

Department of Finance and Management

Department Description

The Department of Finance and Management is responsible for the financial management of the city including the development, monitoring and control of the city's operating budgets; debt management, including the coordination of the capital improvements budget and the six-year capital improvements program; grants management including budget preparation and program monitoring for several federal grant programs; procurement of goods and services including the administration of the city's procurement policies and procedures; the management of city real property including sale and acquisition of land and the construction, renovation, maintenance and security of facilities; and the implementation of a performance management system on a citywide basis. The Fleet Management Division maintains motorized equipment for city departments and divisions. In addition to providing vehicle utilization and replacement information and management, the Fleet Management Division also participates in and helps coordinate the sale of surplus vehicles.

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 2008

Peak Performance

- Columbus*Stat, a forum for the Mayor and his chief administrators to meet with department managers through a systematic process of performance analysis, will continue in 2008, focusing on accountability using performance management dashboards to review performance.
- Incorporate performance management information into the budget process. The city has made significant progress in the collection and cataloguing of meaningful data that measure the performance of various city programs. As part of the upgrade to the city's accounting system, the department will examine the best way to more effectively link performance information with expenditure and revenue information, thus enabling better estimates of productivity, efficiency and cost-effectiveness. Much of this data could be useful to the resource allocation process, for example, by considering budget recommendations or options in light of their expected outcomes.
- Continue to support the measurement and management of service delivery performance citywide through the development of a performance information infrastructure that will enable city managers to accurately define residents' service needs and to optimize service delivery systems around those needs. The performance management team will also provide consulting services to managers to assist in the identification, definition, and periodic reporting of relevant measures of service performance.

- 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 GIS. The Department of Technology has committed to developing this system in-house. The system will track the progress of various capital infrastructure improvement projects throughout the city and will help departments keep their capital projects on-time and within budget. 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, WebProcure, 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 language in appropriate 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.
- Operate within adopted and capital budgets, and continue to integrate performance measures into the budget process.
- Develop and promote citywide policies that will govern acquisition, maintenance, use and disposal of vehicles. Work with city departments/divisions to reduce underutilized vehicles and eliminate older, high-maintenance vehicles from the fleet.
- Provide transitional return-to-work assignments for employees who have sustained an occupational injury or illness and are able to work in a limited, but productive capacity.
- 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 employees to continue Automotive Service Excellence (ASE) training, Emergency Vehicle Technician (EVT) training, and similar certifications.
- Continue to implement the recommendations in the space needs study/master plan. This will include the move of the Recreation and Parks Department, the Department of Technology, and the City's 311 operation to the Jerry Hammond Center located at 1111 East Broad Street.
- Design will be completed in 2007 and construction is expected to begin in early 2008 on the new Westside neighborhood family health center to serve residents of Franklinton, the Hilltop and Westland.

- The Real Estate Management Office will work with the Mayor's Office, the Columbus Public Health Department, Columbus Neighborhood Health Centers, Inc. and community partners on the south side to find a permanent location for a new Southside family health center. This center will not only provide much needed health services for families living on the south side of Columbus, but will also help spur economic development in the area. Funds are budgeted for both site acquisition and facility design. Once a location is secured, the Construction Management Office will begin the design process.
- The Real Estate Management Office will continue to review and update various city leases many of which have not been updated for many years. The Office continues to work toward standardizing these documents to ensure that the proper terms and protections are included in all city leases. In addition, the Office will assist other city departments and divisions with the acquisition of land and facilities, either for purchase or lease in order to meet operational needs.
- The Office of Construction Management will begin renovations in two major city facilities, City Hall and the Municipal Court Building. City Hall renovations will include new exterior benches, planters, landscaping and way finding. Interior projects will include renovations to men's and women's restrooms, including the installation of "green" waterless urinals, new interior signage and a study of the existing heating and cooling systems in the building. The new systems will be designed to improve overall comfort in the building and will greatly increase energy efficiency. Municipal Court projects will include new flooring, wall repair, pilot public and private restroom renovations, door repairs, plumbing renovations and a code review of the existing facility.
- The Facilities Management Division will institute new preventative maintenance programs for heating and cooling systems and roofs for the facilities under their purview. These programs will reduce overall maintenance costs, help prevent major equipment failures and extend the life of existing building systems.

