Management Supervisor	FY15 Deletion
	-2	Assistant Sewer Monitoring Technician	FY15 Deletion
	-2	Water Meter Mechanic	FY15 Deletion

Proposed Position Count Changes

Public Works	1	Staff Analyst	Mid-Year Addition
	1	Senior Project Engineer	Mid-Year Addition
	2	Project Engineer II	Mid-Year Addition
	1	Staff Analyst	Mid-Year Addition
	1	Senior Business Process Analyst	Mid-Year Addition
	1	Engineering Technician	Mid-Year Addition
	1	Concrete Mason	FY15 Addition
	4	Equipment Operator I	FY15 Addition
	3	Service Specialist	FY15 Addition
	1	Equipment Operator II	FY15 Addition
	1	Equipment Operator III	FY15 Addition
	1	Engineering Inspector	FY15 Addition
	1	Vehicle Fleet Parts & Services Manager	FY15 Addition
	1	Garage Supervisor	FY15 Addition
	1	Heavy Equipment Mechanic	FY15 Addition
	1	Motor Equipment Mechanic	FY15 Addition
	1	Senior Automotive Services Technician	FY15 Addition
	1	Vehicle Fleet Services Records Specialist	FY15 Addition
	1	Inventory Supervisor	FY15 Addition
	2	Maintenance Worker I	FY15 Addition
Solid Waste	2	Crew Supervisor	FY15 Addition

Position Changes FY14 through FY15	
Mid-Year Additions	16
Mid-Year Eliminations	0
Proposed FY15 Additions	70
Proposed FY15 Conversions	27
Proposed FY15 Deletions	-11
Net Total	102

FY15 Budget Position Changes	
Additions General Fund	59
Conversions General Fund	27
Deletions General Fund	1
Additions Other Funds	11
Deletions Other Funds	10

The FY15 conversion of positions is to be compliant with the Local Government Employee Retirement System requirement that employees who work more than 1,000 hours in a 52 week period are required to particpate in the system. City staff has reviewed the utilization of part-time hours across the city and has determined it is operationally optimal to convert an estimated 57,000 part-time hours into 27 full-time positions.

Proposed Position Classification Changes

The FY 2014-15 Budget includes the following pay grade and/or title reclassifications as well as new position classifications:

NEW CLASSIFICATIONS

Position	Grade	Position	Grade
Assistant Records Systems Administrator	32	Chief of Staff	46
Multi-Trades Code Enforcement Inspector II	35	Strategic Planning and Performance Manager	40

INDIVIDUAL CHANGES

(Classifications in which not every employee within the class may be affected by the change. If more than one is affected by the change, the number affected appears in parentheses)

Current		Proposed	
Position	**Grade**	**Position**	**Grade**
City Manager			
Administrative Assistant	31	Staff Assistant	34
Assistant City Manager	51	Assistant City Manager	52
Chief Planning & Economic Development Director	50	Assistant City Manager	52
Executive Staff Assistant	36	Staff Analyst	36
IT Security Manager	42	Assistant City Manager	52
Senior Customer Services Representative	27	Staff Analyst	36
Senior Enterprise Program Manager	42	Chief of Staff	46
Information Technology			
Administrative Assistant	31	Staff Assistant	34
Parks, Recreation, and Cultural Resources			
Maintenance Worker II (3)	26	Maintenance Worker III (3)	27
Staff Assistant	34	Administrative Assistant	31
Staff Support Specialist	23	Senior Staff Support Specialist	25
Staff Support Specialist	23	Staff Support Supervisor	31
Planning and Development			
Development Services Technician III	33	Assistant Records Systems Administrator	32
Senior Planner	38	Planning Manager	40
Public Utilities			
Equipment Operator I	25	Utilities Technician	26
Equipment Operator II	26	Utilities Supervisor I	29
Lead Water Meter Mechanic	27	Utilities Supervisor I	29
Maintenance Worker II	26	Industrial Maintenance Electrician	32

Proposed Position Classification Changes

INDIVIDUAL CHANGES (continued)

Current		Proposed	
Position	**Grade**	**Position**	**Grade**
Public Utilities (continued)			
Meter Reader	25	Training & Development Manager	37
Senior Service Specialist	26	Equipment Operator II	26
Senior Service Specialist	26	Utilities Technician	26
Service Specialist	23	Equipment Operator I	25
Service Specialist	23	Utilities Technician	26
Service Specialist	23	Assistant Training & Development Manager	35
Service Specialist	23	Utilities Supervisor III	32
Utilities Supervisor II (4)	31	Utilities Supervisor III (4)	32
Water Meter Mechanic	26	Maintenance Analyst/Planner	35
Water Meter Mechanic	26	Utility Technician	26

SALARY ADJUSTMENTS

The FY15 budget expands the current Public Utilities Department's Incentive for Certification program to include the following certifications:

5% Increase up to range maximum

Water Distribution System Operator certification “Grade B”
Collection System Operator certification “Grade III”
Maintenance Technologist certification “Grade III”

7.5% Increase up to range maximum

Water Distribution System Operator certification “Grade A”
Collection system operator certification “Grade IV”
Maintenance Technologist certification “Grade IV”

Employees who receive cross-functional certification in any approved program will receive a $500 one-time bonus for each certification grade achieved.

CITY OF RALEIGH

ESTABLISHED 1792

NORTH CAROLINA

Revenue Summary

		ADOPTED 2013-14		PROPOSED 2014-15	CHANGE FY14 To FY15
GENERAL FUNDS					
General Fund		404,773,075		416,612,398	2.9%
Economic Development Fund		1,621,762		1,606,450	(0.9%)
Revolving Fund		8,398,434		9,292,916	10.7%
General Debt Service Fund		52,700,404		58,832,300	11.6%
Housing Development Funds		1,561,804		2,045,033	30.9%
SUBTOTAL	**$**	**469,055,479**	**$**	**488,389,097**	**4.1%**
SPECIAL REVENUE FUNDS					
Emergency Telephone System Fund		2,681,166		2,634,874	(1.7%)
Convention Center Financing Fund		18,847,730		29,318,000	55.6%
Housing Bond Fund 6/96		500,000		500,000	-
Community Development Funds		5,024,635		5,596,223	11.4%
SUBTOTAL	**$**	**27,053,531**	**$**	**38,049,097**	**40.6%**
GENERAL CAPITAL PROJECT FUNDS				-	
Technology Fund		6,695,787		6,625,000	(1.1%)
Capital Projects Fund		4,250,000		3,100,000	(27.1%)
Sidewalk Fund		3,482,850		475,000	(86.4%)
Street Improvement Fund		8,334,150		12,507,000	50.1%
Street Bond Fund		3,040,000		-	-
Street Facility Fees Fund		5,281,000		4,365,000	(17.3%)
Park Acq -- Facility Fees Fund		4,712,600		2,656,000	(43.6%)
Park Improvement Fund		6,487,520		4,850,000	(25.2%)
SUBTOTAL	**$**	**42,283,907**	**$**	**34,578,000**	**(18.2%)**
ENTERPRISE OPERATING FUNDS					
Public Utilities Fund		199,092,071		207,656,634	4.3%
Utility Infrastructure Funds		-		9,000,511	-
Utility Debt Service Fund		55,236,585		55,631,100	0.7%
SWS Fund		32,575,992		35,298,517	8.4%
SWS Debt Service Fund		2,104,075		2,066,000	(1.8%)
Public Transit Fund		26,660,662		27,280,014	2.3%
Parking Facilities Fund - Operating		15,198,468		16,017,224	5.4%
Parking Debt Service Fund		7,875,000		7,725,000	(1.9%)
Stormwater Utility Fund		16,063,665		16,688,476	3.9%
Convention Center Operations Fd		17,444,445		18,358,729	5.2%
New Conv Center Debt Service Fd		11,198,970		18,483,000	65.0%
Walnut Creek Amph Operating Fund		1,350,193		1,255,817	(7.0%)
SUBTOTAL	**$**	**384,800,126**	**$**	**415,461,022**	**8.0%**
ENTERPRISE CAPITAL FUNDS					
Water Capital Projects Fund		13,891,000		18,700,000	34.6%
Sewer Capital Projects Fund		20,525,000		20,700,000	0.9%
Parking Facilities Fund - Projects		1,190,000		670,000	(43.7%)
Stormwater Utility Cap Proj Fund		5,700,000		5,000,000	(12.3%)
Conv Ctr/Mem Aud Project Fund		457,000		-	-
Conv Ctr Complex Capital Project Fund		1,980,434		2,446,000	23.5%
Walnut Creek Amphitheater Capital Fund		175,000		475,000	171.4%
SUBTOTAL	**$**	**43,918,434**	**$**	**47,991,000**	**9.3%**
TOTAL ALL FUNDS	**$**	**967,111,477**	**$**	**1,024,468,216**	**5.9%**
LESS: Interfund Transfers		(259,276,703)		(273,907,918)	
NET OPERATING & CAPITAL BUDGET	**$**	**707,834,774**	**$**	**750,560,298**	**6.0%**

Revenue Estimates

The revenue estimates for the FY15 budget have been made carefully in accordance with city practice. It is city practice to prudently estimate revenues because of the need to be assured that resources will be available to meet operating, debt, and capital needs pursuant to “no deficiency” budget requirements imposed by state statute. Significant revenue sources within the various funds are as follows:

I. GENERAL FUND

FUND 100 GENERAL FUND

A. Ad Valorem Taxes $212,770,000

Tax Base

The property tax base is the combination of annually updated values assigned to real, personal and state certified properties by the Wake County Tax Assessor. The following table indicates growth over the past ten years along with projections for the current and following year in thousands of dollars.

(in thousands of dollars)

Fiscal Year		Gross Tax Value		Growth Rate		Tax Rates	Rate Change	
FY 03-04		$29,380,152		4.2%		**0.385**	-	
FY 04-05		$30,669,500		4.4%		**0.395**	0.0100	
FY 05-06		$32,216,124		5.0%		**0.395**	-	
FY 06-07		$33,613,013		4.3%		**0.435**	0.0400	
FY 07-08		$35,109,178		4.5%		**0.435**	-	
FY 08-09		$48,694,989	**	38.7%	*	**0.3735**	0.0418	*
FY 09-10		$49,308,966	**	1.3%		**0.3735**	-	
FY 10-11		$49,700,795		0.8%		**0.3735**	-	
FY 11-12		$50,163,468		0.9%		**0.3735**	-	
FY 12-13		$50,793,876		1.3%		**0.3826**	0.0091	
FY 13-14	(Projected)	$51,379,281		1.2%		**0.3826**	-	
FY 14-15	(Projected)	$52,353,906		1.9%		**0.4038**	0.0212	***

* *Revaluation year - Revenue Neutral Tax Rate of 33.17 cents plus 4.18 cent*

** *FY09, FY10 collections offset some by higher rebates due to revaluation*

*** *1.12 cents (2013 transportation infrastructure project referendum), 1 cent for operations*

Projected tax base components for FY 14-15 compared with the projected final FY 13-14 amounts in thousands of dollars are as follows:

(in thousands of dollars)

	Projected FY 13-14	Projected FY 14-15	Percent of Change
Real	$44,972,349	$45,691,906	1.6%
Personal	5,690,167	5,947,000	4.5%
State Certified	716,765	715,000	-0.2%
Totals	$51,379,281	$52,353,906	1.9%

The following are descriptions of the various components of the tax base real, personal and public service values:

1. Real Property Values: The FY15 projected real property tax base of land, buildings and residences reflects a net growth factor of 1.6% based upon continuing growth.

2. Personal Property Values: This category includes business personal property and all re-licensed motor vehicles that are taxed under state law enacted in FY94.

3. State Certified Values: The State of North Carolina annually certifies the values of public utilities and transportation organizations whose asset base extends into many governmental jurisdictions across the state. Examples include Duke Energy, BellSouth, CSX Transportation, freight carriers, etc. The projected value for FY15 is $715,000,000.

Ad Valorem Tax Revenue - Current

The ad valorem tax revenue estimate reflects a $.4038 tax rate per $100 applied to a projected net tax base of $52,353,906,000 with a collection rate of 98.4%, for an estimated total of $207,937,000.

Municipal Service Districts – Ad Valorem Tax

The Downtown Municipal Service District, a separate tax district within the City was established in FY03 to provide a higher service level for the downtown corridor district. The FY15 tax rate is $.0786 per $100 of assessed property value. The estimated total revenue for the service district is $1,210,000. The Hillsborough Street Municipal Service District, a separate tax district within the City was established in FY09 to provide a higher service level for the Hillsborough Street corridor district. The FY15 tax rate is $.10 per $100 of assessed property value. The revenue estimated for this service district is $180,000.

Other Ad Valorem Tax

The City receives back-taxes and penalties for collections on prior year levies and also receives a collection for property in Durham County boundaries. For FY15, the anticipated total is $3,443,000.

B. Intergovernmental Revenues **$ 39,366,926**

North Carolina Franchise Tax

The state collected revenue source combines: (1) the traditional franchise tax distributed to local governments on the basis of actual receipts of electric service within governmental jurisdictions; (2) an excise tax on piped natural gas, begun in FY00; and (3) a sales tax on telecommunication services begun in 2001 that replaced the utility franchise tax on local telephone service. Effective July 1, 2014, the general sales tax rate is applied to the sale of electricity and piped natural gas, with each municipality receiving a share of state collections using FY14 amounts as a baseline and any leftover/short funds being distributed pro-rata to municipalities on an ad valorem basis. The sales tax on telecommunication is distributed based on each municipality's past share of the old telephone franchise tax. The FY15 revenue estimate of $21,700,000 is based upon projected levels of revenue from these sources.

North Carolina Beer and Wine Tax

The North Carolina beer and wine tax is a state collected revenue distributed to local governments on the basis of population among all jurisdictions making such sales. While growth was legislatively restored to this revenue source in FY96, real growth has remained very moderate. A budget projection of $1,700,000 is estimated for FY15.

ABC Revenue

The Wake ABC tax revenues are distributed to all units within the county. This distribution occurs on the basis of ad valorem tax valuation. The estimate for FY15 is $1,570,000.

North Carolina Fire Reimbursement

The state reimburses a portion of the cost of providing fire protection to state-owned property. In FY98, the legislature approved an increase from the previous $296,320, FY15 reimbursements are estimated to be $988,000.

Payments in Lieu of Taxes

The City budgets payments in lieu of taxes from the Raleigh Housing Authority ($255,000) and the Raleigh Entertainment and Sports Arena Complex ($886,000). The total estimated for FY15 is $1,141,000.

Powell Bill

The Powell Bill revenue ($10,534,000) is a distribution of the per gallon state gasoline tax based in part on local state system street mileage and in part on population.

Other Intergovernmental Revenues

The City receives annual revenues from Wake County for the Hazmat, School Resource Officers, EMT, heavy equipment rental tax, Interlocal Agreement Support and from the Federal Government for forfeitures. Those intergovernmental revenues for FY15 are projected at $1,733,926.

C. Sales Tax **$79,700,000**

The City of Raleigh participates in the county 2 cent local option sales tax as governed by General Statute 105 - Articles 39, 40 & 42. As legislative purposes have dictated changes in sales tax distributions to local governments, efforts to hold municipalities "harmless" pass on additional distributions as a result of the repeal of 1/2 cent of Article 44 sales tax (repealed as of January, 2010 distribution). The distribution of the local sales tax levied is presented in the table below.

Net Distribution Basis (Articles 39, 40, 42 & Hold Harmless)	**Sales Tax Levy**
Arts. 39 & 42 distributed on *Point of Delivery* (Local Economy)	**1 ½ cent**
Art. 40 distributed on Statewide *Per Capita* (Statewide Economy)	**½ cent**
Hold Harmless – (municipal adjustments for ½ cent Art. 44 repeal) adds ~ ¾ cent Art. 40, deducts ~ ¼ cent Art. 39	

Local Option Sales Tax (1 cent: Article 39)

The Local Option Sales tax is distributed to each county on the basis of point of delivery (1 cent point of delivery – local economy) and further distributed on the basis of either the ad valorem tax levy or population within the county, at the option of the Board of County Commissioners. The Wake Commissioners elected the population basis. An estimate for FY15 of $38,379,000 is budgeted.

Supplemental Sales Tax (two taxes of ½ cents: Articles 40 & 42)

For Article 40, the Wake County Commissioners authorized the assessment of the supplemental (half-cent) sales tax beginning July 1, 1984. This half-cent sales tax is collected by the state and remitted to counties and cities on a statewide population basis (1/2 cent per capita – statewide economy).

Article 42, a second half-cent sales tax was levied October, 1986. The basis of this half-cent sales tax is point of delivery (1/2 cent point of delivery – local economy) as of October 1, 2009.

Hold Harmless (for ½ cents Art. 44 repeal)

The municipal "hold harmless" provision accounts for prior legislative changes in local sales tax distributions by passing through additional sales tax to municipalities as a result of the half-cent Art. 44

sales tax repeal. State Department of Revenue uses a formula which redistributes a share of county sales tax among the cities. This redistribution calculates off of Article 39 and 40 allocations.

The "hold harmless" provision is budgeted along with the Supplemental Sales Tax Articles 40 & 42 with an estimate for FY15 of $41,321,000 budgeted.

The following is a chart reflecting amounts of total sales tax received for the last nine years plus current projected. Economic conditions will continue to have an impact on amounts paid.

Fiscal Year	Total Amount Received	% of Change
04-05	55,953,757	1.3%
05-06	61,496,257	9.9%
06-07	67,178,544	9.2%
07-08	70,312,998	4.7%
08-09	62,442,230	-11.2%
09-10	58,650,643	-6.1%
10-11	61,775,981	5.3%
11-12	67,827,670	9.8%
12-13	71,115,246	4.8%
13-14 (Projected)	75,900,000	6.7%
14-15 (Projected)	79,700,000	5.0%

D. Licenses $21,251,000

Automobile License Tax

The state legislature has authorized an automobile license tax of $30 per vehicle. This tax is expected to generate total collections of $9,390,000 for FY15.

Cablevision Franchise

Deregulation of the cable industry essentially ended the franchise fee and Public Educational Government (PEG) fee structure on December 31, 2006. The addition of new providers in the Raleigh market along with the sales tax fee on cable and video services has increased the allocation of video tax payments to the City. This revenue source will continue to be monitored closely. The projection of the franchise fee is $4,750,000 for FY15.

Schedule B

The City charges a privilege license fee for various businesses that are conducting operations within the City limits. Currently, the maximum fee is twenty thousand dollars ($20,000). Based on collection trends a combined total of $7,101,000 is projected for FY15.

Other Licenses

The City also collects for taxi licenses. The estimated amount for FY15 is $10,000.

E. Interest on Investments $1,220,000

The City invests 100% of its available cash. In recent years, yields have been small on shorter term instruments. In an effort to increase earnings, the City has purchased some longer term instruments. An amount of $1,220,000 is estimated for FY15.

F. Inspection Fees $9,474,987

Inspection fees reflect revenues from permitting and inspection services for construction and development activity in Raleigh. The local economy, population trends, permit fee rates and the bank lending environment are all factors which contribute to permitting and inspection. While there were no fee

increases included in this year's budget, increases in commercial and residential activity are anticipated. Our projection for inspection fees is $9,474,987 for FY15.

G. Highway Maintenance Refunds $1,100,000

In past years, the State of North Carolina has reimbursed the City for road maintenance work done on state-maintained streets. The work under the agreement in effect during FY15 is done by Public Works. Levels of reimbursement have adjusted in recent years. The annual level of support for FY15 is projected at $1,100,000.

H. Parks and Recreation Revenues $5,719,165

The city collects various athletic fees, community center program fees, and other revenues in the General Fund. An estimated total of $5,719,165 is projected for FY15 based on historical trends.

I. Public Works Fees $316,000

The City collects various fees for engineering inspections and permits. An estimated total of $316,000 is projected for FY15 for these revenues.

J. Penalty Revenues $428,975

The enforcement section in the City's Inspection Department assesses penalties for violations related to housing, construction, zoning, conservation, street and other municipal codes. Only 10% of these revenues are retained by the City for administrative costs, the remaining 90% are required to be remitted to the Wake County Public School system. The estimated remittance is reflected in the expenditure section. An estimated total for penalty revenues of $428,975 is projected for FY15.

K. Miscellaneous Fees and Charges $7,105,844

A variety of other revenues are shown within the miscellaneous fees and charges. These include ECC support from Wake County ($2,286,937), proceeds from the safe light program ($780,674), and miscellaneous income ($900,000). The total estimated for all accounts for FY15 is $7,105,854.

L. Transfer/Reimbursements from Other Funds $9,899,031

Appropriations include transfers in from the Risk Management Fund, and indirect cost transfers from Parking, Solid Waste, and other funds.

M. General Fund Balance Appropriation $13,000,000

The appropriation from fund balance for FY15 is $13,000,000. Such appropriations result from the expected budget variances from operating results for FY14 and appropriation of other available reserves. This level is considered available for appropriation in FY15 without adversely affecting the City's financial position, which is critical to the maintenance of the City's AAA/Aaa credit ratings.

N. Reimbursements from Utility Fund $9,707,229

The Utility Fund reimburses the General Fund for direct and indirect charges that are expensed in the General Fund for the Utilities enterprise. These include reimbursement of amounts calculated in the City's indirect cost allocation plan for the Public Utilities Department and water and sewer street cuts. The estimated amount reimbursable in FY15 is $9,707,229.

O. Reimbursements from Stormwater Fund $5,553,241

The Stormwater Fund reimburses the General Fund for direct and indirect charges that are expensed in the General Fund for the Stormwater enterprise. These include reimbursement for street maintenance and amounts calculated in the city's indirect cost allocation plan for the Stormwater enterprise. The estimated reimbursable amount in FY15 is $5,553,241.

Total Fund 100 General Fund $416,612,398

FUND 110 ECONOMIC DEVELOPMENT FUND

A. Transfers & Other Revenues $1,606,450

Transfers from the General Fund and interlocal agreement support constitute the major funding sources for the Economic Development Fund.

Total Fund 110 Economic Development Fund $1,606,450

FUND 130 REVOLVING FUND

A. Fees, Sales & Other Misc. Revenues $5,396,633

A variety of fees, sales proceeds and other miscellaneous revenues from many of the over 60 “self-funded” activities recorded in this fund provide funding for budgeted programs. The estimated revenues from these sources are $5,396,633 for FY15. While most of the Revolving Fund activities are recreational in nature, others that receive self-supporting fees and sales include community television promotions and art commission activities.

B. Appropriation of Prior Year Revenues $3,896,283

Activities and programs budgeted in this fund must have collected revenues before they are allowed to make expenditures. This often results in excess collected revenues and interest income being carried forward for budgeting and use in subsequent periods. The carry forward revenue amount budgeted for FY15 is $3,896,283.

Total Fund 130 Revolving Fund $9,292,916

FUND 190 GENERAL DEBT SERVICE FUND

A. Transfers from Other Funds $55,713,630

The major sources of revenue for making the FY15 annual debt service payments on obligations of the City is the General Fund transfer ($46,562,000). This transfer is inclusive of property tax dedications for major capital projects - 2¢ (2005 referendum pre-revaluation basis), 1.68¢ (various projects in FY2009 capital improvement plan), 0.91¢ (2011 referendum) and 1.02¢ (2013 referendum). Facility fee revenue transfers totaling $4,371,000 provides support to this fund. Other funds having direct benefit from projects financed with general long-term resources also make annual contributions ($4,780,630) to the debt service fund.

B. Other Revenues $3,118,670

Other revenues used to fund the annual debt service program include interest income ($193,700) and appropriation of fund reserves ($2,924,970).

Total Fund 190 General Debt Service Fund $58,832,300

FUND 735 - 736 HOUSING DEVELOPMENT FUNDS

A. Transfers from Other Funds $1,197,533

An annual transfer is made from the General Fund to support the housing programs in this fund.

B. Other Revenues $847,500

Other revenues include various program income generated in the housing program and fund reserves.

Total 735-736 Housing Development Funds **$2,045,033**

TOTAL GENERAL FUND ***$488,389,097***

II. SPECIAL REVENUE FUNDS

FUND 712 Emergency Telephone System Fund

A. Wireless Fees **$2,634,874**

The fund is used to account for Emergency Communication's portion of the state wireless telecommunications tax. These funds are utilized to cover eligible operating and infrastructure cost associated with responding to inbound 9-1-1 calls that are received from a wireless telecommunications device. In 2007 the state law modified the distribution method for 9-1-1 fees. Per the amendment to the City of Raleigh/Wake County 9-1-1 Funding Intergovernmental Agreement, the City now receives 9-1-1 state distributed revenue and is responsible for associated phone line costs.

Total Fund 712 Emergency Telephone System Fund **$2,634,874**

FUND 715 Convention Center Financing Fund

A. Occupancy/Food Taxes **$19,966,000**

The fund is used to account for occupancy and food taxes collected by the County and remitted to the City per an interlocal agreement. These funds are used for the Convention Center facility with the majority of the funding allocated to debt service and capital.

B. Other Revenues **$9,352,000**

Other revenues in the Convention Center Financing Fund include interest income and appropriation of fund reserves.

Total Fund 715 Convention Center Financing Fund **$29,318,000**

FUND 720 Housing Bond Reserve Fund

A. Other Revenues **$500,000**

Other revenues used to support the Housing Bond reserve fund are loan repayment program income ($100,000) and appropriation of fund reserves ($400,000).

Total Fund 720 Housing Bond Reserve Fund **$500,000**

FUND 741 - 781 COMMUNITY DEVELOPMENT FUNDS

A. Federal Grants **$3,981,006**

Federal grants make up the majority of revenues for the Community Development programs. Funding includes the CDBG Block Grant ($2,690,753), HOME Grants ($1,073,168) and Emergency Shelter Grants ($217,085).

B. Other Revenues **$1,615,217**

Other revenues in the Community Development Fund include program income and proceeds from the sale of property.

Total 741-781 Community Development Funds **$5,596,223**

TOTAL SPECIAL REVENUE FUNDS ***$38,049,097***

III. GENERAL CAPITAL PROJECT FUNDS

Revenues within the Capital Project Funds primarily include facility fees and other revenues.

A. Facility Fees **$7,021,000**

Estimated street facility fees ($4,365,000) and open space facility fees ($2,656,000) are revenue sources funding a variety of eligible street and parks/greenway projects in the applicable facility fee zones of the city.

B. Other Revenues **$27,557,000**

Other resources budgeted in the capital projects funds include general fund transfers ($20,917,000), other interfund transfers ($5,375,000), and appropriations of prior year revenues ($300,000). The total estimated for all accounts for FY15 is ($27,557,000).

TOTAL GENERAL CAPITAL PROJECT FUNDS ***$34,578,000***

IV. ENTERPRISE FUNDS

FUND 310 UTILITY OPERATING FUND

A. Utility Sales **$194,475,834**

The primary revenues from sales of water and wastewater service are projected with some growth over FY14 expected results as well as adherence to sufficiency model rates. Water and sewer rate adjustments in line with prior utility advisory task force recommendations are proposed for resource requirements of ongoing operations, capital maintenance and infrastructure for utility services. Revenues also include sales related to current municipal contracts with area local governments, regional mergers and a nutrient reduction fee used to fund debt service and utility capital projects.

Sales to the retail customer base for FY15 are projected at $172,640,835. Another $21,834,999 is projected from wholesale customers and for other utility services.

B. Other Revenues **$13,180,800**

The City also projects other non-operating revenues such as interest income ($823,200) and prior year revenue appropriation ($10,900,000). The total other revenues for FY15 are estimated at ($1,457,600).

Total Fund 310 Utility Operating Fund **$207,656,634**

FUND 311 - 312 UTILITY INFRASTRUCTURE FUNDS

A. Utility Sales **$9,000,511**

These new funds are established to help fund replacement of aging infrastructure within the Water Distribution and Waste Water Systems. The Infrastructure Replacement Charges will be billed monthly and are based on each individual meter size. One fund accounts for monthly billed water infrastructure fees ($2,888,422) and the second accounts for sewer/reuse infrastructure fees ($6,112,089). Amounts collected in these funds will be transferred to support cash infrastructure replacement capital projects.

Total Fund 311-312 Utility Infrastructure Fund **$9,000,511**

FUND 315 UTILITY DEBT SERVICE FUND

A. Transfers from Other Funds **$54,250,000**

The major revenue source for the utility debt service program for FY15 is the annual transfer from the Public Utilities Fund ($54,250,000).

B. Other Revenues **$1,381,100**

Other revenues funding the utility debt service program include interest income ($11,900), appropriation of fund reserves ($442,800), and assessments and other miscellaneous receipts ($926,400).

Total Fund 315 Utility Debt Service Fund **$55,631,100**

FUND 360 SOLID WASTE OPERATING FUND

A. Residential Solid Waste Fees **$21,019,736**

The FY15 solid waste refuse fee increments $1.00 to $10.70 per month ($15,426,200). In addition, a monthly residential recycling fee of $2.60 is charged ($5,593,536) for a combined monthly fee of $13.30 per month.

B. Transfers from Other Funds **$11,628,083**

Appropriations from the General Fund provide funding for the balance of the Solid Waste Services Operating Funds after residential fee revenue and other solid waste revenues.

C. Other Revenues **$2,650,698**

Other solid waste revenue accounts are county landfill partnership rebates ($942,398), recycling contract revenues ($750,000), yard waste center revenues ($487,500) and revenue and fees from other miscellaneous services ($470,800).

Total Fund 360 Solid Waste Operating Fund **$35,298,517**

FUND 362 SOLID WASTE DEBT SERVICE FUND

A. Transfers from Other Funds **$1,545,000**

The major revenue source for the solid waste debt service program for FY15 is the transfer from the Solid Waste Operating Fund ($1,545,000).

B. Other Revenues **$521,000**

Other revenue funding the solid waste debt service program includes reimbursement from the Wake County Landfill Partnership for the city's annual debt service related to the transfer station ($521,000).

Total Fund 362 Solid Waste Debt Service Fund **$2,066,000**

FUND 410 PUBLIC TRANSIT FUND

A. Passenger Revenues **$5,235,780**

Estimated fare box revenues ($4,485,780) and passenger ART ticket purchases ($750,000) constitute 19% of budgeted operating activities for the two programs in FY15.

B. Grants **$3,075,000**

Federal grant funding totals $500,000 for FY15. State grant funding ($2,575,000) constitutes 9.5% of funded transit operating activities for FY15.

C. Transfers from Other Funds **$18,570,271**

Appropriations from the General Fund provide funding for the balance of the transit operating program and ART program after passenger revenues, state funding and miscellaneous receipts.

D. Other Revenues **$398,963**

Several revenue sources including advertising revenues ($125,000), prior year revenues available for appropriation ($246,963) and other miscellaneous receipts ($27,000) provide supplemental funding for the transit operation in FY15.

Total Fund 410 Public Transit Fund **$27,280,014**

FUND 442 PARKING FACILITIES OPERATING FUND

A. Parking Fees **$8,215,265**

Parking fees at city-owned parking facilities are estimated at $8,215,265 for FY15. The amounts are based upon parking fee rate schedules and terms of the combined parking management contract.

B. Other Revenues **$7,801,959**

Other revenues of the parking facilities fund for FY15 include parking violation penalties ($2,397,000), meter revenue ($1,303,047), appropriations from the General Fund and prior year parking revenues ($3,914,575) and other miscellaneous sources ($187,337).

Total Fund 442 Parking Facilities **$16,017,224**

FUND 444 PARKING DEBT SERVICE FUND

A. Transfers from Other Funds **$7,700,000**

The major revenue source for the parking debt service program for FY15 is the annual transfer from the Parking Facilities Fund ($7,700,000).

B. Other Revenues **$25,000**

Other revenue funding the parking debt service program includes interest income ($25,000).

Total Fund 444 Parking Debt Service Fund **$7,725,000**

FUND 460 STORMWATER OPERATING FUND

A. Fees **$16,000,000**

The City began collecting fees for stormwater services in the spring of 2004. The total revenues generated from the fees in FY15 are estimated at $16,000,000.

B. Other Revenues **$688,476**

Miscellaneous revenues such as interest on investments and soil erosion control fees make up the other revenues for the Fund.

Total Fund 460 Stormwater Operating Fund **$16,688,476**

FUND 642 CONVENTION CENTER OPERATIONS FUND

A. Convention Center Fees and Charges **$11,504,973**

A variety of fees and charges associated with the revenue generating facilities of the convention center, performing arts center and amphitheater are used to recover a major portion of the expenses incurred by the various revenue producing operations. Such fees, estimated at $11,504,973 for FY15 include sources such as facility rental fees, staff services, and box office services.

B. Transfers from Other Funds **$5,853,756**

Most of the transfers are comprised of annual appropriations from the General Fund and the Convention Center Financing Fund. Total transfers provide approximately 32% of the funding.

C. Interlocal Agreement Support **$1,000,000**

An annual distribution from the Hotel/Motel tax is provided to the City by Wake County.

Total Fund 642 Convention Center Operations Fund **$18,358,729**

FUND 644 CONVENTION CENTER DEBT SERVICE FUND

A. Other Revenues **$18,483,000**

This fund was established to segregate the debt service associated with the City's Convention Center. Revenues to fund the debt service program include transfers from other funds ($18,476,000) and interest income ($7,000).

Total Fund 644 Convention Center Debt Service Fund **$18,483,000**

FUND 652 WALNUT CREEK AMPHITHEATRE FUND

A. Amphitheatre Rent **$1,255,817**

Operating lease revenue ($1,255,817) is the major revenue source for this fund.

Total Fund 652 Walnut Creek Amphitheatre Fund **$1,255,817**

TOTAL ENTERPISE OPERATING FUNDS ***$415,461,022***

V. ENTERPRISE CAPITAL PROJECT FUNDS

Revenues within the enterprise capital project funds are primarily interfund transfers from respective enterprise operating funds.

A. Transfers from Other Funds **$47,516,000**

Capital transfers from enterprise operating and special revenue funds are as follows: from Public Utilities ($39,400,000), from Stormwater ($5,000,000) and from other enterprise and special revenue funds ($3,116,000).

B. Other Revenues **$475,000**

Other resources budgeted within the enterprise project funds are prior year revenues available for appropriation ($475,000).

