

## **Department of Finance and Management**

### **Department Description**

The Department of Finance and Management is organized within two operational groups: the Financial Management Group and the Asset Management Group. The Director's Office provides overall coordination and policy direction for the Department's fiscal, human resource and legislative processing functions.

The Financial Management Group is comprised of the Division of Financial Management, which includes the budget, grants management, purchasing, performance management, and debt management offices. The budget office oversees the development, monitoring and control of the city's operating budgets. The debt management office provides coordination of the capital improvements budget and the six-year capital improvements program. The grants management office provides budget preparation and program monitoring for several federal grant programs. The purchasing office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The performance management office is responsible for the development and maintenance of performance management systems throughout the city. The city's print shop and mailroom are housed in this division as well.

The Asset Management Group is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate management offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the city hall complex, police and fire facilities, the Public Health complex, and the I-71 complex. Fleet Management maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicle, reduce underutilized vehicles, and to eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction and renovation project management. The real estate management office provides centralized real estate administration and casualty insurance administration.

### **Department Mission**

To protect and to enhance the fiscal integrity and efficient management of the city while promoting the Mayor's citywide program initiatives.

## **Strategic Priorities for 2010**

### **Peak Performance**

- Continue Columbus\*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, focusing on accountability using performance management dashboards to review performance. The city continues to make significant progress in collecting and cataloguing data that measures the performance of various city programs. The department will examine the ways to link performance information with accounting information, thus enabling better estimates of productivity, efficiency and cost-effectiveness.
- Continue to provide necessary support and information to the Department of Technology in its efforts to establish a capital improvement projects tracking system that is fully integrated with the accounting system and has a GIS component. The system will track the progress of various capital infrastructure improvement projects throughout the city. The timely completion of capital projects ensures that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.
- Implement, in cooperation with the City Auditor's office, a tool that will enable city vendors to perform a full range of procurement functions online. This system will integrate fully with the city's accounting system and offer online vendor registration.
- Continue to implement the city's environmentally preferable purchasing program by incorporating appropriate language in bid documents, adding website information regarding environmentally preferable purchasing, researching environmentally friendly products and communicating and educating vendors and city agency staff on the program.
- Ensure that the city operates within adopted operating and capital budgets.
- Develop and promote citywide policies that will govern vehicle acquisition and maintenance. Continue work with city departments to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the city's fleet.
- Work with partners within the city and community to identify green opportunities, new fleet technological developments, and training.
- Continue to emphasize and make available opportunities for Fleet employees to continue Automotive Service Excellence (ASE) training, maintain ASE Blue Seal for the Fleet Division, Emergency Vehicle Technician (EVT) training, and similar certifications. Continue to build ASE Master Certifications on the floor as well as EVT Master Certifications in an effort to increase diagnostic abilities on the floor, thereby reducing supplier services expenses (outside contracts) to the City of Columbus.

- Continue to review the procurement of vehicle parts to decrease cost. Continue to use “after-market” parts, without compromising quality standards or performance.
- Continue to work with the Mayor’s Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to secure American Recovery and Reinvestment Act monies for the new Southside Family Health Center. The center will be located on Parsons Avenue on or near the site of the former John R. Maloney Center. This Center will provide much needed health services for families living on the south side of Columbus, and help spur economic development in the area. If the grant award is secured, construction is projected to be completed by 2012.
- Continue to review and update city leases. The real estate management office will continue to work toward standardizing these documents to ensure that proper terms and protections are included in all city leases. In addition, the office will assist other city departments with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.
- Continue to review and update real property and personal property risk exposure and acquire cost-effective insurance protection to minimize expenses from loss.
- Develop and establish citywide policies governing the use of city property by non-city entities in order to ensure consistency and protect city revenue and assets.
- Evaluate city building way-finding signage to begin development of a standardized signage program for city-wide application.
- Begin construction of buildings at the new Impound Lot, install high efficiency lighting retrofits at up to 26 fire stations, complete mechanical and building envelope upgrades at the Central Safety Building, and assist in the relocation of the Division of Fire Laundry Facility. Significant projects that remain in construction through the balance of 2010 include infrastructure improvements at the Municipal Courts Building and the Parking Garage at 4<sup>th</sup> Street and Elm Street. Construction Management also continues work on many smaller projects which are in various stages of completion.
- Institute new preventative maintenance programs for heating and cooling systems and for roofs on the facilities under its purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.
- Register 150 of the city’s buildings with Energy Star. Energy Star is a program founded by the United States Environmental Protection Agency and United States Department of Energy to help businesses, governments, and citizens save money and protect the environment through energy efficiency. This effort will enable the city to target energy efficiency efforts at facilities most in need. This will lead to better energy utilization, increased cost savings and reduce the city’s carbon footprint.

