



## 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 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 city's 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	2018 Actual	2019 Actual	2020 Budget	2021 Proposed
General Fund	52,393,662	55,255,267	93,053,632	90,230,101
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	395,000
Fleet Management Fund	37,058,192	38,146,825	40,139,099	39,165,438
Property Management Fund	1,422,956	1,423,997	1,530,357	1,571,033
Print and Mail Services Fund	1,833,969	1,845,299	1,941,901	1,923,245
Hotel/Motel Tax Fund	17,041,306	17,766,036	18,231,000	9,116,000
<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 142,400,817</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.

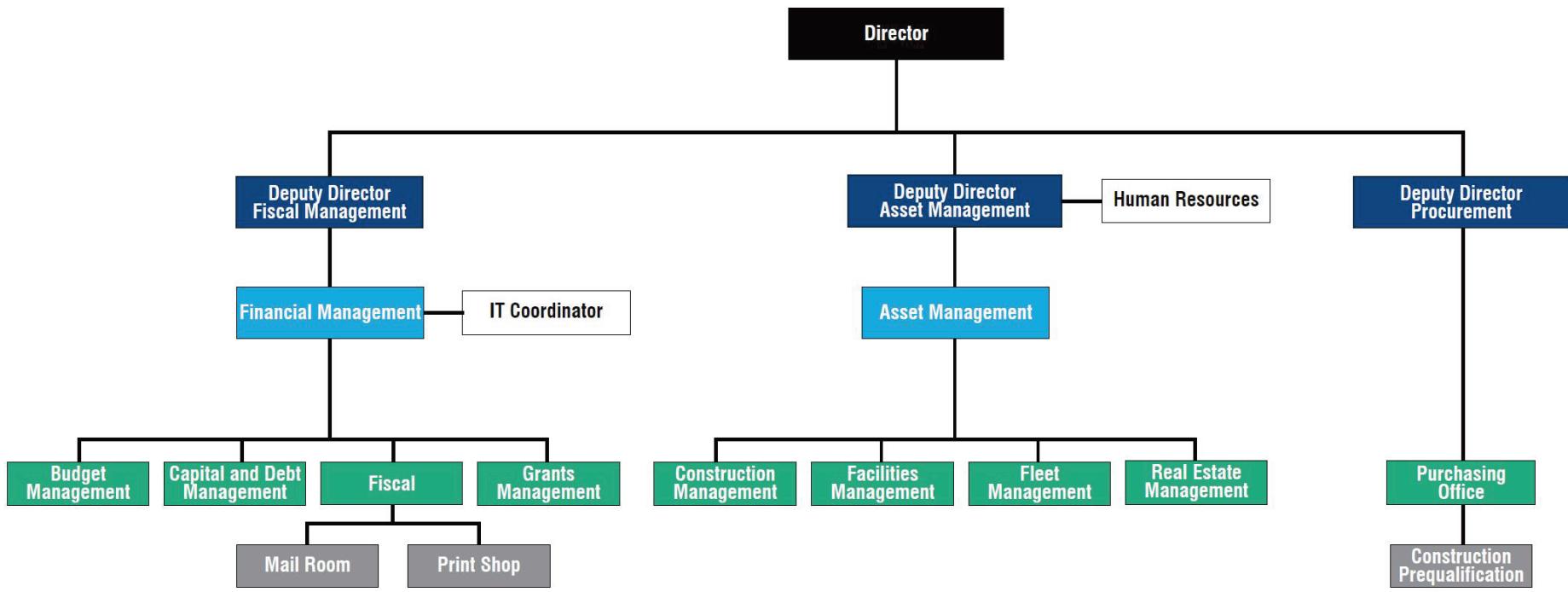
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized 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 2021

### Neighborhoods



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

Grants Management – research new potential sources of grants revenue to the city and continue to partner with other city departments to ensure that such proceeds are invested in city neighborhoods and infrastructure.

### Police Reform



Police Reform – continue to invest in the Mayor's vision by ensuring that restructuring initiatives are funded within the operating and capital budgets of various departments.

### Public Health



Facilities Management – use best practices and the proper deployment of resources and staffing to ensure that in this COVID-19 environment, public buildings are sanitized and safe for city employees, City of Columbus residents, and visitors.

Columbus Public Health – complete design and begin construction of 3rd & 4th floor renovations at Columbus Public Health, located at 240 Parsons Avenue.