TOTAL ENTERPRISE CAPITAL PROJECT FUNDS ***$47,991,000***

TOTAL ALL FUNDS **$1,024,468,216**

TOTAL ALL FUNDS (NET OF INTERFUND TRANSFERS) **$750,560,298**

Tax Values, Rates and Collections

(In Thousands of Dollars)

	Fiscal Year Ended 30-Jun	Year of Levy	Appraised/ Assessed Values (3)		% Chg	Tax Rates		Gross Levy	Gross Collected Current	% Collected Current
	1999	1998	16,068,479		4.8%	0.5250		84,576	82,600	97.7%
	2000	1999	17,008,260		5.8%	0.5250		89,412	87,245	97.6%
(1)	2001	2000	25,629,176		50.7%	0.3850		98,016	95,868	97.8%
	2002	2001	26,772,410		4.5%	0.3850		103,396	101,218	97.9%
	2003	2002	28,187,871		5.3%	0.3850		109,099	106,645	97.8%
	2004	2003	29,380,152		4.2%	0.3850		113,861	111,949	98.3%
	2005	2004	30,669,500		4.4%	0.3950		121,770	119,880	98.4%
	2006	2005	32,216,124		5.0%	0.3950		127,767	125,745	98.4%
	2007	2006	33,613,013		4.3%	0.4350		146,117	142,895	97.8%
	2008	2007	35,109,178		4.5%	0.4350		153,544	150,661	98.1%
(1)	2009	2008	48,694,989		38.7%	0.3735	(4)	180,076	177,014	98.3%
	2010	2009	49,308,966		1.3%	0.3735		184,081	181,460	98.6%
	2011	2010	49,700,795		0.8%	0.3735		186,156	183,736	98.7%
	2012	2011	50,163,468		0.9%	0.3735		188,134	185,876	98.8%
	2013	2012	50,793,876		1.3%	0.3826		194,324	190,959	98.3%
(2)	2014	2013	51,379,281	(5)	1.2%	0.3826		196,577	194,738	99.1%
(2)	2015	2014	52,353,906	(5)	1.9%	0.4038	(6)	211,405	207,937	98.4%

1 - Revaluation year

2 - Projected

3 - Reflects taxable assessed value billed in current year (excludes properties with deferred tax bills)

4 - Revenue Neutral Tax Rate plus 4.18 cent

5 - In FY14 vehicle tax administration shifted to the state. FY14 represents a transition period with more improvement in collections as taxpayers adjust to the new process. Vehicle levies and collections are now essentially simultaneous which further reduces the delinquent collection rate.

6 - FY15 tax rate reflects additional 1.12 cents allocated for 2013 transportation projects referendum, 1 cent for operations.

City Council

The City Council is Raleigh's governing body, consisting of eight citizens elected to serve two-year terms. Three of the members are elected by the entire city, including the Mayor, and the other five members are elected by districts. The Mayor, a member of the Council, is the presiding officer.

The City of Raleigh has operated under the council-manager form of government since 1947. The City Manager is responsible for the day-to-day operations of the city. The Council sets city policy, enacts ordinances as required by law and adopts all public service programs to maintain an orderly, healthy, and safe environment for Raleigh citizens. The Council appoints members to city boards, commissions, and committees, approves certain licenses and permits, adopts the annual budget and sets the tax rate. The City Council also appoints and removes the City Manager, City Clerk and City Attorney.

Additional information regarding City Council may be obtained by contacting staff at (919) 996-3070 or via email at CityManager@raleighnc.gov.

Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
City Council	8	8	8	8	0
TOTAL	**8**	**8**	**8**	**8**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	102,360	112,619	119,441	127,441	6.7%
Employee Benefits	7,770	45,686	69,685	51,551	(26.0%)
Operating Expenditures	43,754	51,205	82,828	100,993	21.9%
Special Programs and Projects	740	672	1,931	0	(100.0%)
Capital Equipment	3,826	55	2,500	2,500	0.0%
TOTAL	**$158,450**	**$210,237**	**$276,385**	**$282,485**	**2.2%**

Highlighted Budget Changes (July 2014 – June 2015)

- Includes a $1,000 salary increase for all Council members. In FY13, council authorized a $1,000 salary increase each year from FY13 through FY17 to bring compensation for elected officials up to a similar level as officials in comparable municipalities. FY15 is the third year of the increase.
- Additional funding is provided for technology needs.

City Clerk

The City Clerk's Office prepares and maintains an accurate and permanent record of all City Council proceedings, as well as meetings of each Council committee. The Clerk's Office acts as the custodian of all legal documents relating to the City, prepares and publishes ordinances and resolutions, maintains and updates the City Code, provides clerical and administrative support to Council committees, boards and commissions, and provides information and research assistance to staff and the public on all aspects of City laws and Council actions.

Additional information regarding the City Clerk's Office may be obtained by contacting Gail Smith, City Clerk, at (919) 996-3040 or via email at Gail.Smith@raleighnc.gov.

Budget Detail

	ACTUALS	ACTUALS	ADOPTED	PROPOSED	CHANGE
EMPLOYEES	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**FY14 To FY15**
City Clerk	5	5	5	5	0
TOTAL	**5**	**5**	**5**	**5**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	290,746	292,076	332,654	331,881	(0.2%)
Employee Benefits	66,587	73,131	82,794	86,856	4.9%
Operating Expenditures	87,851	80,327	133,657	113,663	(15.0%)
Special Programs and Projects	2,742	2,108	3,394	0	(100.0%)
Capital Equipment	0	1,954	2,000	2,000	0.0%
TOTAL	**$447,925**	**$449,596**	**$554,499**	**$534,399**	**(3.6%)**

City Attorney

The City Attorney and staff advise the City Council and City administration on the legal aspects of City activities. The City Attorney's Office administers the City's legal program, represents and advocates the City's legal interest, prepares court documents, ordinances, legislation and other legal memoranda, and provides legal information to the public, media, city staff and other governmental entities.

Additional information regarding the City Attorney's Office may be obtained by contacting Thomas McCormick, City Attorney, at (919) 996-6560 or Tom.McCormick@raleighnc.gov.

Budget Detail

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
EMPLOYEES					
City Attorney	18	20	21	21	0
TOTAL	**18**	**20**	**21**	**21**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	1,660,227	1,688,234	2,034,086	2,135,045	5.0%
Employee Benefits	421,942	441,323	527,123	535,753	1.6%
Operating Expenditures	128,617	146,964	247,949	314,277	26.8%
Special Programs and Projects	13,900	11,614	18,637	0	(100.0%)
Capital Equipment	85	347	2,000	2,000	0.0%
TOTAL	**$2,224,771**	**$2,288,482**	**$2,829,796**	**$2,987,075**	**5.6%**

Highlighted Budget Changes (July 2014 – June 2015)

- $50,000 is included for staff salary adjustments.
- $60,000 is included for additional legislative advocacy.

City Manager's Office

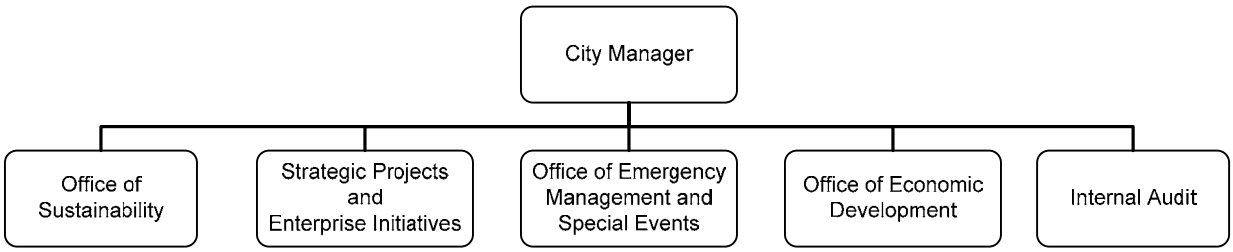
The City Manager's Office is the organizational and administrative nucleus of the city organization. In addition to coordinating and overseeing the activities of all city departments, the City Manager's Office also provides direct staff assistance to the City Council and Council committees, leads the financial and budget management processes for the city and directs the city's efforts to plan for the future.

The City Manager's Office includes the Offices of Sustainability, Emergency Management and Special Event Coordination, Economic Development and Internal Audit. Also, much of the city's interaction with outside organizations, including federal, state, and local government relations and initiatives, local colleges and universities, and numerous external nonprofit agencies, is coordinated through the City Manager's Office.

Additional information regarding the City Manager's Office may be obtained by contacting Ruffin L. Hall, City Manager, at (919) 996-3070 or via email at CityManager@raleighnc.gov.

Mission

To build an organization in which control gives way to empowerment, direction gives way to participation and routine gives way to creativity.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
City Manager	21	19	19	15	(4)
Internal Audit Office*	0	0	0	4	4
Office of Economic Development**	0	0	0	6	6
Office of Sustainability**	0	0	0	5	5
Office of Emerg Mgmt & Special Events**	0	0	0	3	3
Grant-Funded Positions	2	2	0	0	0
TOTAL	**23**	**21**	**19**	**33**	**14**
DIRECT EXPENDITURES BY DIVISION					
City Manager	2,068,779	2,285,990	2,841,920	2,299,371	(19.1%)
Internal Audit Office*	0	0	0	516,904	0.0%
Office of Economic Development**	0	0	0	612,238	0.0%
Office of Sustainability**	0	0	0	658,422	0.0%
Office of Emerg Mgmt & Special Events**	0	0	0	219,455	0.0%
TOTAL	**$2,068,779**	**$2,285,990**	**$2,841,920**	**$4,306,391**	**51.5%**

Budget Detail (continued)

DIRECT EXPENDITURES BY TYPE					
Personnel	1,504,530	1,637,516	1,688,675	2,766,847	63.8%
Employee Benefits	383,490	390,929	428,365	707,538	65.2%
Operating Expenditures	165,885	245,479	708,661	832,006	17.4%
Special Programs and Projects	14,474	10,732	16,218	0	(100.0%)
Capital Equipment	400	1,335	0	0	0.0%
TOTAL	**$2,068,779**	**$2,285,990**	**$2,841,920**	**$4,306,391**	**51.5%**

*Internal Audit moved from the Finance Department to the City Manager's Office mid-year FY14.
**On April 15, 2014, the Offices of Sustainability, and Emergency Management and Special Events, which were previously programs within the City Manager's budget, were established as divisions within the City Manager's Office. The employees of these offices were previously calculated within the City Manager's Office employee totals. The Office of Economic Development was created by moving the Economic Development Office from the Planning and Development Department to the City Manager's Office, combining with the staff of the Small, Disadvantaged, Minority and Women Owned Business group who were already located within the City Manager's Office.

Highlighted Budget Changes (July 2014 – June 2015)

- Mid-year personnel changes include:
    - The Internal Audit Office, with three positions, moved from Finance to the City Manager's Office mid-year.
    - A Budget Analyst (PG 37) was moved from Budget and Management Services and reclassified mid-year to create a Senior Policy Analyst (PG 39) to assist the Mayor, the Mayor Pro-Tem and City Councilors.
    - The addition of specials events responsibilities required the mid-year reclassification of the Emergency Management Coordinator (PG 39) to the Emergency Management and Special Events Office Manager (PG 42), and the addition of an Events Manager (PG 34) and an Administrative Assistant (PG 31) to liaise with event organizers, citizens and City staff to ensure safe and vibrant community events.
- The strategic realignment authorized by Council on April 15, 2014 provided for the reclassification of the:
    - Assistant City Manager position (PG 51 to PG 52);
    - Senior Enterprise Program Manager (PG 42) to Chief of Staff (PG 46);
    - Two Assistant City Manager positions (PG 52) which were moved and reclassified from the Chief Planning & Economic Development Officer (PG 50) in the Planning and Development Department and an IT Security Manager (PG 42) from the Information Technology Department;
    - Moved the Economic Development staff from the Planning and Development Department to a newly created Office of Economic Development. Additionally, the employees responsible for the Small, Disadvantaged, Minority and Women Owned Business program are combining into the one office to better coordinate work.
- Three reclassifications of vacant positions to provide Council Support are included with the FY15 budget:
    - Senior Customer Services Representative (PG 27) from the Finance Department to a Staff Analyst (PG 36);
    - Administrative Assistant (PG 31) to a Staff Assistant (PG 34);
    - Executive Staff Assistant (PG 36) to a Staff Analyst (PG 36).
- An Accountant Auditor III position (PG 38) is included.

- The budget includes $126,000 to implement recommendations resulting from the communications audit commissioned by the City Council. The audit is currently ongoing and is expected to conclude in mid-July.

FY15 Anticipated Accomplishments that further City Council Mission

- Adjustments to the organizational structure began in FY14 and continue into FY15 to improve efficiency and work flow within the organization and align organizational leadership around the City Council's strategic focus areas.
- New Assistant City Managers will work with city departments and offices as a management liaison, promote the development of the strategic focus area plans for Council consideration, assist with complex and cross-departmental problems and constituent issues, and lead special projects as assigned by the City Manager.
- The Emergency Management and Special Events Office Manager will focus on training and exercises for the Emergency Operations Center (EOC) personnel to ensure readiness during a disaster. Further efforts will focus on preparing staff for changes in the EOC as the city breaks ground on the Critical Public Safety Facility (CPSF). Training on updates to federal polices will also continue for affected staff.
- Economic Development staff will work to establish an effective business recruitment and existing industry outreach program to continue to create quality jobs, increase the city's tax base and ensure the city remains attractive to investors, developers and citizens. Staff will also manage the Small Disadvantaged Minority and Women Owned Business Program (SDMWOB) with emphasis on SDMWOB's Expo, identification and maintenance of a SDMWOB Directory, participation in community outreach sessions and conducting quarterly training and workshop sessions.
- Sustainability staff will demonstrate continued national leadership by participating in a team of innovative cities across the country (San Francisco, Berkley, Chicago, Houston, Boston, Washington, D.C.) to develop national "Smart City" technical solutions that will advance sustainability goals for all cities in the country.
- Additions to Council Support staff will provide additional administrative and professional resources.
- Staff will continue progress on the upgrade of the Financial, Human Resource and Budgeting modules of the citywide ERP system with an anticipated completion in FY16.
- The Internal Audit staff plans for FY15 audits to include contract auditing and Human Resources auditing.

Arts Agency Appropriations

The City of Raleigh arts grant program is the official vehicle for municipal support to the city's arts organizations. A program of the Raleigh Arts Commission since 1989, over $25 million has been distributed to qualifying organizations. The arts grant program has been critical to the development of many of Raleigh's cultural organizations, helping to bring stability to the city's arts community and providing leverage for groups to seek business, foundation and other agency matching grants. Arts and culture-related industries (collectively known as "creative industries") have provided direct economic benefits to Raleigh by creating jobs, attracting new investments, generating tax revenues and stimulating tourism and consumer purchases.

In FY15, arts spending totals $2,765,745. This includes $2,115,895 in per capita funding disbursed by the Raleigh Arts Commission based on a $5.00 rate and an estimated population of 423,179. A portion of the per capita funding is reflected in the Parks, Recreation & Cultural Resources budget for support of the Public Art Coordinator and Arts Grant Program Coordinator positions. An additional $649,850 of General Fund support is provided to the African American Cultural Festival, Carolina Ballet, North Carolina Symphony, Raleigh Little Theatre, Theatre in the Park, and the Wakefield High School band exposition.

A detailed list of funding provided to arts agencies appears on the following page. Actuals reflect payments made during each fiscal year. They do not necessarily match grant awards approved for those years due to the timing of year-end reimbursement requests. A multi-year history of grant awards is available from the Office of Raleigh Arts.

Additional information regarding Arts Agency Appropriations may be obtained by contacting Sarah Corrin, Arts Grant Coordinator, at (919) 996-4686 or via e-mail at Sarah.Corrin@raleighnc.gov.

Budget Detail

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DIRECT EXPENDITURES BY SOURCE					
Arts Per Capita	1,702,685	1,865,961	2,082,340	2,115,895	2%
General Fund	310,089	534,231	651,200	649,850	0%
TOTAL	**$2,012,773**	**$2,400,192**	**$2,733,540**	**$2,765,745**	**1%**
DIRECT EXPENDITURES BY TYPE					
Arts Grants	1,434,714	1,502,445	1,694,683	1,667,243	-2%
Other Arts Appropriations	310,089	534,231	651,200	649,850	0%
Arts Commission Programs	182,286	278,846	228,061	274,644	20%
Office of Raleigh Arts Positions	85,685	84,670	159,596	174,008	9%
TOTAL	**$2,012,773**	**$2,400,192**	**$2,733,540**	**$2,765,745**	**1%**

Highlighted Budget Changes (July 2014 – June 2015)

- Starting in FY14, funding for lease agreements for Carolina Ballet, Raleigh Little Theatre and Theatre in the Park is now provided from the General Fund. FY15 arts per capita funding for these organizations reflects Arts Grant awards.
- Capital City and Wakefield Band Expos have been moved from the Economic Development Fund to consolidate arts funding in Arts Agency Appropriations.
- Three first-time applicants are recommended for funding: North Raleigh Arts & Creative Theatre, Raleigh Dance Theatre and Raleigh Review (a literary organization). Capital City Band Expo, Carolina Dance Foundation, Wake Education Partnership and Carolina Ballet, all funded in FY14, did not submit requests for FY15 funding.
- Funding for International Focus decreases 58% because the organization met eligibility requirements for Program Support but not for Operating Support.

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
ARTS PER CAPITA APPROPRIATIONS					
Arts Access	6,500	8,990	11,551	14,595	26%
Arts Commission Programs*	182,286	278,846	228,061	274,644	20%
Arts Together	120,140	99,310	126,300	147,013	16%
Artspace	150,587	120,500	175,000	167,316	-4%
Artsplosure	144,916	152,302	173,375	175,000	1%
Burning Coal Theatre Company	63,000	73,950	99,882	89,762	-10%
Carolina Ballet	150,000	150,000	60,601		-100%
Carolina Dance Foundation			10,744		-100%
Classical Voice of NC	9,000	11,190	9,696	11,054	14%
Community Music School	28,000	23,915	30,260	36,450	20%
Contemporary Art Foundation	4,336	80,664	132,653	129,071	-3%
El Pueblo, Inc.	12,000	15,000	22,700	24,125	6%
International Focus, Inc.	23,812	31,688	50,623	21,027	-58%
Justice Theater Project	25,000	33,270	38,321	42,659	11%
Marbles Kids Museum	10,000	5,863	16,968	14,394	-15%
NC Master Chorale	43,000	36,875	48,860	57,026	17%
NC Museum of History Foundation		15,000	21,450	24,036	12%
NC Opera	80,000	100,000	136,203	150,200	10%
NC State University Theater		14,000	12,870	13,939	8%
NC Theatre	163,000	138,250	167,654	168,687	1%
North Raleigh Arts & Creative Theatre				15,736	100%
Nuv Yug Cultural Organization	18,000	8,250	11,370	14,105	24%
Performance Edge			7,080	7,400	5%
Philharmonic Association	14,000	12,245	14,000	17,803	27%
PineCone	84,000	83,948	102,000	98,126	-4%
Raleigh Boychoir	14,174	17,500	18,571	22,063	19%
Raleigh Chamber Music Guild	36,000	31,600	30,543	32,638	7%
Raleigh Civic Symphony Association	6,500	5,340	5,252	6,182	18%
Raleigh Dance Theatre				4,789	100%
Raleigh Ensemble Players	21,500				0%
Raleigh Little Theatre	76,432	73,371	22,861	23,569	3%
Raleigh Review				4,750	100%
Raleigh Ringers	15,000	13,860	19,392	19,843	2%
Raleigh Symphony Orchestra	20,000	14,285	17,468	20,452	17%
Theatre In The Park	30,307	40,747			0%
Visual Art Exchange	58,510	83,531	87,000	86,704	0%
Wake Education Partnership	7,000	7,000	7,000		-100%
Wake Enterprises, Inc.			6,435	6,729	5%
Positions funded by arts per capita**	85,685	84,670	159,596	174,008	9%
TOTAL ARTS PER CAPITA	**$1,702,685**	**$1,865,961**	**$2,082,340**	**$2,115,895**	2%
OTHER GENERAL FUND ARTS APPROPRIATIONS					
African American Cultural Festival	24,054	125,900	75,000	75,000	0%
Capital City Band Expo	1,350		1,350		-100%
Carolina Ballet (lease)	100,000	175,000	250,000	250,000	0%
NC Symphony (lease)	183,335	233,331	200,000	200,000	0%
Raleigh Little Theatre (lease)			84,000	84,000	0%
Theatre In The Park (lease)			39,500	39,500	0%
Wakefield Band Expo	1,350		1,350	1,350	0%
TOTAL GENERAL FUND	**$310,089**	**$534,231**	**$651,200**	**$649,850**	**0%**
TOTAL ALL ARTS FUNDING	**$2,012,773**	**$2,400,192**	**$2,733,540**	**$2,765,745**	**1%**

*Actuals include funds transferred to and accounted for in the Parks, Recreation & Cultural Resources - $74,015 in FY12 and $51,421 in FY13.
**All years are budget figures. Budget and actuals are accounted for in Parks, Recreation & Cultural Resources.

Human Service Agency Appropriations

The Human Relations Commission awards annual grants to nonprofit organizations that provide services to Raleigh residents who belong to five targeted groups: the elderly, youth, persons with handicaps or disabilities, substance abusers and homeless individuals.

Human Services appropriations total $1,261,000 in FY15. This includes $500,000 in grants awarded by the Human Relations Commission (HRC), plus $761,000 in General Fund support for grants given outside of the HRC competitive process or as a supplement to HRC grants for agencies historically supported by City Council. In FY15, General Fund support is allocated to CASA ($84,000), Legal Aid ($45,000), Healing Place ($100,000), Tammy Lynn Center ($95,000), Interact ($50,000), Interfaith Food Shuttle ($95,000), DHIC ($108,000), Homeless Support Circles ($44,000), Passage Home ($90,000), and the fourth of a five year commitment to Boys & Girls Club ($50,000.)

Additional information regarding Human Service Agency Appropriations may be obtained by contacting Marionna Poke-Stewart, Volunteer/Human Services Division Program Manager, at (919) 996-45726 or via e-mail at Marionna.Poke-Stewart@raleighnc.gov.

Budget Detail

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DIRECT EXPENDITURES BY SOURCE					
Human Relations Commission (HRC)	1,124,579	1,254,577	500,000	500,000	0%
General Fund	Included above	Included above	741,000	761,000	3%
TOTAL	**$1,124,579**	**$1,254,577**	**$1,241,000**	**$1,261,000**	**2%**
DIRECT EXPENDITURES BY TYPE					
HRC Competitive Grants	1,124,579	1,254,577	500,000	500,000	0%
Other Grants	Included above	Included above	741,000	761,000	3%
TOTAL	**$1,124,579**	**$1,254,577**	**$1,241,000**	**$1,261,000**	**2%**

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
HUMAN SERVICE APPROPRIATIONS					
Alliance of Aids Services		16,245	14,000	14,000	0%
Aventwest Community Dev Corp	5,000	9,375	12,000	12,500	4%
Big Brothers/Sisters Of Triangle	7,250	2,000			0%
Boys & Girls Club		46,486	50,000	50,000	0%
Bridge II Sports	1,250				0%
CASA	89,000	89,000	89,000	89,000	0%
Communities in Schools				5,000	
Community Partnerships	8,000	8,000	8,000	8,000	0%
Concert			2,500		0%
DHIC*	144,833	121,167	108,000	108,000	0%
Filling In Gaps	9,375	9,875	10,000	10,000	0%
Garner Rd Ymca	4,500	7,500	12,500	11,500	-8%
Guiding Lights		505	2,000		0%
Haven House	11,250	32,082	25,000	25,000	0%
Healing Place	100,000	100,000	100,000	100,000	0%
Hilltop Home	14,250	3,750			0%
Homeless Support Circles*	43,283	36,326	44,000	44,000	0%
Hope Center	6,250	7,500	7,500	10,000	33%
Hopeline					0%
Hospice	16,250	23,750	20,000	25,000	25%
Human Service Grant Reserve					0%
Interact	38,750	28,750	75,000	75,000	0%
Inter-Faith Food Shuttle	100,001	100,000	100,000	100,000	0%
JT Locke Resource Center	6,250				0%
Legal Aid Of North Carolina	50,000	50,000	50,000	50,000	0%
Lesbian, Gay, Bisexual, Transgender		3,750	5,000	5,000	0%
Mayors Comm On Disabled**	7,265	4,822			0%
Meals On Wheels	31,875	33,125	35,000	35,000	0%
National Alliance on Mental Illness		3,023			0%
NC Baptist Men	3,800				0%
NC Theatre			2,500		0%
Nessie Foundation	6,250	9,250	10,000	10,000	0%
PLM Families Together	25,409	35,091	28,000	25,000	-11%
Passage Home*	93,465	94,364	90,000	90,000	0%
Prevent Blindness Of NC	5,875	6,250	5,500	7,000	27%
Raleigh Lions Clinic for the Blind		7,000			
Raleigh Nursery	2,415	2,464			0%
Resources For Seniors	24,219	24,508	25,000	25,000	0%
RHA/Heritage Park	12,164				0%
Safechild	20,417	31,250	27,500	22,000	-20%
Southeastern Wake Adult Daycare	2,500	7,750	10,000	25,000	150%
Southlight	15,000	25,000	20,000	18,000	-10%
Step Up Ministry	20,250	21,500	22,000	22,000	0%
Tammy Lynn Ctr	67,433	130,370	100,000	100,000	0%
The ARC of Wake County	8,000	4,500	13,000		0%
Triangle Family Services	12,500	20,750	30,000	32,000	7%
Triangle Radio Reading	2,750	750			0%
Uniting, Inc.				10,000	
Urban Ministry Ctr	28,750	33,750	35,000	30,000	-14%
Vision Credit Education	750				0%
Wake Enterprises	8,000	8,000	8,000	8,000	0%
Wake Health Services Inc	25,000	5,000		20,000	
Wake Interfaith Hosp Network	25,000	26,250	20,000	15,000	-25%
Womens Center	20,000	23,750	25,000	25,000	0%
TOTAL	**$1,124,579**	**$1,254,577**	**$1,241,000**	**$1,261,000**	**2%**

*In previous budget documents, these organizations were presented in Other Agency Appropriations.

Economic Development Fund

The Economic Development Fund provides support for economic development activities that benefit Raleigh. In addition to general fund support, interlocal funds pass through this fund for City/County-approved projects including the Green Square and St. Augustine Stadium projects.

The budget continues funding for the economic development initiatives of Greater Raleigh Chamber of Commerce and the Triangle J Council of Governments. Also funded are economic incentives for downtown employment efforts by Red Hat and tax base increases associated with Green Square. The City continues to support economic development partner agencies in downtown Raleigh, the Hillsborough Street business district, and southeast Raleigh. Raleigh-based nonprofit partners are also supported through free access to a web-based grant locator service. This is the final year of a three year commitment to PNC Arena to provide conference funding.

Additional information regarding the Economic Development Fund may be obtained by contacting James Sauls, Economic Development Manager, at (919) 996-2707 or via e-mail at James.Sauls@raleighnc.gov

Budget Detail

ECONOMIC DEVELOPMENT FUND	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Chamber Of Commerce	223,633	234,658	220,000	170,000	(22.7%)
Downtown Loan Pool	50,000	177,174			
Downtown Raleigh Alliance	120,500	108,450	158,450	108,450	(31.6%)
Grant Locator Service	15,053	15,053	2,500	2,500	0.0%
Green Square Economic Incentive			95,650	100,000	4.5%
Green Square Interlocal Funding	900,000	800,000	200,000	400,000	100.0%
Event Sponsorships				10,000	
Hillsborough St Dev	103,000	106,000	131,000	131,000	0.0%
PNC Arena Economic Incentives	150,000	150,000	150,000	150,000	0.0%
Raleigh Bus & Tech Ctr	150,000	162,000	152,000		
RDU Airport Interlocal Agreement	12,500	12,500	12,500	12,500	0.0%
Red Hat Incentive Grant		100,000	100,000	100,000	0.0%
Rsv-Econ Dev Projects		431,559			
SE Raleigh Assembly	241,352	223,842	207,000	207,000	0.0%
Small Business Loan Program	51,698	2,226	1,000		
St. Aug Stadium Interlocal Fundng	100,000	100,000	100,000	100,000	0.0%
Triangle J Cog	106,102	100,338	101,462	115,000	13.3%
TOTAL	**$2,223,838**	**$2,723,800**	**$1,631,562**	**$1,606,450**	**(1.5%)**

Highlighted Budget Changes (July 2014 – June 2015)

- Chamber of Commerce funding is reduced to reflect services that will now be conducted by full-time staff in the City's Office of Economic Development.
- An appropriation of $10,000 will allow sponsorship of events that promote and support the city's economic development efforts such as Innovate Raleigh and Hopscotch. These events align with the city's established economic development goals of supporting business growth and talent recruitment and retention.
- The budget for the Small Business Loan Pool is transferred to the Housing and Neighborhoods Department. These funds were used to maintain a property obtained by the Small Business program when a loan defaulted. The Housing and Neighborhoods Department has added the property to its portfolio of affordable rental properties.
- TJCOG funding reflects increased dues which are based on Raleigh's population.

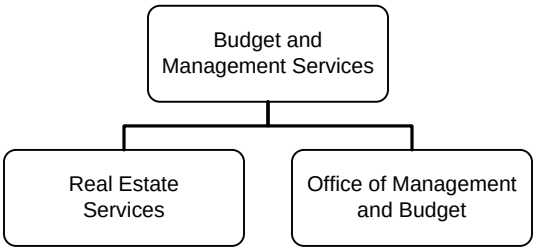
Budget and Management Services

The Budget and Management Services Department is a direct arm of the City Manager and provides budget, real estate and other management services in support of the larger city organization.

Additional information regarding the Budget and Management Services Department may be obtained by contacting Joyce Munro, Budget and Management Services Director, at (919) 996-4273 or via email at Joyce.Munro@raleighnc.gov.

Mission

The Department of Budget and Management Services assists the City Manager and other City of Raleigh departments in the delivery of quality services to the public and in support of accomplishing their missions more efficiently and effectively by providing financial management, budgeting, real estate, and management and policy analysis services.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Budget & Management Services	14	14	17	18	1
TOTAL	**14**	**14**	**17**	**18**	**1**
DIRECT EXPENDITURES BY TYPE					
Personnel	972,770	1,078,980	1,314,368	1,341,912	2.1%
Employee Benefits	234,933	246,677	329,069	342,506	4.1%
Operating Expenditures	54,343	69,722	70,188	166,567	137.3%
Special Programs and Projects	8,119	6,733	10,708	0	(100.0%)
Capital Equipment	505	0	0	0	0.0%
TOTAL	**$1,270,669**	**$1,402,113**	**$1,724,333**	**$1,850,984**	**7.3%**

Highlighted Budget Changes (July 2014 – June 2015)

- Includes new Strategic Planning and Performance Manager (PG 40) position and associated operating costs to support the City Manager and City Council in developing a citywide strategic plan with identified focus areas, goals, objectives and corresponding performance management program.
- State retirement rules require that employees who work in a regular, recurring position that requires not less than 1,000 hours of work per year participate in the NC Local Government Retirement System. To comply with this requirement, the FY15 budget converts approximately 1,800 part-time hours to a full-time Budget Analyst position (PG 37).
- Transfer of a Budget Analyst (PG 37), from Office of Management and Budget to the City Manager's Office, during FY14.
- Continued funding for Alliance for Innovation membership.

- Includes funding for a citywide service inventory to identify areas where services can be streamlined, enhanced or eliminated.
- The Office of Management and Budget will continue to facilitate citywide participation in the ICMA Benchmarking program this fiscal year, and join the UNC School of Government's North Carolina Local Government Performance Measurement Project. Participation will allow the city to compare data with regional municipalities. Through benchmarking, the city can identify areas of excellence and areas of opportunity to drive improved results in support of strategic planning efforts.

FY15 Anticipated Accomplishments that further City Council Mission

Office of Management and Budget

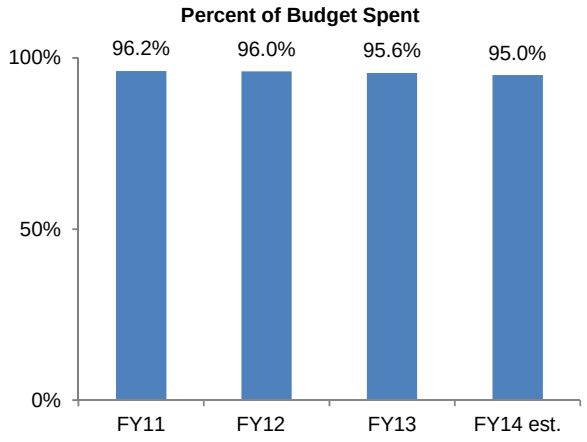
- Conduct a citywide service inventory of staff resources to understand specific components of each service as it relates to the strategic plan, with special considerations for offsetting revenue and legal requirements, to identify areas where services can be streamlined, enhanced or eliminated.
- Continue implementing new analytical requirements and drive more informed decision-making to identify the full financial impacts of opening new facilities and launching new software systems through the capital budget process. OMB will continue to work with stakeholders and staff to better understand citywide challenges, departmental needs, and available options that must be considered when deciding whether to commit city funds to a project.
- Adapt and improve the capital budgeting process to better address citywide strategic needs, facilitate discussion among key stakeholders, and provide the City Manager with high quality information and analysis.
- Realign the citywide performance indicator program and reporting with identified Council focus areas. Collaborate with departments and senior executive management to develop cascading goals and objectives in support of Council priorities. Evaluate programs against Council focus areas, identifying opportunities for improvement or reallocation of resources.
- Expand participation in the International City/County Manager's Association (ICMA) Center for Performance Measurement national benchmarking project to identify areas of excellence to sustain and areas of opportunity to implement best practices or to apply additional resources to drive improved results.

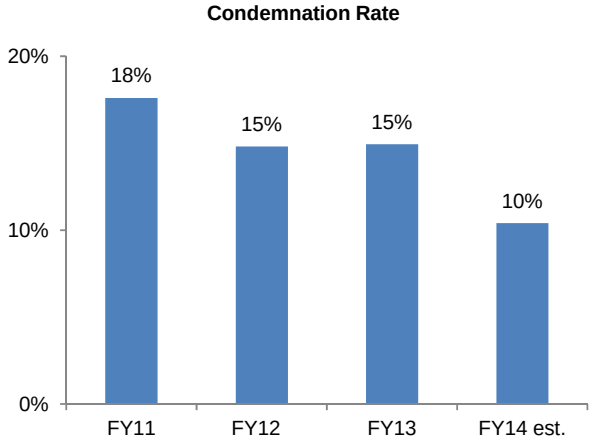
Real Estate Services

- Acquire and lease real property interests needed to support City staffing, infrastructural and economic development projects.
- Collaborate with the city's IT Department to upgrade and replace the existing standalone real property database and integrate administrative record keeping features of the system into the city's main database.
- Maintain and update the city's real property inventory as real estate interests are added.
- Collaborate with other City of Raleigh departments to review and enhance real property acquisition processes and procedures.

Performance Indicators

OFFICE OF MANAGEMENT & BUDGET	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Minimum 14% Year End Fund Balance Target Met	Yes	Yes	Yes	Yes
Tax Rate (per $100 of value)	0.3735	0.3735	0.3826	0.3826
# of Budget Transfers and Amendments Processed	2,275	2,069	1,941	1,773
REAL ESTATE SERVICES				
# of acquisitions	142	243	281	178
# acquisitions per agent	43.7	73.6	70.3	57.6
# of condemnations	25	36	42	19





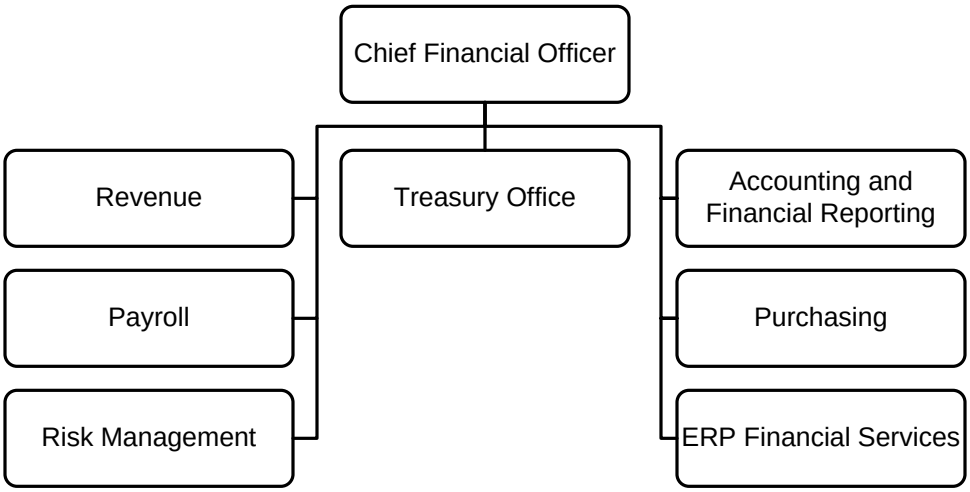
Finance

The Finance Department provides support services for City management, the City Council, City departments and Raleigh citizens. Services provided include treasury, accounting and financial reporting, purchasing, payroll, revenue management, and risk management. The Finance Department insures the integrity and accuracy of the City's financial transactions in accordance with accounting standards, City ordinances, state statutes, federal laws and applicable laws and ordinances.

