



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	2020 Actual	2021 Actual	2022 Budget	2023 Proposed
General Fund	114,193,458	69,783,261	110,025,710	118,720,726
Employee Benefits Fund-Property Insurance	395,000	395,000	410,000	420,000
Fleet Management Fund	33,780,147	37,226,212	40,301,854	45,443,885
Property Management Fund	1,518,971	1,659,386	1,581,566	1,646,849
Print and Mail Services Fund	1,682,003	1,593,649	2,008,145	2,123,205
Hotel/Motel Tax Fund	7,675,778	12,070,630	13,674,000	19,545,000
Department Total	\$ 159,245,357	\$ 122,728,138	\$ 168,001,275	\$ 187,899,665

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.

Finance and Management

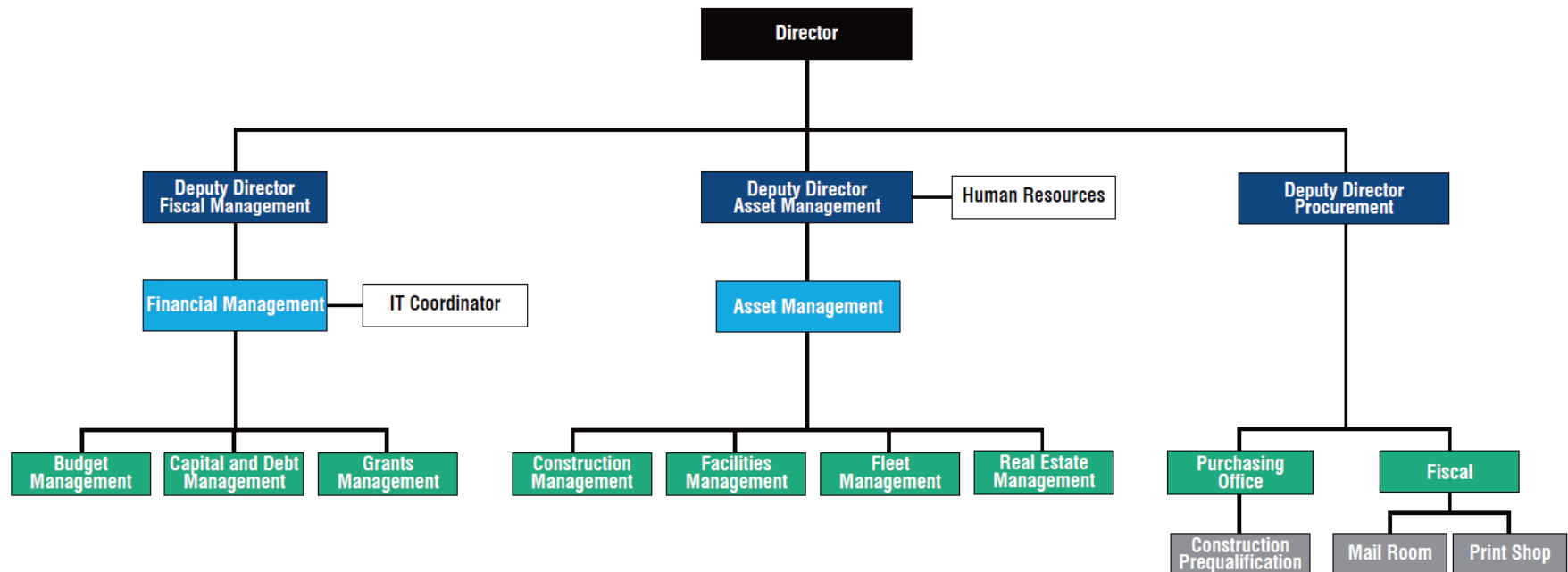
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized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