### Economic Development and Affordable Housing



Affordable Housing – continue to support affordable housing resources through the annual operating and capital budgets, and continue to provide incentive funding for the Department of Development.

## Strategic Priorities for 2021 (cont.)

### Diversity and Inclusion



Disparity Study Implementation – continue partnership 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. This will involve the active participation of the Purchasing Office in the development of goals and programs to increase the city's diversity spend and outreach.

Small and Minority Business Outreach – continue to host and attend small business outreach events, as well as strategically determine commodity areas in which the city could increase its diversity participation and actively recruit minority vendors in these areas.

Procurement – research and implement changes to the existing procurement processes, as it relates to goods, services, and construction, in order to provide for greater opportunity for small and minority owned businesses.

Reduce Vendor Costs to participate in construction bids – cover the costs of vendors to join Bid Express, the bid platform used by city agencies to procure construction contracts. This will reduce barriers to access and lead to better vendor participation, as both general and subcontractors.

Supplier Diversity Platform - assist ODI and Technology in implementing a supplier diversity software platform with B2GNow. This platform will allow the city to better track and analyze its diversity spend throughout all divisions, leading to better strategic decision-making in the diversity sector.

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

Vendor Portal Upgrade – launch a new vendor portal, in conjunction with the City Auditor's Office, to more easily facilitate business interaction with the vendor community, leading to better and less expensive contracts.

## **Strategic Priorities for 2021 (cont.)**

### **Birth To Five and Education**



Hilltop Early Childhood Center – construction will be underway for a new childhood education center.

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

### **Sustainable Columbus**



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.

Alternative Energy – continue to partner with other city departments and the Office of the Mayor on identifying, funding, and procuring alternative energy projects, including wind and solar.

## **2021 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 2021, over \$670,000 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 \$9,116,000 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 2021, 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:

- The 2021 budget includes funding for the creation of an independent Civilian Police Review Board, as passed by Columbus voters on November 3, 2020. The review board will appoint, and direct the work of, a newly created Office of the Inspector General.
- Various items are initially budgeted in the Finance and Management Department's citywide account and transferred, as needed, to other departments throughout the year. In 2021, this includes, among other items, economic development incentive money, projected legal settlements, and deposits to the anticipated expenditure fund.
- As has been the case for over a decade, all projected internal service charges to general fund agencies for technology services are budgeted in the Financial Management Division in 2021. 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 2021, \$1 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 2021 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 over \$1.3 million for repair and maintenance services, while over \$3.5 million is budgeted for custodial services at numerous city facilities under the purview of the division.
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## Finance and Management

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- In 2021, the division budgeted \$1.9 million 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 2021 budget includes approximately \$8.3 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 2021 as the division builds upon past successes.
- The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,400 on and off-road vehicles.

Financial Summary by Fund						
Fund	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed	
<b>General Fund</b>						
Finance and Management Administration	\$ 5,459,091	\$ 5,725,328	\$ 5,377,434	\$ 4,878,065	\$ 5,610,902	
Financial Management	10,707,533	14,397,971	49,749,592	18,826,388	39,067,046	
Facilities Management	18,926,789	17,208,761	17,666,036	17,083,995	17,725,166	
Finance Technology	17,300,249	17,923,207	20,260,570	19,653,596	27,826,987	
<b>General Fund Subtotal</b>	<b>52,393,662</b>	<b>55,255,267</b>	<b>93,053,632</b>	<b>60,442,044</b>	<b>90,230,101</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	36,257,374	37,257,256	39,162,136	33,092,670	38,205,811	
Finance and Management Administration	800,818	889,569	976,963	1,001,852	959,627	
<b>Fleet Management Fund Subtotal</b>	<b>37,058,192</b>	<b>38,146,825</b>	<b>40,139,099</b>	<b>34,094,522</b>	<b>39,165,438</b>	
<b>Property Management Fund</b>						
1111 E. Broad Street Operations	1,422,956	1,423,997	1,530,357	1,538,933	1,571,033	
<b>Property Management Fund Subtotal</b>	<b>1,422,956</b>	<b>1,423,997</b>	<b>1,530,357</b>	<b>1,538,933</b>	<b>1,571,033</b>	
<b>Print and Mail Services Fund</b>						
Financial Management	1,833,969	1,845,299	1,941,901	1,624,296	1,923,245	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,833,969</b>	<b>1,845,299</b>	<b>1,941,901</b>	<b>1,624,296</b>	<b>1,923,245</b>	
<b>Hotel/Motel Tax Fund</b>						
Finance and Management Administration	17,041,306	17,766,036	18,231,000	7,783,064	9,116,000	
<b>Hotel/Motel Fund Subtotal</b>	<b>17,041,306</b>	<b>17,766,036</b>	<b>18,231,000</b>	<b>7,783,064</b>	<b>9,116,000</b>	
<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 105,877,859</b>	<b>\$ 142,400,817</b>	

