



## Department Description

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

The Purchasing Office promotes cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price. This office reports directly to the Director's Office and includes the construction prequalification function of the department.

The **Financial Management** group includes budget management, grants management, the mail room, print shop, fiscal, and the capital and debt management office. The budget office oversees the development, monitoring, and control of the city's operating budgets. The grants management office provides budget preparation and program monitoring for several federal grant programs. The mail room and print shop provide services to city departments such that business can be conducted in an efficient, timely, and cost effective manner. The fiscal section provides budgetary support for both capital and operational needs within the department. The capital and debt management office provides coordination of the capital improvement budget and the six-year capital improvement program.

The **Asset Management Group** is comprised of the Divisions of Facilities and Fleet Management, as well as the Offices of Construction and Real Estate Management.

### Department Mission

To protect the fiscal integrity of the city, and ensure the effective management of fleet operations, facility maintenance and construction, real estate transactions, and comprehensive, ethical procurement practices.

Budget Summary				
Fund	2017 Actual	2018 Actual	2019 Budget	2020 Proposed
General Fund	55,887,244	52,393,662	73,770,149	88,971,632
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	395,000
Fleet Management Fund	34,565,526	37,058,192	39,158,289	40,139,099
Property Management Fund	1,421,638	1,422,956	1,448,211	1,530,357
Print and Mail Services Fund	1,734,985	1,833,969	1,907,843	1,941,901
Hotel/Motel Tax Fund	16,701,871	17,041,306	17,614,000	18,231,000
<b>Department Total</b>	<b>\$ 110,706,264</b>	<b>\$ 110,145,085</b>	<b>\$ 134,293,492</b>	<b>\$ 151,208,989</b>

## **Finance and Management**

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Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the Interstate-71 complex.

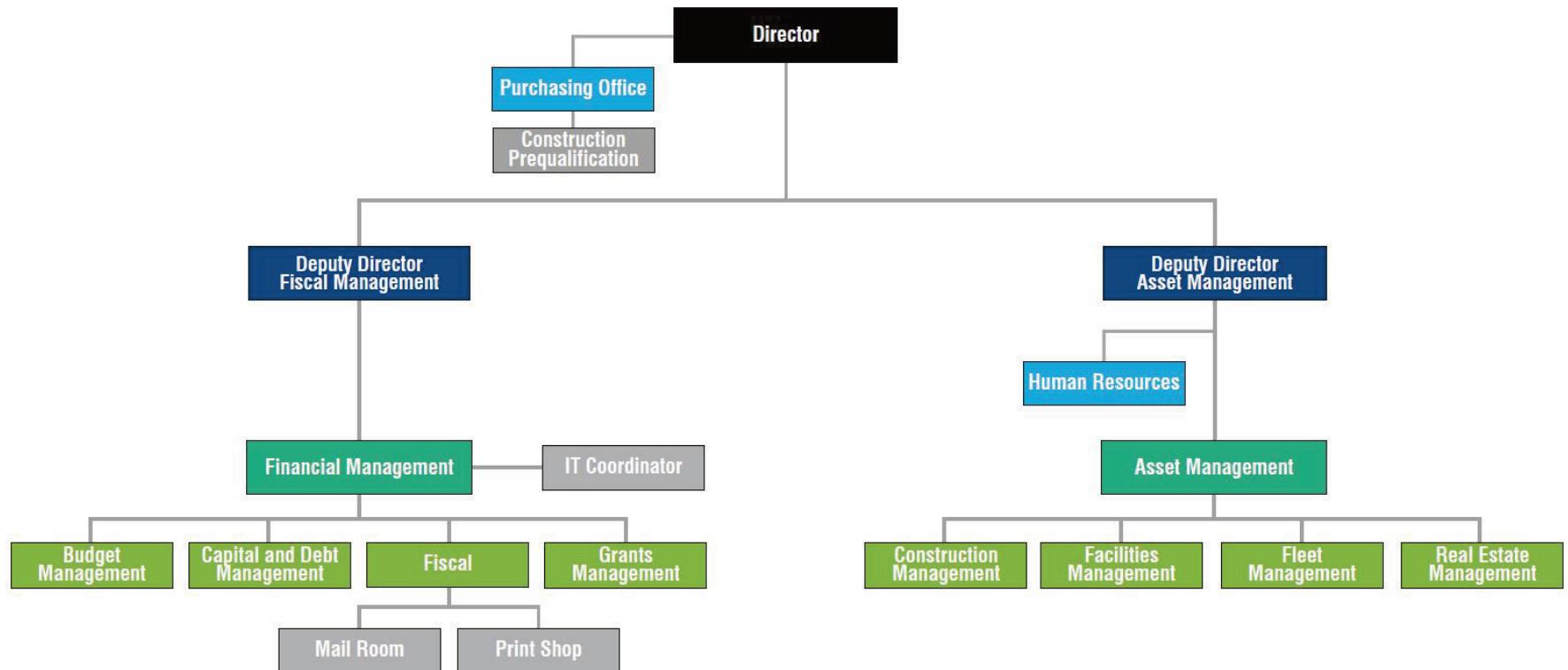
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories.

