



A view of the intersection of North High and Spring Street looking south. The photograph was taken sometime between 1981 and 1990. Wendy's Hamburgers, the Stag Book Shop and the Clock Restaurant are all in the distance.

FINANCE AND MANAGEMENT

Department Description

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

The **Financial Management** group is comprised of the Financial Management Division, which includes the budget, grants management, purchasing, performance management, construction prequalification office, and debt management offices. 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 purchasing office is responsible for the procurement of goods and services, including the administration of the city's procurement policies and procedures. The newly created construction prequalification office is responsible for enforcing relevant portions of the City of Columbus procurement code and administering a prequalification process that provides fair and equitable evaluation of all

entities seeking to do construction business with the city. The debt management office

Department Mission

To protect and to enhance the fiscal integrity and efficient management of the city while promoting the Mayor's citywide program initiatives.

provides coordination of the capital improvements budget and the six-year capital improvements program. The city's print shop and mailroom are housed in the division as well.

The **Asset Management Group** is comprised of the Divisions of Facilities Management and Fleet Management as well as the construction management and real estate offices. Facilities Management is responsible for custodial services, maintenance, energy management, and security for the City Hall complex, Police and Fire Division facilities, the Public Health complex, and the I-71 complex.

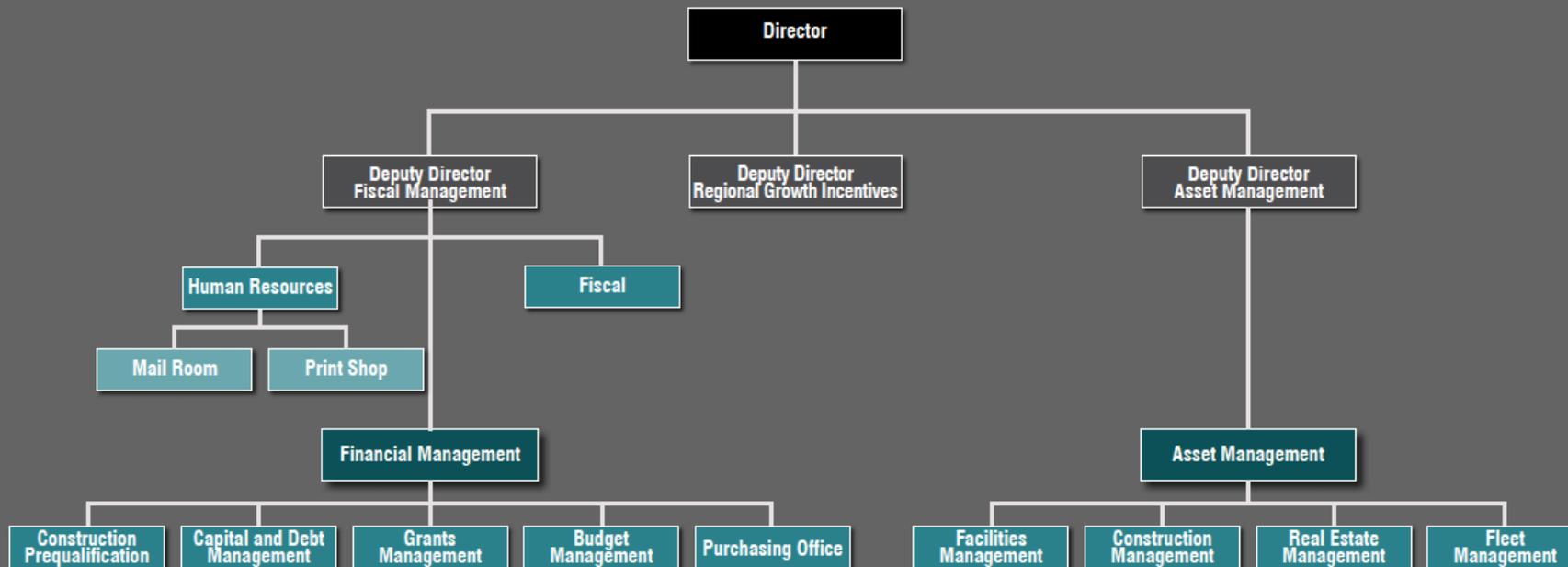
The Fleet Management Division maintains motorized equipment for most city

departments and divisions. The division also develops and promotes citywide policies that govern acquisition, maintenance, use and disposal of vehicles. The goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories. The construction management office provides building construction, renovation, and project management. The real estate management office provides centralized real estate administration, including leasing, acquisition, disposition, and casualty insurance administration.