Safety

- The Office of Construction Management will begin construction on numerous major public safety projects in 2008 including: the Police Heliport, a new city impound lot, and Fire Station 35 on Waggoner Road. In addition, design will be completed on a new property room for the Division of Police.
- Complete the construction of a neighborhood-policing center in conjunction with The Ohio State University, a new neighborhood-policing center on the Far East side for the relocation of Police sub-station #14 and the West Broad Street Fire Station.
- Under the leadership of the new Security Manager, the Facilities Management Division will begin upgrading security protocols at various locations. These upgrades will include new training regimes, new standard operating procedures, changes in facility layouts and equipment upgrades.

Finance and Management

- Continue to monitor the strength levels of the city's safety forces in light of the Deferred Retirement Option Plan (DROP) and its potential impact of 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

- Design will also be completed, and construction begun, on the renovation and reuse of 120 West Gay Street, the Old Police Headquarters. Various city departments and divisions will be relocated from obsolete, high maintenance buildings to this facility upon project completion. The design for 120 West Gay Street will include a tunnel to connect city hall to the renovated facility as well as new green space within the downtown municipal campus.

Customer Service

- Work with Fleet Management Division customers to implement service level agreements and continue scheduled consumer panel meetings as a means to identify and resolve customer service issues.
- Complete construction of the new fleet maintenance facility which will consolidate current maintenance operations and the administrative offices into one location. The facility will increase the space to service vehicles and provide adequate parking and improved security, thereby improving customer service.

Neighborhoods

- Honor the good neighbor agreement with adjacent property owners and businesses during construction and after completion of the fleet maintenance facility on Groves Road.

Education

- Educate the internal stakeholders as to what services the Fleet Management Division offers and how to use them.

2008 Budget Notes

Director's Office

- In 2008, the responsibility of overseeing the management and payment of the city's boiler and property insurance contracts, funded within the employee benefits fund at \$365,000, will be transferred from the Human Resources Department- risk management office to the Finance and Management Department- real estate management office.

Financial Management

- In 2008, \$1.23 million is budgeted for the city's contract with the public defender, which provides legal counsel to indigent persons charged with criminal offenses. In 2007, City Council transferred the responsibility for this contract from its own budget to the Financial Management Division.
- Various expenditure items are initially budgeted in the Finance and Management Department and, as necessary, transferred to other departments throughout the year. In 2008, this includes projected legal expenses and \$800,000 for a portion of the city's commitment of \$1 million to COSI. The balance will be funded through an in-kind payment of \$50,000 for property insurance on the COSI facility from the employee benefits fund and \$150,000 from funds given from the city to the Greater Columbus Arts Council.
- In 2008, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division. This will reduce the volatility of projections for the general fund and eliminate the need to transfer funds from one agency to another at year-end to match projected billings.
- As a result of the transfer of mailroom services, the 2008 budget for Financial Management includes over \$1.1 million and two staff positions to cover operating costs.

Facilities Management

- Due to financial constraints, the payment of almost \$1.9 million in real estate leases will be funded out of the special income tax fund in 2008. The majority of the leases are for the Department of Public Safety.
- Facilities Management's 2008 budget includes over \$6.4 million to pay utility bills on behalf of other city agencies.
- In addition to utility expenses, approximately \$857,000 is budgeted for custodial and maintenance supplies and service contracts for the Franklin County Municipal Court building, a continuation of increased services that began in 2007. Approximately \$521,000 is budgeted for custodial contracts and on-staff maintenance for the Police and Fire Academies, and \$422,000 for the Public Health Department facility.
- In 2007, a special revenue fund entitled the "1111 East Broad Street Operations Fund" was established in order for the Facilities Management Division to deposit rental payments from the non-city occupants of the building as well as Facilities Management funds necessary for the operation of the facility. Lease payments for 2008 are projected at \$1,124,420. Total expenses in 2008 are projected to be just over \$1.6 million. The difference is budgeted in the general fund for transfer into the 1111 East Broad Street Operations Fund.

