

## **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 Financial Management Division, 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 Division facilities, the Public Health complex, and the I-71 complex. The Fleet Management Division 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 vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction, renovation, and project management. The real estate management office provides centralized real estate administration including leasing, acquisition, disposition, 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 2013**

### **Peak Performance**

- 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.
- Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing.
- Continue to implement the Mayor's Regional Cooperation initiative through cooperative procurement strategies with other jurisdictions in Central Ohio.
- Implement a training program for city employees in purchasing best practices and procurement rules and methods.
- Promote citywide policies that 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 fleet opportunities, new fleet technological developments, and training.
- Add approximately 50 Compressed Natural Gas (CNG) heavy duty vehicles to the current fleet of 24 CNG vehicles. The use of CNG displaces diesel fuel consumption, saving on fuel costs and reducing carbon emissions.
- Construct the city's second CNG fueling station, located on Morse Road, in order to support city operations on the northeast side of the city. Plan for a third station on the west side of the city.
- Continue to emphasize and provide opportunities for fleet employees to attend Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) training, as well as maintain the ASE Blue Seal Certification for the division. These certifications allow for better diagnostic skills, reducing operating expenses.
- Continue to use "after-market" parts, without compromising quality standards or performance.
- Continue work with local municipalities under a Memorandum of Understanding in order to evaluate and explore "in-source" fleet management services (where we sell to others), including, but not limited to, minor or major repairs, preventive maintenance, and related services.
- Review and update city real estate agreements to ensure that proper terms and protections are included in all city real estate leases and licenses.
- Monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs.

- 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.
- Continue to review city real estate assets to identify and dispose of property identified as “surplus” to effectively manage expenses and generate revenues.
- Evaluate city building way-finding signage to begin development of a standardized signage program for citywide application.
- Continue preventive maintenance programs for heating and cooling systems and for roofs on city facilities under the Facilities Division purview. These programs will reduce overall maintenance costs, help prevent major equipment failures, and extend the life of existing building systems.
- Capture and register energy usage data (e.g. electricity, water/sewer, natural gas) for city buildings via the energy star portfolio manager. This application benchmarks the city's energy usage data with the data for other commercial, institutional, manufacturing, and government facilities, enabling the city to target energy efficiency efforts at facilities most in need, leading to better energy utilization, increased cost savings and reduction of the city's carbon footprint.

### **Safety**

- Prepare for possible public emergencies in city facilities and make facilities safer for citizens and city employees.
- Implement enhanced security measures and controls in city facilities, by enhancing the controls on entering and moving about city facilities. Continue work toward developing a stronger relationship regarding security with other governmental agencies within the downtown area, i.e., Federal Courthouse and State Supreme Court.
- Continue with the construction on the new police property room, as well as the design of the crime lab.
- Begin the construction of the relocated Fire Station 2/3 from Mound and Fulton to the former site of the Fire Academy on Greenlawn Avenue.

### **Downtown Development**

- Complete renovation of the Old Police Headquarters building that will house six city departments and/or agencies that will be relocated from obsolete, high maintenance buildings to this LEED Silver certified facility.
- Demolish the current 109 North Front Street Building and plan for its replacement. This building is highly energy inefficient, functionally obsolete, and is suffering from a number of structural and mechanical deficiencies. The new building will likely house several city departments, with a particular emphasis on business and neighborhood activities and civic and advisory functions.

### **Customer Service**

- Continue fleet consumer panel meetings as a means to identify and resolve customer service issues and identify opportunities for improvement. Continue to meet with largest users of fleet maintenance services to address departmental specific concerns and opportunities.
- Continue to review all incoming vehicles/equipment to assess “alternative” fuel possibilities, in order to reduce fuel costs and our dependency upon foreign fuels.
- Develop and refine strategies to maximize grant dollars for “greening” the city’s vehicle fleet. Continue to seek and secure grant dollars for capital equipment.
- Install Global Positioning Satellite (GPS) and telematics technology on approximately 2,500 "on-road" city vehicles, in order to track the movement of all city owned vehicles and to provide remote critical vehicle maintenance data. The installation of these devices will increase efficiencies, save on fuel costs, and improve employee safety. The devices will also allow the city to benchmark its “carbon footprint” on an annual basis.
- Upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, and possible changes in facility layouts and equipment upgrades. Monitoring and control of employee and visitor traffic into administrative buildings will also be reviewed.
- Develop and implement a facilities management work order system to provide building trade specific monitoring and cost control. This will allow the division to better manage labor hours, travel time, and inventory levels.
- Assist other city agencies in delivering major capital facility projects such as the Morse Road Eco Center and the Alum Creek Facility storm water upgrades, as well as smaller outpost facility upgrades.
- Oversee the relocation of the Traffic Management Center from downtown to the operational center of the Department of Public Service.
- Complete master space planning, design and possibly begin renovation of the recently purchased warehouse building at 4252 Groves Road for use by several city operations, providing much needed warehouse space.
- Assist city agencies with the acquisition of land and facilities, either for purchase or lease, in order to meet operational needs.