Construction Management is responsible for building construction, renovation, energy management, and project management.

Real Estate Management provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.



# **Finance and Management**



## Strategic Priorities for 2020

### Neighborhoods



Debt & Capital Management – prioritize funding opportunities for Neighborhood, Economic Development, Affordable Housing, and Public Health projects.

Fire Station 16 – the complete construction of this new fire station located in the North Linden neighborhood, with a projected completion date of fall 2020.

Department of Neighborhoods – a complete renovation of the former Point of Pride building located at 1410 Cleveland Avenue for use by the Department of Neighborhoods.

### Birth to Five and Education



Hilltop Early Childhood Center – complete design and begin construction.

CelebrateOne – continue to provide dedicated staff for Fiscal and Administrative support to the CelebrateOne program and the Office of the Mayor to help achieve program outcomes.

### Diversity and Inclusion



Disparity Study Implementation - partner with the Office of Diversity and Inclusion as well as the Office of the Mayor to successfully implement the approved recommendations of the Disparity Study.

Small and Minority Business Outreach – continue to host and attend small business outreach events.

Vendor Training – host vendor training open houses, where vendors can receive hands-on training on city bidding and contracting requirements.

## **Strategic Priorities for 2020 (cont.)**

### **Innovation**



Electronic Signature Platform – reduce turnaround time on contracts by implementing an electronic signature platform in Purchasing, which is more user-friendly for vendors and small businesses.

D365 Implementation – Purchasing and the Budget Office will partner with the Auditor's Office for the upgrade of the city's financial system.

P-Card - partner with the Auditor's Office to implement a new purchasing card program for small dollar amount purchases. This will help reduce turnaround time and enhance service delivery.

Service Contracting - work with city departments to evaluate their contracting needs and create universal term contracts with multiple vendors to be shared across departments.

Bond Refunding – partner with the Auditor's Office to identify and administer bond refunding opportunities to lower the city's debt servicing costs.

### **Sustainable Columbus**



Electric Vehicles – continue the implementation of the Smart Columbus initiative, which includes the addition of 200 electric vehicles and related charging infrastructure.

Energy Management – actively procure for the lowest utility market rates and explore the continued expansion of “green” power through contracting, retro-commissioning, and infrastructure investment.

## **2020 BUDGET NOTES**

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### **ADMINISTRATION**

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Support. In 2020, over \$685,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. In addition:

- Operational control and funding of the Municipal Court building continue to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$18,231,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

### **FINANCIAL MANAGEMENT**

This division consists of Capital and Debt Management, Budget Management, Grants Management, and the Fiscal Office. In 2020, the division budgeted \$233,000 for internal purchasing catalog licenses, including \$50,000 for Bonfire, which advertises, submits, and scores requests for proposals. In addition:

- Various items are initially budgeted in the Finance and Management Department's citywide account and are transferred, as needed, to other departments throughout the year. In 2020, this includes, among other items, economic development incentive money, projected legal settlements, deposits to the anticipated expenditure fund, the rainy day fund, and the basic city services 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 2020. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$115,000 for various citywide memberships.
- In 2020, \$1.35 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.

### **FACILITIES MANAGEMENT**

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2020 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Facilities Management is responsible for managing and maintaining over three million square feet of functional space, and the division provides in-house security assisted by camera monitoring and video recording.
- The division budgeted \$1,313,719 for repair and maintenance services, while \$3,416,271 is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2020, the division budgeted \$1,740,936 for security services for various facilities around the City of Columbus.

- Facilities Management will continue to purchase new equipment with greater technology, allowing staff to become more efficient and provide consistent cleaning schedules.