Fleet Management

- The Division of Fleet Management's hourly labor charge is \$69 per hour. The mark-up on parts remains at 22 percent, the mark-up on professional services and credit card fuel purchases will remain at 5 percent, and the markup on fuel will remain at 24 cents per gallon.
- There is \$6 million set aside in the Special Income Tax fund for 2008 vehicle purchases.
- Fuel prices are budgeted at a wholesale cost of \$2.55 per gallon. If fuel prices escalate in 2008, the division will incur an extra \$3,000 per month in fuel costs for every one cent increase in the price of fuel.

Budget and Performance Measure Summary

DEPARTMENT FINANCIAL SUMMARY					
DIVISION SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Administration	\$ 2,469,845	\$ 3,196,272	\$ 3,371,042	\$ 3,302,005	\$ 3,574,523
Finance Citywide	3,933,270	4,679,480	6,804,805	3,790,000	1,570,000
Citywide Technology Billings	-	-	-	-	13,122,473
Financial Management	2,401,241	2,639,862	4,162,301	5,325,712	6,474,161
Facilities Management	12,814,294	14,313,320	18,000,693	17,210,929	17,117,245
Fleet Management	25,716,282	25,295,734	31,527,305	32,356,072	28,726,059
TOTAL	\$ 47,334,932	\$ 50,124,668	\$ 63,866,146	\$ 61,984,718	\$ 70,584,461

NOTE: For the general fund, 2008 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

NOTE: The 2008 proposed budget figures for Finance and Management include mailroom services, which will transfer from the Department of Technology in 2008.

DIVISION SUMMARY BY CHARACTER

ADMINISTRATION GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 1,797,009	\$ 2,547,759	\$ 2,597,898	\$ 2,495,906	\$ 2,116,668
Materials & Supplies	15,810	25,299	16,645	14,854	15,250
Services	186,544	167,141	154,305	285,236	119,215
Transfers	35,524	-	-	-	-
TOTAL	\$ 2,034,887	\$ 2,740,199	\$ 2,768,848	\$ 2,795,996	\$ 2,251,133
EMPLOYEE BENEFITS FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Services	\$ -	\$ -	\$ -	\$ -	\$ 365,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 365,000

DIVISION SUMMARY BY CHARACTER					
FINANCIAL MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 944,493	\$ 1,174,876	\$ 2,312,409	\$ 2,048,280	\$ 2,618,698
Materials & Supplies	31,849	8,351	29,980	9,955	31,075
Services	295,891	257,738	469,505	1,946,806	1,487,793
Transfers	3,933,270	4,679,480	6,804,805	3,790,000	1,570,000
Citywide Technology Billings	-	-	-	-	13,122,473
TOTAL	\$ 5,205,503	\$ 6,120,445	\$ 9,616,699	\$ 7,795,041	\$ 18,830,039
FINANCIAL MANAGEMENT CDBG FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 414,362	\$ 462,461	\$ 486,622	\$ 483,951	\$ 543,662
Materials & Supplies	3,684	3,036	3,250	1,250	3,250
Services	450,881	392,764	453,014	453,014	233,950
Other Disbursements	47,238	108,448	158,786	158,786	165,000
TOTAL	\$ 916,165	\$ 966,709	\$ 1,101,672	\$ 1,097,001	\$ 945,862

DIVISION SUMMARY BY CHARACTER					
FINANCIAL MANAGEMENT PRINT SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 114,810	\$ 120,805	\$ 129,485	\$ 125,676	\$ 143,548
Materials & Supplies	28,793	35,194	37,500	25,189	37,500
Services	69,240	76,189	81,750	72,805	81,750
TOTAL	\$ 212,843	\$ 232,188	\$ 248,735	\$ 223,670	\$ 262,798
FINANCIAL MANAGEMENT MAILROOM SERVICES FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 159,800
Materials & Supplies	-	-	-	-	4,000
Services	-	-	-	-	964,135
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,127,935