2023 BUDGET NOTES

ADMINISTRATION

This division includes senior staff positions, as well as full-time positions in Construction Management, Fiscal Management, Real Estate Management, Human Resources, and Executive Support. In 2023, over \$736,809 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 \$19,545,000 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 2023, 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 transferred, as needed, to other departments throughout the year. In 2023, this includes, among other items, economic development incentive money, projected legal settlements, moneys for sustainability efforts, citywide computer replacements, and deposits to both the anticipated expenditure fund and the city's rainy day 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 2023. 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 2023, \$1,200,000 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 2023 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 \$7 million for repair and maintenance services, while over \$4 million is budgeted for custodial services at numerous city facilities under the purview of the division.
 - In 2023, the division budgeted over \$2 million for security services for various facilities around the City of Columbus.
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- 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 2023 budget includes approximately \$11 million for fuel expenses and \$870,000 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 2023 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	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
General Fund					
Finance and Management Administration	\$ 4,923,156	\$ 6,506,352	\$ 6,222,427	\$ 10,287,829	\$ 6,390,647
Financial Management	71,827,626	18,425,838	60,484,465	31,608,180	65,233,062
Fleet Management	-	-	-	3,000,000	-
Facilities Management	17,613,290	18,707,732	19,416,293	19,772,252	20,226,557
Finance Technology	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
General Fund Subtotal	114,193,458	69,783,261	110,025,710	87,059,774	118,720,726
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	395,000	395,000	410,000	410,000	420,000
Employee Benefits Fund Subtotal	395,000	395,000	410,000	410,000	420,000
Fleet Management Fund					
Fleet Management	32,750,022	36,356,641	39,305,377	38,330,072	44,401,064
Finance and Management Administration	1,030,125	869,571	996,477	922,500	1,042,821
Fleet Management Fund Subtotal	33,780,147	37,226,212	40,301,854	39,252,571	45,443,885
Property Management Fund					
1111 E. Broad Street Operations	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
Property Management Fund Subtotal	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
Print and Mail Services Fund					
Financial Management	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
Print and Mail Services Fund Subtotal	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
Hotel/Motel Tax Fund					
Finance and Management Administration	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
Hotel/Motel Fund Subtotal	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
Department Total	\$ 159,245,357	\$ 122,728,138	\$ 168,001,275	\$ 148,038,130	\$187,899,665

