

# FINANCE AND MANAGEMENT SERVICES

Barbara Whitehorn, Finance Director

**MISSION:** The City of Asheville's Department of Finance and Management Services provides a foundation of support that enables sound decision-making and execution of City initiatives through responsible stewardship of public assets.

## DEPARTMENT SUMMARY

	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Budget	Proposed
<b>Expenditures:</b>				
Salaries & Wages	1,795,325	1,519,394	1,830,138	<b>1,764,904</b>
Fringe Benefits	680,310	541,422	716,809	<b>700,107</b>
Operating Costs	215,375	593,796	460,443	<b>470,306</b>
Capital Outlay	0	0	19,069	<b>0</b>
Cost Transfers	<u>-54,174</u>	<u>0</u>	<u>-69,000</u>	<b><u>-69,000</u></b>
				<b>0</b>
Total	2,636,836	2,654,612	2,957,459	<b>2,866,317</b>
FTE Positions	33.75	32.75	32.75	<b>33.00</b>

## BUDGET HIGHLIGHTS

- The FTE count in the Finance & Management Services Department shows a slight increase due to the conversion of a part-time position to full-time during FY 2014-15, and the addition of an accounting specialist position for the purchase program. A vacant payroll position is being transferred to the Public Works Department and converted into a mowing position.
- The summaries on the next two pages reflect changes in the divisional structure for FY 2015-16.
- Otherwise, the Finance & Management Services Department budget represents a continuation of existing programs and services.

# FINANCE AND MANAGEMENT SERVICES

DIVISION SUMMARY	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b><u>Finance Administration</u></b>	141,688	765,503	616,171	<b>563,848</b>
FTE Positions	3.00	4.00	4.00	<b>4.00</b>

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 structures, implements and monitors special financial arrangements such as the City's self-insurance program and pension obligation financing.

<b><u>Purchasing</u></b>	282,588	248,606	334,570	<b>318,565</b>
FTE Positions	4.00	4.00	4.00	<b>4.00</b>

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.

<b><u>Central Stores</u></b>	140,674	140,073	164,840	<b>154,625</b>
FTE Positions	2.00	2.00	2.00	<b>2.00</b>

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).

<b><u>Risk Management Admin</u></b>	144,237	180,795	323,525	<b>319,520</b>
FTE Positions	3.00	3.00	4.00	<b>4.00</b>

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.

<b><u>Budget &amp; Research</u></b>	175,023	200,918	191,978	<b>**</b>
FTE Positions	2.00	3.00	3.00	<b>**</b>

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.

# FINANCE AND MANAGEMENT SERVICES

DIVISION SUMMARY	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
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<b><u>Accounting</u></b>	1,114,202	1,118,717	1,326,372	**
FTE Positions	16.00	15.75	15.75	**

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. This division is also responsible for the City's internal audit functions.

New Divisions:

<b><u>Strategic Plan. &amp; Perf.</u></b>				62,345
FTE Positions				1.00

<b><u>Internal Audit</u></b>				87,405
FTE Positions				1.00

<b><u>Fiscal Services</u></b>				737,514
FTE Positions				10.00

<b><u>Budget &amp; Fin. Reporting</u></b>				622,495
FTE Positions				7.00

Divisions that are no longer part of the Department:

<b><u>City Hall Operations</u></b>	468,390	*	*	*
FTE Positions	*	*	*	*

\* The City Hall Division budget was moved to General Services during FY 2012-13 (7 FTE to General Services and 1 FTE to the Economic Development Department).

<b><u>Sustainability</u></b>	170.034	*	*	*
FTE Positions	2.75	*	*	*

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. The Sustainability Division budget was moved to another department during FY 2013-14.

## ADMINISTRATIVE SERVICES

Paul Fetherston, Assistant City Manager

**MISSION:** The City of Asheville's Department of Administrative Services is 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. The department consults with operational departments to provide: coordination and support in community relations, public engagement, marketing and communications services; and administration of the City Manager's office.