DIVISION SUMMARY BY CHARACTER

FACILITIES MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 4,878,867	\$ 5,024,297	\$ 5,122,117	\$ 5,082,118	\$ 4,966,842
Materials & Supplies	403,006	424,815	420,067	420,067	478,543
Services	7,513,921	8,838,849	10,520,729	10,002,365	9,548,286
Other Disbursements	18,500	6,010	15,750	5,250	15,750
Capital	-	19,349	-	-	-
Transfers	-	-	250,000	250,000	491,702
TOTAL	\$ 12,814,294	\$ 14,313,320	\$ 16,328,663	\$ 15,759,800	\$ 15,501,123

FACILITIES MANAGEMENT 1111 E. Broad St. Operation SPECIAL REVENUE FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Materials & Supplies	\$ -	\$ -	\$ 54,000	\$ 4,184	\$ 29,200
Services	-	-	1,618,030	1,446,945	1,586,922
Other Disbursements	-	-	-	-	-
Capital	-	-	-	-	-
Transfers	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 1,672,030	\$ 1,451,129	\$ 1,616,122

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT GENERAL FUND EXPENDITURES SUMMARY	2005	2006	2007	2007	2008
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Capital	\$ 2,702,495	\$ -	\$ 4,000,000	\$ 3,491,392	\$ -
TOTAL	\$ 2,702,495	\$ -	\$ 4,000,000	\$ 3,491,392	\$ -

DIVISION SUMMARY BY CHARACTER					
ADMINISTRATION FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2005	2006	2007	2007	2008
	Actual	Actual	Original Appropriation	Estimated Expenditures	Proposed
Personnel	\$ 422,276	\$ 435,125	\$ 567,651	\$ 504,224	\$ 958,390
Services	12,682	20,948	34,543	1,785	-
TOTAL	\$ 434,958	\$ 456,073	\$ 602,194	\$ 506,009	\$ 958,390

DIVISION SUMMARY BY CHARACTER					
FLEET MANAGEMENT FLEET MANAGEMENT FUND EXPENDITURES SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
Personnel	\$ 7,197,140	\$ 7,668,429	\$ 8,220,359	\$ 8,071,445	\$ 9,090,615
Materials & Supplies	12,185,963	13,256,674	13,231,290	14,749,804	13,248,290
Services	3,291,537	3,453,971	3,778,240	3,773,273	3,878,800
Principal	255,285	30,000	1,030,000	1,030,000	1,380,000
Other Disbursements	58,464	44,688	5,000	5,000	5,000
Capital	7,260	69,925	80,000	84,967	-
Interest	18,138	772,047	1,182,416	1,150,191	1,123,354
TOTAL	\$ 23,013,787	\$ 25,295,734	\$ 27,527,305	\$ 28,864,680	\$ 28,726,059

DEPARTMENT SUMMARY BY FUND					
FUND SUMMARY	2005 Actual	2006 Actual	2007 Original Appropriation	2007 Estimated Expenditures	2008 Proposed
General Fund	\$ 22,757,179	\$ 23,173,964	\$ 32,714,210	\$ 29,842,229	\$ 36,582,295
Employee Benefits Fund	-	-	-	-	365,000
Print Services Fund	212,843	232,188	248,735	223,670	262,798
Mailroom Services Fund	-	-	-	-	1,127,935
Special Revenue Fund	-	-	1,672,030	1,451,129	1,616,122
Fleet Management	23,448,745	25,751,807	28,129,499	29,370,689	29,684,449
CDBG Fund	916,165	966,709	1,101,672	1,097,001	945,862
TOTAL	\$ 47,334,932	\$ 50,124,668	\$ 63,866,146	\$ 61,984,718	\$ 70,584,461

DEPARTMENT PERSONNEL SUMMARY					
DIVISION	FT/PT*	2005 Actual	2006 Actual	2007 Budgeted	2008 Budgeted
Administration					
General Fund	FT	31	34	23	24
Fleet Management Fund	FT	6	6	7	9
Financial Management					
General Fund	FT	13	11	30	27
Print Services	FT	2	2	2	2
Mailroom Services	FT	2	2	2	2
Community Dev. Block Grant	FT	5	5	5	5
Facilities Management					
General Fund	FT	79	80	81	77
	PT	11	10	16	15
Fleet Management					
Fleet Management Fund	FT	119	120	122	130
	PT	0	1	1	1
TOTAL		<u>268</u>	<u>271</u>	<u>289</u>	<u>292</u>
*FT=Full-Time PT=Part-Time					