- Continue the master space planning process to ensure efficient and cost-effective management of city real property assets.

### **Safety**

- Begin construction on the Police Impound lot and Parking Violations Complex near Frank Road. Design of the new Police Property Room will be completed and design for the Crime Lab will proceed. Both of these functions will be located in a building on Woodrow Avenue. In addition, numerous police substations and other safety facility upgrades and improvements will be completed.
- Continue to monitor personnel levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact on staffing levels, and develop contingency plans to address various scenarios.
- Prepare for possible public emergencies and make facilities safer for citizens and city employees.

### **Downtown Development**

- Construction may begin on the renovation and reuse of the Old Police Headquarters building located at 120 West Gay Street. Various city departments will be relocated from obsolete, high maintenance buildings to this LEED certified facility upon project completion.

### **Customer Service**

- Continue fleet consumer panel meetings as a means to identify and resolve customer service issues and identify opportunities for improvement.
- Continue upgrading security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, possible changes in facility layouts and equipment upgrades. Methods to identify improved monitoring and control of employee/visitor traffic into administrative buildings will also be reviewed.
- Pursue replacement of the facilities management work order system. The current system no longer serves the needs of the division. Replacement of this system will provide building and trade specific monitoring and cost control. This will allow the division to better manage labor hours, travel time, and inventory levels.
- Continue to refine operations and increase efficiencies by moving satellite facilities into the Groves Road fleet facility.
- Develop and refine strategies to maximize grant dollars for "greening" the fleet. Fleet will implement strategies to use current grants awarded to the City of Columbus to build a CNG station at Groves Road and build a base fleet with respective agencies for CNG usage. Fleet will continue to work with the Finance and Management Department as well as other agencies in regard to the capital budgeting process to secure grant dollars for capital equipment.

- Continue to apply for various fleet related awards to garner positive publicity for improved processes and activities within the City of Columbus, i.e. “100 Best Fleets” and “Green Fleet Awards” through Government Fleet.

### **Neighborhoods**

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.
- Recognize and respect the fact that many of the City’s buildings and facilities are located within and adjacent to neighborhoods throughout the city.

### **Education**

- Educate internal stakeholders regarding the services the division offers and how to best access and utilize these services.

## **2010 Budget Notes**

### **Financial Management**

- In 2010, \$1.69 million is budgeted for the city’s contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses.
- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. In 2010, this includes projected legal expenses, projected pay increases for bargaining units without an existing contract, and \$1.786 million for transfer to the 27<sup>th</sup> pay period fund.
- As was the case in 2009, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2010. This will reduce the volatility of projections for the general fund as the Department of Technology rolls out its new billing model in 2010. It is anticipated that these expenses will be returned to individual divisions in 2011.

