



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	2019 Actual	2020 Actual	2021 Budget	2022 Proposed
General Fund	55,255,267	114,193,458	96,444,059	108,512,585
Employee Benefits Fund-Property Insurance	395,000	395,000	395,000	410,000
Fleet Management Fund	38,146,825	33,780,147	39,165,438	40,301,854
Property Management Fund	1,423,997	1,518,971	1,571,033	1,581,566
Print and Mail Services Fund	1,845,299	1,682,003	1,923,245	2,008,145
Hotel/Motel Tax Fund	17,766,036	7,675,778	9,116,000	13,674,000
Department Total	\$ 114,832,423	\$ 159,245,357	\$ 148,614,775	\$ 166,488,150

Finance and Management

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.

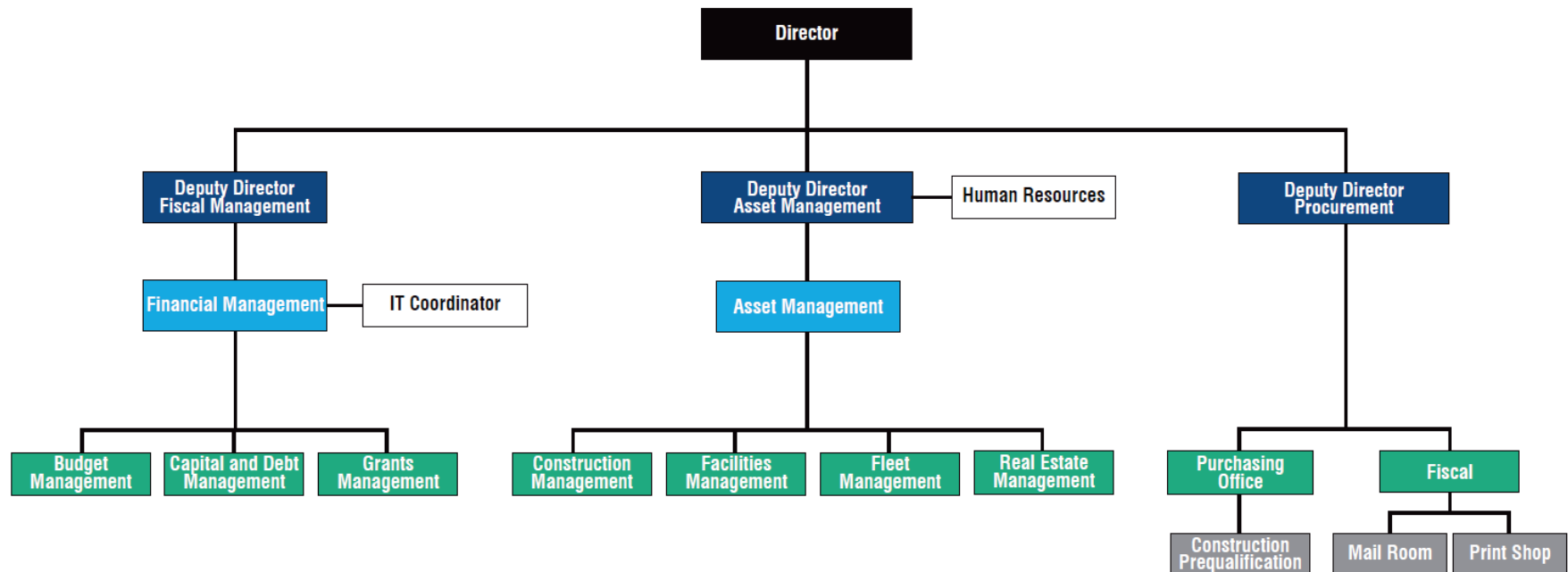
The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern the acquisition, maintenance, use, and disposal of vehicles. Its goal is to deploy the most cost effective vehicles, reduce underutilized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



2022 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 Support. In 2022, over \$675,000 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 \$13,674,000 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 2022, 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 2022, this includes, among other items, economic development incentive money, projected legal settlements, 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 2022. 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 2022, \$700,000 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 2022 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 2022, 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 2022 budget includes approximately \$9 million for fuel expenses and \$850,000 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 2022 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	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
General Fund					
Finance and Management Administration	\$ 5,725,328	\$ 4,923,156	\$ 5,610,902	\$ 5,492,735	\$ 6,147,427
Financial Management	14,397,971	71,827,626	45,181,004	28,281,519	59,346,340
Facilities Management	17,208,761	17,613,290	17,725,166	17,648,650	19,416,293
Finance Technology	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
General Fund Subtotal	55,255,267	114,193,458	96,444,059	77,901,494	108,512,585
Employee Benefits Fund-Property Insurance					
Finance and Management Administration	395,000	395,000	395,000	395,000	410,000
Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	410,000
Fleet Management Fund					
Fleet Management	37,257,256	32,750,022	38,205,811	35,437,731	39,305,377
Finance and Management Administration	889,569	1,030,125	959,627	873,455	996,477
Fleet Management Fund Subtotal	38,146,825	33,780,147	39,165,438	36,311,186	40,301,854
Property Management Fund					
1111 E. Broad Street Operations	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
Property Management Fund Subtotal	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
Print and Mail Services Fund					
Financial Management	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
Print and Mail Services Fund Subtotal	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
Hotel/Motel Tax Fund					
Finance and Management Administration	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
Hotel/Motel Tax Fund Subtotal	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
Department Total	\$ 114,832,423	\$ 159,245,357	\$ 148,614,775	\$ 127,254,540	\$166,488,150

