

GENERAL GOVERNMENT

Finance and Management Services

Economic Development

City Attorney's Office

Information Technology Services

Human Resources

Nondepartmental

FINANCE AND MANAGEMENT SERVICES*

Lauren Bradley, Director

MISSION: The City of Asheville's Departments of Finance and Management Services, and the City Manager's Office, are in the business of ensuring the highest quality of life in the community we serve so that Asheville remains one of the best places to live in the country. We accomplish this by providing fundamental business services, critical resources and support to City departments so they can provide the best possible services to the public. The department consults with operational departments to provide: budgeting and long-range financial planning for operational and capital needs; high quality building operations; community relations, marketing and communications services; administration of the City Manager's office; management of the City's purchasing and contracting systems; implementation of comprehensive risk management and insurance programs, and; a framework for sustainable government operations with a focus on resources conservation and climate protection.

DEPARTMENT SUMMARY

	2008-09	2009-10	2010-11	2011-12
	Actual	Actual	Budget	Adopted
Expenditures:				
Salaries & Wages	2,607,964	2,867,475	2,699,136	2,750,197
Fringe Benefits	815,104	957,912	1,023,536	1,130,982
Operating Costs	594,849	713,001	807,807	653,664
Capital Outlay	0	0	0	0
Cost Transfers	<u>-96,431</u>	<u>-68,027</u>	<u>-135,000</u>	<u>-100,000</u>
Total	3,921,486	4,470,361	4,395,479	4,434,843
FTE Positions	45.00	52.00	51.00	49.00

BUDGET HIGHLIGHTS

- In order to help balance the FY 2011-12 budget, the Finance and Management Services Department's and City Manager divisions' operating budgets were reduced by approximately \$157,000.
- In order to provide more effective cleaning services for city facilities, one custodian position was added to the city hall operation budget at the beginning of FY 2010-11. This position was funded by reducing the amount of the custodial contract with the City's outside vendor.
- As a result of recent changes in workload arising from technology enhancements, two vacant Account Clerk positions in the Finance and Management Services Department are eliminated from the FY 2011-12 budget. This personnel reduction created a savings of approximately \$93,000.
- \$17,000 in funding that was included in the FY 2009-10 and FY 2010-11 budgets for temporary staffing during MUNIS implementation is removed in FY 2011-12.
- Salaries have increased partly due to a change in staffing in the Community Relations Division. These changes are expected to offer a greater level of community coordination and public outreach with public safety departments while continuing the city's efforts with online communications.

* Includes the City Manager's Office, City Clerk, and Community Relations divisions.

FINANCE AND MANAGEMENT SERVICES

DIVISION SUMMARY	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
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<u>Administration</u>			103,820	123,902
FTE Positions			1.00	1.00

<u>Governing Body</u>	171,738	168,743	184,604	175,469
FTE Positions	0.00	0.00	0.00	0.00

The Governing Body Division provides funding for the salaries and operating expenses of the Mayor and the City Council.

<u>City Clerk</u>	130,676	107,775	111,315	113,151
FTE Positions	1.00	1.00	1.00	1.00

The City Clerk gives notice of Council meetings, maintains a journal of proceedings of City Council, is the custodian of all official City records, and performs other duties that may be required by law or City Council.

<u>City Manager</u>	571,498	651,962	551,452	571,286
FTE Positions	5.00	4.00	4.00	4.00

The City Manager Division is responsible for managing and coordinating the operations of all City departments and for ensuring that City Council goals and objectives are incorporated into departmental goals and objectives.

<u>Community Relations</u>	489,626	530,797	289,451	341,056
FTE Positions	7.00	7.00	4.00	4.00

The Community Relations Division facilitates the creation and continuance of programs that focus on making information about City services and programs more accessible to communities, neighborhoods and individuals in Asheville.

<u>Purchasing</u>	392,623	377,709	360,409	347,467
FTE Positions	5.00	4.00	4.00	4.00

The Purchasing Division's functions include the procurement of all City commodities and the sale of City-owned surplus property by sealed bids and/or public auction. The operation of the City's Central Stores Facility is also a function of this division, but Central Stores expenses are accounted for in a separate division.