### **Facilities Management**

- Facilities Management’s 2010 budget includes over \$6.2 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$292,000 is budgeted for custodial contracts for the Police and Fire academies and \$340,000 for the Public Health Department facility.
- In 2007, the 1111 East Broad Street operations fund was established in order for the Facilities Management Division to deposit rental payments from non-city occupants of that building (now called the Jerry Hammond Building) as well as

Facilities Management funds necessary for the operation of the facility. Lease payments for 2010 are projected at \$1,453,018. Total expenses in 2009 are projected to be just over \$1.6 million. The difference will be covered by an unencumbered cash carryover from 2009. In the unlikely event a transfer from the general fund is necessary, sufficient funds are earmarked within the Facilities Management Division.

### **Fleet Management**

- The Fleet Management Division's labor charge is \$70 per hour for light duty vehicles and \$90 per hour for heavy duty vehicles. The mark up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases remains at 5 percent, and the markup on fuel remains at 24 cents per gallon.
- Through a combination of general fund and permanent improvement fund dollars, funds are budgeted to replace police cruisers and other light duty cars and trucks. A total of \$4 million has been earmarked for these vehicle purchases in 2010.
- Fuel prices are budgeted at a wholesale cost. Every one cent fluctuation in the price of fuel relates to \$36,000 in savings or additional expense. Given the volatility of fuel prices over the past several months, this is an expense that will be closely monitored.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2007 Actual	2008 Actual	2009 Original Appropriation	2009 Estimated Expenditures	2010 Proposed
Administration	\$ 3,280,186	\$ 3,326,012	\$ 3,277,719	\$ 2,937,519	\$ 3,172,812
Finance Citywide	3,565,000	10,000	2,400,000	2,140,061	5,587,466
Citywide Technology Billings	-	12,389,728	12,291,852	11,787,380	12,799,508
Financial Management	5,845,276	7,510,907	6,783,889	6,292,676	7,107,235
Facilities Management	17,071,325	16,282,845	15,999,365	15,078,229	15,970,199
Fleet Management	33,379,966	34,774,859	32,266,043	27,709,135	30,929,543
<b>TOTAL</b>	<b>\$ 63,141,752</b>	<b>\$ 74,294,351</b>	<b>\$ 73,018,868</b>	<b>\$ 65,945,000</b>	<b>\$ 75,566,763</b>

DIVISION SUMMARY BY CHARACTER					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 2,496,968	\$ 2,150,922	\$ 1,914,437	\$ 1,831,108	\$ 1,889,931
Materials & Supplies	18,047	6,066	11,950	5,339	4,950
Services	259,712	107,737	149,109	121,557	130,012
<b>TOTAL</b>	<b>\$ 2,774,727</b>	<b>\$ 2,264,725</b>	<b>\$ 2,075,496</b>	<b>\$ 1,958,004</b>	<b>\$ 2,024,893</b>
<b>ADMINISTRATION EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Services	\$ -	\$ 237,315	\$ 295,000	\$ 240,425	\$ 295,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 237,315</b>	<b>\$ 295,000</b>	<b>\$ 240,425</b>	<b>\$ 295,000</b>



DIVISION SUMMARY BY CHARACTER					
<b>FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 2,491,433	\$ 2,461,356	\$ 2,356,639	\$ 2,391,037	\$ 2,420,846
Materials & Supplies	9,459	8,524	23,900	8,686	11,525
Services	2,029,214	2,582,735	1,841,064	1,487,333	1,840,837
Transfers	3,565,000	10,000	2,400,000	2,140,061	5,587,466
Citywide Technology Billings	-	12,389,728	12,291,852	11,787,380	12,799,508
<b>TOTAL</b>	<b>\$ 8,095,106</b>	<b>\$ 17,452,343</b>	<b>\$ 18,913,455</b>	<b>\$ 17,814,497</b>	<b>\$ 22,660,182</b>
<b>FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 478,607	\$ 506,575	\$ 339,262	\$ 324,023	\$ 333,540
Materials & Supplies	994	400	1,000	925	4,000
Services	439,946	195,507	182,964	177,680	210,133
Other Disbursements	158,786	165,889	48,831	48,831	60,000
Transfers	-	-	-	107,486	-
<b>TOTAL</b>	<b>\$ 1,078,333</b>	<b>\$ 868,371</b>	<b>\$ 572,057</b>	<b>\$ 658,945</b>	<b>\$ 607,673</b>
<b>FINANCIAL MGMT - PRINT</b>					