A view of the intersection of North High and Long Street looking north. The photograph was taken in 1986. The Union Clothing Company Building, the Old Thomas Block and the Brunson Building are all in the distance.

Finance and Management



Strategic Priorities for 2016

Peak Performance

Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing.

Continue to implement the Mayor's Regional Cooperation Initiative through cooperative procurement strategies with other jurisdictions in central Ohio, to include the sharing of the city's electronic catalog, thereby leveraging combined purchasing power to reduce prices and increase efficiencies.

Monitor space utilization by city operations to identify opportunities for shared use and co-location of functions to increase efficiencies, collaboration, and reduce operating costs. Utilize recorded energy usage data (electricity, water/sewer, natural gas) to identify inefficient city buildings and perform detailed audits to analyze HVAC systems and controls, lighting, building envelope, and plug loads. This information will allow the city to make more financially viable upgrades to facilities. It will also assist in helping educate city employees on energy efficiency and how they can directly impact the utility spend in the city.

Continue to deploy anti-idling technology on new police cruisers to reduce fuel consumption during non-productive idle times.

Construct a new Compressed Natural Gas fueling station on Krieger Court, near Georgesville Road. This station will serve the fueling needs of public and private customers on the west side of the City.

Continue the development and construction of a joint-use Compressed Natural Gas fueling station, in partnership with the Central Ohio Transit Authority (COTA).

Begin construction/renovation of the warehouse building at 4252 Groves Road, providing much needed warehouse and storage space for use by several city operations including Public Service and Public Safety.

Continue work on the design and implementation of the city's new accounting, budgeting, cash handling, and purchasing system in conjunction with the other members of the steering committee.

Increase awareness of construction-related code changes and promote the involvement of businesses through the construction prequalification office.

Strategic Priorities for 2016 (cont.)

Safety

Complete demolition and replacement of Fire Station 2 at Fourth and Fulton Streets.

Upgrade security protocols at various locations. These upgrades will include enhanced training regimens, improvements to standard operating procedures, and possible changes in facility layouts and equipment upgrades. Monitoring and control of employee and visitor traffic into administrative buildings will also be reviewed.

Downtown Development

Construct a new medium rise building at the corner of Front and Long Streets. This new building will house the Public Service, Building and Zoning, and Development Departments, as well as a portion of the Public Utilities Department. This facility will have a particular emphasis on business and neighborhood activities and civic and advisory functions by consolidating to a single location.

Construct a 700 stall parking facility at the northwest corner of Long and Front Streets to provide for employee and public parking to the City Hall Municipal Campus.

Continue the strong partnership with the North Market Development Authority, to plan for appropriate capital improvements of the city owned North Market.

2016 BUDGET NOTES

ADMINISTRATION

In 2016, \$1.2 million is budgeted for leases associated with various safety facilities. These facilities include covert operation properties, Police and Fire Professional Standards Bureau, Accident Investigation and Internal Affairs Bureau, Special Victims Unit and 911 Safety Call Center. In addition:

- The Greater Columbus Film Commission, also known as Film Columbus, was established in 2002 as a nonprofit organization dedicated to promoting Columbus and central Ohio as prime filming locations within the national and international film community. Film Columbus also provides resources to local and national productions. Funding to support this effort totals \$90,000 in 2016.
- In 2016, \$50,000 is budgeted to support the Jobs Expansion and Transportation (JET) Task Force to enhance direct air service, promote economic development, and advance Port Columbus as a regional transportation center.
- Funded full-time staff levels remained the same as in 2015 with 26 full-time positions.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Over \$553,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects.
- Funds totaling \$15,887,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