FINANCE AND MANAGEMENT SERVICES

DIVISION SUMMARY	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
<u>Central Stores</u>	138,786	145,381	162,216	155,440
FTE Positions	2.00	2.00	2.00	2.00

The Central Stores Division maintains inventory in support of all departments and divisions of the City. Inventory consists of three major classes: water maintenance materials, stormwater/drainage materials and general operating supplies (consisting of office, safety and janitorial products).

<u>Risk Management Admin</u>	244,862	250,723	241,402	241,738
FTE Positions	3.00	3.00	3.00	3.00

The Risk Management Administration Division analyzes the relative loss exposure for all City operations and activities and provides recommendations to City staff and City departments. Risk Management also places appropriate protective coverage for the City either through adequate insurance at the best possible premium or by selecting and implementing alternative risk financing, risk transfer, loss prevention and loss control techniques.

<u>Budget & Research</u>	223,015	193,794	188,839	189,426
FTE Positions	3.00	3.00	2.00	2.00

The function of the Budget & Research Division is to plan, prepare and monitor the City's operating and capital budgets, review the efficiency of City activities, and provide assistance to the City Manager and other departments in performance management, planning and evaluation.

<u>City Hall Operations</u>	275,236	400,588	462,996
FTE Positions	6.00	8.00	8.00

The City Hall Operations staff strives to provide the highest quality of service to all employees and visitors to the City Hall building.

<u>Sustainability</u>	5,597	77,585	80,138
FTE Positions	1.00	1.00	1.00

The Sustainability Division coordinates the City's efforts to achieve the goal of reducing its carbon footprint by 4% each year for the next five years.

<u>Finance Administration</u>	348,833	338,342	352,624	359,996
FTE Positions	3.00	3.00	3.00	3.00

The Finance Administration Division provides leadership for the variety of responsibilities assigned to the department. This division also: monitors the City's Capital Improvement Program; directs and manages the Asheville Public Financing Corporation and the Asheville Claims Corporation; and structures, implements and monitors special financial arrangements such as the City's self-insurance program and pension obligation financing. This division is also responsible for the City's internal audit functions.

FINANCE AND MANAGEMENT SERVICES

DIVISION SUMMARY	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
<u>Accounting</u>	1,239,824	1,424,302	1,371,174	1,272,778
FTE Positions	16.00	18.00	18.00	16.00

The Accounting Division maintains City financial records in accordance with the North Carolina General Statutes and generally accepted principles of governmental accounting. This division's activities include: financial record keeping, all payroll related functions, accounts payable & accounts receivable activities, treasury management, and fiscal grant management.

DEPARTMENTAL GOALS

- Provide leadership strategies and implement policies and initiatives that support Asheville City Council's Strategic Plan and associated goals, objectives and action items.
- Continue to make Asheville a desirable place to live, work and play by pursuing policies that enhance the quality of life for all City residents.
- Record all official action of the City Council, safeguard all official records, and provide accurate information to citizens in an efficient and professional manner.
- Reduce the number of circumstances that lead to citizen complaints, respond effectively to complaints that do occur, and facilitate citizen requests for service.
- Foster an engaged and informed community by effectively communicating the City's goals, services, programs and initiatives.
- Utilize a broad range of communication tools including the City's website, the Asheville Channel, and in-house print services to foster a community that is well-informed and involved in decisions.
- Provide high quality financial management services to facilitate sound business decisions.
- Provide great customer service with a high level of professionalism and responsiveness.
- Continuously improve the efficiency of its key business processes through automation and other re-engineering initiatives.
- Establish the department as a learning and growth organization by promoting growth opportunities for all employees.

FINANCE AND MANAGEMENT SERVICES

KEY PERFORMANCE OBJECTIVES & MEASURES

The Finance and Management Services Department is a new department for FY 2011-12 that combines the old Finance Department with certain divisions from Administrative Services. The new department has developed a business plan for FY 2011-12 that includes a number of goals, objectives, and performance measures that tie back to City Council's Strategic Plan. A sampling of those performance measures is listed below. The department will report quarterly on its progress toward achieving its goals.