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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.	\$752,088	\$1,132,218	\$1,044,490	\$1,960,829	9	10	10	21
Real Estate Management	To provide for the management, acquisition, sale and leasing of real property (other than rights-of-way and utility easements) used in city operations.	406,056	463,675	568,885	954,547	6	6	6	6
Construction Management	To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.	-	508,850	711,774	659,147	-	6	7	6

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Print Shop/Copy Center	To provide timely and quality print and copy services to city agencies.	276,038	240,528	248,735	262,798	2	2	2	2
Mailroom Services	To provide timely and accurate receipt, processing, and distribution of City of Columbus mail.	1,542,625	1,726,285	1,744,352	1,127,935	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.	1,346,238	1,469,454	1,526,502	1,234,546	16	16	16	14

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
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.	883,402	957,476	1,131,580	2,211,348	8	8	8	7
Performance Management	To ensure that city leaders have the information they need to track performance, document success, and identify opportunities for improvement in city services.	245,170	341,191	381,887	451,833	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.	100,129	103,976	215,624	239,839	1	1	2	2

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Grants Management	To ensure that the City of Columbus is in fiscal and programmatic compliance with CDBG, HOME, ESG and HOPWA grant programs.	947,735	989,280	1,101,672	945,862	5	5	5	5
Financial Management Administration- Citywide Account	A holding account for later transfer to general fund divisions.	7,905,270	5,771,000	3,650,000	1,570,000	-	-	-	-
Citywide Technology Billings	To provide financial monitoring and account for general fund technology internal billings.	-	-	-	13,122,473	-	-	-	-

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fleet Parts Room Operation	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.	12,385,643	16,122,560	13,623,537	15,857,887	8	8	8	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	-	-	6	3
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	-	-	5	5

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 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
Auto Shop	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.	-	-	4,195,209	2,321,950	-	-	22	30
Truck Shop	To provide heavy truck vehicle repairs in a timely and cost efficient manner.	-	-	616,323	827,026	-	-	9	13

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
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	-	-	9	8
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	-	-	12	9
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	-	-	9	10

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
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
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
Fleet Maintenance	To provide timely and effective repairs to the automotive, light and heavy equipment that are brought into the shops by our customers.	6,463,309	7,248,692	-	-	107	107	-	-

**2008 Operating Budget
Department of Finance and Management**

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Fleet Administration	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.	2,005,762	2,565,775	4,070,408	5,266,563	8	8	8	10
Vehicle Purchases	To provide the city's agencies with new vehicles.	3,000,000	930,000	5,000,000	-	-	-	-	-
Building Maintenance Services	To provide efficient and effective customer service in the area of building maintenance.	2,314,746	2,237,532	2,781,066	2,826,998	37	36	35	32

2008 Operating Budget Department of Finance and Management

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Custodial Services	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.	3,098,413	3,083,268	3,404,965	3,526,185	34	31	36	35
Security	To efficiently and effectively secure buildings under the purview of the Facilities Management Division.	499,640	603,790	561,562	638,998	7	7	5	6
Energy Management	To create more energy efficiencies in buildings under Facilities Management's purview.	4,278,954	5,811,253	7,720,327	6,912,440	1	-	-	-
Building Maintenance Management (Contract Services)	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.	1,472,403	1,465,753	2,642,074	2,567,841	5	2	2	2

2008 Operating Budget	
Department of Finance and Management	

Program	Mission	<u>Financial History by Program</u>				<u>Personnel by Program</u>			
		2005 Budget	2006 Budget	2007 Budget	2008 Proposed	2005 FTEs	2006 FTEs	2007 FTEs	2008 FTEs
Facilities Administration	To provide oversight, leadership and management to the division staff in rendering facilities management services to general fund facilities.	579,078	833,031	890,699	644,783	2	3	3	2
		\$50,502,699	\$54,605,587	\$62,853,499	\$70,584,461	262	262	265	276

NOTE: For the general fund, 2008 budget figures, unlike in preceding years, do not include technology expenditures, which are budgeted in Finance and Management. For an adjusted historical comparison, see page 26-9.