### **Neighborhoods**

- Honor the good neighbor agreement with adjacent property owners and businesses of the fleet maintenance facility on Groves Road.
- Continue to assist the Division of Police in monitoring neighborhood safety cameras. These cameras supplement ongoing patrol and enforcement in pilot neighborhoods. Since the inception of the program, security personnel have caught unwarranted activities and notified the Police Division, resulting in arrests and reduction of crimes. In 2013, additional neighborhood cameras will be added.

- Complete the construction of the John R. Maloney Family and Wellness Center on Parsons Avenue. 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.
- Work with the Development Department, Public Service Department and Columbus Public Health to determine facility needs and/or improvements made necessary by the transitioning of programs and services of the Southside Settlement House.
- Work with city departments and neighborhood leaders to program and renovate the former Reeb Elementary for neighborhood services, training, and economic development. The project will renovate, raze a portion and construct an addition to the former school to serve as the offices for community service organizations.
- Based on a partnership with the North Market Development Authority, replace the heating ventilation and air conditioning systems of the North Market and identify other critical improvements to the facility such as interior painting and tuck pointing.
- Receive public input on capital improvement project priorities by holding neighborhood meetings on the voted bond package.

## **2013 Budget Notes**

### **Administration**

- In 2013, \$1.32 million is budgeted for the leases associated with various safety facilities.
- Funding for the Next Generation Corporation contract totals \$500,000, a large portion of which is incorporated in this section.

### **Financial Management**

- In 2013, \$1.31 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.
- Various items are initially budgeted in the Finance and Management Department and are transferred, as needed, to other departments throughout the year. In 2013, this includes economic development incentive moneys, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
- As was the case in the past several years, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2013. This has proven to reduce the volatility of projections for the general fund.
- The budget for this division also includes \$120,000 for various citywide memberships.

- Hotel/motel tax funds totaling \$12,840,000 are included to provide support for Experience Columbus and a social service pilot program as well as to expand cultural services.

### **Facilities Management**

- Facilities Management's 2013 budget includes almost \$7.19 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$358,000 is budgeted for custodial contracts for the Division of Police and Fire academies and \$300,000 for the Columbus Public Health facility.

### **Fleet Management**

- In 2013, the division will begin the first year of a three-year process to implement an environmental management system, which will include an audit of all city fuel sites for compliance with environmental laws and standards.
- The division's labor charges remain unchanged at \$70 per hour for light duty vehicles and \$90 per hour for heavy duty vehicles. The markup for parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases remains at five percent, and the markup on fuel remains at 24 cents per gallon.
- Funds for the replacement of general fund department vehicles will again be financed through the special income tax fund.
- Fuel prices are budgeted at wholesale cost. The total budget for both unleaded and diesel fuel is \$12.7 million.