DIVISION SUMMARY BY CHARACTER					
<b>PRINT and MAIL SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 125,608	\$ 136,964	\$ 137,864	\$ 136,526	\$ 141,050
Materials & Supplies	29,536	29,077	41,860	28,127	34,065
Services	81,693	76,368	80,750	79,657	82,366
<b>TOTAL</b>	<b>\$ 236,837</b>	<b>\$ 242,409</b>	<b>\$ 260,474</b>	<b>\$ 244,310</b>	<b>\$ 257,481</b>
<b>FINANCIAL MGMT - MAIL PRINT and MAIL SERVICES FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ -	\$ 136,900	\$ 137,133	\$ 131,069	\$ 141,095
Materials & Supplies	-	2,500	4,500	3,810	3,774
Services	-	1,208,112	1,362,379	1,217,505	1,257,375
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,347,512</b>	<b>\$ 1,504,012</b>	<b>\$ 1,352,384</b>	<b>\$ 1,402,244</b>
<b>FINANCIAL MANAGEMENT NEIGHBORHOOD STABILIZATION FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ -	\$ -	\$ 201,378	\$ 149,981	\$ 566,629
Services	-	-	24,365	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,743</b>	<b>\$ 149,981</b>	<b>\$ 566,629</b>

**DIVISION SUMMARY BY CHARACTER**

**FACILITIES MANAGEMENT  
GENERAL FUND  
EXPENDITURES SUMMARY**

	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 5,001,781	\$ 4,920,571	\$ 4,655,184	\$ 4,740,063	\$ 5,269,922
Materials & Supplies	444,902	391,789	408,106	375,691	366,808
Services	9,937,662	8,992,779	9,291,020	8,391,967	8,716,216
Other Disbursements	-	418	15,750	-	15,750
Capital	-	9,384	-	-	-
Transfers	250,000	491,702	-	-	-
<b>TOTAL</b>	<b>\$ 15,634,345</b>	<b>\$ 14,806,643</b>	<b>\$ 14,370,060</b>	<b>\$ 13,507,721</b>	<b>\$ 14,368,696</b>

**FACILITIES MANAGEMENT 1111  
E. BROAD ST. OPERATIONS  
SPECIAL REVENUE FUND  
EXPENDITURES SUMMARY**

	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Materials & Supplies	\$ 2,184	\$ -	\$ 52,200	\$ 48,903	\$ 50,700
Services	1,434,796	1,476,202	1,577,105	1,445,172	1,550,803
Other Disbursements	-	-	-	76,433	-
<b>TOTAL</b>	<b>\$ 1,436,980</b>	<b>\$ 1,476,202</b>	<b>\$ 1,629,305</b>	<b>\$ 1,570,508</b>	<b>\$ 1,601,503</b>

DIVISION SUMMARY BY CHARACTER					
<b>FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Capital	\$ 3,491,392	\$ 1,074,253	\$ 717,413	\$ 221,726	\$ 1,000,000
<b>TOTAL</b>	<b>\$ 3,491,392</b>	<b>\$ 1,074,253</b>	<b>\$ 717,413</b>	<b>\$ 221,726</b>	<b>\$ 1,000,000</b>

DIVISION SUMMARY BY CHARACTER					
<b>ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 503,299	\$ 823,972	\$ 907,223	\$ 739,090	\$ 852,919
Services	2,160	-	-	-	-
<b>TOTAL</b>	<b>\$ 505,459</b>	<b>\$ 823,972</b>	<b>\$ 907,223</b>	<b>\$ 739,090</b>	<b>\$ 852,919</b>