### DEPARTMENT SUMMARY

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b>Expenditures:</b>				
Salaries & Wages	845,716	2,570,545	893,541	1,070,067
Fringe Benefits	267,995	873,736	335,675	399,042
Operating Costs	185,244	2,487,270	199,000	194,439
Capital Outlay	0	142,275	0	0
Cost Transfers	0	-2,079,963	0	0
Total	1,298,955	3,993,863	1,428,216	1,663,548
FTE Positions	9.75	48.00	10.00	13.00

### BUDGET HIGHLIGHTS

- The FY 2015-16 Administrative Services budget reflects the addition of 3 FTE positions that were approved after the start of FY 2014-15 in the Communication & Public Engagement Division.
- Otherwise, the proposed Administrative Services Department budget represents a continuation of existing programs and services.

# ADMINISTRATIVE SERVICES

DIVISION SUMMARY	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b><u>Governing Body</u></b>	197,872	233,763	226,716	<b>225,780</b>
FTE Positions	0.00	0.00	0.00	<b>0.00</b>

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

<b><u>City Clerk</u></b>	115,749	116,952	119,464	<b>120,417</b>
FTE Positions	1.00	1.00	1.00	<b>1.00</b>

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.

<b><u>City Manager</u></b>	615,291	868,562	715,252	<b>735,880</b>
FTE Positions	4.75	5.00	5.00	<b>5.00</b>

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.

<b><u>Communications/Pub. Eng.</u></b>	370,043	322,598	366,784	<b>581,471</b>
FTE Positions	4.00	4.00	4.00	<b>7.00</b>

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.

<b><u>Sustainability</u></b>	*	156,482	*	*
FTE Positions	*	2.00	*	*

The Sustainability Division is now reported under the Multi-Modal Transportation and Capital Projects section of the Budget Document.

<b><u>General Services</u></b>	2,295,506	*	*
FTE Positions	36.00	*	*

The General Services function is now shown as a separate department.

# GENERAL SERVICES

James Ayers, Director

## DEPARTMENT SUMMARY

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b>Expenditures:</b>				
Salaries & Wages			1,467,249	1,540,842
Fringe Benefits			616,756	704,342
Operating Costs			2,874,706	2,948,639
Capital Outlay			0	0
Cost Transfers			<u>-2,465,000</u>	<u>-2,460,000</u>
Total			2,493,711	2,733,823
FTE Positions			36.00	37.00

## BUDGET HIGHLIGHTS

- The General Services Department coordinates the City's following functions: fleet maintenance, building maintenance, and City Hall operations.
- The General Services budget includes the conversion of one temporary position to a full time FTE. This change has no net financial impact on the budget.

## 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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b>Expenditures:</b>				
Salaries & Wages	206,600	303,547	302,958	<b>474,248</b>
Fringe Benefits	73,882	104,010	114,125	<b>168,079</b>
Operating Costs	335,363	282,043	942,832	<b>1,546,630</b>
Capital Outlay	<u>0</u>	<u>12,991</u>	<u>0</u>	<u>0</u>
Total	615,845	702,591	1,359,915	<b>2,188,957</b>
FTE Positions	5.75	5.25	6.25	<b>7.50</b>

### BUDGET HIGHLIGHTS

- Beginning in FY 2014-15, the budget for economic incentive payments was moved from a non-departmental account to the Economic Development (ED) Department budget. For FY 2015-16, the budget for incentive payments is increasing by approximately \$538,000 as new payments are expected to be due to New Belgium and Linamar (Phase 3).
- A position formerly funded in the Community Development Fund is now being funded at 75% through the General Fund ED Department budget. In addition a position formerly split with the US Cellular Center Fund is now fully funded in the General Fund ED Department budget.

## CITY ATTORNEY

Robin Currin, 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

	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Budget	Proposed
<b>Expenditures:</b>				
Salaries & Wages	449,429	430,379	541,792	555,852
Fringe Benefits	139,474	122,128	164,068	186,326
Operating Costs	82,943	165,445	100,888	84,670
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	671,846	717,952	806,748	826,848
FTE Positions	6.00	6.00	7.00	7.00

### BUDGET HIGHLIGHTS

- The outside legal services budget is reduced by \$20,000 in FY 2015-16.
- Otherwise, the proposed City Attorney's budget represents a continuation of existing programs and services.