## Budget and Program Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Administration	\$ 2,766,751	\$ 2,607,905	\$ 2,908,754	\$ 3,051,772	\$ 5,177,194
Finance Citywide	-	12,000,000	29,944,339	23,260,523	29,031,999
Citywide Technology Billings	12,810,959	13,675,960	13,367,465	13,267,467	15,667,706
Financial Management	5,406,479	5,169,349	6,013,717	5,361,928	19,048,650
Facilities Management	14,822,110	16,394,213	17,659,321	15,182,968	18,382,674
Fleet Management	29,843,928	34,590,681	31,430,911	32,277,174	33,969,228
<b>TOTAL</b>	<b>\$ 65,650,227</b>	<b>\$ 84,438,108</b>	<b>\$ 101,324,507</b>	<b>\$ 92,401,832</b>	<b>\$ 121,277,451</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 1,635,430	\$ 1,419,173	\$ 1,688,330	\$ 1,613,780	\$ 1,827,219
Materials & Supplies	3,538	3,549	7,902	5,472	9,350
Services	106,231	124,364	170,385	435,240	2,273,898
Capital	-	19,933	-	-	-
<b>TOTAL</b>	<b>\$ 1,745,199</b>	<b>\$ 1,567,019</b>	<b>\$ 1,866,617</b>	<b>\$ 2,054,492</b>	<b>\$ 4,110,467</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>ADMINISTRATION EMPLOYEE BENEFIT FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Services	\$ 295,000	\$ 294,998	\$ 325,000	\$ 325,000	\$ 386,500
<b>TOTAL</b>	<b>\$ 295,000</b>	<b>\$ 294,998</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 386,500</b>



DIVISION SUMMARY BY OBJECT LEVEL ONE					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 726,552	\$ 745,888	\$ 717,137	\$ 672,280	\$ 680,227
<b>TOTAL</b>	<b>\$ 726,552</b>	<b>\$ 745,888</b>	<b>\$ 717,137</b>	<b>\$ 672,280</b>	<b>\$ 680,227</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 2,286,284	\$ 2,300,719	\$ 2,576,390	\$ 2,342,168	\$ 2,629,766
Materials & Supplies	6,472	12,524	14,265	7,316	14,549
Services	1,290,443	1,194,633	1,458,181	1,221,894	1,527,986
Transfers	-	12,000,000	29,944,339	23,260,523	29,031,999
Citywide Technology Billings	12,810,959	13,675,960	13,367,465	13,267,467	15,667,706
<b>TOTAL</b>	<b>\$ 16,394,158</b>	<b>\$ 29,183,836</b>	<b>\$ 47,360,640</b>	<b>\$ 40,099,368</b>	<b>\$ 48,872,006</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 281,439	\$ 246,548	\$ 211,539	\$ 263,286	\$ 341,802
Materials & Supplies	2,997	2,582	4,500	1,000	1,000
Services	196,731	197,652	221,791	187,275	152,783
Other	8,588	10,321	20,000	10,380	15,000
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 489,755</b>	<b>\$ 457,103</b>	<b>\$ 457,830</b>	<b>\$ 461,941</b>	<b>\$ 510,585</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - MAIL PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 138,577	\$ 152,482	\$ 150,170	\$ 176,411	\$ 224,444
Materials & Supplies	2,700	2,919	2,941	2,941	2,475
Services	949,411	777,501	1,093,437	835,335	930,682
<b>TOTAL</b>	<b>\$ 1,090,688</b>	<b>\$ 932,902</b>	<b>\$ 1,246,548</b>	<b>\$ 1,014,687</b>	<b>\$ 1,157,601</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MGNT. - PRINT PRINT & MAIL SERV. FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 142,576	\$ 149,681	\$ 150,488	\$ 151,289	\$ 154,477
Materials & Supplies	25,965	31,643	37,363	36,801	58,391
Services	74,296	90,144	72,652	125,832	155,295
<b>TOTAL</b>	<b>\$ 242,837</b>	<b>\$ 271,468</b>	<b>\$ 260,503</b>	<b>\$ 313,922</b>	<b>\$ 368,163</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FINANCIAL MANAGEMENT HOTEL/MOTEL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	-	-	-	-	-
Services	-	-	-	-	12,840,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,840,000</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Personnel	\$ 4,853,419	\$ 5,322,714	\$ 5,724,884	\$ 5,449,143	\$ 6,060,853
Materials & Supplies	339,796	371,846	394,800	394,800	415,723
Services	8,191,728	9,266,458	9,888,257	7,951,501	10,485,365
Other	2,755	1,156	15,750	-	5,750
Capital	183	-	-	-	-
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,387,881</b>	<b>\$ 14,962,174</b>	<b>\$ 16,023,691</b>	<b>\$ 13,795,444</b>	<b>\$ 16,967,691</b>