FINANCIAL MANAGEMENT

In 2016, \$1.4 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses. In addition:

- The Financial Management division consists of four working units, Budget/Performance Management, Debt Management, Purchasing, and the Office of Construction Prequalification.
 - Various items are initially budgeted in the Finance and Management Department citywide account and are transferred, as needed, to other departments throughout the year. In 2016, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day fund.
 - Funded full-time staff levels increased by one position in 2016.
 - 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 2016. 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.
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FACILITIES MANAGEMENT

The 2016 budget includes over \$6 million to pay utility bills on behalf of other city agencies. In addition:

- Approximately \$452,300 is budgeted for maintenance and \$144,000 for custodial service for various city facilities.
- The division is responsible for managing over two million square feet of functional space.
- The division is partnering with the Department of Public Utilities to provide custodial services at its 910 Dublin Road facility as well as satellite locations. Funding for these positions is incorporated wholly within the Public Utilities Department budget, however, management and staffing authorization resides in Facilities Management.
- An agreement with AEP Retail has been modified to include purchase of 50 percent “green” power. This is expected to result in a 12 percent reduction in greenhouse gas emissions to the city.
- Funded full-time staff levels decreased by one position in 2016.

FLEET MANAGEMENT

The 2016 budget includes approximately \$10 million for fuel expenses (a decrease of \$1 million from 2015) and \$734,539 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:

- There is \$117,494 budgeted to add a regulatory compliance officer. This position will assist in managing the division’s environmental management system (EMS) upon implementation. The EMS will help the division meet auditing standards and remain in compliance with environmental regulations as they relate to fuel sites and stations.
 - In 2016, funding for the replacement of general fund vehicles will be in the special income tax fund.
 - There is \$630,000 in the division’s budget for the continuance of the vehicle locator program (GPS), which was first implemented in late 2012.
 - In 2016, construction will begin at both the Georgesville Road fueling station, which will provide for fueling CNG, diesel, and unleaded vehicles, and the McKinley Avenue CNG station. These stations will support city operations in the central and west sides of the city, and compliment the Groves and Morse Road stations that serve the east and north sides of the city.
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Finance and Management