Additional information regarding the Finance Department may be obtained by contacting Perry E. James III, Chief Financial Officer, at (919) 996-4930 or via email at Perry.James@raleighnc.gov

Mission

To demonstrate excellence in our financial services to the City organization and our customers through a commitment to continuously improving within our philosophy of "People Helping People."



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Finance Administration	3	3	3	3	0
Finance Internal Audit Office	3	3	3	0	(3)
Treasury Office	5	5	5	5	0
Revenue	18	17	17	16	(1)
Utility Billing Svcs	44	44	0	0	0
Purchasing	7	7	7	7	0
Accounting & Fin Reporting	19	19	20	20	0
Payroll	8	8	5	5	0
TOTAL	**107**	**106**	**60**	**56**	**(4)**
DIRECT EXPENDITURES BY DIVISION					
Finance Administration	444,448	462,531	581,181	521,805	(10.2%)
Finance Internal Audit Office	284,258	339,131	329,525	0	(100.0%)
Treasury Office	653,302	566,787	650,936	669,719	2.9%
Revenue	1,234,797	1,268,393	1,309,093	1,316,355	0.6%
Utility Billing Svcs	5,003,123	5,290,692	0	0	0.0%
Purchasing	606,033	561,597	566,854	575,523	1.5%
Accounting & Fin Reporting	2,080,476	1,623,217	1,884,211	1,863,405	(1.1%)
Payroll	635,088	619,318	477,854	482,120	0.9%
TOTAL	**$10,941,524**	**$10,731,667**	**$5,799,655**	**$5,428,928**	**(6.4%)**

Budget Detail (Continued)

DIRECT EXPENDITURES BY TYPE	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Personnel	5,912,175	5,827,887	3,834,757	3,623,049	(5.5%)
Employee Benefits	1,540,631	1,539,977	1,008,017	987,940	(2.0%)
Operating Expenditures	3,397,782	3,326,585	907,717	815,938	(10.1%)
Special Programs and Projects	31,358	37,218	39,163	0	(100.0%)
Capital Equipment	59,578	0	10,000	2,000	(80.0%)
TOTAL	**$10,941,524**	**$10,731,667**	**$5,799,655**	**$5,428,928**	**(6.4%)**

* In FY14 Utility Billing moved to Public Utilities and Internal Audit relocated to the City Manager's Office.

Highlighted Budget Changes (July 2014 – June 2015)

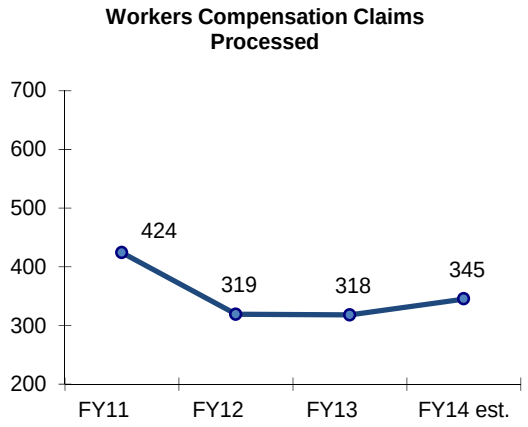
- While the overall Finance budget has decreased, provisions are included for Purchasing staff training and certifications, as well as increases in the Revenue services systems contracts and armory service budget. As part of the continued evolution of the City's shared technology focus, the PeopleSoft end user training budget moves to the shared technology Center of Excellence in FY15.
- Transferred the Internal Audit Office, with three full-time positions, from Finance to the City Manager's Office mid-year.
- The strategic realignment authorized on April 15, 2014 provides for the transfer of a vacant Sr. Customer Service Representative (PG 27) from Revenue to the City Manager's Office.

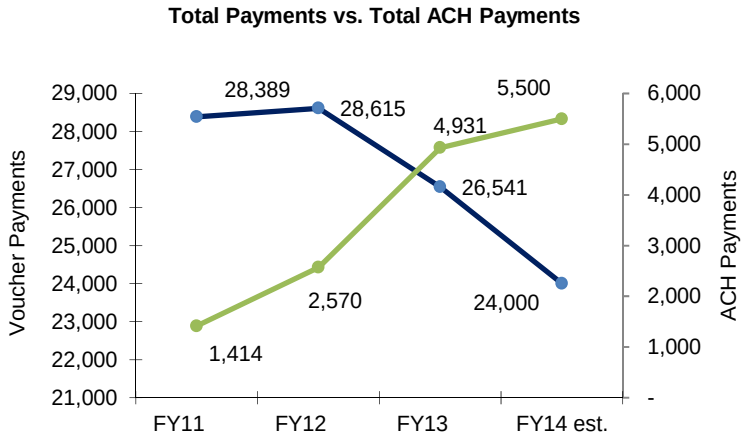
FY15 Anticipated Accomplishments that further City Council Mission

- Complete FY2013-14 Comprehensive Annual Financial Report (CAFR) with an unqualified opinion from the independent auditors and submit CAFR to Government Finance Officers Association (GFOA) for certificate of achievement consideration.
- Enhance financial system modules and upgrades to improve financial accountability and reporting. Continue to refine financial system functionality to improve process and system efficiency for the benefit of system end users and the data and reporting audience. Support the PeopleSoft 9.2 Upgrade technology project which is targeted for go live in early FY16.
- Leverage the purchasing metrics obtained from Raleigh Purchasing On Demand (RPOD) Market to continue negotiation of better vendor contracts for all City departments.
- Maintain AAA general obligation bond rating from all three rating agencies, as well as Aa1 and AAA ratings on revenue bonds. Continue GFOA financial assessment to measure performance of the City's finance organization against best public sector practices.
- Complete strategic debt issuances and refundings in support of vital City projects at lowest cost of funds**.**
- Complete the Citizen's Annual Financial Report to provide citizens an easy to read review of the City's finances and highlight key fiscal areas of interest to citizens
- Continue to centralize invoicing and collection of smaller departmental accounts receivables to reduce processing costs and improve collection rates.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Liability/Property damage claims processed	367	222	232	316
Bond rating (Desire: AAA)	AAA	AAA	AAA	AAA
Government Finance Officer Association Certification for CAFR	100%	100%	100%	100%





Risk Management Fund

The Risk Management program provides services to protect the city's interest with respect to property and general liability exposures, as well as its workers compensation program. Although funded within the Risk Management Fund, organizationally, the personnel in this office fall within the larger Finance Department.

Workers' compensation claim costs are allocated to departments based upon actuarial claims cost projections and payroll cost projections. Property insurance premiums are allocated to departments responsible for the property based upon the insured values of the properties, as determined by appraisal. General liability and auto liability costs are allocated within individual departments based upon claims experience and actuarial claims cost projections.

Additional information regarding the Risk Management program may be obtained by contacting Robin Rose, Deputy Financial Officer, at (919) 996-4960 or via email at Robin.Rose@raleighnc.gov.

Budget Detail

	ACTUALS	ACTUALS	ADOPTED	PROPOSED	CHANGE
EMPLOYEES	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**FY14 To FY15**
Risk Management	5	5	5	5	0
TOTAL	**5**	**5**	**5**	**5**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	209,295	243,046	253,814	265,727	4.7%
Employee Benefits	58,605	88,116	89,753	102,809	14.5%
Operating Expenditures	333,235	390,557	545,717	535,600	(1.9%)
Special Programs and Projects	6,136,940	5,021,875	8,793,888	8,111,300	(7.8%)
Interfund Transfers*	0	77,185	5,054,463	5,005,263	(1.0%)
TOTAL	**$6,738,075**	**$5,820,779**	**$14,737,635**	**$14,020,699**	**(4.9%)**

*****Due to positive claims experience and full actuarial funding, $5M was transferred as one-time revenue in FY14 and FY15.

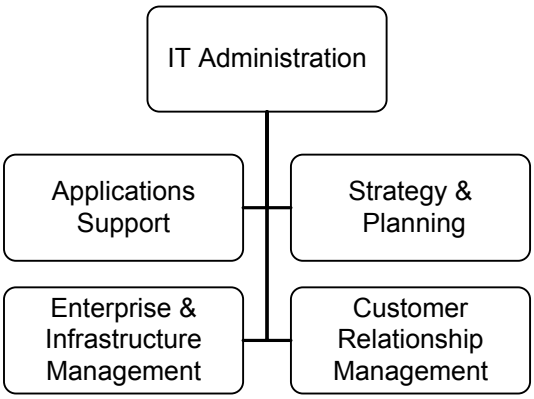
Information Technology

The Information Technology Department is focused on the deployment of technology innovation that provides business value to the organization and the Raleigh community. The IT Department is committed to listening and leading in the delivery of technology services and information systems. As the demand for technology infrastructure continues to increase, the IT organization must provide the consultative services to align the investment in IT with the city's overall goals. Civic engagement, information transparency, and promoting constituent-facing programs to support a highly technological region extends the role of the IT Department beyond traditional operations.

Additional information regarding the Information Technology Department may be obtained by contacting Gail M. Roper, the Chief Information Officer at 919-996-3045 or via email at Gail.Roper@raleighnc.gov.

Mission

To promote technology solutions that improves economic development, civic engagement and efficiencies in the delivery of city services as a basic citizen expectation.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Information Technology Admin	11	6	6	7	1
IT Strategy & Planning	5	8	8	11	3
IT Enterprise Infrastructure	20	24	24	23	(1)
IT Application Support	31	30	30	28	(2)
IT Customer Relationship Mgt	11	11	10	9	(1)
TOTAL	**78**	**79**	**78**	**78**	**0**
DIRECT EXPENDITURES BY DIVISION					
Information Technology Admin	2,901,049	996,606	1,077,099	1,149,042	6.7%
IT Strategy & Planning	1,236,397	2,037,790	2,103,906	2,360,272	12.2%
IT Enterprise Infrastructure M	3,926,566	5,851,789	6,683,135	7,204,702	7.8%
IT Application Support	5,148,938	5,893,488	5,011,956	4,523,240	(9.8%)
IT Customer Relationship Mgt	971,410	1,741,625	2,204,585	2,045,734	(7.2%)
TOTAL	**$14,184,359**	**$16,521,298**	**$17,080,681**	**$17,282,990**	**1.2%**

Budget Detail (continued)

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DIRECT EXPENDITURES BY TYPE					
Personnel	5,496,422	5,291,297	5,762,688	5,876,974	2.0%
Employee Benefits	1,450,389	1,398,048	1,571,665	1,639,161	4.3%
Operating Expenditures	7,187,884	9,787,371	9,675,438	9,766,856	0.9%
Special Programs and Projects	49,665	44,582	70,890		(100.0%)
TOTAL	**$14,184,359**	**$16,521,298**	**$17,080,681**	**$17,282,990**	**1.2%**

Highlighted Budget Changes (July 2014 – June 2015)

- The strategic realignment authorized on April 15, 2014 provide for the transfer of a vacant IT Security Manager (PG 42) to the City Manager's Office, where it is reclassified to an Assistant City Manager as part of the citywide organizational realignment.
- Annual subscription license of $37,000 for human resources online recruitment and hiring tool (Neogov Insight).
- Transfer of a temporary part-time position from the City Manager's Office to the IT Administration Division for the Community Outreach Program.
- Reclassify an Administrative Assistant (PG 31) to a Staff Assistant (PG 34) to respond to increased need for administrative support within the department for the Chief Information Officer and department leadership team.
- State retirement rules require employees who work in a regular, recurring position that requires not less than 1,000 hours of work per year participate in the NC Local Government Retirement System. To comply with this requirement, the FY15 budget adds one Community Education Specialist (PG 33) in the IT Administration Division with the Community Outreach Program and reduces off-setting part-time wages.

FY15 Anticipated Accomplishments that further City Council Mission

- The regional partnership, North Carolina Next Generation Networks (NCNGN), is comprised of Cary, Chapel Hill, Carrboro, Durham, Raleigh, and Winston-Salem with the support of their Gig U partners of Duke University, NC State University, UNC Chapel Hill, and Wake Forest University/Wake Forest Baptist Medical Center along with the associated Chambers of Commerce. Since the summer of 2012, NCNGN has worked to develop a request for proposals that will attract one or more commercial carriers to design, build, and manage ultra-high speed networks in the region. In exchange for fiber assets owned by the city to complete the fiber ring construction, Raleigh is requesting that the proposer provide connectivity to underserved areas, public spaces, and community centers, as well as the maintenance for all 24 strands of the city-owned fiber network. Selected vendors will provide high-speed Internet service over a wired or wireless network at a substantial discount from current market prices.
- IT has deployed the enterprise remote client management solution to more than 1,500 Microsoft Windows laptop and desktops. This allows IT Customer Support Center staff to recover a system on demand, reducing recovery time by 90%. It also provides the capability to remotely migrate from Windows XP to Windows 7. In FY15, all currently supported MS laptops and desktops will have Enterprise Remote Client Management and will be actively backing up all machines. The projected total cost savings is $1.3 million over five years.
- The Raleigh City Council unanimously adopted an Open Source Resolution. This was the first of many steps in a plan designed to make it easier to get information and interact with city government. Raleigh is committed to an open source strategy that highlights transparency, collaboration, and improved access to local government information and data. City staff engaged with citizen groups, youth development programs, entrepreneurs, and businesses to create an

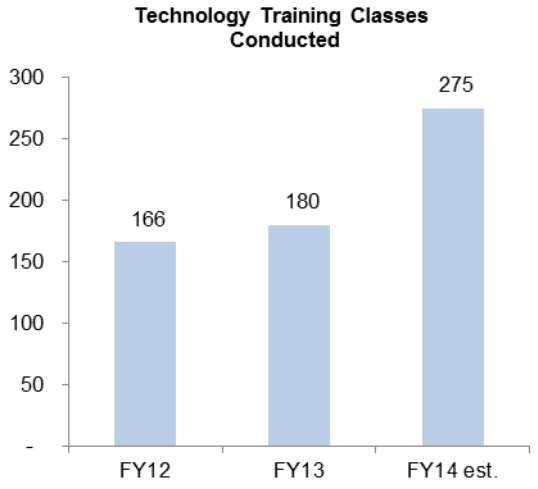
open data roadmap, a living document using the guiding principles of availability and access, reuse and redistribution, and universal participation. The open data roadmap moves the city forward in creating a set of open data policies. Earlier this year, the first open data catalog (data.raleighnc.gov) was published. It allows access to city data sets in open and standard ways for tech savvy and non-technical users. Site visitors accessed 300,000 page views and over 4.7 million records on Raleigh's Open Data Portal. In FY15, IT will implement the next phase of the data visualization and catalogs, continue collaboration and increase civic engagement.

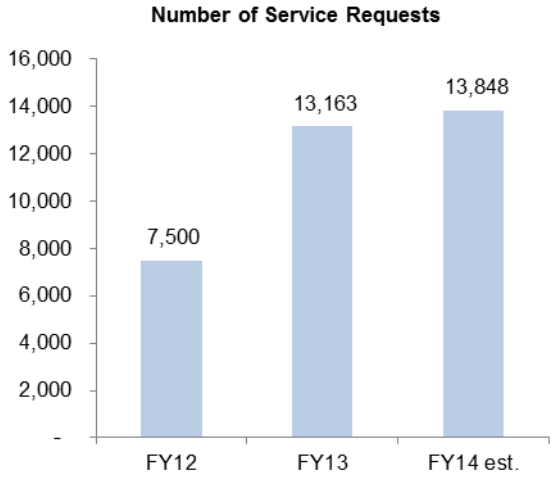
- Cityworks, a GIS-centric work order management system, will automate and streamline the current paper-based work order management system. With Cityworks, departments can determine the true costs of a service request, as well as identify workflow efficiencies across departments. Cityworks tracks and reports on the history of an asset or equipment indefinitely, which allows for departments to proactively maintain assets at a cost savings to the city. Cityworks will integrate with core city business process and applications, including payroll, human resources, finance, customer care and billing, the new master address database, and SeeClickFix. Integration with SeeClickFix allows for requests to be automatically routed to the correct department, resulting in better service for citizens. Cityworks will be available via tablets for field staff, which will allow for greater efficiency in delivering service. In FY15, Cityworks will be completely implemented across departments.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Customer Support Center calls per day	-	175	150	75
Technology projects with a project manager identified	-	95	90	37
Active devices maintained - servers, laptops, and desktops and peripherals	-	7,600	7,525	7,901
Amount of collections through eTransactions*	-	$27,316,996	$46,700,000	$35,982,196
Total eTransactions*	-	327,864	387,343	438,690

*Transactions are for Public Utilities, Utility Billing only and do not include Parks, Recreation, and Cultural Resources.





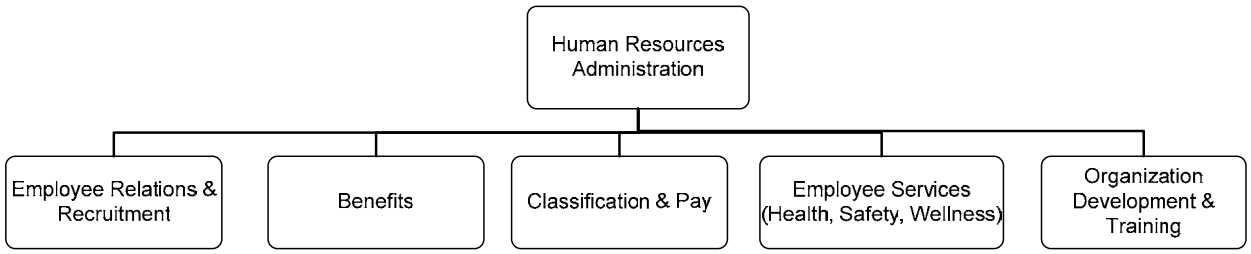
Human Resources

The Human Resources Department develops, implements and administers policies and programs focused on the people processes to recruit, train, develop, motivate, reward and retain a qualified workforce. This includes processes, programs and policies in benefits, pay, health and wellness, safety, employee relations, talent acquisition, learning and organization development.

Additional information or questions regarding the Human Resources Department may be obtained by contacting Steve Jones, HR Director at 919-996-4708 or by email at C.Stephen.Jones@raleighnc.gov.

Mission

The Human Resources Department provides support to all City of Raleigh employees and departments by facilitating, coordinating and administering the appropriate people processes to attract, motivate, reward and retain a quality workforce that delivers services to the public at a high level. This includes developing, implementing and administering organization policies, program and practices that comply with local, state and federal laws and regulations.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Human Resources	25	25	29	30	1
TOTAL	**25**	**25**	**29**	**30**	**1**
DIRECT EXPENDITURES BY TYPE					
Personnel	1,750,368	1,586,045	1,953,622	2,065,171	5.7%
Employee Benefits	441,160	420,983	525,964	590,080	12.2%
Operating Expenditures	597,140	651,815	1,019,275	1,124,517	10.3%
Special Programs and Projects	20,887	17,365	23,517	4,000	(83.0%)
TOTAL	**$2,809,555**	**$2,676,208**	**$3,522,378**	**$3,783,768**	**7.4%**

Highlighted Budget Changes (July 2014 – June 2015)

- A Staff Analyst (PG 36) is added in the Classification and Pay division to support the increasing workload of regular and systematic job description reviews, salary administration and salary survey participation and analysis.
- $50,000 of one-time funding for contractual services to assist with a compensation and performance plan analysis.
- $60,000 of one-time funding to cover anticipated relocation costs for the newly-created Assistant City Manager positions.
- $8,100 for ongoing access to current salary survey data.
- $10,000 to cover the cost of the administration and processing of the Employee Opinion Survey.

FY15 Anticipated Accomplishments that further City Council Mission

- Develop, establish and administer an automated centralized staffing process to improve the efficiency of recruiting, screening, selecting and onboarding employees.
- Conduct a thorough training needs assessment across the organization to determine training priorities and develop and implement a plan to address identified needs.
- Expand the wellness plan to engage city insurance covered spouses in wellness programs and activities.
- Develop a departmental strategic plan that aligns with the citywide strategic planning efforts.
- Establish standard metrics to benchmark the department's performance and use results to identify opportunities for improvement.
- Develop and begin implementing a plan to systematically review job descriptions and classifications to ensure market competitiveness, regulatory compliance and cost efficiency.
- Work closely with Safety and Workers Compensation Divisions to develop plans to increase overall safety awareness, focusing on reducing the frequency of workplace accidents and injuries and decreasing the total workers' compensation costs.
- Assess the overall cost and competiveness of the city's benefits package to identify opportunities for increased efficiency and effectiveness.
- Investigate the use of a satellite Employee Health Center to encourage employee health and wellness, resulting in fewer absences and reduced healthcare claim costs. Initial staffing will be done within existing headcount.
- Establish a process to systematically conduct a structured Employee Opinion Survey throughout the organization to assess employee opinions and overall work climate. The results with be used to identify strengths and opportunities for improving employee engagement.
- Begin restructuring the HR Department to better support all employees.

Performance Indicators

	ACTUAL 2010-2011	ACTUAL 2011-2012	ACTUAL 2012-2013	ESTIMATE 2013-2014
% Turnover rate of employees	4.8%	4.7%	4.8%	4.9%
Applications processed	10,252	10,712	12,693	15,500
Jobs filled	293	471	522	530
Grievances filed	16	10	11	10
General in-house training programs offered	189	129	170	200
Visits to employee Health Center	6,525	6,276	5,365	4,700
% participation in HRA (Active Employees)	98%	91%	96%	98%
% participation in HRA process (Retirees)	27%	21%	36%	50%
Classification reviews completed*	116	101	252	400
Injury Frequency Ratio (IFR)	7.60	6.77	7.00	6.50

*Information on a calendar year basis

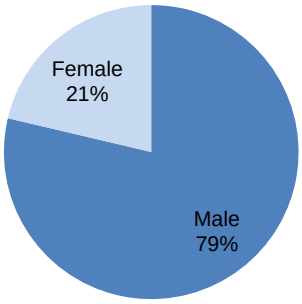
Performance Indicators (continued)

Safety Benchmarks

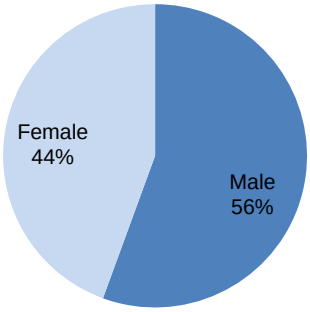
	Raleigh	Local Government	State (All Industries)
Days Away Restricted or Transferred (DART)	4.49	2.20	1.60
Injury Frequency Ratio (IFR)	7.00	4.60	3.10

Employee Demographics

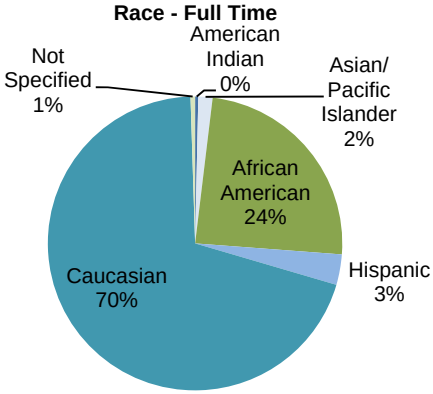
Gender - Full Time



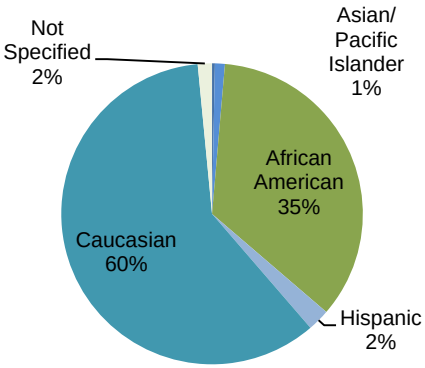
Gender- Part Time



Race - Full Time



Race - Part-time



Health/Dental and OPEB Trust Funds

The Health/Dental Trust Fund provides for the payment of the city's self-funded health and dental costs for current employees and dependents. The city established the Other Post Employment Benefits (OPEB) Trust in FY08 to fund post-employment benefit costs (health insurance, Medicare supplement, and life insurance), as well as the future retiree benefit liability of current employees. Annually, the city engages an actuary to calculate the Annual Required Contribution (ARC) to fully fund the city's OPEB trust.

Budget Detail

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 TO FY15
Health/Dental Trust	$ 30,199,532	$ 31,468,450	$ 35,570,500	$ 36,660,000	3.1%
OPEB (Retiree Benefits) Trust	10,500,713	10,915,230	15,093,000	15,754,000	4.4%
TOTAL EXPENDITURES	**$ 40,700,244**	**$ 42,383,681**	**$ 50,663,500**	**$ 52,414,000**	**3.5%**
HEALTH/DENTAL TRUST COSTS BY TYPE					
Employee Health Claims/Wellness	$ 25,264,527	$ 26,534,787	$ 29,960,500	$ 30,750,000	2.6%
Dental Claims	1,973,664	1,734,017	2,200,000	2,400,000	9.1%
Administrative Charges	1,943,151	1,999,562	2,120,000	2,220,000	4.7%
Stop Loss Fees	1,008,657	1,174,956	1,250,000	1,250,000	0.0%
Fiduciary Fees	9,533	25,129	40,000	40,000	0.0%
TOTAL	**$ 30,199,532**	**$ 31,468,450**	**$ 35,570,500**	**$ 36,660,000**	**3.1%**
OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST COSTS BY TYPE					
Retiree Health Claims/Wellness	$ 8,788,306	$ 9,060,562	$ 10,002,000	$ 10,040,000	0.4%
Retiree Life Insurance	118,555	130,354	141,000	130,000	(7.8%)
Retiree Medicare Supplement	828,933	891,355	577,000	900,000	56.0%
Administrative Charges	480,293	481,404	512,000	500,000	(2.3%)
Stop Loss Fee	248,163	282,616	275,000	270,000	(1.8%)
Fiduciary Fees	36,463	68,940	50,000	84,000	68.0%
Reserve for Prior Liability	-	-	3,536,000	3,830,000	8.3%
TOTAL	**$ 10,500,713**	**$ 10,915,230**	**$ 15,093,000**	**$ 15,754,000**	**4.4%**

Public Affairs

The Public Affairs Department develops materials, opportunities and resources used to market and communicate to the public and the media City services, policies and procedures. The department serves as the City's media liaison, facilitating several media conferences annually, fielding direct media inquiries, populating the City's website as well as its intranet site Corecon, and social media Facebook and Twitter resources. The Public Affairs Department produces monthly "City Shows" on Raleigh Television Network (RTN) and produces quarterly "Under Construction" and "Firewatch" programming as well as stand-alone programming for RTN.

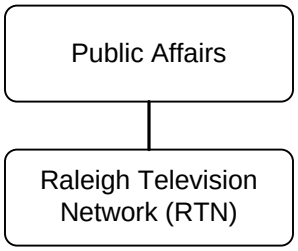
Public Affairs provides support to City Council members for speeches, proclamations and resolutions. Staff plan, publicize and produce several events annually as well as serve as marketing and media advisors to several groups associated with the City and its' mission such as the Raleigh Hall of Fame, Raleigh's Sister City organizations and the Downtown Raleigh Alliance.

The department manages Raleigh's cable operations to provide channels for public and government access television. RTN, a digital media center, is an invaluable tool in assisting the City of Raleigh and Wake County in communicating with the public via regularly scheduled and special programming.

The Public Affairs Department also includes the Print Services Division, which is responsible for on-site design and purchasing of printing services. The department is responsible for managing the City's mail and delivery services in an effort to realize greater efficiencies and economies. Additional information regarding the Public Affairs Department may be obtained by contacting Jayne Kirkpatrick, Public Affairs Director, at (919) 996-3100 or via email at Jayne.Kirkpatrick@raleighnc.gov.

Mission

The City of Raleigh Public Affairs Department develops and markets information about City services, through a variety of avenues, to improve Raleigh's quality of life and to increase understanding of, and participation and trust in government.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Public Affairs	9	12	12	12	0
Public Affairs-RTN	8	8	8	8	0
TOTAL	**17**	**20**	**20**	**20**	**0**
DIRECT EXPENDITURES BY DIVISION					
Public Affairs	930,253	977,137	1,217,433	1,181,128	(3.0%)
Public Affairs-RTN	562,163	532,878	678,622	683,717	0.8%
TOTAL	**$1,492,416**	**$1,510,015**	**$1,896,056**	**$1,864,845**	**(1.6%)**

Budget Detail (continued)

DIRECT EXPENDITURES BY TYPE	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Personnel	982,117	1,046,329	1,169,849	1,197,235	2.3%
Employee Benefits	276,601	296,633	325,287	332,383	2.2%
Operating Expenditures	214,363	148,949	372,572	318,227	(14.6%)
Special Programs and Projects	8,537	7,213	11,348	0	(100.0%)
Capital Equipment	10,797	10,891	17,000	17,000	0.0%
TOTAL	**$1,492,416**	**$1,510,015**	**$1,896,056**	**$1,864,845**	**(1.6%)**

Highlighted Budget Changes (July 2014 – June 2015)

- In FY15, metered mail costs will be shifted to departments. Continued active management of mail services will result in an anticipated budget reduction of $120k.

FY15 Anticipated Accomplishments that further City Council Mission

- Serve on Local Organizing Committee, Signature Event Committee and Media Committee for the 2014 World of Bluegrass, as well as a co-liaison to Technology and Communications Committee.
- Provide public information component to Council of Governments, further enhance the City's website, and increase efficiencies and quality control of all City print communications.
- Continue to publicize downtown special events, implement a full-fledged social media program, and staff the communications consultant initiative.
- Further develop, enhance and increase City programming on Raleigh Television Network.

Special Appropriations

The Special Appropriations budget includes General Fund expenses that are not charged to a specific department and transfers to capital funds, debt service funds and business-like enterprise funds.

The Employee Benefits category budgets the city's contribution toward health and life insurance for retirees, workers compensation and unemployment.

Direct expenditures include contracted services such as tax billing and collections, the Municipal Service District (MSD) special tax districts expenditure and insurance user charges.

Interfund expenditures include transfers made from the city's General Fund to other funds. Transfers to the General Debt Service Fund, Technology Fund, General Public Improvements Capital Projects Fund and Park Improvement Fund represent the General Fund contributions to the city's debt service and five-year capital program. Transfers are also made to Public Transit, Parking Operations, Convention and Performing Arts Center, Solid Waste Services and Community Development funds. These funds are operated as business-like enterprise funds, but require some transfer of General Fund dollars to operate.

The risk management accounts fund a portion of the Risk Management Internal Service Fund. As in the past, direct expenses of risk management will be paid from the Internal Service Fund. The transfers to the Technology Capital Fund are separated into two account lines for planning purposes; one is designated for pay-go projects, while the other services the debt issued for the ERP system.