Financial Summary by Area of Expense						
Division		2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,906,523	\$ 2,776,779	\$ 2,965,355	\$ 2,733,739	\$ 3,156,493
	Materials & Supplies	14,873	11,670	13,790	13,140	14,000
	Services	1,904,229	698,927	1,457,831	2,040,085	1,175,607
	Transfers	9,572,346	68,340,251	40,744,028	23,494,555	55,000,240
	General Fund Subtotal	14,397,971	71,827,626	45,181,004	28,281,519	59,346,340
Print and Mail Service Fund						
	Personnel	631,505	542,161	569,404	528,478	589,304
	Materials & Supplies	99,119	105,808	153,235	120,142	153,235
	Services	1,114,675	1,034,033	1,200,606	1,205,357	1,200,606
	Capital	-	-	-	17,498	65,000
	Print and Mail Services Fund Subtotal	1,845,299	1,682,003	1,923,245	1,871,475	2,008,145
	Financial Management Subtotal	16,243,270	73,509,629	47,104,249	30,152,993	61,354,485
Facilities Management						
General Fund						
	Personnel	7,897,207	7,905,623	7,687,210	8,118,032	8,969,759
	Materials & Supplies	822,729	799,933	891,000	1,029,311	907,500
	Services	8,486,825	8,886,734	9,143,956	8,473,308	9,536,034
	Other	2,000	21,000	3,000	8,000	3,000
	Capital	-	-	-	20,000	-
	General Fund Subtotal	17,208,761	17,613,290	17,725,166	17,648,650	19,416,293
Property Management Fund						
	Materials & Supplies	-	-	-	-	-
	Services	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
	Property Management Fund Subtotal	1,423,997	1,518,971	1,571,033	1,659,386	1,581,566
	Facilities Management Subtotal	18,632,758	19,132,261	19,296,199	19,308,036	20,997,859
Technology Billings						
General Fund						
	Services	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
	Technology Billings Subtotal	17,923,207	19,829,386	27,926,987	26,478,591	23,602,525
Fleet Management						
Fleet Management Fund						
	Personnel	11,982,041	11,777,487	11,780,061	11,111,812	12,313,418
	Materials & Supplies	15,418,229	11,261,386	15,822,266	14,781,055	16,326,523
	Services	4,636,829	4,957,544	6,023,519	4,964,898	6,288,936
	Principal	4,177,000	3,860,000	3,770,000	3,770,000	3,800,000
	Other	1,000	1,500	1,500	1,500	1,500
	Capital	18,770	-	25,000	25,000	25,000
	Interest	1,023,387	892,105	783,465	783,465	550,000
	Fleet Management Subtotal	37,257,256	32,750,022	38,205,811	35,437,731	39,305,377
Finance and Management Administration						
General Fund						
	Personnel	2,691,193	2,714,939	2,807,592	2,661,826	3,170,563
	Materials & Supplies	36,774	11,296	46,000	99,019	49,300
	Services	2,997,360	2,196,921	2,757,310	2,731,889	2,927,564
	General Fund Subtotal	5,725,328	4,923,156	5,610,902	5,492,735	6,147,427
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	410,000
	Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	410,000
Fleet Management Fund						
	Personnel	889,569	1,030,125	959,627	873,455	996,477
	Fleet Management Fund Subtotal	889,569	1,030,125	959,627	873,455	996,477
Hotel/Motel Tax Fund						
	Services	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
	Hotel/Motel Tax Fund Subtotal	17,766,036	7,675,778	9,116,000	9,116,000	13,674,000
	Finance and Management Administration Subtotal	24,775,932	14,024,059	16,081,529	15,877,190	21,227,904
	Department Total	\$114,832,423	\$159,245,357	\$148,614,775	\$127,254,540	\$166,488,150

Department Personnel Summary								
Fund	2019 Actual		2020 Actual		2021 Budget		2022 Proposed	
	FT	PT	FT	PT	FT	PT	FT	PT
General Fund								
Administration	25	1	28	1	30	1	31	2
Financial Management	27	0	23	0	27	0	28	0
Facilities Management	87	22	89	18	94	19	107	21
Print and Mail Services Fund								
Financial Management	6	1	6	0	7	0	7	0
Fleet Management Fund								
Fleet Management	127	4	119	2	132	5	132	5
Finance and Management Administration	9	0	8	0	8	0	9	0
Total	281	28	273	21	298	25	314	28

Operating Budget by Program					
Program	2021 Budget		2021 FTEs	2022 Proposed	
					2022 FTEs
Administration	\$	17,137,405	52	\$	23,863,661
Fiscal		1,343,324	11		1,567,818
Asset Management		1,603,943	4		1,647,027
Property and Boiler Insurance		948,241	0		996,114
Mail Room Services		1,275,835	3		1,283,242
Print Room Services		647,410	4		724,903
Facilities Maintenance and Repair		6,196,598	34		7,225,098
Custodial		3,527,572	32		4,057,323
Security		1,938,698	23		2,107,222
Utility Cost Management		1,666,384	0		1,576,384
Citywide Account		40,744,028	0		55,000,240
Vehicle Maintenance and Repair		22,023,709	130		22,983,309
Fueling Infrastructure		9,252,200	1		9,421,885
Internal Services		33,682,612	0		28,349,970
Financial Management		1,796,798	3		1,201,200
Fleet Asset Management		105,418	1		112,754
Debt Management		4,553,465	0		4,350,000
COVID-19		171,135	0		20,000
Department Total		\$148,614,775	298		\$166,488,150
					314

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.



2022 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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