Department Financial Summary by Area of Expense					
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed
General Fund					
Finance and Management Administration					
Personnel	\$ 1,735,582	\$ 2,066,507	\$ 2,032,552	\$ 2,130,389	\$ 2,196,000
Materials & Supplies	5,633	13,519	8,300	16,567	15,800
Services	1,903,643	3,697,479	3,879,382	4,216,396	3,396,268
Capital	-	-	-	-	-
Administration Subtotal	3,644,858	5,777,505	5,920,234	6,363,352	5,608,068
Financial Management					
Personnel	2,347,837	2,595,606	2,723,445	2,743,796	2,927,305
Materials & Supplies	14,007	10,890	14,440	13,268	15,290
Services	2,034,840	1,178,304	1,448,635	1,474,837	1,770,010
Transfers	19,735,588	20,614,582	30,574,617	12,513,000	28,429,122
Financial Management Subtotal	24,132,272	24,399,382	34,761,137	16,744,901	33,141,727
Facilities Management					
Personnel	5,293,514	5,771,683	6,132,811	5,907,208	6,200,212
Materials & Supplies	445,751	540,161	612,000	608,788	637,300
Services	9,236,949	7,920,891	9,284,910	7,126,455	9,542,115
Other	900	-	5,750	5,789	5,750
Facilities Management Subtotal	14,977,114	14,232,734	16,035,471	13,648,240	16,385,377
Finance Technology					
Services	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924
Finance Technology Subtotal	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924
Fleet Management					
Capital	-	3,998,398	-	-	-
Fleet Management Subtotal	-	3,998,398	-	-	-
General Fund Subtotal	57,494,580	63,966,365	73,913,045	53,818,886	73,553,096
Employee Benefits Fund-Property Insurance					
Finance and Management Administration					
Services	386,500	406,000	395,000	395,000	395,000
Employee Benefits Fund Subtotal	386,500	406,000	395,000	395,000	395,000
Fleet Management Fund					
Fleet Management					
Personnel	9,287,522	9,972,288	10,635,901	10,229,098	11,078,705
Materials & Supplies	16,190,710	16,073,950	15,825,389	12,678,654	15,839,229
Services	3,924,567	3,974,986	4,073,554	4,310,351	4,964,286
Principal	1,873,174	1,915,300	2,655,300	2,655,300	3,216,000
Other	12,693	100,580	5,000	2,153	5,000
Capital	-	-	50,000	-	81,131
Interest	864,116	968,480	1,185,044	1,185,045	1,233,917
Fleet Management Subtotal	32,152,782	33,005,584	34,430,188	31,060,601	36,418,268
Finance and Management Administration					
Personnel	636,148	629,734	746,504	746,504	784,507
Administration Subtotal	636,148	629,734	746,504	746,504	784,507
Fleet Management Fund Subtotal	32,788,930	33,635,318	35,176,692	31,807,105	37,202,775
Property Management Fund					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,364,963	1,380,750	1,396,615	1,377,948	1,410,354
Other	500	-	-	-	-
Property Management Fund Subtotal	1,365,463	1,380,750	1,421,615	1,377,948	1,435,354
Community Development Block Grant Fund					
Financial Management					
Personnel	328,819	390,802	435,629	424,014	445,838
Materials & Supplies	1,000	1,751	2,500	2,500	2,850
Services	139,520	108,168	148,797	126,308	117,990
Other	8,944	9,330	12,000	14,603	16,000
CDBG Fund Subtotal	478,283	510,051	598,926	567,425	582,678
Print and Mail Services Fund					
Financial Management					
Personnel	381,885	258,911	457,935	447,943	474,979
Materials & Supplies	43,076	43,893	51,220	50,182	58,103
Services	821,033	1,110,534	1,122,043	1,116,742	1,111,560
Capital	-	9,965	-	-	-
Print and Mail Services Fund Subtotal	1,245,994	1,423,304	1,631,198	1,614,867	1,644,642
Hotel/Motel Tax Fund					
Finance and Management Administration					
Services	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
Hotel/Motel Fund Subtotal	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
Department Total	\$ 105,930,333	\$ 115,125,999	\$ 127,571,486	\$ 104,016,241	\$ 130,700,545

Division Financial Summary by Area of Expense						
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed	
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General Fund						
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Materials & Supplies	14,007	10,890	14,440	13,268	15,290	
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General Fund Subtotal	24,132,272	24,399,382	34,761,137	16,744,901	33,141,727	
CDBG Fund						
Personnel	328,819	390,802	435,629	424,014	445,838	
Materials & Supplies	1,000	1,751	2,500	2,500	2,850	
Services	139,520	108,168	148,797	126,308	117,990	
Transfers	8,944	9,330	12,000	14,603	16,000	
CDBG Fund Subtotal	478,283	510,051	598,926	567,425	582,678	
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Print and Mail Services Fund Subtotal	1,245,994	1,423,304	1,631,198	1,614,867	1,644,642	
Financial Management Subtotal	25,856,549	26,332,737	36,991,261	18,927,193	35,369,047	
Facilities Management						
General Fund						
Personnel	5,293,514	5,771,683	6,132,811	5,907,208	6,200,212	
Materials & Supplies	445,751	540,161	612,000	608,788	637,300	
Services	9,236,949	7,920,891	9,284,910	7,126,455	9,542,115	
Other	900	-	5,750	5,789	5,750	
General Fund Subtotal	14,977,114	14,232,734	16,035,471	13,648,240	16,385,377	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,364,963	1,380,750	1,396,615	1,377,948	1,410,354	
Other	500	-	-	-	-	
Property Management Fund Subtotal	1,365,463	1,380,750	1,421,615	1,377,948	1,435,354	
Facilities Management Subtotal	16,342,577	15,613,485	17,457,086	15,026,188	17,820,731	
Technology Billings						
General Fund						
Services	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924	
Technology Billings Subtotal	14,740,336	15,558,345	17,196,203	17,062,393	18,417,924	
Fleet Management						
Fleet Management Fund						
Personnel	9,287,522	9,972,288	10,635,901	10,229,098	11,078,705	
Materials & Supplies	16,190,710	16,073,950	15,825,389	12,678,654	15,839,229	
Services	3,924,567	3,974,986	4,073,554	4,310,351	4,964,286	
Principal	1,873,174	1,915,300	2,655,300	2,655,300	3,216,000	
Other	12,693	100,580	5,000	2,153	5,000	
Capital	-	-	50,000	-	81,131	
Interest	864,116	968,480	1,185,044	1,185,045	1,233,917	
Fleet Management Subtotal	32,152,782	33,005,584	34,430,188	31,060,601	36,418,268	
Fleet Management Fund						
Capital	-	3,998,398	-	-	-	
General Fund Subtotal	-	3,998,398	-	-	-	
Fleet Management Subtotal	32,152,782	37,003,982	34,430,188	31,060,601	36,418,268	