Budget Detail

	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DIRECT EXPENDITURES BY TYPE					
Employee Benefits	8,945,123	9,957,500	10,638,882	9,969,189	(6.3%)
Operating Expenditures	2,033,530	1,963,401	3,116,198	2,872,428	(7.8%)
Special Programs and Projects	4,947,231	3,484,507	2,987,322	3,357,378	12.4%
Interfund Transfers	66,200,360	90,460,002	102,571,646	103,872,339	1.3%
TOTAL	**$82,126,243**	**$105,865,409**	**$119,314,048**	**$120,071,334**	**0.6%**
DIRECT EXPENDITURES					
City Co Tax B & C	386,782	399,501	865,333	870,000	0.5%
City Records Mgmt	104,568	(208)			
Contractual Svcs-Other		49,080			
Elections	176,874		250,000		(100.0%)
Employee Benefits			212,989		(100.0%)
Group Life AD & D (Retiree)	136,012	106,126	108,322	117,731	8.7%
Health Insurance (Retiree)	6,761,783	8,050,264	5,160,408	6,569,640	27.3%
Human Service Agencies	36,600				
Medicare Supplement	445,740	415,539	459,500	464,300	1.0%
Misc Insurance Premiums	299,834	309,992	484,492	488,092	0.7%
Opeb- Post Employment Benefits	1,419,229	1,211,001	3,893,191	2,688,851	(30.9%)
Penalty Pmts Due Wcpss	675,340	361,555	427,658	678,000	58.5%
Postage	392,961	359,235	460,000	189,975	(58.7%)
Repairs-Bldg/Structure				250,000	
Rsv-Contingency			50,000	100,000	100.0%
Rsv-Hillsborough MSD	158,991	165,994	191,700	180,000	(6.1%)
Rsv-M & O			1,021,488	726,618	(27.9%)
Rsv-Municipal Service District	1,145,393	1,188,288	1,199,700	1,210,000	0.9%
Safety Shoes	77,876	86,188	98,810	103,810	5.1%

Budget Detail (continued)

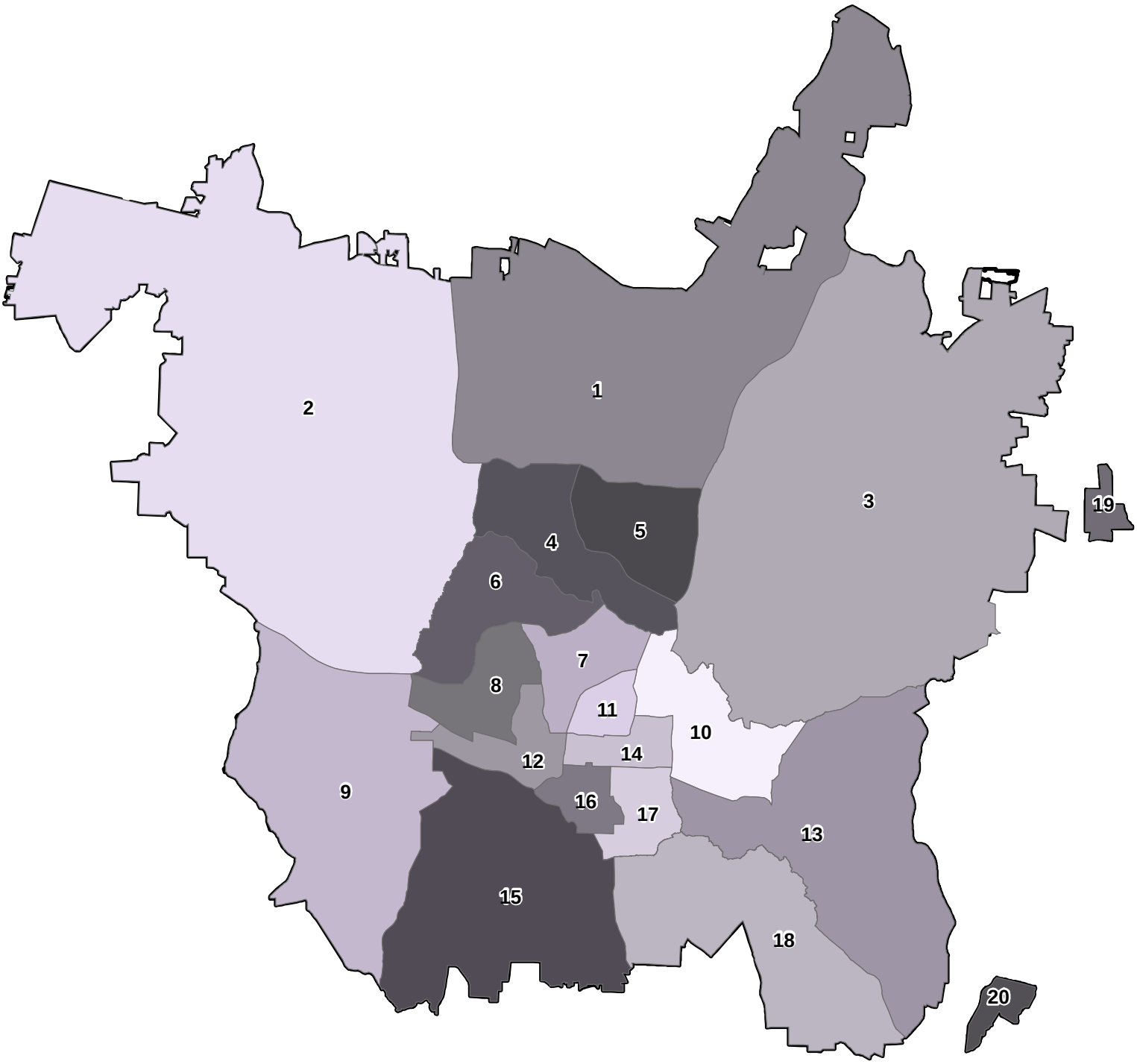
	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Sir Prop/Liab Claims	1,410,000	955,811			
Special Projects & Programs	153,740	114,824	84,500	84,500	0.0%
Storm Water Utility Fees			10,000	10,000	0.0%
To 110 Economic Dev	1,053,129	1,223,102	1,316,008	1,030,696	(21.7%)
To 190 Debt Svc	37,254,355	41,935,177	40,757,568	46,562,000	14.2%
To 210 Print Shop	242,206				
To 251 Equip Replacement-Gen G			4,414,000	1,540,000	(65.1%)
To 310 Public Utilities		47,278			
To 360 SWS Operations		11,380,030	11,020,702	11,628,083	5.5%
To 410 Access Ral Trans	6,887,599	6,890,429	6,787,074	6,810,089	0.3%
To 410 Transit Oper	9,723,464	10,811,600	11,340,654	11,760,182	3.7%
To 442 Parking Facility	1,475,501	2,031,145	1,000,000	500,000	(50.0%)
To 501 ERP Debt Service		1,256,570	1,138,164	1,119,615	(1.6%)
To 501 Technology Cap Proj	4,495,396	2,894,152	3,021,244	2,880,385	(4.7%)
To 505 Misc Cap For Oep Bldg		3,730,000			
To 505 Misc Capital Proj	1,024,604	2,837,844	4,150,000	3,000,000	(27.7%)
To 515 (Powell Bill)			658,850		(100.0%)
To 515 Sidewalk			2,784,000		(100.0%)
To 525 (Powell Bill)			4,531,150	5,267,000	16.2%
To 525 Street Impv			403,000	5,150,000	1177.9%
To 531-Street Bond Fund 1999		-	3,040,000		(100.0%)
To 625 Park Impv	1,210,000	2,065,000	3,092,520	3,500,000	13.2%
To 642 Civic Ctr Renov	1,486,746	1,856,247	1,891,481	1,926,756	1.9%
To 646 Auditorium Renov		170,000			
To 735 Housing Operations	1,000,654	1,083,483	1,225,231	1,197,533	(2.3%)
To 736 Housing Projects	346,706	247,945			
To Isf-Excess Prop/Liab Prem	955,500	525,152			
To Isf-Other Insurance Svcs	974,902	932,495	959,839	959,839	0.0%
To ISF-Prop/Liab Claims				44,583	
To ISF-Prop/Liab Premium				63,002	
To Isf-Sir Workers Comp	31,398			232,474	
To ISF-WC Excess Premium				21,388	
Unemployment	182,358	174,569	804,472	128,667	(84.0%)
TOTAL	**$82,126,243**	**$105,865,409**	**$119,314,048**	**$120,053,808**	**0.6%**

Highlighted Budget Changes (July 2014 – June 2015)

- In support of the new organizational realignment and addition of two Assistant City Manager positions, one-time funding for building repair and space upfit costs are included ($250k).
- The budget for Other Post-Employment Benefits (OPEB) has increased by 5.4% ($710k). The city established the OPEB Trust in FY08 to fund the current post-employment benefit costs (health insurance, Medicare supplement, and life insurance) as well as the future retiree benefit liability of current employees.
- Debt Service increases by 14.2%, related to the Transportation and Affordable Housing bonds approved through a November 2013 referendum.
- One-time revenues fund via transfer to the Equipment Fund $1.54 million for the purchase of a ladder and engine truck to support the opening of Fire Station 29.
- Property tax increase of $.01 per $100 of valuation is dedicated to street resurfacing. $5.15M in transfer of cash to capital pay-go for Streets Improvement.

- Public Affairs began for coordinating citywide mail services in FY13. Metered mail costs will be shifted to departments in FY15, resulting in a $270k reduction to the Special Appropriations postage budget partially offset by increases in department budgets. Citywide, efficiency savings in postage management will result in a budget reduction of $120k. Bulk mail, business reply, FedEx and UPS costs will remain in Special Appropriations.
- In FY14, Risk Management charges were allocated to departments to incentivize better performance. In FY15, the allocation method changed pulling $361k back into Special Appropriations on behalf of the small General Fund departments.
- Unemployment decreased by $675,805, returning to a level in line with historical averages and projected FY15 costs. FY14 included a required one-time unemployment payment to the state.
- Funding for biennial elections have been removed for FY15 and will be restored in FY16 (-$250k).
- Council Contingency increased by $50k to $100k.

Citizen Advisory Council Districts



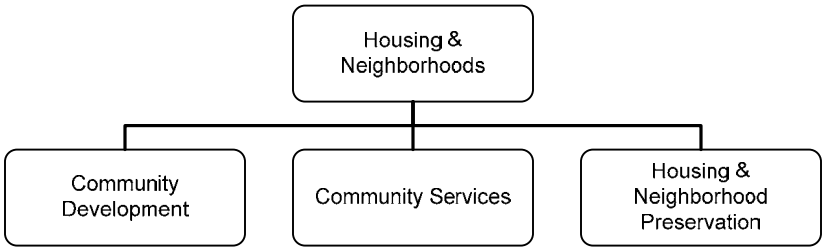
CENTRAL (16)
EAST RALEIGH (10)
FALLS OF NEUSE (5)
FIVE POINTS (7)
GLENWOOD (6)
HILLSBOROUGH (12)
MORDECAI (11)
NORTH (1)
NORTH CENTRAL (14)
NORTHEAST (19)
NORTHEAST (3)
NORTHWEST (2)
SIX FORKS (4)
SOUTH (18)
SOUTH CENTRAL (17)
SOUTHEAST (13)
SOUTHEAST (20)
SOUTHWEST (15)
WADE (8)
WEST (9)

Housing and Neighborhoods

The Housing and Neighborhoods Department emerged from the City Manager's FY15 reorganization to coordinate citywide housing, neighborhood and community development resources. One of the key priorities for the City of Raleigh is affordable housing and quality neighborhoods. This department will leverage resources through the combination of the Community Development and Community Services Departments, as well as the Housing and Neighborhood Preservation program from the Inspections Division of Planning and Development Department.

The Housing and Neighborhoods Department will administer the City's housing and redevelopment programs, engage citizenry through volunteer services and summer youth employment, and provide leadership development and community building opportunities to significantly impact distressed neighborhoods and the greater Raleigh community.

Additional information regarding the Housing and Neighborhoods Department may be obtained by contacting the Housing and Neighborhoods Director at (919) 996-4330.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Community Development	23	23	23	23	0
Community Services	15	15	15	15	0
Community Services Grant Positions	3	3	3	3	0
Housing and Neighborhood Preservation*	0	0	0	32	0
TOTAL	**41**	**41**	**41**	**73**	**0**
DIRECT EXPENDITURES BY DIVISION					
Community Development Block Grant	3,384,989	3,551,243	3,371,060	3,653,829	8.4%
HOME Grant	1,727,354	2,176,220	1,474,643	1,725,309	17.0%
Emergency Solutions Grant	108,680	188,812	178,932	217,085	21.3%
Community Development	2,017,342	2,795,524	1,561,804	1,545,001	(1.1%)
Community Services	1,706,113	1,543,747	1,882,561	1,874,722	(0.4%)
Housing and Neighborhood Preservation*	0	0	0	2,549,587	0.0%
TOTAL	**$ 8,944,477**	**$ 10,255,547**	**$ 8,469,000**	**$ 11,565,534**	**36.6%**
DIRECT EXPENDITURES BY TYPE					
Personnel	2,317,769	2,267,022	2,510,435	4,854,837	93.4%
Employee Benefits	599,158	597,991	722,537	520,055	(28.0%)
Operating Expenditures	689,494	780,843	1,066,642	1,190,049	11.6%
Special Programs and Projects	2,591,989	2,531,253	3,286,007	3,849,963	17.2%
Capital Equipment	274	0	300	3,900	1200.0%
Capital Project Expense	2,374,145	2,822,566	512,660	662,000	29.1%
Interfund Transfers	371,647	1,255,872	370,420	484,729	30.9%
TOTAL	**$ 8,944,477**	**$ 10,255,547**	**$ 8,469,000**	**$ 11,565,534**	**36.6%**

*The Housing and Neighborhood Preservation program moved from the Inspections Division of the Planning & Development Department - prior year positions and funding included in that section.

Highlighted Budget Changes (July 2014 – June 2015)

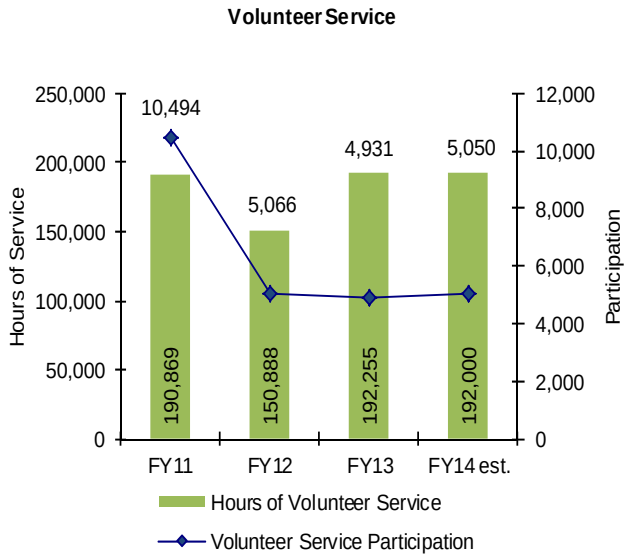
- The US Department of Housing and Urban Development (HUD) revised Home Investment Partnerships Program (HOME) guidelines for Community Housing Development Organizations (CHDO), which are private, nonprofit, community-based organizations that develop affordable housing. A CHDO is now required to have qualified full or part-time staff to conduct the CHDO activities, instead of consultants as permitted in the past. As a result, the number of CHDO activities may be reduced and several former CHDOs will no longer be able to meet the new guidelines. HUD has acknowledged that the changes may restrict the use of the funds; however, the mandatory 15% CHDO set-aside has been included in the budget and utilization of funding will be monitored.
- A proposed HUD rule for cities that receive federal dollars will require a major assessment of the current Impediments to Further Fair Housing. The Fair Housing budget is increased to include the cost of a consultant to work with the Community Development Department and the Fair Housing Hearing Board on the assessment. The $20,000 cost will be funded with Community Development Block Grant (CDBG) funds.
- Program income from interest payments on housing rehabilitation loans have declined in recent years since adoption of the PILOT Rehab Program, a forgivable loan program in both the CDBG and HOME programs. The FY15 impact is a $20,000 decrease in revenue.
- Invest reallocated funds in Volunteer and Human Services, as well as Youth Services, to create more robust program opportunities and increase staff training. Restored Mayor's Committee for Persons with Disabilities' budget to pre-recession capacity ($9k).

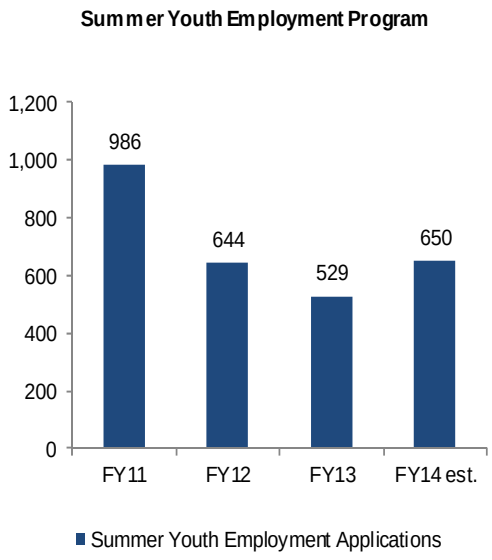
FY15 Anticipated Accomplishments that further City Council Mission

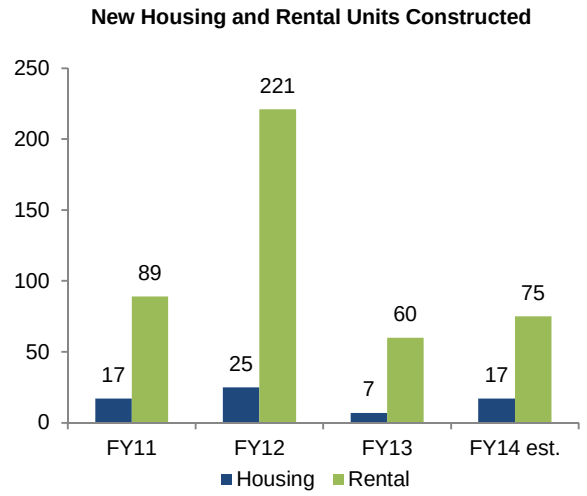
- Refurbish 12 to 16 affordable city-owned rental housing units, provide 60 first-time homebuyers with second mortgage loans of up to $20,000 for down payment and closing cost assistance, and afford 55 low- to moderate-income homeowners with discounted forgivable loans to rehabilitate their existing residences, thus improving the housing stock of Raleigh homeowners.
- Provide at least two private or nonprofit developers with low interest gap financing in order to build at least 75 units of affordable rental housing through the Joint Venture Rental Program.
- Provide specialty trainings for the Foster Grandparent Program participants to strengthen the alignment with the Wake County Public School Common Core guidelines and deliver construction trade training to 30 low income individuals through a qualified non-profit.
- Connect 3,500 participants with Retired Senior Volunteer Program volunteers who provide services on issues such as personal safety, ethics, driver training, and mobile computer training, in addition to connecting 2,000 seniors with 150 volunteers who will provide 5,000 hours of meal service.
- Certify 75% of second year Raleigh Summer Youth Employment Program in the "Bring Your A-Game to Work" curriculum. Provide 225 hours of volunteer service by summer youth employees during the Volunteer and Community Service Project initiative.
- Increase Raleigh Neighborhood College and Citizen Leadership Academy alumni serving in leadership positions in Citizens Advisory Councils from 37 to 41.
- Complete infill homeowner developments on six lots on East Martin and Haywood streets (Habitat for Humanity and RD Construction), six lots with St. Augustine's College CDC and four lots on State Street (Builders of Hope affordable housing development).
- Continue to support the work of the Ten Year Partnership to End and Prevent Homelessness in several strategic initiatives, including a 24/7 Homeless Facility and homeless program activities (Emergency Solutions Grant and Continuum of Care).
- Use CDBG funds to acquire and demolish seven single-family dilapidated structures and relocate the existing households to standard units.

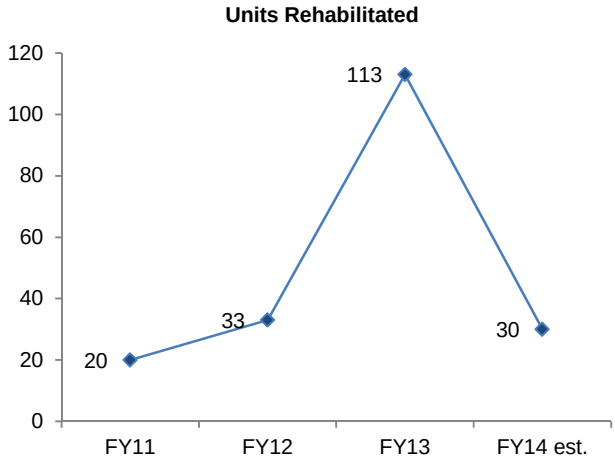
- Infrastructure projects for East College Park will include the replacement of 250 linear feet of sidewalk curb, gutter and a retaining wall in West Idlewild, will add three additional lots to the assemblage at the corner of Jones Street and Seawell Avenue, and create buildable lots for affordable infill housing on Heck Street. The College Park/Idlewild area will see the first phase of infrastructure upgrades, including the replacement of all existing water and sewer mains and the storm drains in eight city blocks bordered by Oakwood, Waldrop and Boyer Streets. The widening and realignment of Heck Street will also be included.
- Demolish 42 blighted apartments, acquired in 2013-2014 on Sawyer Road near the Carnage Magnet Middle School.
- Sell Stone's Warehouse for mixed use development.

Performance Indicators









Planning and Development

Planning and Development consists of three components: City Planning, the Office of Development Services, and Inspections.

The City Planning Department includes the Office of Transportation Planning, the Urban Design Center, Zoning, and Long Range Planning. The department provides guidance and support to various boards, commissions, the City Council and citizens. Primary functions include maintenance of the 2030 Comprehensive Plan, providing growth management strategies, envisioning design solutions and coordinating multi-modal transportation design and implementation. The department also provides education, outreach and enforcement of the zoning code.

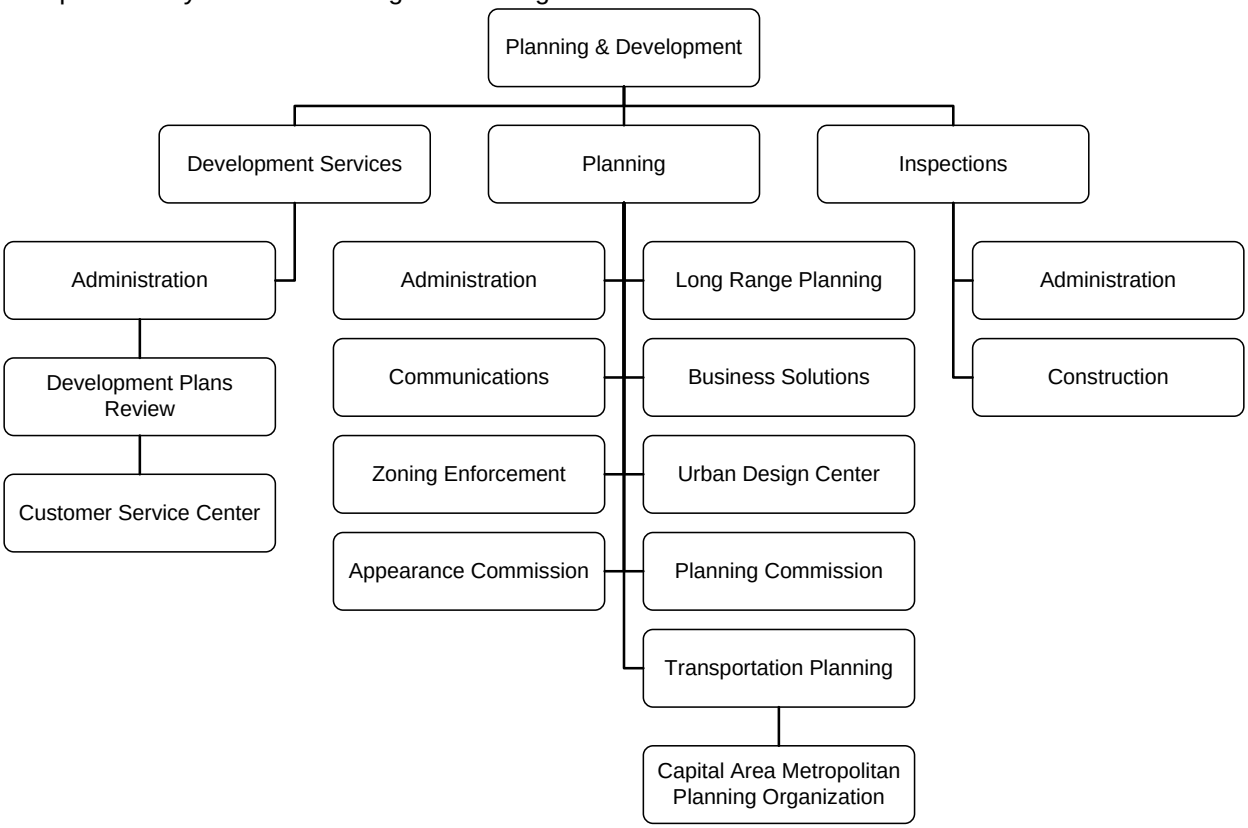
The Office of Development Services receives and routes development and building plans, schedules plan reviews and issues building permits. This office serves as the primary point of contact with the citizens and development community. The office, in conjunction with the Development Management Team (DMT), coordinates plan review and permit issuance among all development departments.

The Inspections Department enforces the uniform building codes, reviews permits and provides inspections for issued permits. The primary focus of this department is ensuring citizen safety through building code review, compliance and enforcement.

Additional information regarding Planning and Development may be obtained by contacting Kenneth Bowers, Interim Chief Planning & Development Officer, at (919) 996-2633 or via email at Kenneth.Bowers@raleighnc.gov.

Mission

The Planning and Development Department provides guidance for the growth, preservation and development of the City of Raleigh in order to maintain a community of lasting value by protecting the public health, safety and welfare, maintaining a strong economy, sustaining a well-connected transportation system and offering urban design solutions.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Planning	49	58	64	57	(7)
Development Services	44	36	41	42	1
Inspections	97	95	86	57	(29)
Grant Fund – CAMPO	11	11	12	13	1
TOTAL	**201**	**200**	**203**	**169**	**(34)**
DIRECT EXPENDITURES BY DIVISION					
Planning	4,691,440	5,190,185	5,932,306	5,521,777	(6.9%)
Development Services	2,992,084	2,768,158	3,362,763	3,379,328	0.5%
Inspections	7,313,736	6,944,890	7,312,498	5,172,328	(29.3%)
TOTAL	**$17,275,479**	**$16,907,706**	**$16,607,567**	**$14,073,433**	**(15.3%)**
DIRECT EXPENDITURES BY TYPE					
Personnel	10,470,954	10,346,250	11,190,188	9,507,857	(15.0%)
Employee Benefits	2,913,634	2,933,264	3,191,217	2,656,389	(16.8%)
Operating Expenditures	1,303,295	1,356,866	1,870,478	1,569,047	(16.1%)
Special Programs and Projects	271,538	77,204	346,284	101,710	(70.6%)
Capital Equipment	339	11,265	9,400	7,000	(25.5%)
Interfund Transfers	37,500	178,384	0	231,430	0.0%
TOTAL	**$17,275,480**	**$16,907,706**	**$16,607,567**	**$14,073,433**	**(15.3%)**

*****Effective with the FY15 budget, two programs previously in Planning and Development moved. Staff from the Housing and Neighborhood Preservation program in Inspections moved to the newly created Housing and Neighborhoods Department, and the Office of Economic Development in Planning moved to the City Manager's Office.

Highlighted Budget Changes (July 2014 – June 2015)

- The strategic realignment authorized on April 15, 2014 transfers one Chief Planning and Economic Development Officer (PG 50) and four positions in the Office of Economic Development to the City Manager's Office. Additionally, 32 positions focused on housing and neighborhood preservation are transferred from Inspections to the new Housing and Neighborhoods Department.
- The FY15 budget transfers one Senior Planner (PG 38) position to Parks, Recreation and Cultural Resources, and one CAMPO Transportation Project Engineer was added mid-FY14.
- A Senior Planner (PG 38) position in the Urban Design Center is being reclassified to a Planning Manager (PG 40), focusing on Raleigh Union Station.
- A Development Services Technician III (PG 33) is being reclassified to an Assistant Records Systems Administrator (PG 32) to assist with developing and implementing records management policies and procedures for Planning & Development. Responsibilities include assisting with the development and deployment of an electronic records management system, and ensuring all records management procedures meet applicable City, State, and Federal legal requirements, and conform to the City's overall information technology objectives.
- Increase legal ads and courier services funding for several boards and commissions, including the Raleigh Historic Development Commission (RHDC), the Board of Adjustment and the Planning Commission. These increases are primarily due to the Unified Development Ordinance changes to the rezoning process and newly imposed RHDC requirements ($48,000).
- Equipment usage charges increased by nearly $48,000 for continued replacement of the department's aging fleet. Likewise, increased need for field visits away from the office results in an increase in the motor pool budget by $10,000.
- A one-time increase of nearly $30,000 is included in the CAMPO grant match to fund a 10-year study on demographics and air quality.

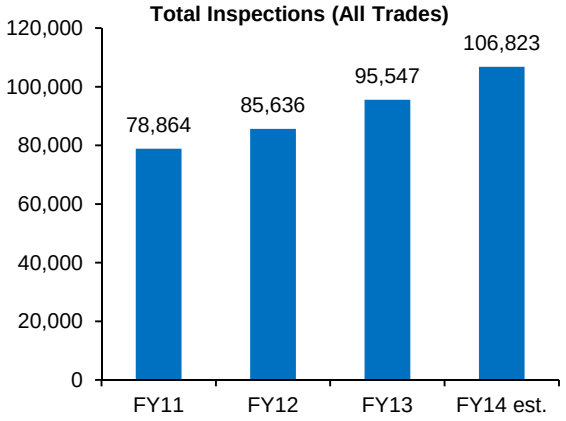
- Credit card fees are expected to grow by 10%, or nearly $17,000.
- The Inspections Department adds two Multi-Trade Code Enforcement Inspector II (PG 35) positions to staff a code compliant enforcement processing section responsible for certificates of completion, certificates of occupancy, temporary certificates of occupancy, special inspections, third party inspections, alternate design methods, coordinating plans review and managing expired permits. This new unit will oversee permit issuance and expiration ($130,000).
- One Multi-Trade Code Enforcement Inspector II (PG 35) and additional overtime funds are added to provide flexible staffing assistance to the trade inspectors. This will allow the construction division to maintain public safety and guarantee a reasonable and predictable schedule for requested inspections ($115,000).
- Funding for the Raleigh Historic Development Commission, previously funded as an outside agency, is included in the base budget for Planning and Development. This is an off-set cost and does not represent change to Fund 100 ($46,350).
- In an effort to support the needs of the development departments and the development community, $125,000 is included to hire a third-party vendor to create and design a series of reports that currently exist in the IRIS system and must be recreated for the EnerGov land development software. These reports track permit data to accurately monitor development, analyze trends and forecast activity.

FY15 Anticipated Accomplishments that further City Council Mission

- Conduct the five year update of the 2030 Comprehensive Plan. This is a reassessment of policies, priorities and strategies of the plan, which was adopted in 2009. This assessment will fulfill Council directives to prioritize capital improvement planning items, advance growth areas within the city and integrate return on investment assessments into long range city planning.
- Adopt a new UDO zoning map. The UDO was adopted in February 2013. The final phase of the project is a city-initiated rezoning of over a third of the city. Once the rezoning has been approved, the Part 10 Zoning Code can be retired, and all property in the city will be regulated by one zoning code. The adoption of the map will entail extensive public involvement and outreach.
- Complete the Downtown Plan. The Comprehensive Plan identifies an action item to create a downtown plan to direct the area's growth and future development. The downtown plan will identify a unified vision, along with policies and actions to maintain a healthy, successful downtown.
- Complete the Land Management System assessment, providing a sound system implementation road map that enables us to deliver the business outcomes, values and benefits.
- Maintain standards for responsiveness and timeliness while ramping up efforts to meet the growing demand for plan reviews and inspections driven by the recovery in development activity.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
PLANNING				
Zoning - Cases Processed	36	14	21	25
Annexation - Voluntary Petitions Processed	40	15	28	20
Comprehensive Plan Amendments	10	10	40	10
DEVELOPMENT SERVICES				
Single Family Plan Reviews Completed within 8 Days	99%	99%	99%	96%
Standard Commercial Plan Reviews Completed within 10 Days	85%	82%	74%	85%



Public Works

The general Public Works division provides administrative support, conducts design, construction, inspection, acceptance and maintenance of public infrastructure improvements, including street improvements and streetscapes and completes survey and computer-aided design & drafting (CADD) services for Public Works and other city departments. The department administers the assessment program for streets, sidewalks, water and sewer construction projects, traffic engineering, crash analysis and implementation of appropriate countermeasures. In addition, the department administers the neighborhood traffic management program and the street light program, maintains signalized intersections and the computerized traffic signal system, manages the traffic signs and markings program and maintains streets, sidewalks, curb and gutter.

The Construction Management division manages capital building and general improvement projects for the Public Works Department and other departments through the phases of conceptual planning and budgeting, site evaluation and acquisition, consultant evaluation and selection, project development/design, selection of construction delivery system, bidding, negotiating, awarding and administering contracts, acceptance of projects by the city, and administering warranty periods on new facilities and improvements. Projects include new construction, renovations and improvements to city-owned facilities. The range of projects has included roof replacements, general government offices, parking decks and a wide variety of buildings, site improvements and other facilities for various city departments.

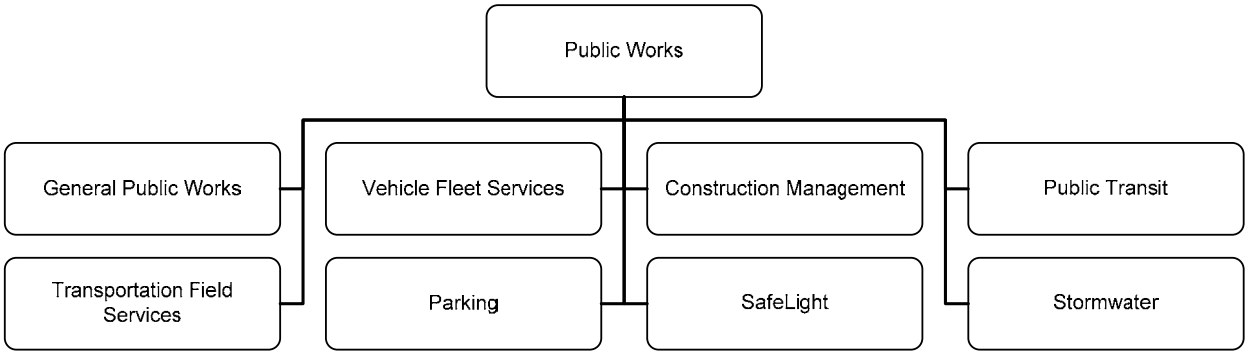
Transportation Field Services division, comprised of Stormwater Street Maintenance and Street Maintenance, maintains 2,350 lane miles of streets and rights-of-way within the City limits as well as 1,881 miles of curb and gutter and more than 800 miles of sidewalk. Services include patching and resurfacing asphalt pavements, concrete repairs, storm drain and culvert repairs and inspections, street sweeping, snow and ice control, leaf collection, repairs to tree root damaged sidewalk and graffiti removal. The division provides development review and engineering inspection services for public infrastructure improvements constructed as private development projects.

The SafeLight program exists to decrease the number of severe crashes caused by red light running violations and to increase public awareness of safe driving. Any revenues in excess of program costs are distributed to Wake County Public Schools.

Additional information regarding the Public Works Department may be obtained by contacting Carl R. Dawson, Jr., Public Works Director, at (919) 996-3030 or via email at Carl.Dawson@raleighnc.gov.

Mission

The Public Works Department strives to serve the best interests of the safety and welfare of the citizens and employees of the City of Raleigh as it administers the design, and construction of transportation, pedestrian, mass transit, stormwater, parking, general government facilities while at the same time maintaining many of these facilities in addition to the City's vehicle fleet.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Public Works	85	86	87	87	0
Construction Mgmt	14	14	14	14	0
Stormwater Street Maintenance	40	40	41	40	(1)
Street Maintenance	96	96	97	109	12
PW-Safelight	1	1	1	1	0
TOTAL	**236**	**237**	**240**	**251**	**11**
DIRECT EXPENDITURES BY DIVISION					
Public Works	12,910,580	12,896,239	13,728,971	14,383,483	4.8%
Construction Mgmt	1,392,869	1,203,565	1,364,455	1,323,933	(3.0%)
Stormwater Street Maintenance	2,784,478	2,758,781	3,088,538	2,980,897	(3.5%)
Street Maintenance	8,284,818	8,825,905	9,262,604	10,638,026	14.8%
PW-Safelight	699,379	883,958	894,950	778,248	(13.0%)
TOTAL	**$26,072,124**	**$26,568,448**	**$28,339,518**	**$30,104,587**	**6.2%**
DIRECT EXPENDITURES BY TYPE					
Personnel	10,826,946	10,676,517	11,684,429	12,054,100	3.2%
Employee Benefits	3,309,749	3,421,890	3,637,795	3,849,627	5.8%
Operating Expenditures	11,287,671	11,953,936	12,293,729	13,523,646	10.0%
Special Programs and Projects	565,704	363,899	638,515	607,664	(4.8%)
Capital Equipment	59,987	81,357	67,000	51,500	(23.1%)
Interfund Transfers	22,067	70,849	18,050	18,050	0.0%
TOTAL	**$26,072,124**	**$26,568,448**	**$28,339,518**	**$30,104,587**	**6.2%**

Highlighted Budget Changes (July 2014 – June 2015)

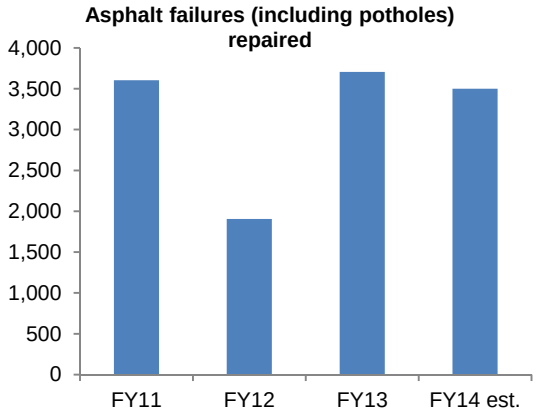
- Mid-year changes include:
  - An Administrative Support Specialist (PG 27) was reclassified to a Senior Staff Support Specialist (PG 25) to manage the customer service program.
  - A Senior Engineering Inspector (PG 32) was reclassified to a Transportation Inspector (PG 31) and a Staff Support Specialist (PG 23) to a Senior Engineering Inspector (PG 32) to manage daily inspection of street resurfacing project.
- Includes the addition of one concrete crew of five new positions, one asphalt crew of five new positions, and an Engineering Inspector to supervise additional repaving contracts, as well as the operating expenses to support these positions. Additional staff and resources will allow 30% more road miles to be resurfaced and 25% more sidewalks to be replaced over the totals in FY14, leading to a smoother ride for drivers and greater safety for City residents.
- The asphalt budget increased by $300,000 due to the projected increase in material costs in FY15. Asphalt costs depend on the price of oil.
- Increases part-time salaries by $15,000 to perform an additional 50 turning movement count studies at intersections to determine pavement markings and traffic signal timing.
- Increases streetlight costs by $310,000 due to electrical rate increases.
- Increases signal system fiber optic cable maintenance cost by $25,000 while reducing signal loop installation contract by $24,500 for fiber cable maintenance.
- Reduce SafeLight contract service by $129,000 due to the results of a contract negotiation in FY14.