- Maintain 15% or better General Fund fund balance
- Achieve a market rate of return on investment portfolio
- Maintain Standard & Poor's credit rating of AA+ or better
- Achieve annual carbon footprint reduction of 4% or better
- Average number of calendar days to post contracts above \$30,000
- Maintain inventory accuracy of 95%
- Average number of calendar days for A/P to review, approve, and pay invoices
- Customer satisfaction with services for mail, print, City Hall snack shop and building appearance
- Rate of lost time injuries per 100 employees

ECONOMIC DEVELOPMENT

Sam Powers, Director

MISSION: The focus of the City of Asheville, Office of Economic Development, is to promote the City's economic development policies through linked and collaborative initiatives that leverage resources to create a vibrant and robust Asheville economy.

DEPARTMENT SUMMARY

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
Expenditures:				
Salaries & Wages	281,535	243,891	235,425	234,750
Fringe Benefits	87,088	75,330	83,025	89,220
Operating Costs	294,327	84,237	146,055	118,476
Capital Outlay	0	0	0	0
Total	662,950	403,458	464,505	442,446
FTE Positions	5.00	4.50	4.50	4.50

BUDGET HIGHLIGHTS

- In order to help balance the FY 2011-12 budget, the Economic Development operating budget was reduced by approximately \$28,000.
- Otherwise, the budget represents a continuation of existing programs and services.

DEPARTMENTAL GOALS

- Promote Asheville's economic development policies through collaborative initiatives that create a diverse, vibrant and robust economy.

CITY ATTORNEY'S OFFICE

Bob Oast, City Attorney

MISSION: The City Attorney's Office advises and represents the City of Asheville in all settings where legal advice and representation are needed or requested.

DEPARTMENT SUMMARY

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
Expenditures:				
Salaries & Wages	429,811	449,549	406,222	428,508
Fringe Benefits	118,568	118,631	131,755	141,908
Operating Costs	70,429	114,727	69,436	69,436
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	618,808	682,907	607,413	639,852
FTE Positions	6.00	5.50	6.00	6.00

BUDGET HIGHLIGHTS

- In FY 2010-11, a part-time Administrative Assistant position was changed to full-time to provide additional support in the City Manager and City Attorney Offices.

DEPARTMENTAL GOALS

- Handle all lawsuits (motions, etc.) in a timely fashion.
- Process ordinances, resolutions and routine contracts (within Manager's signing authority) in a timely manner.
- Risk/loss minimization.
- Compliance as to regulatory and intergovernmental matters.
- Pursue legislative agenda.

KEY PERFORMANCE OBJECTIVES & MEASURES

	<u>2009/10 Actual</u>	<u>2010/11 Estimated</u>	<u>2011/12 Target</u>
• Respond to pleadings and motions by court or legally mandated deadlines.	N/A	100%	100%
• Complete reviews and edits within 10 days (30 days for conditional zoning permits.)	N/A	90%	90%
• Complete review and response on routine contracts & agreements within 2 weeks of receipt.	N/A	N/A	80%

INFORMATION TECHNOLOGY SERVICES

Jonathan Feldman, Director

MISSION: Information Technology Services strives to provide a high level of customer service by providing quality technical deliverables with a high level of professionalism and responsiveness. We adhere to principles of technical and fiscal stewardship with an end goal of a high quality of life for employees and citizens.

DEPARTMENT SUMMARY

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
Expenditures:				
Salaries & Wages	1,129,133	1,270,270	1,123,668	1,095,965
Fringe Benefits	303,761	355,171	406,353	432,735
Operating Costs	1,128,849	1,232,316	1,308,946	1,140,712
Capital Outlay	49,423	44,633	28,000	25,000
Cost Transfers	<u>-293,910</u>	<u>-351,936</u>	<u>-425,235</u>	<u>-425,000</u>
Total	2,317,256	2,550,454	2,441,732	2,269,412
FTE Positions	17.00	19.50	19.00	19.00