DIVISION SUMMARY BY CHARACTER					
<b>FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Original Appropriation</b>	<b>2009 Estimated Expenditures</b>	<b>2010 Proposed</b>
Personnel	\$ 8,057,245	\$ 9,406,605	\$ 9,075,664	\$ 8,853,734	\$ 9,712,608
Materials & Supplies	15,891,595	17,598,414	15,639,205	12,474,653	14,177,619
Services	3,722,212	4,193,428	4,251,900	3,605,763	3,578,193
Principal	1,004,237	1,380,000	1,420,000	1,420,000	1,420,000
Other Disbursements	5,313	639	-	-	-
Capital	84,967	-	90,000	61,398	30,000
Interest	1,123,005	1,121,520	1,071,861	1,071,861	1,011,123
<b>TOTAL</b>	<b>\$ 29,888,574</b>	<b>\$ 33,700,606</b>	<b>\$ 31,548,630</b>	<b>\$ 27,487,409</b>	<b>\$ 29,929,543</b>

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2007 Actual	2008 Actual	2009 Original Appropriation	2009 Estimated Expenditures	2010 Proposed
General Fund	\$ 29,995,569	\$ 35,597,964	\$ 36,076,424	\$ 33,501,948	\$ 40,053,771
1111 E. Broad Street Fund	1,436,980	1,476,202	1,629,305	1,570,508	1,601,503
Employee Benefits Fund	-	237,315	295,000	240,425	295,000
Print and Mail Services Fund	236,837	1,589,921	1,764,486	1,596,694	1,659,725
Fleet Management	30,394,033	34,524,578	32,455,853	28,226,499	30,782,462
CDBG Fund	1,078,333	868,371	572,057	658,945	607,673
Neighborhood Stabilization Fund	-	-	225,743	149,981	566,629
<b>TOTAL</b>	<b>\$ 63,141,752</b>	<b>\$ 74,294,351</b>	<b>\$ 73,018,868</b>	<b>\$ 65,945,000</b>	<b>\$ 75,566,763</b>

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2007 Actual	2008 Actual	2009 Budgeted	2010 Budgeted
Administration					
General Fund	FT	24	22	22	21
Fleet Management Fund	FT	8	8	8	7
Financial Management					
General Fund	FT	26	24	26	26
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	5	3	3
Neighborhood Stabilization Fund	FT	0	0	2	2
Facilities Management					
General Fund	FT	79	76	71	72
	PT	10	15	14	14
Fleet Management					
Fleet Management Fund	FT	117	122	126	127
	PT	1	3	3	3
<b>TOTAL</b>		<b>274</b>	<b>279</b>	<b>279</b>	<b>279</b>
*FT=Full-Time PT=Part-Time					

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Finance and Management Administration	To provide direction to all Finance and Management operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.	\$ 1,044,490	\$ 1,960,829	\$ 2,127,290	\$ 2,126,608	10	12	13	12
Real Estate Management	To provide for: management, acquisition, sale, and leasing of real property (other than rights-of-way and utility easements) used in city operations; stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.	\$ 568,885	\$ 954,547	\$ 530,684	\$ 508,182	6	6	5	5
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 711,774	\$ 659,147	\$ 619,795	\$ 538,022	7	6	4	4



2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 248,735	\$ 262,798	\$ 260,424	\$ 257,481	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,744,352	\$ 1,127,935	\$ 1,504,012	\$ 1,402,244	2	2	2	2
Purchasing	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.	\$ 1,526,502	\$ 1,234,546	\$ 1,114,934	\$ 1,063,165	16	14	13	13
Budget	To produce an annual budget and to provide financial monitoring information and analyses to city management so that they can have useful, credible, accurate and timely financial information from which to make informed decisions.	\$ 1,131,580	\$ 2,211,348	\$ 2,431,122	\$ 2,538,455	8	7	7	7