## **FLEET MANAGEMENT**

The mission of this division is to provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance. The 2020 budget includes approximately \$9.3 million for fuel expenses and \$834,539 for compressed natural gas (CNG). As the city continues to expand its CNG infrastructure, it is anticipated that expenses for unleaded and diesel gasoline will continue to decrease. In addition:

- The division works with community partners and city agencies to identify green opportunities, promoting new technological developments, and increased training opportunities for employees in an effort to maintain vehicles safely and responsibly while reducing energy costs.
- Fleet Management continues to earn recognition both nationally and regionally for its efficient management, quality staff, superior services, and progressive practices toward greening the city's overall fleet. Currently, the division has over 250 dedicated CNG vehicles. This initiative will continue in 2020 as the division builds upon past successes.
- The division continues to utilize anti-idle technology on safety vehicles to save on fuel and maintenance costs by reducing idle time.
- With Columbus selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management has already added 125 electric vehicles to its fleet, with 75 additional units currently on order.
- The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,134 on and off-road vehicles.

<b>Financial Summary by Fund</b>						
<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	
<b>General Fund</b>						
Finance and Management Administration	\$ 6,607,026	\$ 5,459,091	\$ 5,156,331	\$ 5,164,513	\$ 5,377,434	
Financial Management	14,285,721	10,707,533	32,482,051	14,112,834	45,667,592	
Facilities Management	16,591,225	18,926,789	17,434,557	16,084,258	17,666,036	
Finance Technology	18,403,272	17,300,249	18,697,210	16,784,320	20,260,570	
<b>General Fund Subtotal</b>	<b>55,887,244</b>	<b>52,393,662</b>	<b>73,770,149</b>	<b>52,145,925</b>	<b>88,971,632</b>	
<b>Employee Benefits Fund-Property Insurance</b>						
Finance and Management Administration	395,000	395,000	395,000	395,000	395,000	
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	
<b>Fleet Management Fund</b>						
Fleet Management	33,730,026	36,257,374	38,320,677	37,448,881	39,162,136	
Finance and Management Administration	835,500	800,818	837,612	890,315	976,963	
<b>Fleet Management Fund Subtotal</b>	<b>34,565,526</b>	<b>37,058,192</b>	<b>39,158,289</b>	<b>38,339,196</b>	<b>40,139,099</b>	
<b>Property Management Fund</b>						
1111 E. Broad Street Operations	1,421,638	1,422,956	1,448,211	1,522,843	1,530,357	
<b>Property Management Fund Subtotal</b>	<b>1,421,638</b>	<b>1,422,956</b>	<b>1,448,211</b>	<b>1,522,843</b>	<b>1,530,357</b>	
<b>Print and Mail Services Fund</b>						
Financial Management	1,734,985	1,833,969	1,907,843	1,877,117	1,941,901	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,734,985</b>	<b>1,833,969</b>	<b>1,907,843</b>	<b>1,877,117</b>	<b>1,941,901</b>	
<b>Hotel/Motel Tax Fund</b>						
Finance and Management Administration	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000	
<b>Hotel/Motel Fund Subtotal</b>	<b>16,701,871</b>	<b>17,041,306</b>	<b>17,614,000</b>	<b>17,614,000</b>	<b>18,231,000</b>	
<b>Department Total</b>	<b>\$ 110,706,264</b>	<b>\$ 110,145,085</b>	<b>\$ 134,293,492</b>	<b>\$ 111,894,081</b>	<b>\$ 151,208,989</b>	