BUDGET HIGHLIGHTS

- With the departure of an ITS Manager in FY 2010-11, a staffing reorganization was undertaken that resulted in personnel savings of \$24,000.
- Because City staff has successfully met project deadlines to convert more software modules from H.T.E. to MUNIS, the annual maintenance contract with H.T.E. continues to decline. In FY 2011-12, the amount budgeted for H.T.E. maintenance is reduced by \$81,000.
- The ITS Department also achieved another \$80,000 in contracted services savings by re-engineering radio and telephone service.
- In addition, ITS identified another \$18,000 in operating savings from various line items to help balance the FY 2011-12 budget.

INFORMATION TECHNOLOGY SERVICES

DIVISION SUMMARY	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
<u>Information Services</u>	92,163	0	0	0
FTE Positions	0.00	0.00	0.00	0.00

Beginning in FY2008-09, the Information Services Department is accounted for in the following divisions:

<u>Administration</u>	181,641	316,475	348,532	327,730
FTE Positions	2.00	3.50	3.00	3.00

The Administration Division ensures that customer friendly, useful, and labor-saving technology services are deployed by each area of the department. To this end, we responsibly plan and manage personnel, budget, capital projects, and outsourcing activities; act as liaison to and provide performance metrics to external departments, City Council, vendors, and citizens; and provide administrative support to all divisions of the department.

<u>GIS & Application Services</u>	405,213	546,832	523,922	526,325
FTE Positions	4.00	5.00	6.00	6.00

The GIS & Application Services Division provides flexible, automated, and standards-based application services and software to the City's business units. By focusing and tailoring our products, we aim to provide increased business intelligence, leading to a more efficient and effective City. We will accomplish this goal by working with customers to best prioritize and use resources and by organizing information by geography to best serve our customers' location-based activities.

<u>IT Support Services</u>	555,200	567,823	614,416	539,501
FTE Positions	5.00	6.00	5.00	5.00

The IT Support Services Division ensures all customer information technology needs are met in a timely, efficient, and courteous way. To meet these needs, provide a centralized Help Desk service, documentation and knowledge management, and other task and project management tools and services.

<u>Technical Services</u>	1,083,040	1,119,324	954,862	875,856
FTE Positions	6.00	5.00	5.00	5.00

The Technical Services Division continuously improves network infrastructure in order to enhance the quality and reliability of both data and communication systems.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENTAL GOALS

- Ensure that technology services are focused on business requirements of the City staff and citizens; display innovative leadership automating City processes to save labor, improve efficiency, and reduce expenses.
- Pursue organizational development strategy, including staff industry certifications and industry accreditation.
- Significantly improve security and reliability by modernizing data center & data handling practices.
- Utilize test environment and automated deployment system to ensure quality & timely IT products are received by users and citizens.
- Monitor and act on metrics regarding work load, capacity, and network health to enable proactive management of resources.

KEY PERFORMANCE OBJECTIVES & MEASURES

	<u>2009/10</u> <u>Actual</u>	<u>2010/11</u> <u>Estimated</u>	<u>2011/12</u> <u>Target</u>
• <i>Percentage of good and excellent Customer Service Survey results</i>	96.75%	93.33%	90%
• <i>IT Services budget, as a percentage of all City operating funds</i>	1.80%	1.79%	1.74%
• <i>Network & system uptime</i>	99.86%	99.80%	99.9%
• <i>Percentage of correlation between GIS and enterprise software</i>	94.19%	97.405	95%
• <i>Percentage of normal priority calls resolved within 24 hours</i>	65.51%	52.07%	60%

HUMAN RESOURCES

Kelley Dickens, Director

MISSION: It is the mission of the City of Asheville Human Resources Department to provide excellent service in alignment with The Asheville Way organizational core values. The department will strive to provide for the personal and professional development of employees by encouraging opportunities for continuous improvement in an ethical, diverse, safe, healthy, and fair work environment.