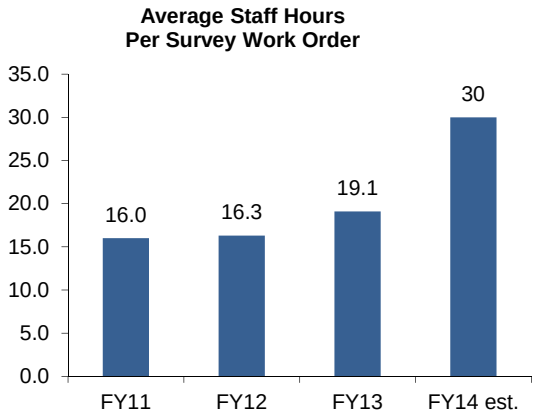
FY15 Anticipated Accomplishments that further City Council Mission

- Confirm assessment rolls on one completed utility project and 11 roadway/sidewalk projects.
- Begin design of several new projects including: Hillsborough Street Phase 2, Sandy Forks Road widening, Lenoir/South two-way conversion, a roadway petition project along Juniper Court, two federally funded pedestrian improvement projects for Six Forks Road sidewalks, the I-40 bridge overpass retrofits and two new traffic calming projects at Rainwater Road and Milburnie Drive.
- Continue improving the leaf collection program by completing two passes around the city, while realizing cost savings from new equipment that reduces required staffing.
- Increase the amount of curb and gutter replacements by 10% to improve neighborhood safety.
- Complete construction of the $28 million traffic signal system upgrade. Continue to implement new timing plans to improve the signal synchronization and decrease travel times.
- Decrease the number of severe crashes caused by red light running violations and increase public awareness of safe driving.
- Begin construction of the new Critical Public Safety Facility.
- Complete construction of the new $56 million Downtown Remote Operations Facility.
- Complete construction of Fire Station 29 on Leesville Road.
- Start construction of the new Raleigh Union Station.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Utility cuts repaired	778	628	642	1,000
Necessary sidewalk repairs (linear feet)	3,025	2,441	4,556	4,500
Truckloads of leaves removed from city streets	3,148	4,191	3,901	3,500
Lane feet of public infrastructure inspected and accepted	150,000	135,540	145,000	155,000
Multiway stop request	28	49	55	40
Speed limit reduction request	65	55	81	75
Traffic calming request	68	141	171	110





Public Works – Parking

The Parking enterprise is operated by the Public Works Department under the brand ParkLink. ParkLink administers the off-street parking contract as well as numerous other operational and service contracts, processes requests for the placement and removal of parking signage and provides the maintenance for eight parking decks and eight surface lots. In FY11, ParkLink took over the previously outsourced on-street program comprising enforcement, fines collection, appeals, meter maintenance and revenue collection, and the residential permit program. ParkLink has since modernized and expanded metered parking throughout downtown, with 199 multi-space pay stations serving 1,238 metered parking spaces that communicate in real time with computerized handheld ticket-writers for enforcement.

Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Parking Operations	35	35	35	38	3
TOTAL	**35**	**35**	**35**	**38**	**3**
DIRECT EXPENDITURES BY TYPE					
Personnel	1,040,182	1,107,401	1,254,221	1,463,399	16.7%
Employee Benefits	366,600	494,247	451,043	551,779	22.3%
Operating Expenditures	3,274,521	3,463,587	4,869,404	4,852,146	(0.4%)
Special Programs and Projects	90,612	71,000	113,164	181,907	60.7%
Capital Equipment	1,335	2,481	15,300	28,010	83.1%
Interfund Transfers	4,752,891	7,258,936	8,495,336	8,939,984	5.2%
TOTAL	**$9,526,141**	**$12,397,652**	**$15,198,468**	**$16,017,224**	**5.4%**

Highlighted Budget Changes (July 2014 – June 2015)

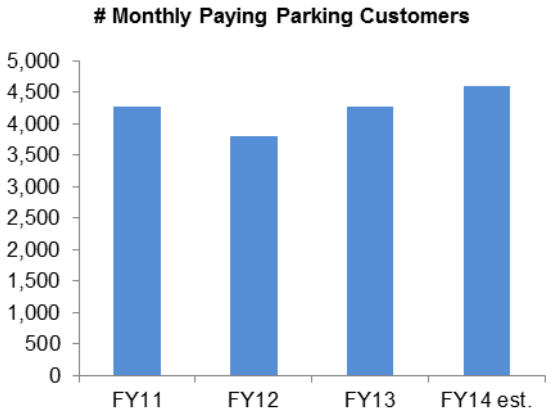
- A new Staff Analyst (PG 36) position was added mid-year.
- Projected revenues are expected to increase by the following amounts: $367,000 based on increase in Red Hat accounts in the City Center Deck, $266,000 in citation revenue based on the addition of a $10 late fee implemented in FY13 and various credit collections methods such as credit reporting; $38,000 on three new lots acquired in FY14, and approximately $220,000 from new accounts from LRC Development, Duke Progress accounts returning to downtown, and increased special events downtown.
- Increase in debt service of approximately $400,000 from FY14.
- Increase of $80,317 in off-street personnel costs for two new Maintenance Worker I (PG 25) positions in FY15.
- Increase in operations budget for the following: $77,000 for real-time software upgrade with Inovah and Autotrax, $70,843 in business insurance, $85,000 for power washing of the decks, and $68,000 for contractual services for on-street, off-street and Downtown Raleigh Alliance contracts.

FY15 Anticipated Accomplishments that further City Council Mission

- Continue repairs of the Moore Square parking deck brick façade begun in FY13 and begin necessary structural repairs to the Wilmington, Performing Arts, City Center, and Cabarrus decks as identified in the Kimley-Horn Deck Assessment completed in FY14.

- Pursue NC Department of Motor Vehicles holds for the collection of delinquent citation revenue. The City of Greensboro introduced a bill in the Legislature on April 2, 2013 on behalf of all municipalities for this provision. It has now been referred to Committee on Transportation
- Begin process to upgrade software and equipment used in the automated gate access and revenue system in all parking decks.
- Begin real-time interface between the city's revenue and pay station software as recommended by Finance to stay in compliance with the submission of debt setoff to the NC State Revenue Department.
- The following off-street rate increases are included in FY15:
    - Increase monthly reserved rates by $5 per month from $137 to $142 in the Municipal, Wilmington, Moore Square, Cabarrus Street and Blount Street decks.
    - Increase the monthly reserved rate by $6 per month from $154 to $160 in the Convention Center Deck.
    - Increase the monthly hotel reserved rate by 3% from $72 to $74.16 for the Raleigh Marriott Downtown Hotel as provided for in the parking lease.

Performance Indicators



Public Works – Stormwater

The Stormwater enterprise manages stormwater services provided to the citizens of Raleigh through the city's stormwater utility, which includes the drainage and water quality assistance programs, capital stormwater projects, the water quality program mandated by the Clean Water Act, review and inspection of private developments for conformance to stormwater, soil erosion, and floodplain requirements, the drainage system inventory, and citizen inquiries concerning these functions.

Additional information regarding the Stormwater Utility may be obtained by contacting Carl R. Dawson, Jr., Public Works Director, at (919) 996-3030 or via email at Carl.Dawson@raleighnc.gov.

Mission

The Stormwater enterprise is to partners with the citizens of Raleigh to effectively manage flood control, erosion control, and environmental protection in our water bodies and ultimately the Neuse River by using proactive management techniques to plan, identify, maintain, monitor, design, inspect, and construct drainage systems to alleviate structural flooding, and preserve water quality. Protecting our waterways provides for the future wellbeing of the environment.

Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Stormwater Management	48	48	48	54	6
TOTAL	**48**	**48**	**48**	**54**	**6**
DIRECT EXPENDITURES BY TYPE					
Personnel	2,614,173	2,620,056	2,883,556	3,266,218	13.3%
Employee Benefits	881,155	951,542	967,930	1,145,459	18.3%
Operating Expenditures	474,605	448,835	1,237,405	882,672	(28.7%)
Special Programs and Projects	155,458	121,674	185,577	192,444	3.7%
Capital Equipment	0	0	1,000	1,000	0.0%
Capital Project Expense	101,635	29,276	0	6,988	0.0%
Interfund Transfers	9,797,256	10,688,810	10,788,197	11,193,695	3.8%
TOTAL	**$14,024,282**	**$14,860,193**	**$16,063,665**	**$16,688,476**	**3.9%**

Highlighted Budget Changes (July 2014 – June 2015)

- To address billing and database management issues, Capital Improvement Program project backlogs, improved response to drainage complaints and property owner assistance petitions, and to provide additional oversight of the stormwater fee rate model and financial performance, the following mid-year staffing additions were made in FY14:
    - One Senior Project Engineer (PG 41)
    - Two Project Engineer II (PG 38)
    - One Staff Analyst (PG 36)
    - One Senior Business Process Analyst (PG 36)
    - One Engineering Technician (PG 33)

- Mid-year reclassifcations to address sedimentation and soil erosion controls including oversight of the maintenance of permanent stormwater facilities on private development projects in FY14 included:
    - One Project Engineer I (PG 36) to a Conservation Engineer (PG 35)
    - One Stormwater Development Supervisor (PG 39) to a Senior Project Engineer (PG 41)

FY15 Anticipated Accomplishments that will further the City Council Mission

- Work with the Stormwater Management Advisory Commission and City Council to address incentives to help mitigate flooding and improve water quality, and to advance Low Impact Development and Green Infrastructure.
- Utilize additional staffing and increased efficiencies to address a growing number of citizen requests under the Drainage Assistance Policy.
- Initiate and/or complete construction of 10 major stormwater capital improvement projects totaling more than $15 million. Initiate and/or complete construction of 20 to 25 drainage petition projects totaling approximately $1 million.
- Complete the data collection for the 2,500 miles of drainage system (pipes and streams) within the city.
- Continue implementation of the city's plan to reduce pollutants from existing development for the Upper Falls Lake water supply watershed.
- Work with Transportation Field Services to develop a coordinated drainage system assessment program to proactively identify future capital needs.
- Hold quarterly capital project and program coordination meetings with Public Utilities to look for cost and operational efficiencies where programs overlap, such as coordinating utility work to fix both stormwater and water/sewer infrastructure at the same time.
- Continue inspection of all National Pollutant Discharge Elimination System (NPDES) permitted private industrial sites and city facilities to improve water quality under the permit requirements.
- Continue to pursue grants and opportunities for property purchases to reduce repetitive losses to properties and increase the conveyance of flood prone creeks, furthering the goals of Raleigh's Hazard Mitigation Plan.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Stormwater Capital projects designed/constructed	24	35	30	40
Stormwater Petition projects design/constructed	N/A	N/A	48	50
Stormwater Drainage Complaints handled	N/A	N/A	650	700
Stormwater Drainage Assessment completed	N/A	N/A	80	90
Stormwater projects reviewed	2,495	2,759	3,924	4,400
Stormwater Inspections	9,165	8,392	7,832	9,000
Number of stormwater permits approved	1,787	1,050	1,033	1,200

Public Works – Transit

Capital Area Transit (CAT), Raleigh's public transportation system, carries more than 36,000 riders per weekday. The system consists of 18 radial routes, seven connector routes, three express routes and the R-Line downtown circulator. In addition, CAT operates three express routes for Triangle Transit and a circulator route for the Town of Wake Forest. With a fleet of 93 revenue vehicles, CAT serves the major commercial, employment, educational and medical centers within the City of Raleigh. CAT buses run seven days a week from 4:30 a.m. to midnight on weekdays, 5:00 a.m. – midnight on Saturday and 8:00 a.m. – 8:00 p.m. on Sunday. Coordination with Triangle Transit and C-Tran provide connections to other transit systems that enable residents to travel across the Triangle.

Raleigh residents with disabilities who are unable to use regular CAT services may apply for eligibility under the Accessible Raleigh Transportation (ART) program. The ART program provides subsidized curb-to-curb transportation service through 42 participating taxi companies and one prime contractor. The ART program contracts with Triangle Transit to provide regional trips originating in the CAT service area. ART performs approximately 415,000 passenger trips per year.

Mission

To improve mobility for Raleigh residents and visitors by providing safe, affordable and customer-oriented transportation while proactively promoting economic opportunity, intermodal connections, and sustainable regional development.

Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Transit Operations	3	3	3	3	0
Accessible Raleigh Transit	5	5	5	5	0
Grant-Funded Positions	0	6	7	7	0
TOTAL	**8**	**14**	**15**	**15**	**0**
DIRECT EXPENDITURES BY DIVISION					
Transit Operations	17,411,118	17,675,932	18,608,080	19,220,032	3.3%
Accessible Raleigh Transit	8,502,870	7,970,730	8,052,582	8,059,982	0.1%
TOTAL	**$25,913,987**	**$25,646,662**	**$26,660,662**	**$27,280,014**	**2.3%**
DIRECT EXPENDITURES BY TYPE					
Personnel	359,461	386,767	402,285	412,996	2.7%
Employee Benefits	107,522	136,063	168,674	153,887	(8.8%)
Operating Expenditures	25,365,492	23,941,650	25,185,176	26,061,391	3.5%
Special Programs and Projects	62,638	14,214	105,553	76,641	(27.4%)
Interfund Transfers	18,875	1,167,969	798,974	575,099	(28.0%)
TOTAL	**$25,913,987**	**$25,646,662**	**$26,660,662**	**$27,280,014**	**2.3%**

Highlighted Budget Changes (July 2014 – June 2015)

- A Senior Staff Support Specialist (PG 25) was reclassified mid-year to an Administrative Support Specialist (PG 27).
- The FY15 Transit budget reflects a slight increase for the union labor contract and the full year cost of the CAT Short Range Transit Plan. These expenditures are largely offset with programmed and grant revenues.
- The Regional Seamless Service Initiative continues with proposed funding for the regional Transit Call Center; the Public Transit budget programmed $444,000 in FY15 for this project.

FY15 Anticipated Accomplishments that further City Council Mission

- Continue the installation of benches and shelters in areas meeting current passenger boarding standards as defined by Raleigh Transit Authority policy.
- Reduce the annual expenditures and the average cost per trip for ART Tier II clients by implementing recommendations from the “ART Alternatives Analysis”.
- Procure ten alternative fuel compatible, bio-diesel, hybrid-electric transit buses for expansion and replacement.
- Research, design, and procure new facilities and infrastructure that utilize environmentally sound practices and materials (recycled materials, solar powered passenger amenity lighting, green facilities).
- Continue the implementation of budget neutral, productivity related and expanded route changes identified in the CAT Short Range Transit Plan. The Transit program now provides full time staff support for plan reviews. These new duties have created the need for additional resources to implement route and schedule changes and efficiencies.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
CAT Passengers per revenue hour	23	22	21	23
Average ART cost per Tier II trip	$ 24	$ 22	$ 20	$ 18

Public Works – Vehicle Fleet Services

Vehicle Fleet Services (VFS), a division of Public Works, provides maintenance, repair, and automotive service and support to all City vehicles and motorized equipment, with the exception of Fire Department vehicles.

As an internal service fund, VFS accounts for the full costs of the city's vehicle fleet service operations. Costs such as fuel, tires, repair parts, and preventive maintenance services are charged to the respective budget of city departments according to actual use.

Mission

To provide equipment replacement, scheduled and unscheduled maintenance repairs on all equipment for safe operation in the most efficient and cost effective manner for all City of Raleigh departments.

Budget Detail

	ACTUALS	ACTUALS	ADOPTED	PROPOSED	CHANGE
EMPLOYEES	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**FY14 To FY15**
PW - Vehicle Fleet	62	62	65	72	7
TOTAL	**62**	**62**	**65**	**72**	**7**
DIRECT EXPENDITURES BY TYPE					
Personnel	2,669,333	2,663,198	2,975,134	3,248,772	9.2%
Employee Benefits	923,128	1,040,186	1,037,889	1,324,562	27.6%
Operating Expenditures	11,371,501	10,655,930	13,614,257	12,929,718	(5.0%)
Special Programs and Projects	137,090	100,318	138,526	0	(100.0%)
Capital Equipment	34,628	11,626	88,900	77,700	(12.6%)
Interfund Transfers	346,167	77,825	93,513	106,134	13.5%
TOTAL	**$15,481,846**	**$14,549,083**	**$17,948,219**	**$17,686,886**	**(1.5%)**

Highlighted Budget Changes (July 2014 – June 2015)

- Two Staff Support Specialists (PG 23) were reclassified mid-year to Vehicle Fleet Services Records Specialists (PG 25).
- With the opening of the Northeast Remote Operations Center, VFS will strive to improve services by decreasing equipment/vehicle down time and travel time for some outlying areas. To support this new facility and the operations of VFS, seven additional positions and equipment are funded:
    - Heavy Equipment Supervisor (PG 34)
    - Garage Supervisor (PG 32)
    - Heavy Equipment Mechanic (PG MA)
    - Motor Equipment Mechanic (PG MA)
    - Senior Automotive Services Technician (PG 25)
    - Vehicle Fleet Services Records Specialist (PG 25)
    - Inventory Supervisor (PG 28)
- Replace five of the ten tandem dump trucks purchased in early 2001, which support the city during inclement weather and supplement other department's operations throughout the year.
- Tire costs continue to rise ranging from 3-20% depending on the size of the tire. Based on the previous 12 months of purchases, VFS projects an average increase of 10% for tire replacement costs in FY15.

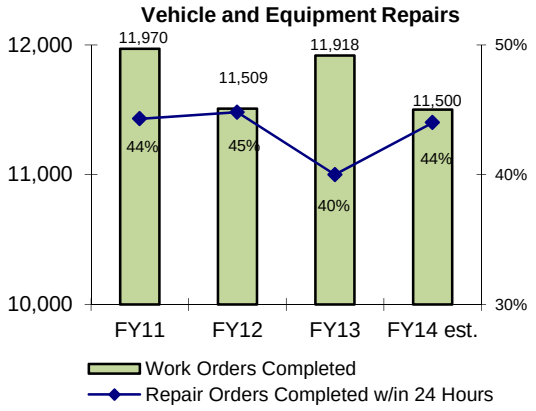
- With the replacement of the older fleet of refuse vehicles, the funds requested to support these vehicles has decreased by $85,000 (9%).
- The last staff and fee study for VFS was conducted in 2000. There have been many changes in the fleet that present challenges and requirements that warrant an updated operations assessment, such as costs associated with new automotive technology, new emission standards, alternative fuel vehicles, fuel costs, repair parts, labor rates and staffing. $100,000 is included for a comprehensive staffing and fee study to fund this assessment.

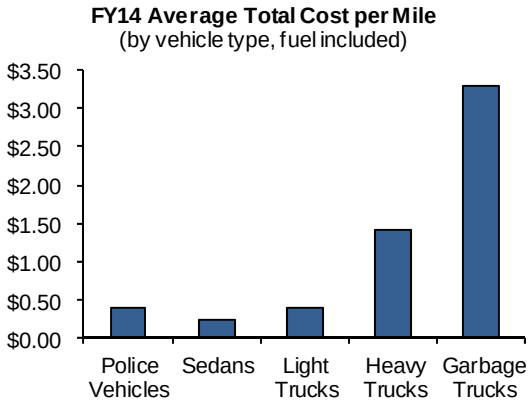
FY15 Anticipated Accomplishments that further City Council Mission

- The City will gain another location for dispensing propane and E-85 ethanol when Northeast Remote Operations Center opens. This should provide 10-15% of the City's fleet access to alternative fuels, which will reduce demand for foreign oil and move toward implementing Raleigh's Climate Energy Action Plan.
- The Northeast Remote Operations Center will provide 25% more shop space and the staffing increase will provide an additional 7% of staff hours. It is anticipated that overall shop down time will be reduced by 4-8% within the first 12 months.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
% Vehicles returning for repair after 30 days	12%	7%	7%	3%
% Vehicles receiving PM inspection as scheduled	74%	88%	90%	90%
% Mechanics hours billed to repairs	87%	84%	84%	88%
% of average fleet available per day	95%	97%	96%	98%
# equipment units per mechanic	115	110	107	110





Solid Waste Services

The Solid Waste Services (SWS) Department is responsible for promoting the general cleanliness and health of the City of Raleigh through established administrative policies and guidelines consistent with approved solid waste collection and disposal practices. As an enterprise fund, SWS is supported by user charges, the city's General Fund and revenues generated through the sale of recyclables and yard waste materials.

The Solid Waste Services Department is organized in four divisions:

Administration provides coordination and direction for the department, including customer service, planning, budgeting, payroll, code enforcement, personnel actions, safety and training, contracts, purchasing, reporting, education and special events. Administration also oversees departmental Geographic Information System (GIS) planning which provides regular route analysis, and it monitors the city's closed Wilder's Grove Landfill to ensure compliance with state and federal regulations.

Recycling provides comprehensive recycling programs ranging from curbside and drop off centers to multi-family complexes, the Central Business District, recycling in the parks and a Swap Shop.

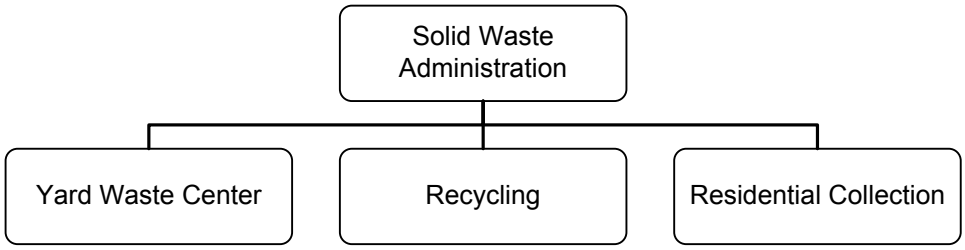
Residential Collection is responsible for safely and efficiently collecting residential solid waste and disposing of it at the county landfill. The division improves the general cleanliness of the Raleigh community through its solid waste programs. It provides garbage collection, dead animal collection, disposal facilities, bulky load pickups, and special load pick up. Solid Waste Services provides all households with convenient weekly yard waste collection at the curb, allowing residents to set out yard waste debris for recycling collection on the same day as garbage collection.

The Yard Waste Recycling Center accepts all yard waste collected by Solid Waste Services crews as well as other city department crews, and yard materials from the public for a fee. The materials are seasoned and turned into mulch, compost and wood chips that are sold at the Yard Waste Center.

Additional information regarding the Solid Waste Services Department may be obtained by contacting Frederick Battle, Solid Waste Services Director, at (919) 996-6867 or via email at Frederick.Battle@raleighnc.gov.

Mission

To pursue safe, efficient and effective waste collection and disposal system that protects the natural environment while supporting Raleigh's vision to create a sustainable future for generations to come.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Solid Waste Admin	22	21	25	28	3
Solid Waste Recycling	60	54	47	44	(3)
Solid Waste Residential Collection	123	123	119	124	5
Solid Waste Yardwaste Center	6	6	9	6	(3)
TOTAL	**211**	**204**	**200**	**202**	**2**
DIRECT EXPENDITURES BY DIVISION					
Solid Waste Admin	3,344,632	9,926,363	8,703,620	9,603,260	10.3%
Solid Waste Recycling	4,430,951	4,467,306	5,085,779	5,234,118	2.9%
Solid Waste Residential Collection	15,344,575	15,437,538	16,316,297	18,061,548	10.7%
Solid Waste Yardwaste Center	1,435,974	1,466,780	2,470,295	2,399,591	(2.9%)
TOTAL	**$24,556,131**	**$31,297,987**	**$32,575,992**	**$35,298,517**	**8.4%**
DIRECT EXPENDITURES BY TYPE					
Personnel	8,170,051	7,848,263	8,023,454	8,558,742	6.7%
Employee Benefits	2,504,966	3,147,562	3,331,713	3,346,967	0.5%
Operating Expenditures	12,123,988	13,254,798	15,201,323	16,415,980	8.0%
Special Programs and Projects	1,237,594	619,669	534,357	508,273	(4.9%)
Capital Equipment	362,489	120,920	354,167	1,297,600	266.4%
Capital Project Expense	148,116	44,473	0	0	0.0%
Interfund Transfers	8,927	6,262,302	5,130,979	5,170,955	0.8%
TOTAL	**$24,556,131**	**$31,297,987**	**$32,575,992**	**$35,298,517**	**8.4%**

Highlighted Budget Changes (July 2014 – June 2015)

- Replaces 14 automated loaders and rear loader trucks, which will help mitigate maintenance and repair costs from equipment replacement deferred during the recession.
- Based on direction by City Council for SWS to continue to have a presence at both city sponsored and private events in the downtown area, including the recurring community driven activity around Moore Square, overtime budgets have been increased approximately $250,000 (45%). SWS staff will have assisted with 34 downtown and weekend events by the end of FY14.
- The proposed budget increases contractual services to include call center ($25,000) and temporary agency personnel ($13,600), and landfill charges based on increased tonnage ($165,158).
- An additional $547,000 replenishes the replacement stock of 65 gallon and 95 gallon rollout garbage and recycling containers, as well as the multi-family recycling carts. In prior years these costs were addressed through the equipment fund.
- With the expectation of updating the “Talking Trash” booklet, which will include Spanish translation services, and the distribution of 140,000 of the annual service calendars, postage costs have been budgeted at $42,000. There was an increase of $3,000 in printing costs.
- Systematic replacement or repair of radio equipment installed in equipment began in FY14, and SWS anticipates replacing about 30 radios ($21,000), as well as purchasing new radios for the new trucks. Current radios in all service equipment are either outdated or inoperable.
- One of the top conclusions and recommendations of the organizational review and benchmarking study completed by HDR Engineering, Inc. was that basic and advanced management and leadership training is needed across all divisions, to help improve communication and effectiveness of personnel. It identified the $110 per employee budgeted for training as the lowest among benchmarked communities, and recommended additional training and advancement opportunities throughout the department. The training budget across the department increases to $35,247, about $176 per employee.

- Route Smart and related software and equipment will be updated, providing operators with a safer, more efficient way to complete routes. This will reduce missed collection complaints by citizens and improve accountability of drivers. Cost of installation and first year service is $380,000 for 100 trucks. Annual service costs after the first year are $42,000.
- The HDR benchmarking study identified the need to increase the number of front line supervisors. The ratio of routes per supervisor (1:8.75) is higher than other benchmarked communities (1:6). This presents difficulties in managing crews, responding to complaints and problems, completing employee payroll and evaluation reports, and other supervisory duties. Two additional Crew Supervisors are included, one to work with yard waste crews and another to supervise weekend/downtown crews, which aligns this ratio to the other benchmarked communities ($96k).

FY15 Anticipated Accomplishments that further City Council Mission

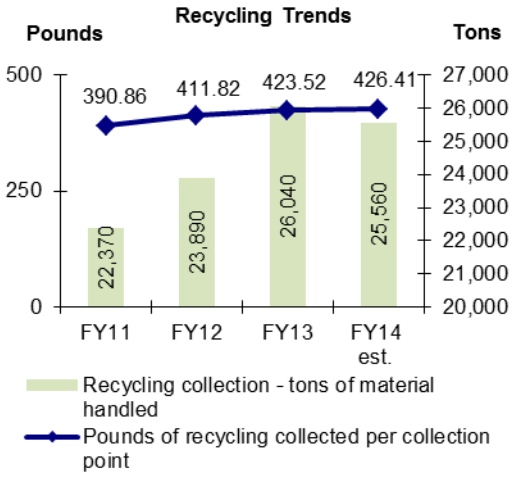
- SWS is developing management strategies to reduce overtime by 20%. Operations has realigned its Central Business District (CBD) and Recycling in the Parks Collection schedule by staggering collections routes to reduce overtime. City sponsored events have increased department overtime. To provide collection service while controlling costs, SWS will manage the number of employees needed for each event and ask for assistance from other departments to ensure shared responsibility. The current task system implemented by the department is being examined for its overall effectiveness; allowing employees to leave once their job is complete could improve productivity and employee morale.
- SWS will be working with the Emergency Management and Special Events Office to develop a fee structure to be included in the permit process for event sponsors for downtown and other citywide events. Fees will address the costs of providing collection services without impacting current operational budgets.
- Increase systematic billing audits by using meter installation data, resulting in a 10% increase in one-time additional revenues. In FY13, billing audits generated $65,000; for FY14, approximately $72,000 is estimated to be received.
- Decrease repeat code violations by 20% by working with Revenue and Accounts Receivable divisions of Finance to address collection process for administrative fees and civil penalties.
- Increase annual multi-family recycling tonnage by 10% (27 tons) through increased education and awareness programs and by providing individual totes to non-participating or low participating complexes.
- Reduce contamination of recyclable material by 60 percent in Latino communities, primarily mobile home parks, using Spanish language recycling and education materials in conjunction with code enforcement efforts. Of the estimated 1,400 households identified, this would result in an increase of 160 tons of recyclables collected.
- Print an updated “Talking Trash” booklet, with Spanish translation, and distribute to 120,000 households. This booklet will educate and inform the citizens of recycling and reuse programs, collection schedules, and other services available to them, which will improve operational efficiency and reduce customer complaints.
- Increase public awareness of the importance and value of recycling through the Community Value Partnership campaign, leading to increased recycling participation and decreased contamination.
- Promote the availability of small event recycling containers for community events through low cost ads, social media, Citizen Advisory Councils, and other opportunities.
- Proactively address the responsible disposal of solid waste and reduce environmental impacts to the city through the evaluation and implementation of programs that not only increase recycling but address the diversion of solid waste streams. Analyze potential changes to the current SWS

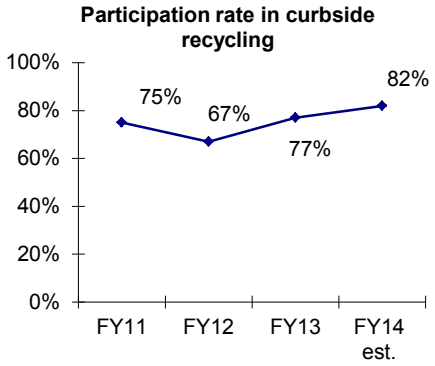
recycling program, including efforts to increase tonnage of recycled materials and reduce trash tonnage at the landfill. This analysis could result in new programs being initiated such as pay-as-you-throw (PAYT), recycling rebates and others.

- Explore development of a “no plastic bags” policy for yard waste collection in FY16. This would reduce work related injuries from overweight bags and would result in cost savings.
- With the inclusion of two new compressed-natural gas (CNG) fueled automated garbage and recycling trucks in FY14, the development of a more comprehensive plan to examine converting SWS fleet to CNG will be necessary. A fueling station and maintenance operations capital project would be developed in conjunction with other departments.
- Streamline and revise departmental publications in order to save money and improve clarity of communications with customers, leading to improved operational efficiency.
- Evaluate efficiency of call center operations and make improvements that will save money and improve customer service.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
RECYCLING COLLECTION				
Recycling collection - service pts/day/crew	1,590	1,813	2,260	2,724
Recycling complaints per 1000 households	4.53	6.02	5.44	7.4
RESIDENTIAL TRASH COLLECTION				
Residential collection - tons of garbage/trash handled	85,217	85,864	84,582	86,600
Residential service points	114,467	116,011	117,535	119,886
Residential collection complaints per 1000 households	7.36	8.82	6.18	7.71
Residential collection - service pts/day/crew	894	906	918	937



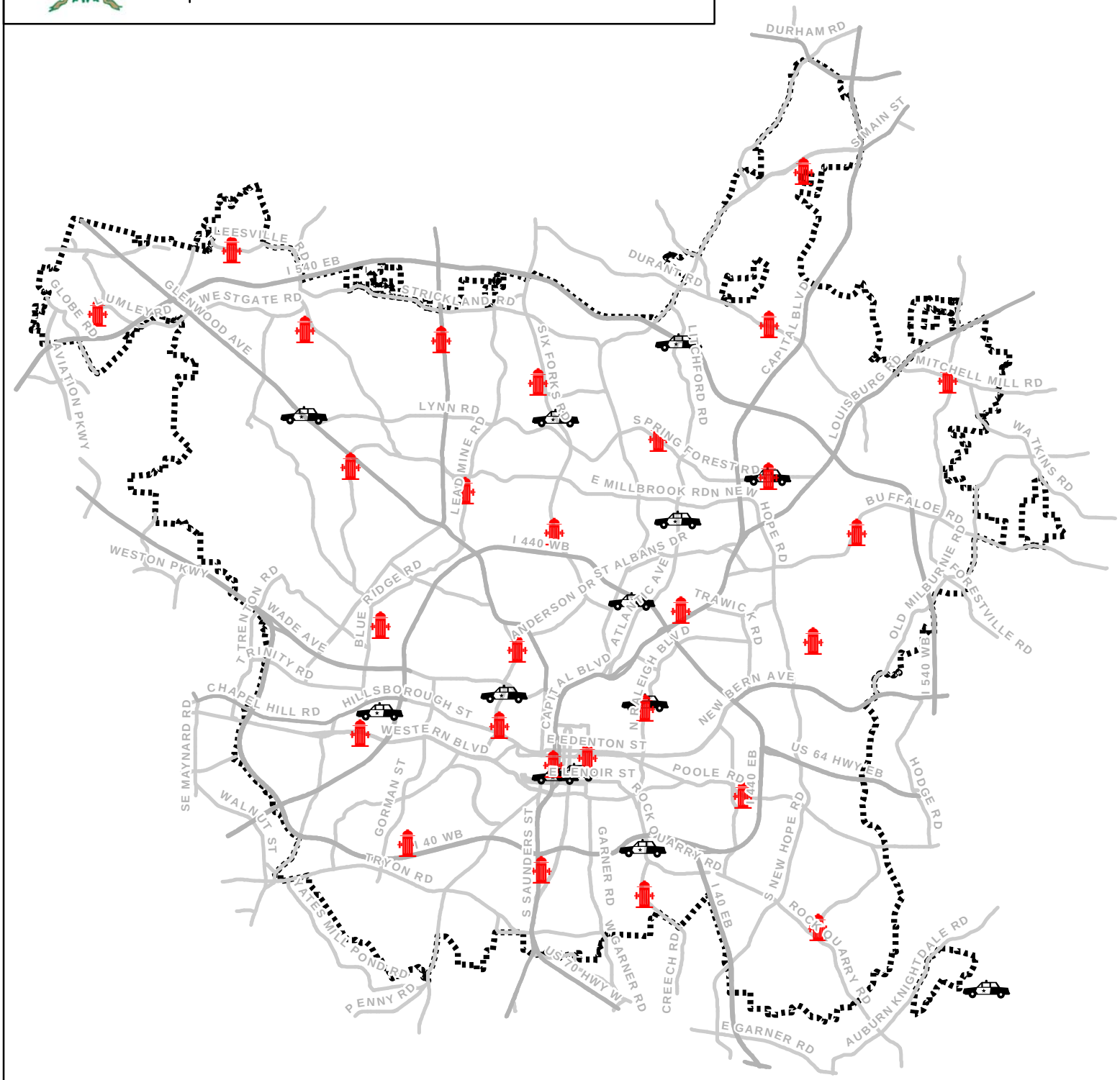


CITY OF RALEIGH

ESTABLISHED 1792

NORTH CAROLINA

City of Raleigh
Public Safety Facilities



Highways

Major Roads

Raleigh ETJ

Fire Stations

Police Stations

1 inch = 2.6 miles

N
W E
S

Map Created by COR GIS
Updated March 2014

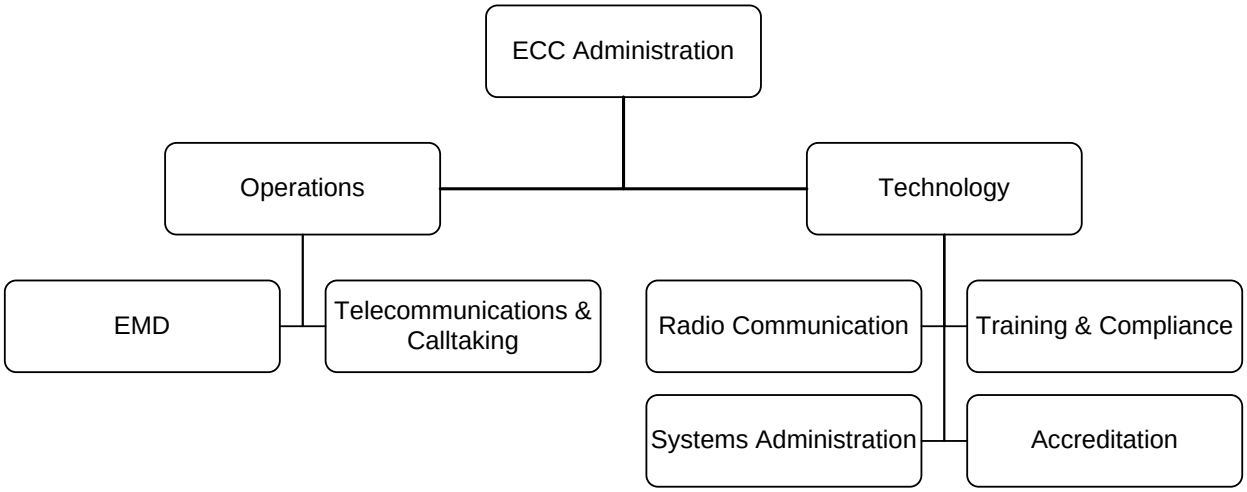
Emergency Communications

Emergency Communications is responsible for receiving 911 and ten-digit calls for assistance and dispatching of the proper emergency responders for the City of Raleigh and the majority of Wake County.