<b>DIVISION SUMMARY BY OBJECT LEVEL ONE</b>					
<b>FACILITIES MANAGEMENT 1111 E. BROAD OPERATION SPECIAL REVENUE FUND EXPENDITURES SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>
Materials & Supplies	\$ 3,382	\$ 19,218	\$ 36,000	\$ 10,000	\$ 30,000
Services	1,430,847	1,412,821	1,599,630	1,377,524	1,384,983
Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,434,229</b>	<b>\$ 1,432,039</b>	<b>\$ 1,635,630</b>	<b>\$ 1,387,524</b>	<b>\$ 1,414,983</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Capital	\$ 1,000,000	\$ 1,579,741	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 1,579,741</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

DIVISION SUMMARY BY OBJECT LEVEL ONE					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2010 Actual	2011 Actual	2012 Original Appropriation	2012 Estimated Expenditures	2013 Proposed
Personnel	\$ 9,173,681	\$ 9,596,089	\$ 9,766,534	\$ 9,562,302	\$ 10,288,813
Materials & Supplies	13,539,964	17,221,705	15,409,873	16,906,586	16,907,451
Services	3,648,240	3,686,288	3,518,267	3,427,954	3,915,192
Principal	1,421,000	1,455,800	1,585,300	1,585,300	1,810,300
Other Disbursements	12,397	2,649	9,692	4,048	9,000
Capital	16,146	6,659	51,010	-	50,000
Interest	1,032,500	1,041,750	1,090,235	790,984	988,472
<b>TOTAL</b>	<b>\$ 28,843,928</b>	<b>\$ 33,010,940</b>	<b>\$ 31,430,911</b>	<b>\$ 32,277,174</b>	<b>\$ 33,969,228</b>

<b>DEPARTMENT SUMMARY BY FUND</b>						
<b>FUND SUMMARY</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Original Appropriation</b>	<b>2012 Estimated Expenditures</b>	<b>2013 Proposed</b>	
General Fund	\$ 32,527,238	\$ 47,292,770	\$ 65,250,948	\$ 55,949,304	\$ 69,950,164	
1111 E. Broad St. Fund	1,434,229	1,432,039	1,635,630	1,387,524	1,414,983	
Employee Benefits Fund	295,000	294,998	325,000	325,000	386,500	
Print & Mail Services Fund	1,333,525	1,204,370	1,507,051	1,328,609	1,525,764	
Fleet Management	29,570,480	33,756,828	32,148,048	32,949,454	34,649,455	
CDBG Fund	489,755	457,103	457,830	461,941	510,585	
Hotel/Motel Tax Fund	-	-	-	-	12,840,000	
<b>TOTAL</b>	<b>\$ 65,650,227</b>	<b>\$ 84,438,108</b>	<b>\$ 101,324,507</b>	<b>\$ 92,401,832</b>	<b>\$ 121,277,451</b>	

<b>DEPARTMENT PERSONNEL SUMMARY</b>					
<b>DIVISION</b>	<b>FT/PT*</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Budgeted</b>	<b>2013 Budgeted</b>
<b>Administration</b>					
General Fund	FT	19	21	23	25
Fleet Management Fund	FT	7	6	7	7
<b>Financial Management</b>					
General Fund	FT	25	25	27	27
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	3
Community Dev. Block Grant	FT	3	3	3	4
<b>Facilities Management</b>					
General Fund	FT	69	68	73	75
	PT	12	15	16	21
<b>Fleet Management</b>					
Fleet Management Fund	FT	116	117	126	128
	PT	2	3	2	2
<b>TOTAL</b>		<b>257</b>	<b>262</b>	<b>281</b>	<b>294</b>
*FT=Full-Time PT=Part-Time					

Finance and Management

2013 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 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.	\$ 2,126,608	\$ 1,917,440	\$ 1,902,907	\$ 2,766,403	12	11	12	14
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.	\$ 508,182	\$ 428,303	\$ 423,186	\$ 1,746,345	5	5	5	5



**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	\$ 538,022	\$ 512,844	\$ 582,661	\$ 664,446	5	5	6	6
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	\$ 257,481	\$ 268,805	\$ 260,453	\$ 368,163	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	\$ 1,402,244	\$ 1,253,677	\$ 1,246,598	\$ 1,157,601	2	2	2	3
Hotel/Motel Tax	To provide support for Experience Columbus, a social service pilot program, and for expanding cultural services.	\$ -	\$ -	\$ -	\$ 12,840,000	0	0	0	0

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 1,063,165	\$ 1,111,878	\$ 1,184,976	\$ 1,167,589	13	13	14	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.	\$ 2,538,455	\$ 2,175,290	\$ 2,270,457	\$ 2,438,582	7	7	8	9