NOTE: The 2005-2008 budget figures for Finance and Management include mailroom services, which will transfer from the Department of Technology in 2008. Although the transfer will not occur until 2008, for comparison purposes, the history is shown here.

Some program data will not match department summary data due to differences in data being reported (i.e., budgeted versus actual). This is compounded in cases of departmental reorganizations during the timeframe.

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Finance and Management Administration	General Obligation Bond Ratings				
	<i>Bond rating: Moody's</i>	Aaa	Aaa	Aaa	Aaa
	<i>Bond rating: Fitch</i>	AAA	AAA	AAA	AAA
	<i>Bond rating: Standard and Poor's</i>	AAA	AAA	AAA	AAA
	Percentage economic stabilization fund balance to prior year operating expenditures*	7.5%	7.0%	6.8%	6.6%
	Operating expenditures per capita*	\$739	\$780	\$840	\$850
	Percentage of operating expenditures to City personal income	3.3%	3.6%	3.8%	3.8%
	<i>*Total General Fund operating expenditures used in calculations; City income estimates from US Census Bureau, American Community Survey.</i>				
Purchasing	Average number of days for informal bid turnaround citywide	28.5	24.5	23.5	24
	Average number of days in Purchasing-informal bid	22.4	19.6	19.7	19
	Average number of days for formal bid turnaround citywide	157.6	141.4	138.3	140
	Average number of days in Purchasing-formal bid	n/a	119.6	122.4	115
	Average expenditure per contract processed	n/a	n/a	n/a	\$170.00
	Estimated administrative savings per universal term contract established	n/a	n/a	n/a	\$9,000.00
Print Shop/Copy Center	Average number of days to complete print/copy job	n/a	5.5	n/a	5.0

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	Percentage of print/copy jobs completed to customer satisfaction (having a rating on average of 8 or better out of 10)	n/a	95.0%	n/a	90.0%
	Percentage of print/copy jobs that were outsourced by city departments that were not offered to Print/Copy Center	n/a	n/a	n/a	<5.0%
	Percentage of print/copy job requests fulfilled	n/a	n/a	n/a	100.0%
	Percentage of print/copy jobs printed on recycled content paper	n/a	n/a	n/a	50.0%
	Net revenue per copy/print job completed	n/a	n/a	n/a	\$165.00
Budget Management	Average satisfaction rating with budget process (5= strongly satisfied)	4.3	4.23	n/a	4
	Percentage of city staff satisfied with information provided by budget staff	100.0%	100.0%	n/a	100.0%
	Percentage accuracy of third quarter general fund expenditure projections	99.6%	99.7%	n/a	99.5%
	Percentage accuracy of three year plan revenue forecast for current year	-0.79%	-1.02%	n/a	+/- 1.5%
	Percentage accuracy of three year plan revenue forecast for second year of plan	-5.56%	n/a	n/a	+/- 6.0%
Performance Management	Overall satisfaction rating with Columbus.Stat performance management process (by C.Stat Panel and Mayor's Office)	n/a	4.1	3.9	4.0
Debt Management	Total debt per capita	\$2,985.00	\$3,195.00	n/a	<\$5000.00
	City general obligation debt per capita	\$2,124.00	\$2,322.00	n/a	<\$3000.00
	Percentage of unvoted general obligation debt to assessed property value	0.61%	0.76%	n/a	<5.5%