Finance and Management

Financial Summary by Area of Expense						
Division		2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,776,779	\$ 2,691,862	\$ 3,156,493	\$ 2,576,616	\$ 3,220,760
	Materials & Supplies	11,670	11,139	14,000	8,240	14,000
	Services	698,927	2,038,729	1,175,607	1,216,935	1,721,339
	Transfers	68,340,251	13,684,108	56,138,365	27,806,389	60,276,963
	General Fund Subtotal	71,827,626	18,425,838	60,484,465	31,608,180	65,233,062
Print and Mail Service Fund						
	Personnel	542,161	523,755	589,304	502,106	581,403
	Materials & Supplies	105,808	128,569	153,235	153,235	176,411
	Services	1,034,033	923,826	1,200,606	1,202,896	1,365,391
	Capital	-	17,498	65,000	37,982	-
	Print and Mail Services Fund Subtotal	1,682,003	1,593,649	2,008,145	1,896,220	2,123,205
	Financial Management Subtotal	73,509,629	20,019,487	62,492,610	33,504,400	67,356,267
Facilities Management						
General Fund						
	Personnel	7,905,623	7,997,930	8,969,759	8,776,334	9,358,196
	Materials & Supplies	799,933	1,313,607	907,500	1,158,199	952,000
	Services	8,886,734	9,371,903	9,536,034	9,834,719	9,913,361
	Other	21,000	7,500	3,000	3,000	3,000
	Capital	-	16,791	-	-	-
	General Fund Subtotal	17,613,290	18,707,732	19,416,293	19,772,252	20,226,557
Property Management Fund						
	Services	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
	Property Management Fund Subtotal	1,518,971	1,659,386	1,581,566	1,610,565	1,646,849
	Facilities Management Subtotal	19,132,261	20,367,118	20,997,859	21,382,817	21,873,406
Technology Billings						
General Fund						
	Services	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
	Technology Billings Subtotal	19,829,386	26,143,340	23,902,525	22,391,513	26,870,460
Fleet Management						
Fleet Management Fund						
	Personnel	11,777,487	11,158,396	12,313,418	11,326,080	12,493,510
	Materials & Supplies	11,261,386	15,539,746	16,326,523	16,851,018	19,251,697
	Services	4,957,544	5,178,722	6,288,936	5,801,702	8,363,810
	Principal	3,860,000	3,770,000	3,800,000	3,800,000	3,815,000
	Other	1,500	1,000	1,500	1,270	1,500
	Capital	-	-	25,000	-	25,000
	Interest	892,105	708,777	550,000	550,000	450,547
	Fleet Management Fund Subtotal	32,750,022	36,356,641	39,305,377	38,330,072	44,401,064
General Fund						
	Capital	-	-	-	3,000,000	-
	General Fund Subtotal	-	-	-	3,000,000	-
	Fleet Management Subtotal	32,750,022	36,356,641	39,305,377	41,330,072	44,401,064
Finance and Management Administration						
General Fund						
	Personnel	2,714,939	2,718,265	3,170,563	2,598,457	3,297,375
	Materials & Supplies	11,296	68,849	49,300	26,625	23,000
	Services	2,196,921	3,719,238	3,002,564	7,662,747	3,070,272
	General Fund Subtotal	4,923,156	6,506,352	6,222,427	10,287,829	6,390,647
Employee Benefits Fund						
	Services	395,000	395,000	410,000	410,000	420,000
	Employee Benefits Fund Subtotal	395,000	395,000	410,000	410,000	420,000
Fleet Management Fund						
	Personnel	1,030,125	869,571	996,477	922,500	1,042,821
	Fleet Management Fund Subtotal	1,030,125	869,571	996,477	922,500	1,042,821
Hotel/Motel Tax Fund						
	Services	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
	Hotel/Motel Tax Fund Subtotal	7,675,778	12,070,630	13,674,000	17,809,000	19,545,000
	Finance and Management Administration Subtotal	14,024,059	19,841,553	21,302,904	29,429,329	27,398,468
	Department Total	\$159,245,357	\$122,728,139	\$168,001,275	\$148,038,130	\$187,899,665

Department Personnel Summary								
Fund	2020 Actual		2021 Actual		2022 Budget		2023 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	28	1	29	1	31	2	31	0
Financial Management	23	0	24	0	28	0	28	0
Facilities Management	89	18	90	15	107	21	107	8
Print and Mail Services Fund								
Financial Management	6	0	6	0	7	0	5	1
Fleet Management Fund								
Fleet Management	119	2	119	3	132	5	133	2
Finance and Management Administration	8	0	8	0	9	0	9	0
Total	273	21	276	19	314	28	313	11

Operating Budget by Program					
Program	2022		2023		
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 23,938,661	54	\$ 30,983,772	55	
Fiscal	1,567,818	13	1,485,156	12	
Asset Management	1,647,027	4	1,713,000	4	
Property and Boiler Insurance	996,114	0	976,696	0	
Mail Room Services	1,283,242	3	1,407,771	2	
Print Room Services	724,903	4	715,434	3	
Facilities Maintenance and Repair	7,225,098	43	7,826,367	43	
Custodial	4,057,323	36	3,980,505	35	
Security	2,107,222	23	2,237,699	26	
Utility Cost Management	1,576,384	0	1,500,000	0	
Citywide Account	56,138,365	0	60,276,963	0	
Vehicle Maintenance and Repair	22,983,309	130	25,939,996	131	
Fueling Infrastructure	9,421,885	1	11,148,197	1	
Internal Services	28,649,970	0	31,468,627	0	
Financial Management	1,201,200	2	1,645,700	0	
Fleet Asset Management	112,754	1	321,235	1	
Debt Management	4,350,000	0	4,265,547	0	
COVID-19	20,000	0	7,000	0	
Department Total	\$168,001,275	314	\$187,899,665	313	

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.



2023 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.

COVID-19

To account for the expenses necessary to address the COVID-19 pandemic.

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