Additional information for Emergency Communications may be obtained by contacting Barry Furey, Emergency Communications Director, at (919) 996-5015 or via email at Barry.Furey@raleighnc.gov.

Mission

The Raleigh-Wake Emergency Communications Center is the primary means of citizen access to public safety services through the 9-1-1 emergency number. It provides technical, planning and direct support services for related mission critical tasks. The City of Raleigh Central Electronics Maintenance Shop (CEMS) is also part of this department and installs and maintains the fixed and mobile communications devices, including the certification of police radar.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Emergency Communications	96	103	108	108	0
Emergency Telephone System Fund	6	6	7	7	0
TOTAL	**102**	**109**	**115**	**115**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	4,420,630	4,600,909	5,381,853	5,567,570	3.5%
Employee Benefits	1,291,288	1,444,841	1,621,692	1,863,059	14.9%
Operating Expenditures	539,788	535,968	522,238	526,435	0.8%
Special Programs and Projects	44,134	31,378	56,089	0	(100.0%)
Capital Equipment	5,017	9,084	5,506	5,506	0.0%
TOTAL	**$6,300,857**	**$6,622,180**	**$7,587,378**	**$7,962,570**	**4.9%**

Highlighted Budget Changes (July 2014 – June 2015)

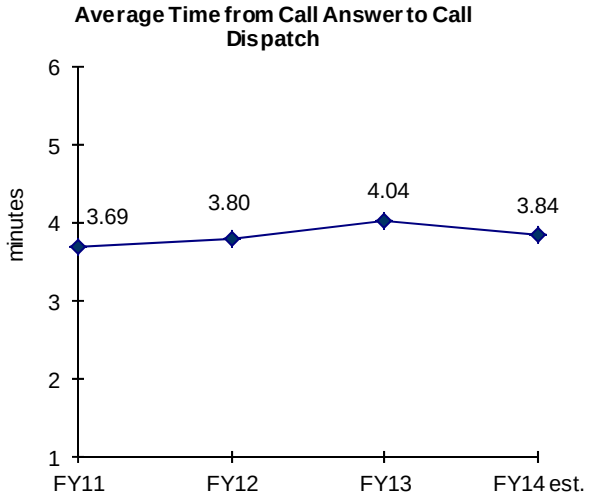
- Required improvements in technology, such as the recording system hardware upgrade, are part of the 9-1-1 Fund program budget, which are monies distributed by the State 9-1-1 Board from the Emergency Telephone System fund.

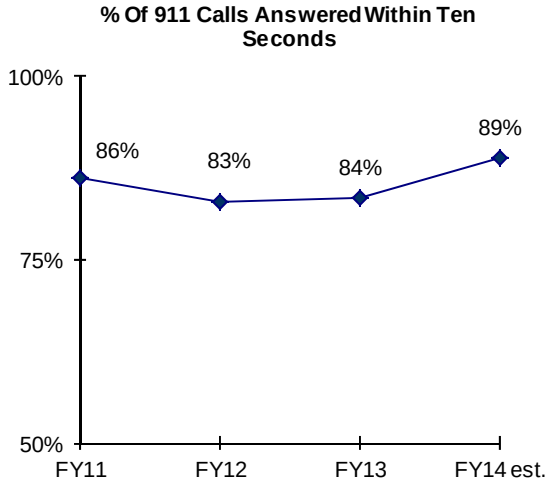
FY15 Anticipated Accomplishments that further City Council Mission

- Reduce call answering time through the use of an Automatic Call Distribution system (ACD); which continues a multi-year goal established in FY14.
- Progress on design and construction of the Critical Public Safety Facility containing the 9-1-1 Center, and the Downtown Remote Operations Facility, including the Electronics Maintenance Shop.
- Reduce the number of abandoned 9-1-1 calls created by the area code overlay.
- Reduce turnover in critical positions within the 9-1-1 Center to decrease costs and increase service levels. This will be accomplished by identifying and addressing issues through the staffing and attrition study, further assistance from Human Resources, and the improved workload distribution.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
9-1-1 Calls processed	501,771	547,531	608,770	613,336
Public safety dispatches	454,223	475,453	499,295	493,295
Non-public safety dispatches	10,824	10,212	10,983	10,792
Emergency Medical Dispatch calls	79,806	82,574	85,075	85,255
% Of 9-1-1 calls answered within 30 seconds	99.4%	99.0%	97.1%	99.5%
Calls per telecommunicator per shift	49	47	52	53





Emergency Telephone System Fund

The Emergency Telephone System Fund encompasses the annual disbursement made to the city by the State 9-1-1 Board in support of the emergency telephone system (9-1-1). The Emergency Communication Center estimates eligible expenses based on the guidelines distributed by the board. The personnel and operating expenditures associated with this fund are managed as part of the annual operating budget for the larger Emergency Communications Department.

Additional information regarding the Emergency Telephone System may be obtained by contacting Barry Furey, Emergency Communications Director, at (919) 996-5015 or via email at Barry.Furey@raleighnc.gov.

Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Emergency Communications	6	6	7	7	0
TOTAL	**6**	**6**	**7**	**7**	**0**
DIRECT EXPENDITURES BY TYPE					
Personnel	337,571	333,177	382,828	399,894	4.5%
Employee Benefits	103,804	105,974	265,377	110,652	(58.3%)
Operating Expenditures	1,664,148	1,506,870	2,003,661	2,095,028	4.6%
Special Programs and Projects	0	0	900	900	0.0%
Capital Equipment	126,254	14,900	28,400	28,400	0.0%
TOTAL	**$2,231,777**	**$1,960,921**	**$2,681,166**	**$2,634,874**	**(1.7%)**

Fire

The Fire Department is responsible for fire prevention, fire suppression, rescue, hazardous materials response and life safety education for the citizens and visitors of Raleigh.

The Office of the Fire Chief provides administrative services and oversight necessary to conduct the day-to-day operations of the Fire Department. This includes finance management, information technology, grant applications, risk management, and promoting good safety practices.

The Office of the Fire Marshal is the enforcement, educational and informational arm of the Raleigh Fire Department. The division performs site inspections, enforces all fire prevention codes and coordinates pre-fire planning for all major facilities within the City. It also conducts fire investigations to determine the origin and cause of fires.

The Fire Operations Division responds to fire calls, provides hazardous materials response service on behalf of the entire county, performs rescues and provides emergency medical services. The emergency medical service is a supplement to the Wake County Emergency Medical Service (EMS) and is often referred to as the First Responder program. Under this program, a unit is dispatched to any life-threatening emergency and begins administering care upon arrival. The Operations Division also provides search and rescue services and participates in a regional Urban Search and Rescue team.

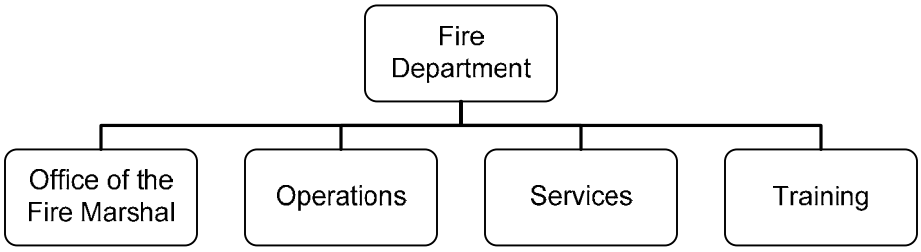
The Support Services Division provides necessary supplies, equipment, repair and replacement services, as well as all uniforms, turnout gear and specialty gear used by firefighters. The cost of operations, maintenance and repair services for 30 facilities are included in this division, as is the repair and maintenance of all fire vehicles, equipment, gear and fire apparatus. Funding is included for vehicle operating expenses such as fuel, lubricants, tires, repair parts and service testing of all pumping apparatus.

The Training Division provides all required firefighter, emergency medical, rescue, and driver training, as well as career development for members. Specialty team management for both the Regional Response Hazmat Team (RRT) and Urban Search and Rescue (USAR) teams originate from this Division. Training is also responsible for First Class, Lieutenant, Captain, and Battalion Chief promotional processes, as well as the hiring and recruiting of new sworn personnel for the Fire Department.

Additional information regarding the Fire Department may be obtained by contacting Fire Chief John McGrath, at (919) 996-6115 or via email at John.McGrath@raleighnc.gov.

Mission

To contribute within appropriate authority to the maintenance and improvement of the quality of life in the City of Raleigh through fire prevention, fire suppression, rescue, emergency medical, and special services to all who live, visit, work or invest here.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Fire Adm	8	8	10	9	(1)
Office of the Fire Marshall	32	32	33	34	1
Fire Operations	517	517	516	544	28
Fire Support Svcs	11	11	11	12	1
Fire-Hazmat Operations	1	1	1	0	(1)
Fire Training	6	6	6	8	2
TOTAL	**575**	**575**	**577**	**607**	**30**
DIRECT EXPENDITURES BY DIVISION					
Fire Adm	2,302,762	2,054,421	2,281,875	2,556,740	12.0%
Office of the Fire Marshall	2,773,489	2,803,457	3,032,182	3,298,680	8.8%
Fire Operations	40,518,524	40,241,293	41,052,423	42,100,059	2.6%
Fire Support Svcs	3,125,530	3,706,993	3,764,681	4,532,715	20.4%
Fire-Hazmat Operations	185,721	175,161	196,298	84,292	(57.1%)
Fire Training	1,290,874	980,890	1,066,848	1,317,856	23.5%
TOTAL	**$50,196,899**	**$49,962,215**	**$51,394,308**	**$53,890,343**	**4.9%**
DIRECT EXPENDITURES BY TYPE					
Personnel	33,574,487	33,152,851	34,275,669	35,795,036	4.4%
Employee Benefits	10,163,638	10,288,516	10,528,757	10,702,441	1.6%
Operating Expenditures	4,596,557	5,178,868	5,257,587	6,162,999	17.2%
Special Programs and Projects	1,312,772	1,133,155	1,218,102	1,025,175	(15.8%)
Capital Equipment	120,368	147,016	18,500	107,800	482.7%
Interfund Transfers	429,077	61,808	95,692	96,892	1.3%
TOTAL	**$50,196,899**	**$49,962,215**	**$51,394,308**	**$53,890,343**	**4.9%**

Highlighted Budget Changes (July 2014 – June 2015)

- Thirty new positions are added to staff an engine company and a ladder company, each with one Captain, one Lieutenant, and three Firefighters per platoon. The FY15 budget impact is approximately $1,680,000.
- Funding is included for the purchase of a fire engine and a ladder apparatus ($1,540,000). These vehicles are new additions to the fleet and will serve the newly created companies.
- Increase in facility, general and repair maintenance funding ($263,000) to better meet the demands of maintaining the department's 30 facilities. Increasing preventative maintenance efforts will maximize the life span of current facilities and the department's vehicle fleet.

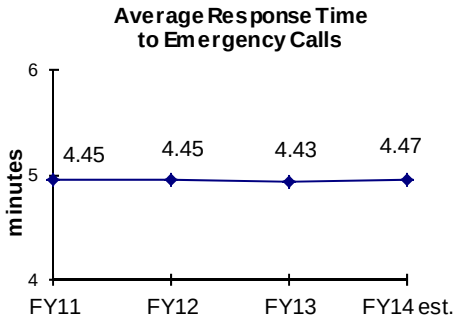
FY15 Anticipated Accomplishments that further City Council Mission

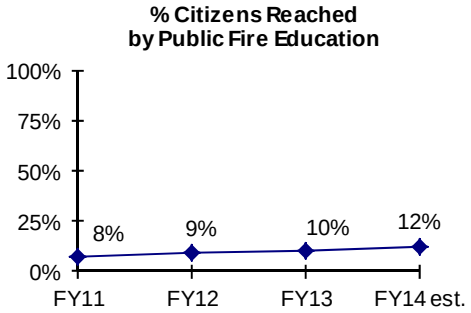
- Conduct capital leadership and professional development training to ensure mid-level managers have the necessary leadership skills.
- Decrease response times in the northwest portion of the City serviced by new Fire Station #29
- Test and develop a promotional list of qualified applicants for the ranks of Battalion Chief and First Class Firefighter. Recruit, hire and train approximately thirty firefighters to maintain staffing levels due to attrition.
- Continue developing one of the nation's best hiring processes including the latest aptitude, agility and psychological testing procedures as efforts continue to hire a diverse workforce.

- Maintain the departmental computer network and update related equipment to the latest technology, replacing current equipment at the end of its useful life.
- Continue implementing a multi-year plan to refurbish departmental facilities by reconditioning three fire stations per year.
- Perform approximately 15,000 pre-incident surveys of businesses to increase overall operational efficiency, ensuring after-hours contacts and up-to-date building diagrams are available.
- Begin replacements of fire hose over 20 years old ($60,000) in compliance with National Fire Protection Association (NFPA) standard 1972.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Fire calls answered	1,489	1,354	1,077	1,171
Rescue and EMS calls answered	22,790	21,912	21,951	21,768
Fires investigated	277	326	258	319
Permits issued	1,547	844	1,272	897
Average hours per fire call (hrs)	0.94	1.01	0.92	1.02
Average hours per EMS call (hrs)	0.33	0.33	0.33	0.37
% Annual inspections completed	99%	99%	77%	91%





Police

Working in partnership with the community to identify and address conditions that give rise to crime, the Police Department employs a policing approach that emphasizes the importance of maintaining a full range of enforcement priorities, including quality-of-life issues and violations that breed more serious crime. At the same time – under the District Policing System – officers are becoming more involved with and more closely linked to the citizens they serve and protect. Through dedicated service by officers and civilians, district policing, innovative programs, effective use of technology, and an enhanced relationship between citizens and the police, the department is more effectively confronting crime in Raleigh and making the city an even better place to live, work, visit and do business.

The Chief's Office supervises and coordinates the operations of the entire department. The Professional Standards Unit, comprised of the Internal Affairs Unit and Inspections Unit, the Planning and Research Unit, the Public Information Office and the Fiscal Services Unit are included in the Chief's Office.

The Administrative Division provides support to the department's field units, including computer and technology services, records maintenance, training, evidence management, personnel recruitment, the Quartermaster's office and fleet management.

The Special Operations Division performs specialized police enforcement services for the department. Some units within the division include animal control, K-9, selective enforcement, traffic and mounted patrols.

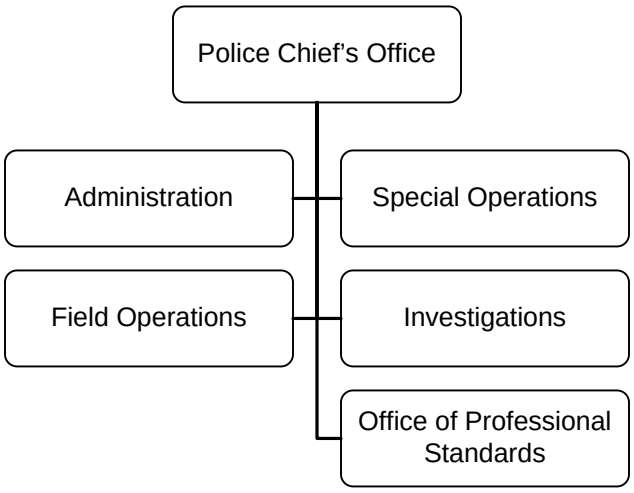
The Field Operations Division patrols all areas in the Raleigh city limits and responds to 911 calls for service. In addition, the division provides community/neighborhood offices and crime prevention services.

The Detective Division conducts investigations, makes arrests and helps prosecute offenders. The division provides crime analysis and includes specialized units to target drug enforcement, domestic violence, school safety, fraud and forgery, robbery, homicides and aggravated assaults. In addition, the division provides a variety of services through the Youth and Family Services Unit.

Additional information regarding the department may be obtained by contacting Cassandra Deck-Brown, Chief of Police, at (919) 996-3385 or via e-mail at Cassandra.Deck-Brown@raleighnc.gov.

Mission

In the spirit of service, the Raleigh Police Department exists to preserve and improve the quality of life, instill peace, and protect property through unwavering attention to our duties in partnership with the community.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Police Administrative Services	76	68	65	68	3
Police Chiefs Office	28	27	27	28	1
Police Field Operations	488	499	499	506	7
Police Special Operations	96	80	84	84	0
Police Detective Division	194	205	201	199	(2)
Grant Positions	0	0	0	5	**5**
TOTAL	**882**	**879**	**876**	**890**	**14**
DIRECT EXPENDITURES BY DIVISION					
Police Administrative Services	13,962,686	16,568,118	18,652,011	19,966,431	7.0%
Police Chiefs Office	2,535,955	2,367,190	2,485,771	2,728,042	9.7%
Police Field Operations	40,269,913	39,911,508	41,488,256	42,412,000	2.2%
Police Special Operations	9,722,526	9,071,779	9,086,455	9,206,925	1.3%
Police Detective Division	17,739,726	17,660,059	18,815,890	18,909,683	0.5%
TOTAL	**$84,230,807**	**$85,578,654**	**$90,528,382**	**$93,223,080**	**3.0%**
DIRECT EXPENDITURES BY TYPE					
Personnel	50,256,122	50,677,554	52,498,724	53,853,873	2.6%
Employee Benefits	18,577,172	18,986,518	20,784,159	20,243,905	(2.6%)
Operating Expenditures	12,406,018	12,445,109	13,235,900	13,820,068	4.4%
Special Programs and Projects	2,435,022	2,385,611	3,065,036	3,017,671	(1.5%)
Capital Equipment	540,416	811,086	924,965	2,267,965	145.2%
Interfund Transfers	16,057	272,776	19,598	19,598	0.0%
TOTAL	**$84,230,807**	**$85,578,654**	**$90,528,382**	**$93,223,080**	**3.0%**

Highlighted Budget Changes (July 2014 – June 2015)

- Five grant funded Police Officer positions for the formation of a DWI squad were added mid-year FY14.
- The FY15 budget funds 85 replacement vehicles and associated upfit costs to meet critical needs ($400,000).
- Nine sworn police officer positions are added to ensure the safety of citizens and visitors to Raleigh ($658,000).
- The Police Department's 800 MHz radios are nearing the end of the recommended lifespan, and $1.2M is included to begin replacement.
- This budget includes one-time funds for a staffing study ($65,000).

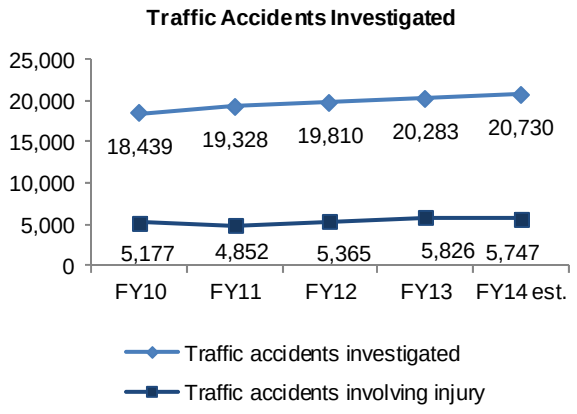
FY15 Anticipated Accomplishments that further City Council Mission

- Implement the department's report management system to meet the National Incident-Based Report System mandate from the North Carolina State Bureau of Investigation and provide greater ability to track and prevent criminal activity. This will provide the ability to extract and transmit the new incident record layout required by the state's program. This program is used to generate all state and local crime rates and crime data.
- Centralize the Detective Division at the Atlantic Avenue Campus, allowing for more effective investigative services and more efficient service delivery.
- Partner with GIS and Traffic Engineering to develop and install a mapping application to identify specific crash causation factors and potentially decrease traffic collisions.
- The department continues conducting reality based training to enhance the safety and awareness for law enforcement officers.

- Explore alternative fuel opportunities to become less dependent on traditional fuel, increase fuel efficiency and decrease carbon emissions, and continue to pursue conscientious and cost saving benefits to the City.
- Continue to use intelligence-led policing to guide the department's decision making. Intelligence-led policing is a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders.
- Continue collaborative efforts with other city departments in furthering the anticipated growth of special events in the City of Raleigh.
- Continued Community-Oriented Government (COG) initiatives create strong partnerships within government, neighborhood organizations, business associations, local schools, public service agencies and other community partners to address issues that impact the quality of life in the Capital City.
- Create a DWI squad to address and improve the safety of the motoring public. The squad is devoted to the detection and arrest of impaired drivers.

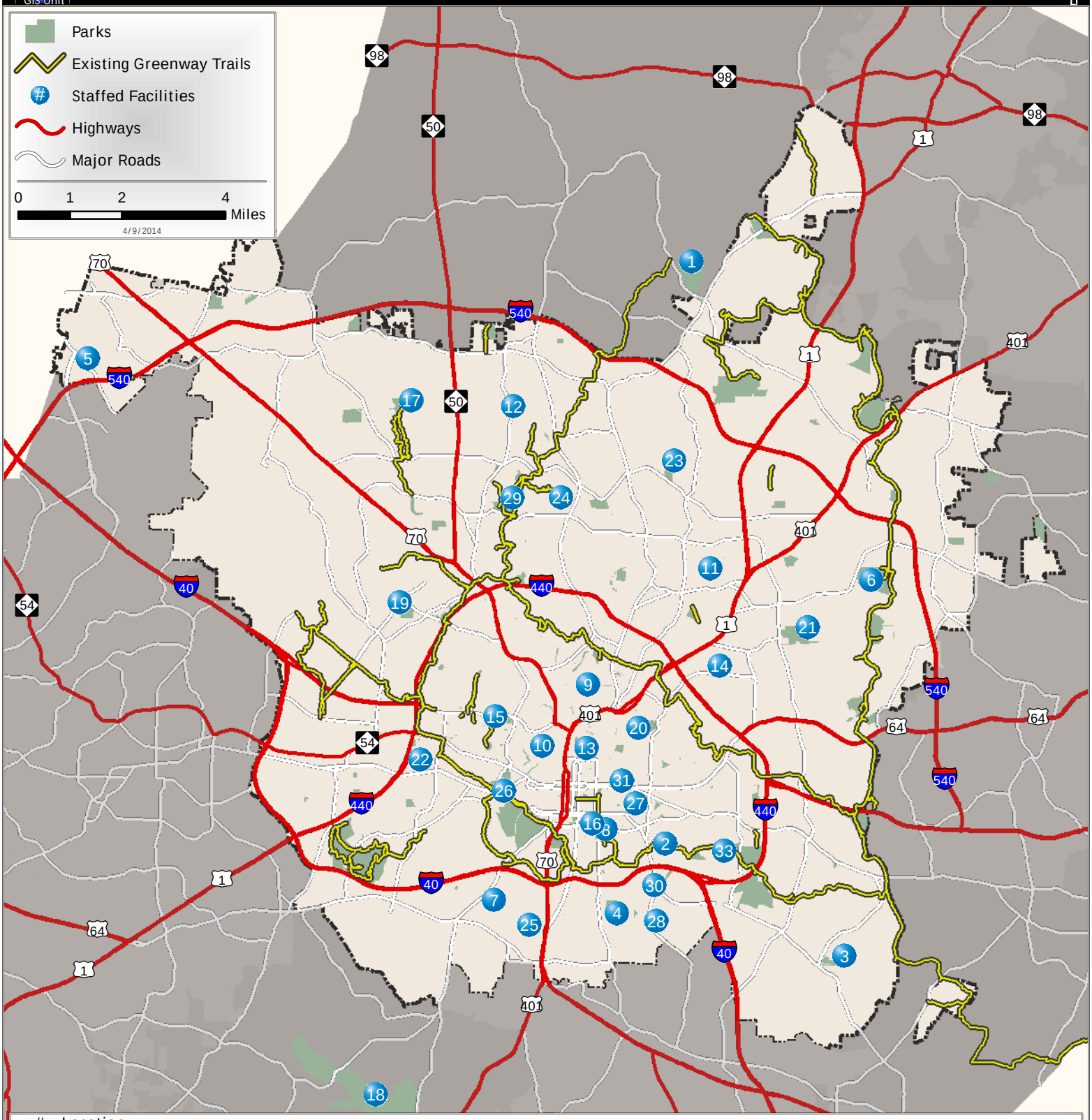
Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
Sworn personnel per 1,000 population	1.93	1.86	1.83	1.79
Officer responses	507,560	550,964	571,679	602,930
# of responses per non-supervisory sworn officer	588	620	615	636
Part I crimes reported	14,943	15,839	14,980	14,906
Part I crimes per 100,000 population - against persons	271	263	265	245
Part II crimes reported	29,973	29,262	29,164	29,235
Part I crimes per 100,000 population - against property	3,429	3,540	3,275	3,181
Arrests made	115,361	92,387	88,321	82,847



RALEIGH Parks Recreation and Cultural Resources GIS Unit

Locations With Staffed Facilities



#	Location				
1	Annie Louise Wilkerson, MD Nature Preserve	13	Greystone Recreation Center	24	Millbrook-Exchange
2	Apollo Heights	14	Halifax	25	Optimist
4	Barwell Road	15	Hill Street	26	Peach Road
5	Biltmore Hills	16	Jaycee	27	Pullen
6	Brier Creek	17	John P Top Greene	28	Roberts
7	Buffaloe Road Athletic	18	Lake Lynn	29	Sanderford Road
8	Carolina Pines	19	Lake Wheeler	30	Shelley Lake - Sertoma
9	Chavis	20	Laurel Hills	31	Southgate
10	Five Points Center for Active Adults	21	Lions	32	Tarboro Road
11	Fred Fletcher	22	Marsh Creek	33	Walnut Creek Wetland Center
12	Green Road	23	Method	34	Worthdale

Mini-Parks and Open Spaces are not shown

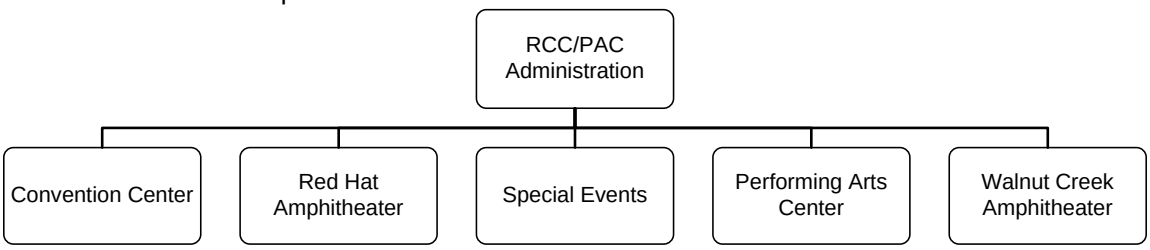
Convention and Performing Arts

The Convention and Performing Arts Department operates the Raleigh Convention Center (RCC), the Duke Energy Center for the Performing Arts (PAC), the Red Hat Amphitheater and the Walnut Creek Amphitheater. The RCC provides meeting space for conventions, meetings, banquets, trade shows and other assembly events. The PAC hosts concerts, plays and festivals and is the home venue for the North Carolina Symphony, Hot Summer Nights at the Kennedy, the North Carolina Theatre and the Carolina Ballet. Additionally, the PAC presents national and international touring productions and concerts, doing business as Broadway Series South. The Red Hat Amphitheater presents a variety of outdoor entertainment including the 4th of July Celebration.

Additional information regarding the Convention and Performing Arts Complex may be obtained by contacting Roger Krupa, Convention Center Director, at (919) 996-8500 or via email to Roger.Krupa@raleighconvention.com

Mission

To provide citizens and visitors high quality general assembly spaces, performance venues and related customer services. The ambience of sound and light and other sensory and technical enhancements will be available for productions of all nature and should be enjoyed by the venue's customers and patrons.



Budget Detail

EMPLOYEES*	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
RCC/Pac Admin	14	0	0	0	0
RCC Facility	56	62	61	61	0
Performing Arts Center	33	36	37	37	0
RCC Downtown Amphitheatre	5	6	6	6	0
TOTAL	**108**	**104**	**104**	**104**	**0**
DIRECT EXPENDITURES BY DIVISION					
RCC Facility	8,822,497	7,688,031	9,178,283	9,422,812	2.7%
Performing Arts Center	5,560,629	6,286,369	6,552,319	6,911,715	5.5%
RCC/PAC Special Events	52,212	119,082	223,251	326,789	46.4%
RCC Downtown Amphitheatre	1,293,701	1,416,078	1,490,591	1,697,413	13.9%
TOTAL	**$15,729,040**	**$15,509,561**	**$17,444,445**	**$18,358,729**	**5.2%**

*The total authorized position count of 104 is split between funds and departments. An equivalent of two full time positions are allocated to Walnut Creek.

Budget Detail (continued)

DIRECT EXPENDITURES BY TYPE	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Personnel	5,727,997	5,870,025	6,187,328	6,480,266	4.7%
Employee Benefits	1,608,436	1,763,825	1,935,911	1,762,031	(9.0%)
Operating Expenditures	4,154,310	3,473,681	4,684,887	4,881,539	4.2%
Special Programs and Projects	1,455,128	1,984,481	2,312,055	3,277,206	41.7%
Capital Equipment	2,286	1,105	20,000	20,000	0.0%
Interfund Transfers	2,780,883	2,416,443	2,304,264	1,937,687	(15.9%)
TOTAL	**$15,729,040**	**$15,509,561**	**$17,444,445**	**$18,358,729**	**5.2%**

Highlighted Budget Changes (July 2014 – June 2015)

- In addition to the Live Nation produced events at the Red Hat Amphitheater, the department has budgeted to produce three community events, free of charge, as well as a jazz and R&B series.

FY15 Anticipated Accomplishments that further City Council Mission

- Duke Energy Center for the Performing Arts staff continue to collaborate with local art and theater companies, strengthening the venues' ability to negotiate with national broadway touring companies. Broadway Series South and North Carolina Theatre (NCT) will continue their partnership and offer six major title shows for the 2014-15 season. PAC will also continue to work with Marbles Kids Museum, to present "Storybook Theater Series." FY15 will include five shows in the series: three multi-week, self-produced shows in Fletcher Theater and two touring shows in Raleigh Memorial Auditorium.

- Raleigh Convention Center will continue to host a variety of meetings, conventions, tradeshows, conferences, banquets and gatherings such as sporting events and graduations. Attendees continue to positively affect the economic impact to our community as they spend their dollars in restaurants, hotels and retail establishments.

- The Red Hat Amphitheater remains one of the most sought-after new venues in the U.S. for up and coming performers. Staff anticipate that Live Nation, rentals, sponsored events and special events will result in 30 shows.

- The Red Hat Amphitheater will continue to offer free events including a community show on July 4th with fireworks, and a "thank you" show recognizing the naming rights sponsor, Red Hat. Festivals and lifestyle shows will be continually pursued and evaluated for potential revenue and value to the community. Staff are more aggressively booking and strive to increase musical variety in the venue.

- The department assists and produces a number of downtown events. Coordination and assistance is provided to Brewgaloo, Artsplosure, First Night Raleigh, Winterfest, Hopscotch Music Festival, the African American Festival, Lebanese Festival, and SparkCon. Staff also produce and coordinate all aspects of the Ray Price Bike Rally, July 4th Street Celebration, the International Bluegrass Music Association's Wide Open Bluegrass Festival. These events attract thousands to downtown and require a high level of coordination with approximately 300 staff across many city departments.

- The July 4th celebration will return to downtown for the third year in 2014. The complex continues to seek sponsorships to grow the celebration.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
CONVENTION CENTER				
Conventions and trade shows	50	46	50	50
Delegates at conventions and conv. w/ trade shows	77,490	67,400	72,000	75,000
Meetings, banquets, other events/attendance	301/325,281	232/321,000	348/278,400	250/250,000
PERFORMING ARTS CENTER				
Theater Performances/attendance	56/50,412	49/69,900	63/46,500	62/50,000
Symphony Performances/attendance	87/81,321	91/93,800	106/100,100	105/112,000
Carolina Ballet Performances/attendance*	-	80/49,504	74/50,200	75/50,000
Other performances & events/attendance*	456/250,789	283/177,400	283/212,000	350/250,000
RED HAT AMPHITHEATER				
Events/attendance	27/79,235	27/79,800	25/86,000	30/89,000

*The Carolina Ballet performance and attendance information was reported with the Other category and was not reported separately.