## Finance and Management

Financial Summary by Area of Expense						
Division		2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Proposed
<b>Financial Management</b>						
General Fund						
Personnel	\$ 2,699,805	\$ 2,906,523	\$ 3,083,127	\$ 2,801,283	\$ 2,965,355	
Materials & Supplies	3,574	14,873	15,290	8,790	13,790	
Services	913,740	1,904,229	1,819,479	699,139	1,457,831	
Transfers	7,090,414	9,572,346	44,831,696	15,317,176	34,630,070	
<b>General Fund Subtotal</b>	<b>10,707,533</b>	<b>14,397,971</b>	<b>49,749,592</b>	<b>18,826,388</b>	<b>39,067,046</b>	
Print and Mail Service Fund						
Personnel	597,035	631,505	678,129	528,420	569,404	
Materials & Supplies	129,750	99,119	126,500	115,101	153,235	
Services	1,107,005	1,114,675	1,137,272	980,775	1,200,606	
Capital	178	-	-	-	-	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,833,969</b>	<b>1,845,299</b>	<b>1,941,901</b>	<b>1,624,296</b>	<b>1,923,245</b>	
<b>Financial Management Subtotal</b>	<b>12,541,502</b>	<b>16,243,270</b>	<b>51,691,493</b>	<b>20,450,684</b>	<b>40,990,291</b>	
<b>Facilities Management</b>						
General Fund						
Personnel	7,596,776	7,897,207	8,027,305	7,788,343	7,687,210	
Materials & Supplies	699,932	822,729	674,800	936,972	891,000	
Services	10,630,080	8,486,825	8,961,931	8,356,680	9,143,956	
Other	-	2,000	2,000	2,000	3,000	
<b>General Fund Subtotal</b>	<b>18,926,789</b>	<b>17,208,761</b>	<b>17,666,036</b>	<b>17,083,995</b>	<b>17,725,166</b>	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	-	
Services	1,422,956	1,423,997	1,505,357	1,538,933	1,571,033	
<b>Property Management Fund Subtotal</b>	<b>1,422,956</b>	<b>1,423,997</b>	<b>1,530,357</b>	<b>1,538,933</b>	<b>1,571,033</b>	
<b>Facilities Management Subtotal</b>	<b>20,349,745</b>	<b>18,632,758</b>	<b>19,196,393</b>	<b>18,622,928</b>	<b>19,296,199</b>	
<b>Technology Billings</b>						
General Fund						
Services	17,300,249	17,923,207	20,260,570	19,653,596	27,826,987	
<b>Technology Billings Subtotal</b>	<b>17,300,249</b>	<b>17,923,207</b>	<b>20,260,570</b>	<b>19,653,596</b>	<b>27,826,987</b>	
<b>Fleet Management</b>						
Fleet Management Fund						
Personnel	12,030,305	11,982,041	12,543,556	11,801,771	11,780,061	
Materials & Supplies	14,820,981	15,418,229	16,827,146	11,494,427	15,822,266	
Services	4,171,766	4,636,829	5,012,829	5,042,867	6,023,519	
Principal	4,080,000	4,177,000	3,860,000	3,860,000	3,770,000	
Other	-	1,000	1,500	1,500	1,500	
Capital	19,630	18,770	25,000	-	25,000	
Interest	1,134,692	1,023,387	892,105	892,105	783,465	
<b>Fleet Management Subtotal</b>	<b>36,257,374</b>	<b>37,257,256</b>	<b>39,162,136</b>	<b>33,092,670</b>	<b>38,205,811</b>	
<b>Finance and Management Administration</b>						
General Fund						
Personnel	2,679,735	2,691,193	2,783,667	2,692,689	2,807,592	
Materials & Supplies	23,784	36,774	43,500	15,476	46,000	
Services	2,755,572	2,997,360	2,550,267	2,169,900	2,757,310	
<b>General Fund Subtotal</b>	<b>5,459,091</b>	<b>5,725,328</b>	<b>5,377,434</b>	<b>4,878,065</b>	<b>5,610,902</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	800,818	889,569	976,963	1,001,852	959,627	
<b>Fleet Management Fund Subtotal</b>	<b>800,818</b>	<b>889,569</b>	<b>976,963</b>	<b>1,001,852</b>	<b>959,627</b>	
Hotel/Motel Tax Fund						
Services	17,041,306	17,766,036	18,231,000	7,783,064	9,116,000	
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>17,041,306</b>	<b>17,766,036</b>	<b>18,231,000</b>	<b>7,783,064</b>	<b>9,116,000</b>	
<b>Finance and Management Administration Subtotal</b>	<b>23,696,215</b>	<b>24,775,932</b>	<b>24,980,397</b>	<b>14,057,981</b>	<b>16,081,529</b>	
<b>Department Total</b>	<b>\$ 110,145,085</b>	<b>\$ 114,832,423</b>	<b>\$ 155,290,989</b>	<b>\$ 105,877,859</b>	<b>\$ 142,400,817</b>	