## Finance and Management

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Financial Summary by Area of Expense						
Division	2017 Actual	2018 Actual	2019 Budget	2019 Projected	2020 Proposed	
<b>Financial Management</b>						
General Fund						
Personnel	\$ 2,610,611	\$ 2,699,805	\$ 3,053,153	\$ 2,932,508	\$ 3,083,127	
Materials & Supplies	13,130	3,574	15,290	5,201	15,290	
Services	1,972,075	913,740	1,755,980	1,752,779	1,819,479	
Transfers	9,689,904	7,090,414	27,657,628	9,422,346	40,749,696	
<b>General Fund Subtotal</b>	<b>14,285,721</b>	<b>10,707,533</b>	<b>32,482,051</b>	<b>14,112,834</b>	<b>45,667,592</b>	
Print and Mail Service Fund						
Personnel	498,132	597,035	669,564	639,323	678,129	
Materials & Supplies	109,005	129,750	100,360	100,166	126,500	
Services	1,127,848	1,107,005	1,137,919	1,137,628	1,137,272	
Capital	-	178	-	-	-	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,734,985</b>	<b>1,833,969</b>	<b>1,907,843</b>	<b>1,877,117</b>	<b>1,941,901</b>	
<b>Financial Management Subtotal</b>	<b>16,020,706</b>	<b>12,541,502</b>	<b>34,389,894</b>	<b>15,989,951</b>	<b>47,609,493</b>	
<b>Facilities Management</b>						
General Fund						
Personnel	6,590,941	7,596,776	7,992,661	7,873,145	8,027,305	
Materials & Supplies	627,198	699,932	659,800	772,861	674,800	
Services	9,366,390	10,630,080	8,780,096	7,436,252	8,961,931	
Other	6,697	-	2,000	2,000	2,000	
<b>General Fund Subtotal</b>	<b>16,591,225</b>	<b>18,926,789</b>	<b>17,434,557</b>	<b>16,084,258</b>	<b>17,666,036</b>	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,421,638	1,422,956	1,423,211	1,522,843	1,505,357	
<b>Property Management Fund Subtotal</b>	<b>1,421,638</b>	<b>1,422,956</b>	<b>1,448,211</b>	<b>1,522,843</b>	<b>1,530,357</b>	
<b>Facilities Management Subtotal</b>	<b>18,012,863</b>	<b>20,349,745</b>	<b>18,882,768</b>	<b>17,607,101</b>	<b>19,196,393</b>	
<b>Technology Billings</b>						
General Fund						
Services	18,403,272	17,300,249	18,697,210	16,784,320	20,260,570	
<b>Technology Billings Subtotal</b>	<b>18,403,272</b>	<b>17,300,249</b>	<b>18,697,210</b>	<b>16,784,320</b>	<b>20,260,570</b>	
<b>Fleet Management</b>						
Fleet Management Fund						
Personnel	11,157,299	12,030,305	12,521,572	11,629,341	12,543,556	
Materials & Supplies	13,158,162	14,820,981	16,304,460	16,087,549	16,827,146	
Services	4,161,792	4,171,766	4,268,257	4,511,203	5,012,829	
Principal	3,986,000	4,080,000	4,177,000	4,177,000	3,860,000	
Other	-	-	1,000	1,400	1,500	
Capital	60,566	19,630	25,000	19,000	25,000	
Interest	1,206,207	1,134,692	1,023,388	1,023,388	892,105	
<b>Fleet Management Subtotal</b>	<b>33,730,026</b>	<b>36,257,374</b>	<b>38,320,677</b>	<b>37,448,881</b>	<b>39,162,136</b>	
<b>Finance and Management Administration</b>						
General Fund						
Personnel	2,545,135	2,679,735	2,854,939	2,631,923	2,783,667	
Materials & Supplies	26,831	23,784	14,500	6,950	43,500	
Services	4,035,060	2,755,572	2,286,892	2,525,640	2,550,267	
<b>General Fund Subtotal</b>	<b>6,607,026</b>	<b>5,459,091</b>	<b>5,156,331</b>	<b>5,164,513</b>	<b>5,377,434</b>	
Employee Benefits Fund						
Services	395,000	395,000	395,000	395,000	395,000	
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	
Fleet Management Fund						
Personnel	835,500	800,818	837,612	890,315	976,963	
<b>Fleet Management Fund Subtotal</b>	<b>835,500</b>	<b>800,818</b>	<b>837,612</b>	<b>890,315</b>	<b>976,963</b>	
Hotel/Motel Tax Fund						
Services	16,701,871	17,041,306	17,614,000	17,614,000	18,231,000	
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>16,701,871</b>	<b>17,041,306</b>	<b>17,614,000</b>	<b>17,614,000</b>	<b>18,231,000</b>	
<b>Finance and Management Administration Subtotal</b>	<b>24,539,397</b>	<b>23,696,215</b>	<b>24,002,943</b>	<b>24,063,828</b>	<b>24,980,397</b>	
<b>Department Total</b>	<b>\$110,706,264</b>	<b>\$110,145,085</b>	<b>\$134,293,492</b>	<b>\$111,894,081</b>	<b>\$151,208,989</b>	

<b>Department Personnel Summary</b>								
<b>Fund</b>	<b>2017 Actual</b>		<b>2018 Actual</b>		<b>2019 Budget</b>		<b>2020 Proposed</b>	
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
<b>General Fund</b>								
Administration	27	0	29	0	29	0	29	1
Financial Management	24	0	25	0	27	0	27	0
Facilities Management	80	13	87	17	90	19	90	24
<b>Print and Mail Services Fund</b>								
Financial Management	6	0	7	0	7	1	7	1
<b>Fleet Management Fund</b>								
Fleet Management	124	2	124	4	131	3	132	4
Finance and Management Administration	6	0	7	0	7	0	8	0
<b>Total</b>	<b>267</b>	<b>15</b>	<b>279</b>	<b>21</b>	<b>291</b>	<b>23</b>	<b>293</b>	<b>30</b>