Walnut Creek Amphitheater

In FY14, the Walnut Creek Amphitheater Operating Fund was created to properly budget, account for and report the operating expenses for Walnut Creek Amphitheater. Prior to FY14, the facility only had a capital budget. However, the facility has been in operation for 24+ years and is now in need of more oversight to ensure the general maintenance is not neglected resulting in greater capital investments. The Convention Center and Performing Arts Complex staff monitors general maintenance of the facilities and performs capital maintenance when needed. Budget for the operating and capital is funded from rental revenue generated from the operating agreement with Live Nation. All departmental resources allocated to the facility will be budgeted, reported and accounted for in this new fund. Staff will continue to work with Live Nation to identify and prioritize capital needs. All approved capital projects are incorporated into the City of Raleigh's Capital budget process and are managed by staff in accordance with City purchasing policies and guidelines.

Additional information regarding the Walnut Creek Amphitheater may be obtained by contacting Roger Krupa, Convention Center Director, at (919) 996-8500 or via email to Roger.Krupa@raleighconvention.com.

Budget Detail

DIRECT EXPENDITURES BY TYPE	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Personnel	0	0	96,343	100,567	4.4%
Employee Benefits	0	0	24,961	33,250	33.2%
Operating Expenditures	0	0	228,889	122,000	(46.7%)
Interfund Transfers	0	0	1,000,000	1,000,000	0.0%
TOTAL	**$0**	**$0**	**$1,350,193**	**$1,255,817**	**(7.0%)**

*****The total authorized position count of 104 is split between funds and departments. An equivalent of two full time positions are allocated to Walnut Creek

FY15 Anticipated Accomplishments that will further the City Council Mission

- Staff will collaborate with Live Nation to identify potential name and title sponsors.

Parks, Recreation and Cultural Resources

The Parks, Recreation and Cultural Resources Department (PRCR) plays a leading role in determining the quality of life and character of the Capital City. With nearly 10,000 acres of parkland, 112 miles of greenway trails and over 1.2 million square feet of facilities, the department provides a wide range of creative programming opportunities that promote the social, cultural, mental and physical well-being of citizens. The city's vision for its parks, recreation and cultural resources system is "*bringing people to parks and parks to people."*

The department's recent organizational realignment was a strategic shift for the department, providing a catalyst for the department's movement away from an outdated model of long term planning practices, traditional communication methods and limited use of technology to a more progressive approach to strategic decision making and advancement.

The Business Process Management Division provides centralized administrative, financial and business management services to all external and internal customers, including 142,000 families (296,000 individuals) registered for programs and activities, 444 full-time employees, and over 2,000 part-time, temporary and seasonal employees. The division oversees all departmental fiscal affairs, coordinates budget preparation, conducts audits, monitors cash handling, reconciles daily deposits, processes billing and payments, administers the fee assistance program, coordinates payroll processing, prepares and routes contracts, administers grants, and oversees technology inventory and assets. Customer payment plans, the fee assistance program, accounts receivable billing, and refund requests are managed by the Recreation Business Office (RBO), a one-stop customer service center. Staff also reconcile daily deposits at over 50 department locations.

The Design Development Division plans and manages capital improvement projects through a process that actively engages both the public and staff to build projects that are environmentally and fiscally responsible. This division oversees design and construction of new park facilities, structures and greenway trails and ensures compliance with health and safety codes, public laws and Council directives.

The Facilities and Operations Division is broken down into six integrated focus areas: Central Downtown Facility Maintenance, Downtown Remote Operations, Northeast Remote Operations, Energy Management, Design, Service and Construction, and Administration that provide full facility and system management for multiple departments throughout the city (PRCR, Fire, Police, Public Works, and Solid Waste Services). The division serves both internal and external customers, manages and addresses building systems and assets, conducts rate analyses, performs energy audits and manages lifecycle cost replacements through engineering, system evaluations, preventive maintenance and unscheduled repairs, and by responding to security, emergency and space needs.

The Parks Division is organized into five functional areas of Parks, Highways, Cemeteries, Greenways and Urban Forestry, and manages a significant program of park volunteers. The Parks Division maintains 6,082 acres of parkland divided among six maintenance districts. Crews also maintain Fayetteville Street landscaping and other properties in the central business district, Pullen Park, the Raleigh Rose Garden, Walnut Creek Softball Complex, Buffalo Road Athletic Park and 86 athletic fields. Park construction crews provide assistance in completion of capital projects. Volunteers contribute time and resources to help maintain city parks through the Adopt-A-Park program and through various volunteer events comprised of individuals, families, neighborhoods, civic organizations, schools, boy scouts, garden clubs and other groups.

Highway maintenance crews are responsible for 161 linear miles of public right-of-way, primarily major thoroughfares, through an agreement with NCDOT. This includes three miles of Beltline planter boxes on I-440. Maintenance includes litter and debris removal, mowing, weed control in plant beds, tree rings, concrete medians, guardrails, and sidewalks, pruning, mulching, tree and shrub replacement and assisting Raleigh DOT with abatement of visual obstructions.

The Cemetery group operates historic Mt. Hope Cemetery, including sale of grave sites, burial preparation, coordination with funeral homes and families and perpetual maintenance. They also maintain the historic City Cemetery, O'Rorke-Catholic Cemetery and eight other cemeteries located on park

properties. Both Mt. Hope Cemetery and City Cemetery are on the National Register. O'Rorke-Catholic Cemetery is designated as a Raleigh Historic Property.

The Capital Area Greenway System is comprised of 112 miles of trails and 3,750 acres of greenway property. Maintenance includes litter and debris removal, mowing and pruning, bridge and boardwalk inspection/repair, signage and site furniture maintenance, trail surface repair/replacement and construction of new trails. Paving crews assist in repair of asphalt parking lots and driveways on city park properties.

Urban Forestry maintains trees located on public rights-of-way and other city property. Tree crews prune and plant city street trees, and do in-house tree pruning and removal to ensure tree health and public safety on over 2,592 frontage miles of public right-of-way and 9,511 acres of park and greenway property. The division also coordinates the planting of new trees through the NeighborWoods Program, Trees Across Raleigh and other volunteer efforts, as well as contractual replacement of trees within the Central Business District, in parks and along major thoroughfares.

The Recreation Division provides a diverse array of programs and services through 27 staffed community centers, two centers for active adults, St. Monica's Teen Center, five seasonal swimming pools, and four year-round pools. The division manages 112 public tennis courts and programs on 86 athletic fields city-wide. Recreation Division core services include youth programming for grades K-12, active living programming, encouraging access to the outdoors and facilities as a foundation to program delivery.

The Resources Division focuses on: stewarding the unique natural resources of the city through science-based conservation practices while encouraging citizens to participate and enjoy the natural environment, enriching citizen's lives via access to the arts and engagement with the area's rich history, building partnerships between citizens, non-profit and business communities as well as city government through civic engagement to address quality of life issues at the neighborhood scale, training department staff to deliver the highest quality customer services in an efficient manner and proactively managing the risks and hazards of programs, facilities and natural spaces to protect and promote the health and safety of employees, patrons, and visitors. The Office of Raleigh Arts is now part of the Resources Division.

The Strategic Planning, Communications and Analytics Division (SPCA) utilizes strategic planning as the thread that ties its scope of work and responsibilities together. The division provides city and departmental leadership to various initiatives ranging from facilitating the new System Plan process to fostering and building the relationship with our new nonprofit partner, the City of Oaks Foundation, to implementing significant departmental and city capital projects including the redesign of Moore Square and the transition of Dorothea Dix to a destination park.

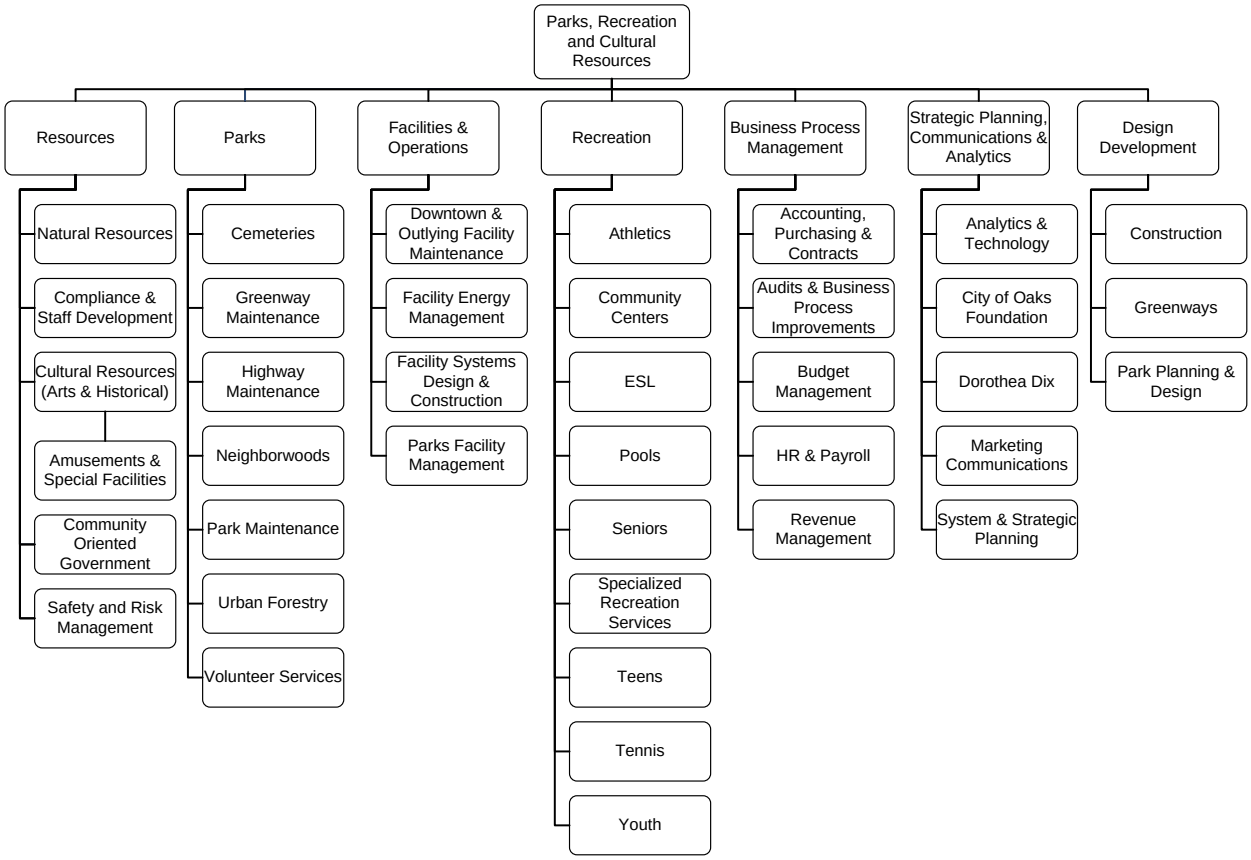
An integral part of advancing PRCR's strategic interests is our continued focus on communication. This includes building our department's brand, community outreach and engagement, media communications and strategic messaging. Beyond the traditional marketing roles and responsibilities, this focus area of the division is also moving our department in the direction of real-time communication through social media as well as measuring our customers' satisfaction with programs by deploying web based survey tools.

The Analytics Section of SPCA is shifting from traditional geographic information system (GIS) practices to a working group that integrates GIS tools, CLASS registration and web-based applications. Government accountability, evaluation and performance measurement will continue to increase our reliance on data and analysis.

Additional information regarding the Parks, Recreation and Cultural Resources Department (PRCR) may be obtained by contacting Diane Sauer, PRCR Director, at (919) 996-4815 or via email at Diane.Sauer@raleighnc.gov.

Mission

Together we connect and enrich our community through exceptional experiences.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
PRCR - Business Process Mgmt	23	24	24	16	(8)
PRCR-Arts Office	4	4	11	0	(11)
PRCR - Parks -Park Maintenance	115	116	118	117	(1)
PRCR - Parks - Highway Maint	24	28	28	29	1
PRCR - Parks - Cemetery Maint	4	4	4	4	0
PRCR - Parks - Greenway Maint	24	33	32	32	0
PRCR - Parks - Urban Trees	13	15	15	15	0
PRCR - Recreation	122	126	124	113	(11)
PRCR - Recreation-School Based	8	7	7	13	6
PRCR - Resources	0	0	0	44	44
PRCR - Strategic Plan & Devel	19	18	20	28	8
PRCR - F&O - Park Fac Maint	28	27	28	27	(1)
PRCR - F&O - City Fac Maint	24	26	32	34	2
TOTAL	**408**	**428**	**443**	**472**	**29**

Budget Detail (continued)

DIRECT EXPENDITURES BY DIVISION	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
PRCR - Business Process Mgmt	3,503,675	3,382,328	3,626,921	2,644,721	(27.1%)
PRCR-Arts Office	407,077	427,443	869,123	0	(100.0%)
PRCR - Parks -Park Maintenance	7,336,384	7,458,051	8,475,210	8,463,897	(0.1%)
PRCR - Parks - Highway Maint	1,427,083	1,481,516	1,789,663	1,907,500	6.6%
PRCR - Parks - Cemetery Maint	276,605	284,856	299,796	285,820	(4.7%)
PRCR - Parks - Greenway Maint	1,261,453	1,509,348	1,772,834	1,839,173	3.7%
PRCR - Parks - Urban Trees	1,115,240	1,164,915	1,314,679	1,423,598	8.3%
PRCR - Recreation	14,600,546	15,128,216	15,988,182	13,320,340	(16.7%)
PRCR - Recreation-School Based	1,570,426	1,581,037	1,598,586	1,528,300	(4.4%)
PRCR - Resources	0	0	0	5,111,465	0.0%
PRCR - Strategic Plan & Devel	1,614,231	2,032,323	1,983,144	2,860,992	44.3%
PRCR - F&O - Park Fac Maint	4,820,033	5,033,476	6,074,675	5,808,073	(4.4%)
PRCR - F&O - City Fac Maint	3,898,689	3,795,975	4,929,705	5,511,785	11.8%
TOTAL	**$41,831,442**	**$43,279,484**	**$48,722,519**	**$50,705,665**	**4.1%**
DIRECT EXPENDITURES BY TYPE					
Personnel	23,382,539	24,020,671	26,595,141	27,284,290	2.6%
Employee Benefits	5,721,479	6,141,476	6,838,289	7,286,206	6.6%
Operating Expenditures	10,817,336	11,174,504	13,226,383	14,216,609	7.5%
Special Programs and Projects	1,108,439	1,070,283	955,432	889,873	(6.9%)
Capital Equipment	93,013	87,296	340,453	212,137	(37.7%)
Interfund Transfers	708,637	785,254	766,820	816,549	6.5%
TOTAL	**$41,831,442**	**$43,279,484**	**$48,722,519**	**$50,705,665**	**4.1%**

Highlighted Budget Changes (July 2014 – June 2015)

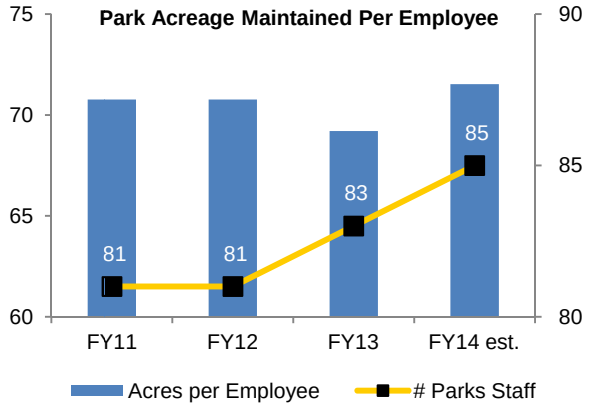
- As a result of the department's reorganization begun in FY14, redistributes personnel and operating funds among several divisions (Business Process Management, Design and Development, Raleigh Arts Office, Recreation, Resources and Strategic Planning, Communication and Analytics).
- Includes full year funding for one Senior Customer Services Representative (PG 27) approved mid-FY14. One Senior Planner (PG 38) transfers to PRCR from Planning and Development effective July 1, 2015.
- The strategic realignment authorized on April 15, 2014 eliminates one Natural Resources Technician (PG 27).
- Opening new park facilities, including: Horseshoe Farm Park, the Lake Johnson Woodland Center and 13 new miles of Capital Area Greenway trail. Increasing staff and operating funds to maintain existing facilities at: the Northeast Remote Operations Center, 900 S Wilmington Street and 215 S Person Street. The FY15 budget adds three new positions, two Recreation Facilities and Program Supervisor II (PG 33) and one Maintenance Mechanic I (PG 30) and reclassifies six existing positions.
- State retirement rules require that employees who work in a regular, recurring position that requires not less than 1,000 hours of work per year participate in the NC Local Government Retirement System. To comply with this requirement, the FY15 budget converts 25 positions from part-time to fulltime and adds retirement funding for 32 part-time positions eligible for participation in the retirement system.
- To comply with the Local Government Employee Retirement System (LGERS) required retirement contribution for employees working more than 999 hours per year, converts 25 part-time positions to full-time. Adds retirement funding for 32 other part-time LGERS eligible positions.

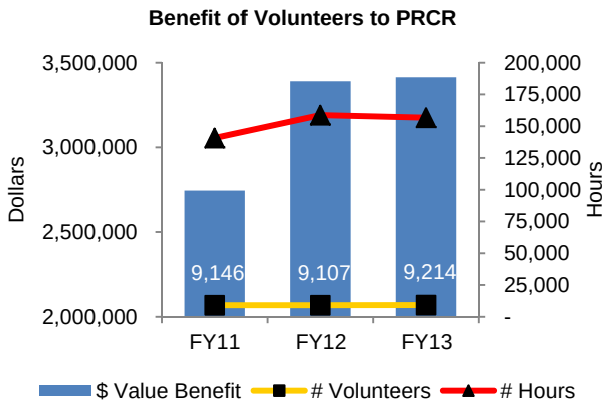
- Increases for full year funding of new facilities that opened in mid-FY14 (Halifax Community Center, Mordecai Historic Park Interpretive Center), streetscape contracts ($245k) and equipment replacement ($90k). Also included in the budget is $470k for a potential Dix land lease
- The Athletics program converts $90,000 of existing part-time salaries to contractually provide officials for its adult and youth basketball program.
- Replaces rental boats at Lakes Johnson and Wheeler to establish a systematic rental fleet replacement program, which continues and enhances a revenue stream.
- Extends operating hours at all four year-round aquatic facilities, with additional revenue to offset increased operating costs in FY15.
- Includes a projected 5% rate increase for electricity from Duke Energy Progress and a 7% water/sewer rate increase.

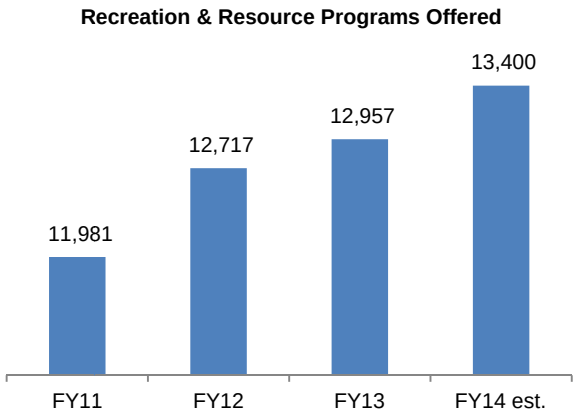
FY15 Anticipated Accomplishments that further City Council Mission

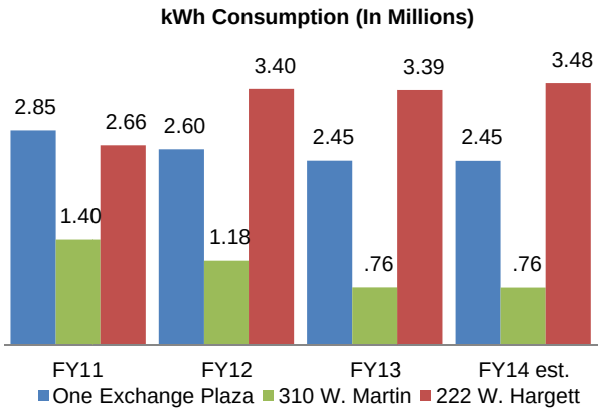
- Utilize a generous $25,000 grant from the City of Oaks Foundation to provide fee assistance to resource-limited citizens desiring to participate in programs and services, such as summer camps, swimming lessons, and youth sport teams.
- Complete the following capital projects: Sierra Drive/Lineberry Master Plan; Forest Ridge Park; Abbots Creek Park; Dix Soccer Field; Annie Louise Wilkerson, MD Nature Preserve Park Phase 2; and Lake Johnson Woodland Center.
- Install a new chiller and boiler at Pullen Aquatics Center for a more energy efficient environment.
- Complete a full year of Electronic Data Integration (EDI) for electric bills, allowing for more precise and detailed utility tracking.
- Partner with Solid Waste Services to expand recycling in city parks.
- Implement the Greenway Division weekend staffing rotation to facilitate up to 12 road races annually on sections of the Capital Area Greenway System.
- Recognizing the economic impact of our athletic venues, utilize new facilities and adapt the business model of existing facilities to promote amateur sports, generating an estimated economic impact of $4 million.
- Research potential collaborative land protection opportunities with the City of Oaks Foundation.
- Promote the Park Locator mobile application. This tool allows citizens to easily navigate the park system, including finding the park closest to them, get driving directions, search by amenity and explore program opportunities.
- Implement a participatory community wide process to develop a new comprehensive Arts Master Plan for the City of Raleigh.

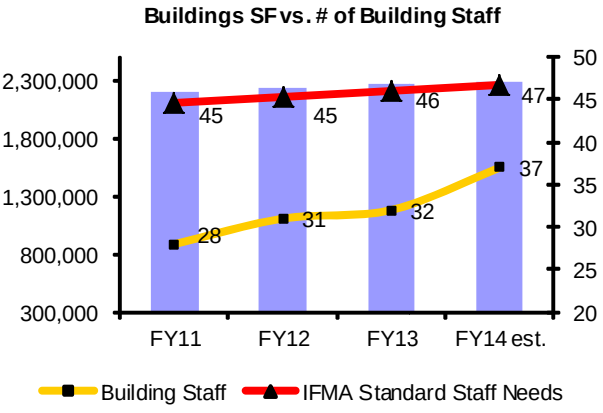
Performance Indicators

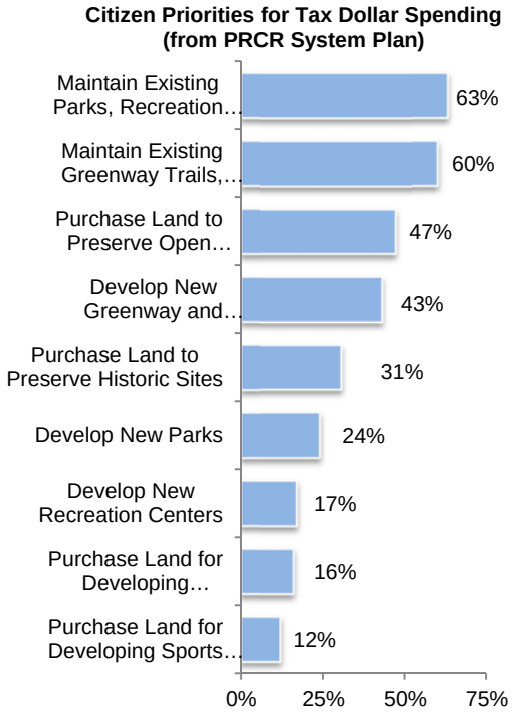












Revolving Fund

The Revolving Fund consists of self-sustaining programs, primarily in the Parks, Recreation and Cultural Resources (PRCR) Department. Programs include classes, workshops, and camps held at community centers and parks. Participant fees make up the majority of the revenues, and programs are expected to recover or exceed program costs. A portion of the fees collected are returned to the General Fund to support the overall PRCR budget.

The Revolving Fund includes a number of non-recreational programs and activities that are also expected to recover or exceed program costs through fees and/or contributions. Examples include the Sustainability Environmental Awards program and classes offered by the Raleigh Television Network (RTN). Other departments with programs in this fund receive contributions that are used to purchase community watch signs and to support special Police programs.

Budget Detail

DIRECT EXPENDITURES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Transfers to Fd 100, 230, 625	310,222	207,166			
Environmental Awards Program	7,341	10,028	9,500	9,500	0%
Ctv Equipment	46,141	40,000	435,000	435,000	0%
Public Affairs Ctv	23,808	4,785			
Appearance Commission	1,773		3,500	2,000	(43%)
Ral Historic District Loan Fund		191,000			
Inspections Training Program	344	5,703	9,342	1,400	(85%)
Citizen Involvement	13,940	9,150	30,000	30,000	0%
Community Watch Signs	4,434	2,317	4,937	4,940	0%
Police Donations	6,278	31,586	4,000	4,000	0%
Fire-Reg Resp Team #4 Revolving	271,122	27,130	300,000	300,000	0%
Fire-Usar Team Expd	68,278	93,441	80,964	162,410	101%
Sws-Landfill Gas Recovery		648,488			
Wglf Maintenance & Repair		300,000			
PR Program Fee Assistance				35,000	
Arts Commission			85,535	85,535	0%
Fletcher Award Program	2,516	918	4,000		(100%)
Parks Donations		5,798	30,000	25,000	(17%)
Adventure Camps	31,791	31,241	101,745	105,350	4%
Anderson Point	19,537	18,869	45,000	45,000	0%
Aquatic Instruction Programs	346,248	359,032	443,600	519,900	17%
Community Ctr Equipment	58,198	167,864	205,000	290,000	41%
Athletics		187,874		290,000	
Esl Program		485	14,000	5,650	(60%)
Fall Youth Baseball	167,766		300,000		(100%)
General Recreation	81,061	240,232	308,000	278,500	(10%)
Golden Years	89,923	125,896	180,000	220,000	22%
Laser (Previously Sparc)	141,772		284,000		(100%)
Neighborhood Street Trees	43,441	30,303		63,000	
Parks & Rec Automation	302,492	331,097	380,000	385,000	1%
Parks & Rec Marketing	234,218	199,811	245,000	273,000	11%
Parks & Rec Sports Consortium	37,406	36,809	91,000	92,000	1%
Barwell Rd Comm Ctr	50,774	51,205	120,000	122,000	2%
Biltmore Hills Ctr	46,572	34,516	68,000	67,000	(1%)
Borden Bldg	9,467	16,594	25,000	35,000	40%
Brier Creek Comm Ctr	105,061	119,077	206,000	218,001	6%

(Continues on next page)

Budget Detail (continued)

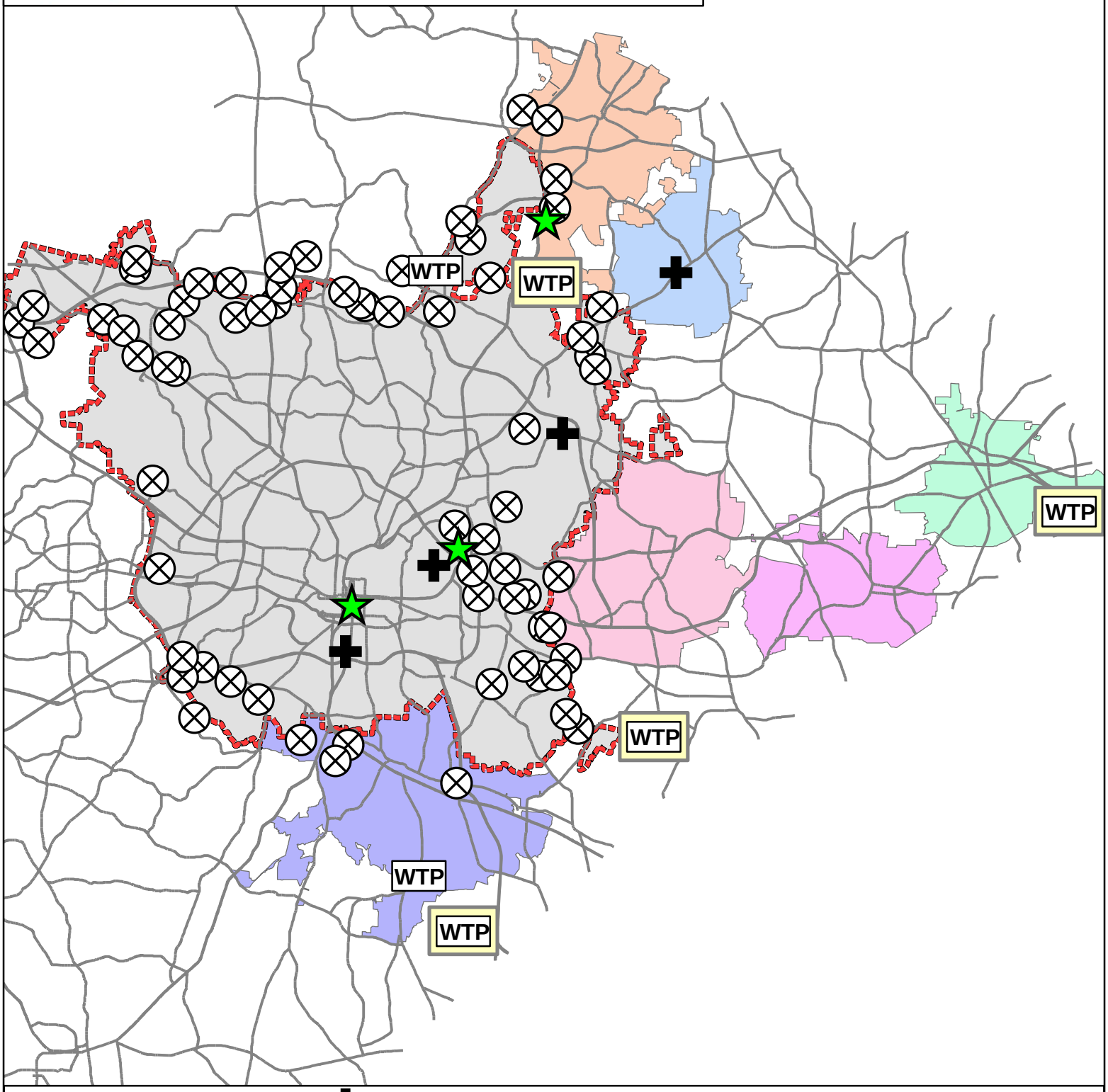
DIRECT EXPENDITURES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Camp Ranoca	145,733	189,334	320,000	290,000	(9%)
Carolina Pines Ctr	14,362	48,266	75,000	75,000	0%
Chavis Center	29,272	53,070	60,000	61,000	2%
Courtney Johnson Center	1,491	2,513	23,000	37,200	62%
Green Rd Center	118,191	124,194	222,000	260,000	17%
Greyston Rec Ctr	43,236	68,191	115,000	126,500	10%
Halifax Center	17,152	12,918	18,000	30,000	67%
Hill St Neighborhood Ctr		882	10,000	7,501	(25%)
Durant Nature Preserve				39,600	
Jaycee Center	100,029	121,899	160,000	142,000	(11%)
Lake Johnson Nature Ctr & Cabi	28,644	22,161	46,500	35,000	(25%)
Lake Lynn Ctr	84,710	96,938	186,500	198,000	6%
Lake Wheeler Revolving	5,114	22,093	20,000	43,000	115%
Laurel Hills Ctr	84,767	87,558	202,000	207,999	3%
Lions Park	6,553	16,388	35,000	42,000	20%
Marsh Creek Center	47,863	73,093	95,000	146,500	54%
Method Center	43,664	53,175	114,000	114,500	0%
Millbrook Ctr	78,180	64,054	195,000	149,000	(24%)
Mordecai Park Revolving	62,753	67,633	112,000	142,000	27%
Nature Camp	9,787	23,305	44,000	31,000	(30%)
Parks & Rec-Revolving	1,321	306			
Optimist Ctr	44,467	61,363	76,000	59,999	(21%)
Park Donations			30,000		
Peach Rd Community Ctr	850	3,151	11,000	20,800	89%
Pullen Amusement	37,038	49,873	102,000	175,000	72%
Pullen Art Center	177,982	212,398	250,000	252,000	1%
Pullen Community Ctr	42,919	27,934	103,000	98,000	(5%)
Raleigh City Museum		3,322	58,000	45,000	(22%)
Ralph Campbell Ctr	3,102	6,795	9,000	8,500	(6%)
Roberts Park	22,842	25,166	51,000	38,500	(25%)
Sanderford Road Center	3,323	4,713	20,000	32,645	63%
Sertoma Arts Ctr	191,323	162,387	214,000	248,000	16%
Southgate Comm Center	241				
Specialized Recreation Service	103,963	61,100	320,000	402,000	26%
Tarboro Rd Ctr	14,264	25,962	60,000	56,001	(7%)
Top Greene Center	16,435	8,503	50,000	58,000	16%
Walnut Creek Wetland Ctr	900	3,198	20,000	52,000	160%
Walnut Terrace	44		8,570	8,086	(6%)
Wilkerson Nature Preserve Park		1,428	3,500	7,500	114%
Worthdale Center	12,300	16,770	45,000	45,000	0%
Project Phoenix		226			
Raleigh Youth Council	141	2,738	16,000	22,500	41%
Run For The Oaks	13,854	16,568	20,000		(100%)
Youth Programs		192,474		443,000	
St Monica Teens		28	18,500		(100%)
Teen Programs	13,487	80,052	341,000	420,000	23%
Tennis	446,966	372,675	410,000	410,000	0%
Third Party Events	523	2,347	5,741	13,000	126%
Tucker Mansion	23,820	19,337	31,000	28,000	(10%)
Visual/Hearing Impaired	13,038	5,867	59,000	67,400	14%
TOTAL	**$ 4,628,570**	**$ 6,042,764**	**$ 8,398,434**	**$ 9,292,916**	**11%**

CITY OF RALEIGH

ESTABLISHED 1792

NORTH CAROLINA

City of Raleigh
Public Utilities Facilities



Highway

Major Roads

Raleigh ETJ

Odor Facilities

Pump Stations

Administrative Offices

WTP Water Treatment Plant

WTP Wastewater Treatment Plant

1 inch = 3.9 miles

N
W E
S

Map Created by COR GIS
Updated March 2014

Public Utilities

The Public Utilities Department provides treatment and distribution of drinking water, collection and treatment of wastewater, distribution of reuse water, and watershed protection for Raleigh, Garner, Rolesville, Wake Forest, Knightdale, Wendell, and Zebulon. Raleigh also provides water and/or wastewater treatment to several nearby agencies including the towns of Apex, Fuquay-Varina, Holly Springs, Middlesex, Clayton and Johnston County. Public Utilities Department operations are conducted within the confines of a self-supporting enterprise fund, fully funded by revenues received from fees for services and fees associated with new development.

Public Utilities Department has reorganized nine divisions:

Administration Division provides supervisory, administrative, management, financial, and technical support to the department. It reviews development plans and issues permits for water and sewer infrastructure extensions, and it interacts with state regulatory agencies, contractors, developers, customers and other area utility providers on a wide range of issues.