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
	Percentage of general obligation debt to assessed property value	4.10%	4.64%	n/a	<10.5%
Grants Management	Percentage of grant-funded expenditures monitored by the city that are in compliance with federal and local regulation	100.0%	100.0%	100.0%	100.0%
	Percentage of CDBG grant benefits to low and moderate income persons (defined as 80% or below of area median income)	81.0%	84.8%	n/a	70.0%
	Percentage of HUD grant expenditures in compliance with fiscal and program requirements	100.0%	100.0%	100.0%	100.0%
Building Maintenance Services	Number of building maintenance work orders received per 100,000 square feet maintained	379	427	464	<475
	Percentage of building maintenance work orders closed within three days of request	88.0%	74.0%	78.0%	80.0%
	Percentage of preventative maintenance work orders completed on schedule	n/a	n/a	78.0%	85.0%
	Building maintenance expenditures per square foot maintained	n/a	\$7.68	\$8.05	\$7.19
	Number of total work orders closed per building maintenance employee, per year	188.4	183.5	194.1	200.0
Construction Management	Percentage of new construction and renovation projects that are officially LEED certified	n/a	n/a	n/a	40.0%
	Percentage of design projects proceeding within original schedule	n/a	n/a	n/a	80.0%
	Percentage of design projects proceeding within original budget	n/a	n/a	n/a	90.0%

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	2005	2006	2007 Mid-Year	2008 Target
	Percentage of construction, renovation and repair projects proceeding on schedule	n/a	n/a	n/a	80.0%
	Percentage of construction, renovation and repair projects proceeding within original budget	n/a	n/a	n/a	90.0%
	Change order cost per million dollars of construction, renovation projects managed	n/a	n/a	n/a	<\$50,000.0 (5%)
	Percentage of construction management overhead cost	n/a	n/a	n/a	<1.5%
	Construction/renovation dollars managed per Project Manager per year	n/a	n/a	n/a	\$10,805,250.00
	Number of projects managed per Project Manager per year	n/a	n/a	n/a	20
Custodial Services	Percentage of custodial customers rating restroom cleanliness as good or better	n/a	65.0%	71.0%	80.0%
	Percentage of custodial customers rating floor cleanliness as good or better	n/a	59.0%	64.0%	70.0%
	Percentage of custodial customers rating common area cleanliness as good or better	n/a	60.0%	73.0%	80.0%
	Custodial service expenditures per square foot of facilities cleaned	\$2.53	\$2.59	\$2.60	\$2.36
	Number of square feet of facilities cleaned per custodial labor hour	452	478	564	582
Energy Management	Number of kilowatt hours of electricity used per square foot of facilities occupied	n/a	n/a	n/a	17.1
	Number of cubic feet of gas used per square foot of facilities occupied	n/a	n/a	n/a	87.7
	Energy expenditure per square foot of facilities occupied	n/a	n/a	n/a	\$2.53
	Dollars in energy savings	n/a	n/a	n/a	\$50,000.00

**2008 Operating Budget
Department of Finance and Management**

Performance History by Program

Program	Measure	Performance History by Program			
		2005	2006	2007 Mid-Year	2008 Target
Security Management	Number of security incidents reported per building per month	10	8	4	<10
	Percentage of City buildings that receive security tours five times per week	72.0%	81.0%	85.0%	90.0%
	Security management expenditure per square foot of facilities managed	n/a	\$2.59	\$2.61	\$2.71
Fleet Management Administration	Percentage of fleet maintenance revenues to fleet maintenance expenditures	100.1%	97.8%	73.8%	100.0%
	Average revenue earned per city vehicle auctioned	\$1,858.28	\$1,824.00	\$1,263.00	\$1,000.00
Fleet Maintenance	Percentage of fleet maintenance customers rating service as satisfactory or better	95.9%	92.5%	91.9%	85.0%
	Percentage of fleet units within preventative maintenance service schedule	n/a	88.1%	88.5%	90.0%
	Percentage of fleet maintenance work orders with re-works	n/a	n/a	n/a	<5.0%
	Percentage of available fleet mechanic hours billed	67.4%	68.8%	73.9%	70.0%
	Inventory in parts room greater than 730 days	\$87,913.3	\$91,212.0	\$104,188.0	\$0.0
	Total parts \$ in inventory	\$757,976	\$896,029	\$899,370	<\$750,000.00
Real Estate Management	Percentage of leases renewed prior to expiration	n/a	n/a	100.0%	95.0%
	Percentage of leases negotiated at market rate	n/a	n/a	n/a	95.0%