# INFORMATION TECHNOLOGY SERVICES

Jonathan Feldman, Director/CIO

**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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b>Expenditures:</b>				
Salaries & Wages	1,209,630	1,133,523	1,229,200	1,302,804
Fringe Benefits	382,131	387,620	442,937	484,348
Operating Costs	1,482,287	1,070,125	1,192,527	1,112,461
Capital Outlay	47,590	0	25,000	25,000
Cost Transfers	<u>-370,539</u>	<u>-398,763</u>	<u>-350,000</u>	<u>-400,000</u>
	0			
Total	2,751,099	2,192,505	2,539,664	2,524,613
FTE Positions	19.00	19.00	19.00	21.00

## BUDGET HIGHLIGHTS

- The Information Technology Services (ITS) Department's budget includes the conversion of two contract positions to full time FTE's. This change has no net financial impact on the budget.
- The budget for radio replacements is reduced from \$200,000 to \$75,000 in FY 2015-16 to help balance the overall General Fund budget.
- Otherwise, the ITS budget reflects a continuation of existing programs and services.

# INFORMATION TECHNOLOGY SERVICES

DIVISION SUMMARY	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b><u>Administration</u></b>	228,764	244,905	249,882	<b>262,927</b>
FTE Positions	3.00	2.00	2.00	<b>2.00</b>

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.

<b><u>IT Support Services</u></b>	908,360	578,342	690,704	<b>600,188</b>
FTE Positions	5.00	5.00	5.00	<b>7.00</b>

The IT Support Services Division is the first point of contact for customers, ensures timely, efficient and courteous transactions. The division provides centralized help desk service, documentation, knowledge management, other task and project management tools.

<b><u>Technical Services</u></b>	888,194	729,323	839,649	<b>770,989</b>
FTE Positions	5.00	6.00	6.00	<b>5.00</b>

The Technical Services Division continuously in order to enhance security, sustainability, reliability, expandability and quality of data and communication systems. Assist with complex technical support issues and work with vendors to smoothly integrate oursourced services and products into the City infrastructure.

<b><u>Business &amp; Public Tech.</u></b>	725,781	639,935	759,429	<b>890,509</b>
FTE Positions	6.00	6.00	6.00	<b>7.00</b>

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.

# 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

	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Budget	Proposed
<b>Expenditures:</b>				
Salaries & Wages	725,087	709,328	829,015	<b>982,988</b>
Fringe Benefits	268,308	258,734	332,128	<b>402,494</b>
Operating Costs	239,001	276,845	258,558	<b>262,253</b>
Capital Outlay	0	0	0	<b>0</b>
Cost Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<b><u>0</u></b>
Total	1,232,396	1,244,907	1,419,701	<b>1,647,735</b>
FTE Positions	15.68	16.05	16.05	<b>19.80</b>

## BUDGET HIGHLIGHTS

- The FY 2015-16 Human Resources budget reflects the addition of 3 FTE positions that were approved after the start of FY 2014-15, as well as some minor changes to the staffing composition (benefitted vs. temporary) at the Health Services Clinic.
- Otherwise, the Human Resources budget reflects a continuation of existing programs and services.

# HUMAN RESOURCES

DIVISION SUMMARY	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
<b><u>Administration</u></b>	1,083,482	1,090,452	1,235,844	<b>1,461,409</b>
FTE Positions	11.60	12.00	12.00	<b>15.00</b>

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

<b><u>CAYLA</u></b>	148,914	154,455	183,857	<b>186,326</b>
FTE Positions	1.00	1.00	1.00	<b>1.00</b>

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.

<b><u>Health Services</u></b>	*	*	*	*
FTE Positions	3.08	3.05	3.05	<b>3.80</b>

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 was moved to the Health Insurance Fund beginning in FY 2011-12.

# NONDEPARTMENTAL GENERAL GOVERNMENT

## BUDGET SUMMARY

<b>Expenditures:</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Proposed</b>
Buncombe County Tax Collections	719,357	846,605	820,000	<b>850,000</b>
Board of Elections	0	226,464	0	<b>230,000</b>
Unemployment	137,798	0	0	<b>0</b>
Employee Transit Passes	3,559	4,037	4,000	<b>4,000</b>
City Stormwater Costs	82,252	96,129	110,000	<b>110,000</b>
Other	<u>189,168</u>	<u>167,659</u>	<u>114,500</u>	<b><u>139,459</u></b>
Total	1,132,134	1,340,894	1,048,500	<b>1,333,459</b>

## BUDGET HIGHLIGHTS

- The FY 2015-16 budget includes \$230,000 for the payment to the Buncombe County Board of Elections for this fall's City Council elections.