Capital Improvements Division oversees the design and construction of water and sewer projects. Utility oversight includes system extensions, infrastructure repair and rehabilitation, asset management, new technology evaluation, implementation and capital improvement planning. By establishing standards, reviewing designs for compliance, procuring contractors and consultants and inspecting utility infrastructure installation, the Capital Improvements Division promotes reliable water and sewer systems and sound infrastructure planning.

Meters Division provides meter reading services for all utilities customers, to bill water services. The division also installs, maintains, tests, repairs and services the 184,000 water meters. Since merging, the field staff from Utility Billing with Meter Operations the division has also absorbed responsibility for water service disconnection to assist collecting unpaid water and sewer bills. Lastly, it is responsible for Hydrant Meter maintenance, repair and rental, which include billing for hydrant meter rental.

Resource Recovery Division operates and maintains the Neuse River Waste Water Treatment Plant (NRWWTP), which treats about 42 million gallons of wastewater per day (MGD). The division also operates and maintains the Smith Creek Waste Water Treatment Plant, which treats about 1.3 MGD per day from a portion of the Wake Forest service area; and the Little Creek WWTP, which treats approximately 600,000 GPD from the Zebulon service area. All three facilities are equipped with laboratories. The division also services 114 sewer pump stations and five odor control stations. It is responsible for reuse water operation and maintenance of the 1.29 MGD Wrenn Road Spray Irrigation WWTP, which is currently being refurbished as an industrial wastewater treatment facility to address the waste load from the D.E. Benton WWTP. This division carries out the industrial pretreatment program, and the residuals and biosolids management program serving the water and wastewater treatment facilitates. It is also responsible for the water reuse program, which includes reclaimed water generated from the Neuse River WWTP, and a reuse pipeline distribution system from both the Neuse River WWTP and the Little Creek WWTP. This division issues all utilization permits for users in the Raleigh and Zebulon service areas as well as approval of bulk distributors and applicators. The reuse water system in the Zebulon service area provides 200,000 MGD of reclaimed water to industrial customers. The reclaimed water system in the southeastern Raleigh service area provides approximately 400,000 MGD to customers.

Sewer Maintenance Division provides maintenance and repair services to more than 2,300 miles of sewer lines located throughout the wastewater collection infrastructure system. Division maintenance staff is responsible for sewer television inspection, smoke testing, sewer flushing/cleaning/dragging/grease removal, manhole inspection, reconstruction, replacements and remediation of sewer main blockages and emergency clean-up of sanitary sewer overflows. Sewer Maintenance also maintains over 930 miles of sanitary sewer easements through inspections, mowing, and cutting. The repair staff is responsible for installing sewer and water taps for customers, repair and reconstruction of sanitary sewer manholes and pipeline, as well as rebuilding and stabilization of easements from erosion and runoff. This division also operates the water and sewer maintenance system for the Town of Garner as a result of system mergers with surrounding towns.

Water Distribution Division provides maintenance and repair services for more than 2,300 miles of water mains. Staff repair and maintain about 22,000 fire hydrants, more than 61,400 valves, and perform emergency repair and replacement of customer water and sewer service taps.

Water Plant Division operates and maintains the city's E.M. Johnson Water Treatment Plant, near Falls Lake, as well as the D.E. Benton Water Treatment Plant in Garner, which can treat water up to 14 MGD. The average daily production between both water plants is about 51 MGD, while meeting state and federal drinking water quality standards. The plants are equipped with sophisticated laboratories used to perform extensive water quality analysis.

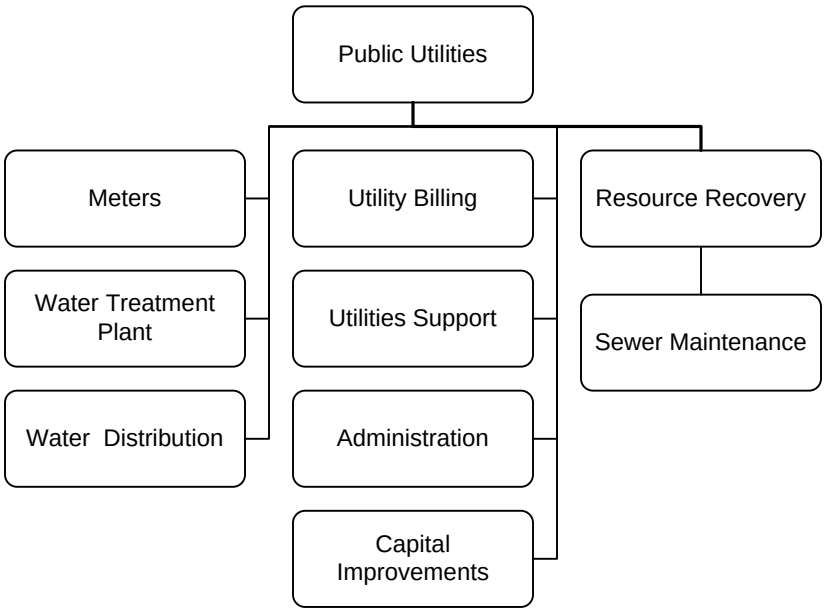
Utilities Support Division receives, issues, inventories and maintains all materials and supplies for utility department operations at four utility field operations facilities. Additionally, the Facilities Support Division requisitions all material and processes the receipts to accounting for the operational groups payments. The division also maintains and operates the department's two-way radio system, manages the buildings and grounds for all operation centers, and stores and dispenses fuel at the Lake Woodard Utility Field Operations Center.

Utility Billing Division oversees the billing and collection of water and waste water charges, solid waste, recycling and storm water fees. Services are billed monthly to more than 180,000 customers. This division is responsible for all facets of billing, billing customer service, accounting, technical/functional systems support, quality assurance and training.

Additional information regarding the Public Utilities Department may be obtained by contacting John Robert Carman, Public Utilities Director, at (919) 996-4540 or via email at Carman@raleighnc.gov.

Mission

To provide safe, sustainable water services for our customers while protecting public health and contributing to the economic, environmental and social vitality of our community.



Budget Detail

EMPLOYEES	ACTUALS 2011-12	ACTUALS 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
Public Utilities Admin	34	35	43	43	0
PU Capital Improvement Mgmt	24	25	27	27	0
PU Water Plant	87	88	89	87	(2)
Resource Recovery	84	84	112	108	(4)
PU Re-use Operations	28	28	0	0	0
PU Utility Billing	0	0	56	56	0
PU Sewer Maintenance	121	121	120	118	(2)
PU Water Distribution	105	111	103	103	0
PU Meters	88	80	79	77	(2)
PU Facilities Support	15	14	13	13	0
TOTAL	**586**	**586**	**642**	**632**	**(10)**
DIRECT EXPENDITURES BY DIVISION					
Non-Departmental	59,547	0	0	0	0.0%
Public Utilities Admin	6,144,004	6,392,640	7,337,480	7,808,651	6.4%
PU Capital Improvement Mgmt	1,862,843	2,147,555	2,363,458	2,607,556	10.3%
PU Water Plant	18,586,874	18,652,239	21,307,612	20,207,595	(5.2%)
Resource Recovery	15,221,192	15,496,105	22,034,700	21,751,533	(1.3%)
PU Re-use Operations	4,223,078	4,104,761	0	0	0.0%
PU Utilities Construction	120,261	0	0	0	0.0%
PU Utility Billing	0	0	5,567,454	5,655,036	1.6%
PU Sewer Maintenance	9,158,175	9,087,089	10,248,039	11,009,554	7.4%
PU Sewer Collection	377,959	(50,988)	0	0	0.0%
PU Water Distribution	7,138,013	8,073,300	9,247,180	9,710,127	5.0%
PU Meters	4,847,995	4,525,828	5,558,585	5,688,328	2.3%
PU Facilities Support	2,909,963	1,375,214	2,430,140	2,515,552	3.5%
Public Utilities-Spec Appropriations	84,934,901	106,597,251	112,997,423	120,702,703	6.8%
TOTAL	**$155,584,804**	**$176,400,993**	**$199,092,071**	**$207,656,634**	**4.3%**
DIRECT EXPENDITURES BY TYPE					
Personnel	24,273,178	24,446,428	30,214,668	31,570,014	4.5%
Employee Benefits	9,934,561	10,110,062	11,562,318	11,860,817	2.6%
Operating Expenditures	34,534,348	33,949,784	52,769,074	63,475,953	20.3%
Special Programs and Projects	3,434,127	3,549,909	3,495,814	3,416,280	(2.3%)
Capital Equipment	1,667,811	1,430,213	985,565	1,032,740	4.8%
Capital Project Expense	1,560,657	797,730	10,000	10,000	0.0%
Interfund Transfers	80,180,123	102,116,868	100,054,631	96,290,830	(3.8%)
TOTAL	**$155,584,804**	**$176,400,993**	**$199,092,071**	**$207,656,634**	**4.3%**

Highlighted Budget Changes (July 2014 – June 2015)

- Council has provided pre-budget approval for a 4.4% increase on sewer rates, along with an Infrastructure Replacement Charge to help fund replacement of aging infrastructure of the Water Distribution and Waste Water Systems. The Infrastructure Replacement Charge will be billed monthly based on individual meter size. These changes, as well as others, were designed to add a 7% across-the-board increase in revenue to improve the financial condition of the enterprise as articulated to credit rating agencies and as forecasted in the Public Utilities rate sufficiency model. A single family residential customer using 6 CCF's of water monthly will experience an increase of $4.27 per month.
- To sustain quality services and sound environmental stewardship, Public Utilities has implemented an asset management project to address its aging infrastructure. An additional

$650,000 is being transferred to debt service in FY15, coupled with $39.4 million in pay-go capital projects.

- Equipment Usage Charges increase to replace vehicles and equipment across the department. Increases in FY15 are catchup from deferred replacement in prior years, as well as a revamped effort to standardize, right size, and improve safety features across the fleet. An additional $214k is needed for the replacement of two flush trucks, a new boom truck and a new skid steer loader ($885k).
- New chemical bids were received in November 2013, which cut chemical costs. Additionally, the volume of chemicals has stabilized, in line with flat water consumption trends ($900k decrease).
- Public Utilities has suspended the Toilet Rebate Program. As part of the final report to the City Council from the Water Utility Transition Advisory Taskforce (WUTAT), it was recommended that all water conservation and efficiency programs should be evaluated though a cost-benefit analysis. City Council approved the suspension of this program based on the cost-benefit analysis on November 5, 2013 ($500k reduction).
- Expand the current Incentive for Certification program to include Water Distribution System Operator, Collection System Operator and Maintenance Technologist certification programs offered by the State of North Carolina and American Water Works Association /Water Environment Association, using current program parameters, which is funded through $240,000 budgeted in a salary reserve. The expanded program will include -- Water Distribution System Operator certification “Grade B” 5% salary adjustment, Water Distribution System Operator certification “Grade A” 7.5% salary adjustment, Collection System Operator certification “Grade III” 5% salary adjustment, collection system operator certification “Grade IV” 7.5% salary adjustment, Maintenance Technologist certification “Grade III” 5% salary adjustment, Maintenance Technologist certification “Grade IV” 7.5% salary adjustment. Cross functional certification in any approved program with a one-time bonus of $500 for each certification grade achieved.
- Raleigh recently received a permit, lifting the moratorium against land application on 377 acres surrounding the waste water treatment plant. By using city staff to apply Class B bio solids produced at the NRWWTP, the department can reduce a contract with the third party hauler ($340,600 decrease).
- The electric tariff rates in use by the City of Raleigh’s Public Utilities Department provide an incentive to shift load from expensive “Peak” periods to lower-priced “Off Peak” periods. By effectively managing the storage capacity in the onsite reservoir at the E.M Johnson Water Plant, pumping of water from the Raw Water Pump Station can be shifted to Off Peak periods helping the Utilities Department capture energy cost savings ($250,000 decrease in electric service).
- Public Utilities, through the implementation of its strategic plan, will be re-sizing the management team and reducing 10 authorized, vacant positions with the FY15 budget. Savings will be reallocated toward the goals outlined in the Strategic Plan, specifically the Employee and Leadership Development program with its unified training program and position reclassification ($470,000 net decrease).
- The following positions have been identified to be eliminated:
    - One Treatment Plant Operator (PG OTA)
    - Three Plant Maintenance Mechanics (PG 30)
    - One Plant Maintenance Supervisor (PG 35)
    - One Land Management Supervisor (PG 34)
    - Two Assistant Sewer Monitoring Technicians (PG 25)
    - Two Water Meter Mechanics (PG 26)

- The following positions are being reclassified with the FY15 budget:
    - Maintenance Worker II (PG 26) to an Industrial Maintenance Electrician (PG 32).
    - Senior Service Specialist (PG 26) to a Utilities Technician (PG 26).
    - Equipment Operator II (PG 26) to a Utilities Supervisor I (PG 29).
    - Equipment Operator I (PG 25) to a Utilities Technician (PG 26).
    - Service Specialist (PG 23) to an Equipment Operator I (PG 25).
    - Service Specialist (PG 23) to a Utilities Technician (PG 26).
    - Four Utilities Supervisor IIs (PG 31) to Utilities Supervisor IIIs (PG 32).
    - Lead Water Meter Mechanic (PG 27) to a Utilities Supervisor I (PG 29).
    - Senior Service Specialist (PG 26) to an Equipment Operator II (PG 26).
    - Water Meter Mechanic (PG 26) to a Utility Technician (PG 26).
    - Water Meter Mechanic (PG 26) to a Maintenance Analyst/Planner (PG 35).
    - Meter Reader (PG 25) to a Training & Development Manager (PG 37).
    - Service Specialist (PG 23) to an Assistant Training & Development Manager (PG 35).
    - Service Specialist (PG 23) to a Utilities Supervisor III (PG 32).
- The following positions were reclassified mid-FY14:
    - One Reuse Superintendent (PG 41), to an Assistant Utility Director (PG 45), to provide better oversight of the Utility Billing and Meters Divisions.
    - One Graphic Designer (PG 32) to a Communications Specialist (PG 34) to assist with providing internal and external communications services focused on stakeholders and employees.
    - One Water Meter Mechanic (PG 26) to Business Process Analyst (PG 34) to facilitate the Cityworks work order management system implementation.
    - One Sr. Computer System Systems Specialist (PG 32) to Business Process Analyst (PG 34) to facilitate the Cityworks work order management system implementation.
    - One Sr. Plant Maintenance Mechanic (PG 32) to Maintenance Analyst/Planner (PG 35) to facilitate the Cityworks work order management system implementation.
    - One Equipment Operator III (PG 27) to Maintenance Analyst/Planner (PG 35) to facilitate the Cityworks work order management system implementation.
    - One Sewer Monitoring Technician (PG 27) to Maintenance Analyst/Planner (PG 35) to facilitate the Cityworks work order management system implementation.
    - One Service Specialist (PG 23) to Maintenance Analyst/Planner (PG 35) to facilitate the Cityworks work order management system implementation.
    - Two Water Meter Mechanic (PG 26) to Equipment Operator II (PG 26). This position was transferred from the Meters Division to the Water Distribution Division to support the fire hydrant maintenance program and the utility locations.
    - One Water Meter Mechanic (PG 26) to Utility Technician (PG 26). This position was transferred from the Meters Division to the Water Distribution Division to support the fire hydrant maintenance program and the utility locations.

FY15 Anticipated Accomplishments that further City Council Mission

- Continued implementation of and adherence to the Strategic Plan (operational optimization, asset management, employee and leadership development and customer service focuses). Implementation of the Public Utilities re-organization as part of the department's Strategic Plan
- Expansion of third party management system certification (ISO, Partnership for Safe Water) and recertification of existing third party certifications (National Biosolids Partnership).
- Implementation of the CityWorks platform.
- Establish a Customer Care and Billing Center.

Performance Indicators

	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ESTIMATE 2013-14
WATER				
Total avg daily water flow, million gallons (all facilities)	52.0	53.5	52.0	51.5
Water quality complaints per 1,000 customers	0.23	0.15	0.10	0.12
Miles of water mains	2,500	2,508	2,515	2,525
Miles of re-use	16	18	25	26
# of connections	N/A	176,617	182,632	185,371
Connections Per Water Employee*	N/A	324	323	322
WASTEWATER				
Total Avg daily wastewater flow, MG (All Facilities)	45.7	44.1	45.6	45.4
Miles of sewer mains	2,600	2,612	2,620	2,650
Dry tons of biosolids beneficially used during year	11,592	13,488	13,471	14,500
Total Costs per MG treated	$1,130	$1,209	$1,282	$1,300
# of connections	N/A	165,043	169,788	172,335
Connections Per Sewer Employee*	N/A	233	236	265
DISTRIBUTION & COLLECTION				
Meter readings per reader per day	N/A	1,458	8,739	8,900
% Meter reading errors and adjustments	0.03%	1.50%	1.50%	1.00%
Miles of water/sewer main maintained per employee	21.41	22.73	22.53	23.12
UTILITY BILLING				
Regular Bills**	1,755,797	2,123,951	2,216,518	2,364,465
Final Bills	32,428	40,454	46,883	62,114

*Number of connections divided by number of employees; all employees were classified either Sewer or Water

**Implementation of monthly billing (from bi-monthly) November 1, 2010.

Long-Term Debt Program

The City of Raleigh continues to construct, upgrade and maintain its infrastructure to a highly satisfactory level. The use of federal grants in earlier years along with regular use of pay-as-you-go current resources and debt financing for capital improvements has allowed this high level of facility and public improvement work to be done. The incremental incurrence of debt by the City has supplemented other capital resources, providing sufficient funding to permit necessary improvements to the infrastructure. The payback of borrowed funds over multiple years allows the cost of the asset to be spread equally over the life of the item.

The City of Raleigh manages its debt program along with its 10 year Capital Improvement Program (CIP) on a long-term basis in order to have the opportunity to structure debt events well in advance of specific need. This process also allows for a proper funding plan for debt service requirements before maturities must be met. In so doing, specific revenue sources are identified and dedicated to the debt retirement program, including new property taxes as appropriate. The objective realized is the avoidance of spontaneous funding of debt service and consequently, a much smoother channeling of funds to debt and related annual taxation adjustments.

The general obligation debt of the City is composed of both general and utility debt obligations. The full faith and credit of the tax base of the city secures this debt. However, the debt service funding resources for the general debt are the general revenues of the City, including property taxes, while the utility debt is funded totally from water and sewer service revenues. Part of the general debt is for parking improvements and is funded mostly by parking fees of the off-street and on-street programs.

The City has also issued water and sewer revenue bonds. The net revenues of the combined utility enterprise system are the security for the revenue bonds.

The legal debt limit imposed by State Statute is eight percent of assessed value. The fiscal year 2014-15 tax base is projected at $52,353,905,992 which yields a legal debt capacity of $4,188,312,479.

As a matter of internal policy, the City has maintained a debt position far below its legal limit. The City's gross debt obligation is projected to be $1,521,701,315 on July 1, 2014 with approximately 46.15 percent of that maturing within 10 years. From this amount, $1,136,293 of water bonds is allowed as a deduction for calculating the statutory limit. Also, each year, the retirement of debt naturally creates more capacity (about $23,000,000 per year).

Also included in the gross debt obligation amount noted above are the City's outstanding principal obligations for various installment purchases, certificates of participation, State Bond Loan and State Revolving Loans.

Additional debt activity anticipated for 2014-15 may be the issuance of portions of the remaining authorizations from the 2011 and 2013 referendums, additional installment financing agreements related to the critical public safety and fire programs, and additional Combined Enterprise System Revenue Bonds.

The City has earned a AAA credit rating on its general obligation debt since 1973 and currently is rated Aaa by Moody's, AAA by Standard and Poor's, and AAA by Fitch, IBCA. The City's utility revenue debt is rated Aa1 by Moody's, AAA by Standard and Poor's and AAA by Fitch. There is good reason to believe that such ratings will continue into the foreseeable future.

Capital Debt Service Funds

This category is comprised of **General, Public Utilities, Solid Waste, Parking and Convention Center Funds** debt service payments (principal and interest payments on bond issues and installment-purchase payments) for large capital improvement projects financed on a long-term basis. While current revenues provide funding for some capital projects, a portion of the City's capital program is funded through the issuance of general obligation bonds, revenue bonds, certificates of participation or other installment financing. This type of long-term borrowing must be repaid annually with principal and interest payments.

The City of Raleigh has issued long-term debt for a variety of purposes in recent years. Since 2000, the following debt has been approved for issuance either through voter referendum or other authorization allowed by state statutes:

November 2000	$45,000,000 Street Improvements, $16,000,000 Parks, and $14,000,000 Housing General Obligation Bonds (voter approved)
November 2000	$10,445,000 Parking Facility Certificates of Participation (Council approved)
January 2001	$22,670,000 Water and Sewer Revenue Bonds (Council approved)
April 2001	$15,000,000 Equipment Acquisition Fund Certificates of Participation (Council approved)
May 2002	$9,700,000 Public Improvement General Obligation Bonds (two-thirds authorization)
December 2002	$2,900,000 Public Improvement General Obligation Bonds (two-thirds authorization)
April 2003	$16,000,000 Equipment Acquisition Fund Certificates of Participation (Council approved)
August 2003	$47,250,000 Parks & Recreation General Obligation Bonds (voter approved)
February 2004	$55,000,000 Downtown Improvement—Convention Center Phase 1 Certificates of Participation (Council approved)
April 2004	$108,980,000 Water and Sewer Revenue Bonds (Council approved)
August 2004	$23,530,000 Downtown Improvement—Fayetteville Street, Progress Energy Deck, & CTV Equipment Certificates of Participation (Council approved)
August 2004	$10,140,000 Downtown Improvement—One Exchange Plaza Certificates of Participation (Council approved)
January 2005	$28,515,000 Downtown Improvement—Hotel Underground Parking Deck Certificates of Participation (Council approved)
January 2005	$188,425,000 Downtown Improvement—Convention Center Phase 1 Certificates of Participation (Council approved)
August 2005	$10,600,000 Street Improvements General Obligation Bonds (two-thirds authorization)
October 2005	$34,850,000 Capital Improvements Project – Equipment Acquisition Fund; Barwell Road/Brier Creek Park Sites; Utilities Operation Center Certificates of Participation (Council approved)
October 2005	$60,000,000 Street Improvements and $20,000,000 Housing General Obligation Bonds (voter approved)
September 2006	$241,175,000 Water and Sewer Revenue Bonds (Council approved)
June 2007	$39,634,215 Equipment Installment Financing (Council approved)

September 2007	$28,930,000 Downtown Improvement COPS (Council approved)
October 2007	$88,600,000 Parks and Recreation Bonds (voted approved)
December 2007	$10,114,000 Land Installment Financing (Council approved)
June 2008	$150,000,000 Water and Sewer Revenue Bonds (Council approved)
June 2008	$30,000,000 ERP Installment Financing (Council approved)
August 2008	$14,015,000 Parking Deck COPs (Council approved)
November 2008	$33,500,000 One Year Note (Council approved)
February 2009	$11,130,000 Public Improvements General Obligation Bonds (two-thirds authorization)
November 2009	$47,630,000 Limited Obligation Bonds (Council approved)
August 2010	$46,425,000 Limited Obligation Bonds (Council approved)
January 2011	$108,340,000 Water and Sewer Revenue Bonds (Council approved)
May 2011	$11,694,432 Equipment Installment Financing (Council approved)
October 2011	$40,000,000 Transportation Bonds and $16,000,000 Housing General Obligation Bonds (voter approved)
April 2012	$7,500,000 Parks and Recreational Facilities Bonds (two-thirds authorization)
April 2012	$1,500,000 Land Acquisition Bonds (two-thirds authorization)
April 2013	$75,000,000 Water and Sewer Revenue Bonds (Council Approved)
May 2013	$34,526,906 Equipment Installment Financing (Council approved)
May 2013	Drawdown Program – not to exceed $25,300,000 over a three year period to be taken out by permanent financing (Council Approved)
September 2013	$66,480,000 Limited Obligation Bonds (Council Approved)
June 2014	$12,600,000 Parks and Recreational Facilities Bonds (two-thirds authorization)
June 2014	$ 2,700,000 Fire Station Bonds (two-thirds authorization)

After the long-term debt has been authorized, the actual issuance of the debt may take place in several future increments. Debt service requirements on the individual debt issues begin at the time of issuance. The debt service requirement on most long-term debt is generally paid with property tax revenues or other dedicated general revenues of the City. However, water and sewer debt is funded by user fees charged to water and sewer customers.

	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
GENERAL DEBT SERVICE FUND (190)	$ 52,700,404	$ 58,832,300	11.6%
UTILITY DEBT SERVICE FUND (315)	$ 55,236,585	$ 55,631,100	0.7%
SOLID WASTE DEBT SERVICE FUND (362)	$ 2,104,075	$ 2,066,000	(1.8%)
PARKING DEBT SERVICE FUND (444)	$ 7,875,000	$ 7,725,000	(1.9%)
CONVENTION CENTER SRV (644)	$ 11,198,970	$ 18,483,000	65.0%
TOTAL CAPITAL DEBT SERVICE	**$ 129,115,034**	**$ 142,737,400**	**10.6%**

	Principal	Interest	Total
FY2014-15 CONVENTION CENTER FUND DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 67,388,600	$ 70,496,800	$ 137,885,400

General Debt Service Fund

The General Debt Service Fund provides for the payment of principal, interest, and other expenses related to existing debt, other than water and wastewater debt and other enterprise activities. State statutes require full funding for debt service obligations in the budget. The majority of general governmental debt has been issued as fixed rate debt.

Budget Detail

	ACTUAL 2011-12	ACTUAL 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DEBT SERVICE BY PURPOSE					
G.O. Public Improvement	17,348,125	23,303,230	25,637,895	26,911,500	5.0%
G.O. Refunding	7,851,846	11,373,564	10,563,536	10,137,000	(4.0%)
Installment Financing Agreements	14,041,790	11,477,547	14,999,007	20,320,100	35.5%
Other Installment Obligations	58,239	58,211	114,966	78,700	(31.5%)
Other Expenses	651,833	436,263	1,385,000	1,385,000	0.0%
Biannual Budget Reserve	-	-	-	-	-
TOTAL	**$ 39,951,833**	**$ 46,648,815**	**$ 52,700,404**	**$ 58,832,300**	**11.6%**

	Principal	Interest	Total
FY2014-15 GENERAL FUND DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 32,158,800	$ 25,288,500	$ 57,447,300

Utility Debt Service Fund

The Utilities Debt Service Fund provides for the payment of principal, interest, and other expenses related to debt associated with the water and wastewater systems. Revenues for this fund are generated from the provision of water and sewer services.

Budget Detail

	ACTUAL 2011-12	ACTUAL 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DEBT SERVICE BY PURPOSE					
G.O. Refunding	1,407,510	1,327,818	1,178,560	1,133,000	(3.9%)
Rev Bond Water & Sewer Improvement	31,218,795	29,858,657	35,616,940	28,850,400	(19.0%)
Revenue Bond Refunding	10,688,098	12,102,023	12,246,198	20,135,600	64.4%
Installment Finance Agreements	7,998,837	3,862,070	5,127,887	4,608,100	(10.1%)
Other Expenses	1,230,037	1,413,343	1,067,000	904,000	(15.3%)
TOTAL	**$ 52,543,277**	**$ 48,563,911**	**$ 55,236,585**	**$ 55,631,100**	**0.7%**

	Principal	Interest	Total
FY2014-15 PUBLIC UTILITY FUND DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 22,668,800	$ 32,058,300	$ 54,727,100

Solid Waste Debt Service Fund

The Solid Waste Service Fund provides for the payment of principal, interest, and other expenses related to debt associated with the Solid Waste Services function. Revenues for this fund are generated from the Solid Waste Services Operating Fund.

Budget Detail

	ACTUAL 2011-12	ACTUAL 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DEBT SERVICE BY PURPOSE					
Certificates of Participation	-	587,533	626,212	626,000	(0.0%)
Other Installment Finance Agreements	-	1,515,346	1,477,863	1,440,000	(2.6%)
TOTAL	**$ -**	**$ 2,102,879**	**$ 2,104,075**	**$ 2,066,000**	**(1.8%)**

	Principal	Interest	Total
FY2014-15 SWS DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 1,289,000	$ 777,000	$ 2,066,000

Parking Debt Service Fund

The Parking Debt Service Fund provides for the payment of principal, interest, and other expenses related to existing debt associated with parking decks and other parking projects.

Budget Detail

	ACTUAL 2011-12	ACTUAL 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DEBT SERVICE BY PURPOSE					
G.O. Refunding	753,100	589,629	565,049	542,000	(4.1%)
Installment Financing Agreements	5,481,354	5,544,107	6,517,883	6,284,000	(3.6%)
Other Expenses	329,234	401,919	792,068	899,000	13.5%
TOTAL	**$ 6,563,688**	**$ 6,535,655**	**$ 7,875,000**	**$ 7,725,000**	**(1.9%)**

	Principal	Interest	Total
FY2014-15 PARKING FUND DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 3,912,000	$ 2,914,000	$ 6,826,000

Convention Center Debt Service Fund

The Convention Center Debt Service Fund provides for the payment of principal, interest, and other expenses related to the issuance of approximately $200 million in Certificates of Participation for the construction of the convention center facility in downtown Raleigh. $188.425 million of the Certificates of Participation were issued in conjunction with a forward starting fixed rate swap. $55 million of Certificates of Participation were issued as weekly reset variable rate debt.

Budget Detail

	ACTUAL 2011-12	ACTUAL 2012-13	ADOPTED 2013-14	PROPOSED 2014-15	CHANGE FY14 To FY15
DEBT SERVICE BY PURPOSE					
Certificates of Participation	$ 8,272,536	$ 8,278,738	$ 9,527,071	$ 16,819,000	76.5%
Other Expenses	3,927,886	1,436,646	1,671,899	1,664,000	(0.5%)
TOTAL	**$ 12,200,422**	**$ 9,715,384**	**$ 11,198,970**	**$ 18,483,000**	**65.0%**

	Principal	Interest	Total
FY2014-15 CONVENTION CENTER FUND DEBT SERVICE REQUIREMENTS (ISSUED DEBT)	$ 7,360,000	$ 9,459,000	$ 16,819,000

Glossary

Account: The detailed record of a particular asset, liability, owners' equity, revenue or expense.

Accrual Basis of Accounting (or Full Accrual): Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and recognizes expenses in the period incurred.

Ad Valorem Tax (or Property Tax): Levied on real and personal property according to the property's valuation and tax rate.

Appropriation: A legal authorization by City Council to incur obligations and make expenditures for specific purposes.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes. (Note: Wake County establishes property values.)

Authorized Bond: Bonds that have been legally approved but may or may not have been sold.

Balanced Budget: Expenditures equal revenues. N.C. state statute requires the adoption of a balanced budget.

Base Budget: Those resources necessary to meet an established and existing service level.

Bond Agency Fees: Fees charged by bond agencies for services related to debt issuance.

Bond Covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond Rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest). The City of Raleigh maintains the highest investment ratings available from each of the rating agencies: Standard and Poor's, Moody's, and Fitch.

Bond: A written promise to repay a specific amount of money with interest within a specific time period, usually long-term.

Budget Amendment: A legal procedure used by the City staff and the City Council to revise a budget appropriation or recognize new revenues and expenditures to amend the operating budget. Results in an overall budget increase or decrease.

Budget Message: A written overview of the proposed or adopted budget from the City Manager to the Mayor and City Council that discusses the major budget items and changes and the City's present and future financial condition.

Budget Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Capital Expenditure (or outlay): Expenditures that create future benefits, incurred when a business spends money to buy fixed assets or to add to the value of existing fixed assets with a useful life that extends beyond one year.

Capital Improvement Program (CIP): A multi-year plan for the construction or acquisition of major capital items.

Certificates of Participation (COPs): A security created as a part of a lease-purchase agreement. The lender, the holder of the certificate, owns a right to participate in periodic lease payments (interest and return of principal) as they are paid.

City Council: The governing board elected by districts and at large.

City Manager: An individual appointed by the Mayor and City Council to serve as the chief administrative officer of the City.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Allocations: A process that shares the costs of a central service provider with the internal departments that consume the service.

Debt Service Funds: Funds used for the accumulation and disbursement of financial resources that will be used to make principal and interest payments on general long-term debt.

Depreciation: The process of estimating and annually recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Designated Fund Balance: Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes and are unavailable for appropriation.

Effectiveness Measures: A performance measure describing the results achieved and the quality of the service (ex. timeliness, customer satisfaction). They indicate whether the program is achieving its mission.

Efficiency Measure: A performance measure identifying inputs used per unit of output, or unit costs (ex. cost per ton of yard waste/leaves collected).

Employee Benefits: Benefits beyond salary compensation including healthcare, retirement, disability, life insurance, etc.

Encumbrance: A financial commitment or earmark for services, contracts, or goods that have not as yet been delivered. An encumbrance typically occurs when a purchase order or contract is approved and budget is obligated for the future payment.

Enterprise Fund: A fund that accounts for governmental activities supported wholly or partially with user fees or charges and is operated using business principles. Examples include the Stormwater, Public Utilities and Solid Waste Services funds.

Fiscal Year: A declared accounting 12-month time period, not necessarily a calendar year. The fiscal year for the City of Raleigh is July 1 – June 30.

Fixed Asset: An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing $5,000 or more with an expected life of more than one year. Examples are land, buildings, furniture, and other equipment.

Fund Balance: Amounts shown as fund balance represent a running total of monies over the years that remain unspent after all expenditures have been made. N.C. General Statutes require general fund balance reserves of at least 8% of expenditures at the end of the fiscal year; City Council requires a minimum of 14% General Fund unassigned fund balance reserve.

General Fund: The main operating fund accounting for governmental functions supported by general taxes and revenues, and financial resources that legal requirements do not require to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees and service fees.

General Obligation Bonds (GO Bonds): Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Indirect Cost: The component of the total cost for a service provided by and budgeted within another department or division.

Internal Service Fund: A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government such as Vehicle Fleet Services.

Liability: A loan, expense, or other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

Modified Accrual Basis of Accounting: Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available. Expenditures are recognized in the period the fund liability is incurred, except for unmatured interest on (and principal of) general long-term debt, which should be recognized when due.

Net Assets: The difference between total assets and current liabilities including non-capitalized long-term liabilities.

Operating Expenditures: Portion of the budget pertaining to the daily operations.

Ordinance: A legal document adopted by a governing body setting policy and procedures, adopted by the City Council.

Pay-As-You-Go: Financial policy that finances capital outlays from current revenues rather than borrowing.

Per Capita: Per unit of population; per person; equally to each individual.

Performance Measurement: The regular collection of quantifiable information regarding the results of city services.

Powell Bill Funds: Funding from state-shared gasoline taxes restricted for use on maintenance of local streets and roads.

Proprietary Funds: Funds used to separate, control, and track financial resources of business-type activities carried out by a government. The two proprietary fund types include enterprise funds and internal service funds.

Reappraisal (or Revaluation): The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue bonds: Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues or earnings from a self-supporting enterprise. Such revenue sources include special assessments and water/sewer fees.

Tax Levy: Revenue produced by applying the tax rate to a property's assessed, or tax, value.

Unassigned Fund Balance: The amount of fund balance available for future appropriations.

User Fee/Charge: Payment for direct receipt of a service by the party who benefits from the service.

Workload Measure: A performance measure identifying how much or how many products or services were produced (ex. number of yard waste/leaf collection points served).