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Performance Management	To provide program performance analysis and reporting services to city management and department staff so they can make more-informed decisions to improve the quality and efficiency of city services.	\$ 381,887	\$ 451,833	\$ 437,642	\$ 430,377	4	4	4	4
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 215,624	\$ 239,839	\$ 237,905	\$ 241,211	2	2	2	2
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.	\$ 1,101,672	\$ 946,751	\$ 797,800	\$ 1,174,302	5	5	5	5
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 3,650,000	\$ 2,409,775	\$ 2,400,000	\$ 5,587,466	0	0	0	0

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ -	\$ 13,122,473	\$ 12,291,852	\$ 12,799,508	0	0	0	0
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	\$ 13,618,570	\$ 15,857,887	\$ 18,116,901	\$ 15,920,476	8	7	9	7
Tire Shop	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.	\$ 383,068	\$ 199,972	\$ 707,702	\$ 827,331	6	3	4	5
Body Shop	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.	\$ 321,979	\$ 356,424	\$ 270,630	\$ 288,273	5	5	4	4

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Transportation	To provide on-site vehicle repairs and preventive maintenance to all Transportation vehicles in a timely and cost efficient manner.	\$ 1,036,394	\$ 999,568	\$ -	\$ -	16	14	0	0
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ 4,200,176	\$ 2,321,950	\$ 1,675,031	\$ 1,869,078	22	30	22	22
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ 616,323	\$ 827,026	\$ 3,408,330	\$ 3,819,289	9	13	47	49
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 607,752	\$ 450,466	\$ 492,911	\$ 455,069	9	8	7	6
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 841,821	\$ 491,167	\$ 489,943	\$ 507,572	12	9	7	7

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 614,470	\$ 593,134	\$ 504,565	\$ 541,022	9	10	7	7
Small Engine Shop	To provide small engine repairs and preventive maintenance on Recreation & Parks equipment in a timely and cost efficient manner. Also to provide boat and motorcycle repairs and preventive maintenance as requested in a timely and cost efficient manner.	\$ 346,335	\$ 350,263	\$ -	\$ -	5	5	0	0
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ -	\$ -	\$ 68,446	\$ 73,896	0	0	1	1
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.	\$ -	\$ -	\$ 68,830	\$ 74,315	0	0	1	1

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ -	\$ -	\$ 267,699	\$ 392,741	0	0	4	5
Fire Maintenance	To provide heavy duty truck and fire apparatus repair and preventive maintenance for Fire Division equipment on site in a timely and cost efficient manner.	\$ 870,009	\$ 1,011,639	\$ -	\$ -	13	16	0	0
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 4,070,408	\$ 5,266,563	\$ 5,477,642	\$ 5,160,481	8	10	13	13
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 5,000,000	\$ 130,000	\$ 717,413	\$ 1,000,000	0	0	0	0
Building Maintenance Services	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 E. Broad Street.	\$ 4,453,096	\$ 4,443,120	\$ 3,678,645	\$ 3,927,226	35	32	28	28

2010 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 3,404,965	\$ 3,526,185	\$ 3,251,812	\$ 2,768,598	36	35	33	34
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 561,562	\$ 638,998	\$ 733,789	\$ 810,844	5	6	6	6
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 7,720,327	\$ 6,912,440	\$ 6,219,721	\$ 6,219,000	0	0	0	0
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 2,642,074	\$ 2,567,841	\$ 1,502,457	\$ 1,559,712	2	2	1	1

2010 Operating Budget  
Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2007 Budget	2008 Budget	2009 Budget	2010 Proposed	2007 FTEs	2008 FTEs	2009 FTEs	2010 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 890,699	\$ 644,783	\$ 612,941	\$ 684,819	3	2	3	3
		\$ 64,525,529	\$ 73,171,247	\$ 73,018,868	\$ 75,566,763	265	267	254	255

NOTE: The 2010 budget figures for Finance and Management include mailroom services, which was transferred from the Department of Technology in 2008.