Finance and Management

Division Financial Summary by Area of Expense (Continued)					
Fund	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Proposed
Finance and Management Administration					
General Fund					
Personnel	\$ 1,735,582	\$ 2,066,507	\$ 2,032,552	\$ 2,130,389	\$ 2,196,000
Materials & Supplies	5,633	13,519	8,300	16,567	15,800
Services	1,903,643	3,697,479	3,879,382	4,216,396	3,396,268
Capital	-	-	-	-	-
General Fund Subtotal	3,644,858	5,777,505	5,920,234	6,363,352	5,608,068
Employee Benefits Fund					
Services	386,500	406,000	395,000	395,000	395,000
Employee Benefits Fund Subtotal	386,500	406,000	395,000	395,000	395,000
Fleet Management Fund					
Personnel	636,148	629,734	746,504	746,504	784,507
Fleet Management Fund Subtotal	636,148	629,734	746,504	746,504	784,507
Hotel/Motel Tax Fund					
Services	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
Hotel/Motel Tax Fund Subtotal	12,170,583	13,804,211	14,435,010	14,435,010	15,887,000
Finance and Management Administration Subtotal	16,838,089	20,617,450	21,496,748	21,939,866	22,674,575
Department Total	\$ 105,930,333	\$ 115,125,999	\$ 127,571,486	\$ 104,016,241	\$ 130,700,545

Department Personnel Summary					
Fund	FT/PT	2013 Actual	2014 Actual	2015 Budgeted	2016 Budgeted
General Fund					
Administration	FT	23	26	26	26
Financial Management	FT	22	27	27	28
Facilities Management	FT	74	70	78	77
	PT	15	15	16	17
Print and Mail Services Fund					
Mail Services	FT	3	3	3	3
Print Services	FT	2	3	3	3
Fleet Management Fund					
Fleet Management	FT	117	116	128	126
	PT	2	2	2	2
Administration	FT	6	6	7	7
	PT	0	1	0	0
Community Dev. Block Grant					
Financial Management	FT	4	4	4	4
Total		268	273	294	293

Operating Budget by Program		
Program	2016	2016
	Proposed	FTEs
Administration	\$ 7,303,330	52
Fiscal	23,691,789	11
Asset Management	1,901,808	5
Property and Boiler Insurance	395,000	0
Mail Room Services	1,220,310	3
Print Room Services	424,332	3
Facilities Maintenance and Repair	1,435,354	30
Custodial	3,178,496	31
Security	1,247,812	13
Utility Cost Management	6,637,000	0
Citywide Account	28,429,122	0
Citywide Technology Billings	18,417,924	0
Vehicle Maintenance and Repair	25,080,943	121
Fueling Infrastructure	11,337,325	5
Department Total	\$ 130,700,545	274

The programs above and the program descriptions on the following pages represent those that will be used in the city's new accounting system which will go live January 1, 2016. As such, no history of financial or personnel data by program is included in this document for prior years.

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, the property management fund contained within the special revenue section, and the community development block grant fund contained within the CDBG section.



2016 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.

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.
CITYWIDE TECHNOLOGY BILLINGS	To provide financial monitoring and account for general fund technology internal billings.
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.

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