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 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.	\$ 430,377	\$ 448,677	\$ 343,183	\$ 336,072	4	4	3	3
Debt Management	To coordinate the city's capital improvements budget and capital improvements plan, and to provide debt management services to city departments.	\$ 241,211	\$ 250,218	\$ 250,220	\$ 230,058	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.	\$ 607,673	\$ 524,599	\$ 457,830	\$ 510,585	3	3	3	4

Finance and Management

2013 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Financial Management Administration-Citywide Account	A holding account for later transfer to general fund divisions.	\$ 5,587,466	\$ 20,787,798	\$ 29,944,339	\$ 29,031,999	0	0	0	0
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	\$ 12,799,508	\$ 13,084,178	\$ 13,367,465	\$ 15,667,706	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.	\$ 15,920,476	\$ 16,111,334	\$ 17,178,799	\$ 18,727,442	7	6	9	8
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.	\$ 827,331	\$ 843,211	\$ 980,837	\$ 979,287	5	4	5	5

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
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.	\$ 288,273	\$ 304,803	\$ 391,653	\$ 320,280	4	4	5	4
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	\$ 1,869,078	\$ 2,039,361	\$ 1,950,842	\$ 2,287,776	22	27	24	22
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	\$ 3,819,289	\$ 3,592,403	\$ 3,333,388	\$ 3,900,866	49	47	43	49

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2013 Operating Budget  
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Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Alum Creek	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 455,069	\$ 399,965	\$ 399,850	\$ 335,377	6	5	5	4
Morse Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 507,572	\$ 454,306	\$ 522,692	\$ 730,190	7	6	7	10
Georgesville Rd.	To provide on-site vehicle repairs and preventive maintenance to Refuse Collection vehicles in a timely and cost efficient manner.	\$ 541,022	\$ 564,550	\$ 552,374	\$ 381,312	7	7	7	5
Marine Shop	To provide support for Fire, Police, and Recreation and Parks for all boats & motors.	\$ 73,896	\$ -	\$ -	\$ -	1	0	0	0

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Motorcycle Shop	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.	\$ 74,315	\$ 78,100	\$ 157,532	\$ 161,456	1	1	2	2
Customer Service	To provide a safe waiting area and related services for those end users that bring city vehicles in for quick repairs.	\$ 392,741	\$ 413,735	\$ 184,794	\$ 271,255	5	5	2	3
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	\$ 5,160,481	\$ 5,765,669	\$ 5,663,939	\$ 5,521,014	13	15	16	15
Compressed Natural Gas	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.	\$ -	\$ -	\$ 114,211	\$ 352,973	0	0	1	1

**2013 Operating Budget**  
**Department of Finance and Management**

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Vehicle Purchases	To provide the city's agencies with new vehicles.	\$ 1,000,000	\$ 1,580,000	\$ -	\$ -	0	0	0	0
1111 E. Broad Street	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 W. Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.	\$ 1,601,503	\$ 1,673,380	\$ 1,635,630	\$ 1,414,983	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 and the Municipal Court building.	\$ 2,325,723	\$ 2,389,426	\$ 2,319,358	\$ 4,395,625	28	28	26	26



**2013 Operating Budget**  
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Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	\$ 2,768,598	\$ 2,962,367	\$ 3,029,432	\$ 3,203,607	34	34	33	32
Security	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.	\$ 810,844	\$ 780,904	\$ 1,038,344	\$ 1,125,888	6	7	10	12
Energy Conservation	To create more energy efficiencies in buildings under Facilities Management's purview.	\$ 6,219,000	\$ 6,594,002	\$ 7,191,202	\$ 6,306,264	0	0	0	0
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	\$ 1,559,712	\$ 1,777,795	\$ 1,775,643	\$ 1,259,096	1	1	1	1

2013 Operating Budget  
Department of Finance and Management

Program	Mission	Financial History by Program				Personnel by Program			
		2010 Budget	2011 Budget	2012 Budget	2013 Proposed	2010 FTEs	2011 FTEs	2012 FTEs	2013 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	\$ 684,819	\$ 722,672	\$ 669,712	\$ 677,211	3	3	3	4
		\$ 75,000,134	\$ 91,811,690	\$ 101,324,507	\$ 121,277,451	254	254	256	264