## Finance and Management

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Department Personnel Summary									
Fund	2018 Actual		2019 Actual		2020 Budget		2021 Proposed		
	FT	PT	FT	PT	FT	PT	FT	PT	
<b>General Fund</b>									
Administration	29	0	25	1	29	1	30	1	
Financial Management	25	0	27	0	27	0	27	0	
Facilities Management	87	17	87	22	90	24	94	19	
<b>Print and Mail Services Fund</b>									
Financial Management	7	0	6	1	7	1	7	0	
<b>Fleet Management Fund</b>									
Fleet Management	124	4	127	4	132	4	132	5	
Finance and Management Administration	7	0	9	0	8	0	8	0	
<b>Total</b>	<b>279</b>	<b>21</b>	<b>281</b>	<b>28</b>	<b>293</b>	<b>30</b>	<b>298</b>	<b>25</b>	

Operating Budget by Program					
Program	2020		2020		2021
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 26,585,321	61	\$ 17,137,405	52	
Fiscal	1,261,962	10	1,343,324	11	
Asset Management	1,423,189	4	1,603,943	4	
Property and Boiler Insurance	954,179	0	948,241	0	
Mail Room Services	1,288,210	3	1,275,835	3	
Print Room Services	653,691	4	647,410	4	
Facilities Maintenance and Repair	6,161,703	31	6,196,598	34	
Custodial	3,416,271	28	3,527,572	32	
Security	1,740,936	20	1,938,698	23	
Utility Cost Management	1,666,384	0	1,666,384	0	
Citywide Account	44,831,696	0	34,630,070	0	
Vehicle Maintenance and Repair	21,304,365	130	22,023,709	130	
Fueling Infrastructure	10,263,143	1	9,252,200	1	
Internal Services	27,013,415	0	33,582,612	0	
Financial Management	1,865,790	0	1,796,798	3	
Fleet Asset Management	108,629	1	105,418	1	
Debt Management	4,752,105	0	4,553,465	0	
COVID-19	-	0	171,135	0	
<b>Department Total</b>	<b>\$ 155,290,989</b>	<b>293</b>	<b>\$ 142,400,817</b>	<b>298</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.



# 2021 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.

<b>CUSTODIAL</b>	To provide general cleaning services of common areas, offices, and restrooms, to ensure a clean environment for visitors and employees.
<b>SECURITY</b>	To provide security and monitoring services, aided by technology, to ensure a safe environment for visitors and employees.
<b>UTILITY COST MANAGEMENT</b>	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.
<b>CITYWIDE ACCOUNT</b>	To provide a holding account for later transfer to general fund divisions.
<b>VEHICLE MAINTENANCE AND REPAIR</b>	To provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance.
<b>FUELING INFRASTRUCTURE</b>	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.
<b>INTERNAL SERVICES</b>	To account for the internal service charges of the department necessary to maintain operations.
<b>FINANCIAL MANAGEMENT</b>	To provide efficient and effective management of funds.
<b>FLEET ASSET MANAGEMENT</b>	To enhance deployment and maintenance of vehicles, while improving productivity and lowering operating costs.
<b>DEBT MANAGEMENT</b>	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.
<b>COVID-19</b>	To account for the expenses necessary to address the COVID-19 pandemic.