DEPARTMENT SUMMARY

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
Expenditures:				
Salaries & Wages	882,155	924,692	862,506	661,065
Fringe Benefits	237,423	297,896	369,447	292,329
Operating Costs	370,078	299,365	362,362	250,542
Capital Outlay	0	0	0	0
Cost Transfers	<u>-33,356</u>	<u>-34,756</u>	<u>-37,407</u>	<u>0</u>
Total	1,456,300	1,487,197	1,556,908	1,203,936
FTE Positions	15.76	15.63	13.63	13.63

BUDGET HIGHLIGHTS

- Beginning FY 2011-12, the health services division will be accounted for in the Insurance Fund. This accounting change results in a \$230,000 reduction in the General Fund Human Resources Department's budget.
- The Assistant Director position and a Compensation Analyst position were eliminated in FY 2010-11, which produced total savings of approximately \$170,000.
- The Human Resources Department's FY 2011-12 operating budget is lowered by \$40,000, which includes reductions in contracted services and tuition reimbursement, as well as various other line item adjustments.

HUMAN RESOURCES

DIVISION SUMMARY	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
<u>Administration</u>	993,205	1,105,245	1,163,653	1,040,575
FTE Positions	10.50	12.50	10.50	10.50

The Administration Division provides leadership for the variety of responsibilities assigned to the Human Resources Department.

<u>CAYLA</u>	152,508	140,792	163,124	163,361
FTE Positions	2.00	1.00	1.00	1.00

The City of Asheville Youth Leadership Academy (CAYLA) is committed to providing its students with a) a meaningful summer work experience, b) leadership development through seminars and community service, and c) college preparatory activities, including yearlong academic support. CAYLA recruits, trains and places local high school students at meaningful summer jobs with the City and with participating agencies, in addition to providing weekly day-long workshops on financial literacy, leadership, career exploration and 21st Century job skills.

<u>Health Services</u>	310,180	241,160	230,131	
FTE Positions	2.26	2.13	2.13	2.13

The Health Services Division is responsible for providing programs on employee health and wellness, including certain OSHA compliance programs, initial management of work injuries, and Federal DOT and City drug & alcohol testing. Health Services also strives to improve the quality of life for City employees by serving as an accessible medical resource for all employees. The Health Services Division budget is moved to the Health Insurance Fund beginning in FY 2011-12.

DEPARTMENTAL GOALS

- To provide diversity strategies that will enable the organization to mirror our community.
- To provide enhanced compensation and benefit packages that will attract and retain highly qualified candidates and employees.
- To provide a workplace environment that seeks to recognize, promote and advocate for the health, safety and wellness of each and every employee.
- To invest in the City's workforce through proactive employee relations practices and ongoing development opportunities based on *The Asheville Way* and provided at all levels of the organization.

HUMAN RESOURCES

KEY PERFORMANCE OBJECTIVES & MEASURES

- Identify departmental metrics to be utilized in performance measurement and annual reporting for the department.
- Identify measurements related to fiscal savings from the wellness program, the health clinic, and benefit plan changes.
- Review compensation and performance management systems for the City and propose changes.

NONDEPARTMENTAL GENERAL GOVERNMENT

BUDGET SUMMARY

Expenditures:	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Adopted
Buncombe County Tax Collections	675,765	671,725	700,000	710,000
Board of Elections	0	213,948	0	223,000
Unemployment	64,540	120,073	110,000	134,330
Group Disability	51,140	60,165	70,330	0
URTV	68,021	0	0	0
Education Channel	7,976	0	0	0
Employee Transit Passes	9,975	4,533	7,542	7,542
City Stormwater Costs	125,070	140,067	139,001	145,001
Other	<u>102,704</u>	<u>122,752</u>	<u>131,389</u>	<u>140,889</u>
Total	1,105,191	1,333,263	1,158,262	1,360,762

BUDGET HIGHLIGHTS

- The payment to the Buncombe County Board of Elections for City Council elections occurs every other year. With City Council elections scheduled for the fall of 2011, the FY 2011-12 budget includes \$223,000 in funding for this cost.
- The City's payment to the State of North Carolina for unemployment shows a budget increase of \$24,000.
- Otherwise, the budget reflects a continuation of existing programs and services.