<b>Operating Budget by Program</b>						
<b>Program</b>	<b>2019</b>		<b>2019</b>		<b>2020</b>	
	<b>Budget</b>	<b>FTEs</b>	<b>Budget</b>	<b>FTEs</b>	<b>Proposed</b>	<b>FTEs</b>
Administration	\$ 27,374,207	61	\$ 26,585,321	61		
Fiscal	1,386,802	11	1,261,962	10		
Asset Management	1,838,706	4	1,982,368	4		
Property and Boiler Insurance	395,000	0	395,000	0		
Mail Room Services	1,266,725	3	1,288,210	3		
Print Room Services	641,118	4	653,691	4		
Facilities Maintenance and Repair	6,092,043	32	6,161,703	31		
Custodial	3,642,551	30	3,416,271	28		
Security	1,819,210	23	1,740,936	20		
Utility Cost Management	1,666,384	0	1,666,384	0		
Citywide Account	25,504,628	0	40,749,696	0		
Vehicle Maintenance and Repair	19,477,763	121	21,304,365	130		
Fueling Infrastructure	10,595,481	1	10,263,143	1		
Internal Services	25,202,467	0	27,013,415	0		
Financial Management	2,083,064	0	1,865,790	0		
Fleet Asset Management	106,955	1	108,629	1		
Debt Management	5,200,388	0	4,752,105	0		
<b>Department Total</b>	<b>\$ 134,293,492</b>	<b>291</b>	<b>\$ 151,208,989</b>	<b>293</b>		

For additional financial information related to the Finance and Management Department, please refer to the employee benefits, fleet management, and print and mail services funds contained within the internal service section, and the property management fund contained within the special revenue section.



# 2020 PROGRAM GUIDE

## **ADMINISTRATION**

To provide leadership, administrative, operational management, and supervisory support for the divisions within the department, with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities. This program includes the hotel motel tax fund.

## **FISCAL**

To provide fiscal and budgetary support for the divisions for both capital and operational needs within the department.

## **ASSET MANAGEMENT**

To provide centralized real estate management and casualty insurance administration for city agencies in order to increase efficiency, control operating costs, and preserve asset value.

## **PROPERTY AND BOILER INSURANCE**

To support insurance brokerage and risk management services for the city's property (casualty), boiler and machinery, general liability, excess liability, and aviation insurance policies.

## **MAIL ROOM SERVICES**

To provide mail room services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

## **PRINT SHOP SERVICES**

To provide printing services to city departments such that business can be conducted in an efficient, timely, and cost effective manner.

## **FACILITIES MAINTENANCE AND REPAIR**

To efficiently maintain and repair facilities so that employees and visitors may conduct business in a comfortable environment.

**CUSTODIAL**

To provide general cleaning services of common areas, offices, and restrooms, to ensure a clean environment for visitors and employees.

**SECURITY**

To provide security and monitoring services (aided by technology), to ensure a safe environment for visitors and employees.

**UTILITY COST MANAGEMENT**

To provide energy management in a proactive effort to save on electrical, heating and cooling costs through education of building tenants on energy conservation behaviors and by monitoring building lighting and heating.

**CITYWIDE ACCOUNT**

To provide a holding account for later transfer to general fund divisions.

**VEHICLE MAINTENANCE AND REPAIR**

To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.

**FUELING INFRASTRUCTURE**

To assess, monitor, repair, replace, and service the city's fueling infrastructure to ensure safe, reliable fueling services to city agencies, regional partners, and the general public.

**INTERNAL SERVICES**

To account for the internal service charges of the department necessary to maintain operations.

**FINANCIAL MANAGEMENT**

To provide efficient and effective management of funds.

**FLEET ASSET MANAGEMENT**

To enhance deployment and maintenance of vehicles, while improving productivity and lowering operating costs.

**DEBT MANAGEMENT**

To service and track all required debt service obligations (principal and interest) per bond covenant requirements, policies, and procedures. Ensure debt from bonds and loans are used to finance the department's capital program, including those projects in all divisions.

## **Finance and Management**

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