



## 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

### Department Mission

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

do construction business with the city. The debt management office 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.



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## STRATEGIC PRIORITIES FOR 2015

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### 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.

Evaluate city building way-finding signage to begin development of a standardized signage program for citywide application.

Capture and register energy usage data (e.g. electricity, water/sewer, natural gas) for city buildings via the energy star portfolio manager. This will lead to better energy utilization, increased cost savings, and a reduction of the city's carbon footprint.

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

Complete master space planning and design 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.

Support professional staff development and promote process improvement in various areas across the city through the completion of a LeanOhio Boot Camp. The LeanOhio Boot Camp and other similar training offerings promote methodologies and tools used by and for the public sector to identify process efficiencies, cost reduction strategies, and improved quality of services and products. Participation of key personnel in this week-long training session is made possible by scholarships from the state's local government innovation fund.

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

## STRATEGIC PRIORITIES FOR 2015

### Safety

Complete construction of the new Fire Station 3 on Greenlawn Avenue. Begin 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.

Design the new consolidated call center, to be located adjacent to the James G. Jackson Police Academy on Hague Avenue. This will accommodate Police and Fire 911, 311, non-emergency calls, neighborhood camera monitoring, and other communication needs.

### 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. This facility will have a particular emphasis on business and neighborhood activities and civic and advisory functions by consolidating to a single location.

Design and construct a 600 to 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.

### Neighborhoods

Work with the Departments of Development and Public Service Department and Columbus Public Health to determine facility needs and/or improvements made necessary by the transitioning of programs and services of the Southside Settlement House.

Complete construction for the renovation of the former Reeb Elementary for neighborhood services, training, and economic development. The project will renovate, raze a portion, and construct an addition to the former school to serve as the offices for community service organizations.

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## 2015 BUDGET NOTES

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### ADMINISTRATION

In 2015, \$1.3 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:

- Funding for the Columbus Next Generation Corporation contract is budgeted within this division and totals \$450,000. Next Generation is a nonprofit corporation established in 2012 to advance, encourage and promote industrial, economic and commercial development in Columbus. Its primary focus is to provide support for services which advance economic development initiatives in various areas of the city.
- 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 2015.
- Funded full-time staff levels are less than in 2014 by one full-time position.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Over \$637,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects.
- Funds totaling \$14,435,010 for the hotel-motel tax are included in this division, with funding levels of \$8,583,000 and \$5,852,010 for Experience Columbus and Greater Columbus Cultural Services, respectively.

### FINANCIAL MANAGEMENT

In 2015, \$1.2 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:

- 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 2015, this includes economic development incentive monies, projected legal expenses, and deposits to the anticipated expenditure fund and the rainy day 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 2015. This has proven to reduce the volatility of the projections for the general fund.
- The budget for this division includes \$125,000 for various citywide memberships.
- Funded full-time staff levels are less than in 2014 by two full-time positions.
- The Print Shop is expected to become a full service internal service print shop this year. Initially, several divisions will participate in a pilot program designed to ensure a full scale and full service roll out will meet the print needs of all divisions.

## **FACILITIES MANAGEMENT**

The 2015 budget includes over \$6 million to pay utility bills on behalf of other city agencies. This total is similar to 2014; however, projections for natural gas and city electricity are budgeted higher in 2015 while electricity, water, and sewer projections are budgeted lower. In addition:

- Approximately \$335,000 is budgeted for custodial contracts for the Division of Police and Fire training academies and \$300,000 is budgeted for the Columbus Public Health facility.
- The city is fully responsible for covering expenditures for janitorial services at the Municipal Court building for the first time. In prior years, Franklin County, a co-tenant in the building, has shared in this expense. One new custodial position is added to the division this year.
- The division is responsible for managing over three 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 30% “green” power. This is expected to result in a 7% reduction in greenhouse gas emissions to the city.
- A primary mission in 2015 is discovering new procurement methods and strategies for purchasing natural gas.

## **FLEET MANAGEMENT**

The 2015 budget includes approximately \$11 million for fuel expenses and \$544,417 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 \$100,000 budgeted for the purpose of developing a marketing plan to grow CNG distribution to public and private entities throughout the city.
- In 2015, 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.
- The division is budgeting \$1.15 million for outsourced vehicle service contracts, a decrease of almost \$150,000 from 2014 and more than \$1.1 million since 2010. As the division enhances staff training and continues to expand capacity, the need for outsourced vehicle service has continued to decrease.
- The city will add 47 additional CNG-powered heavy duty vehicles to the city’s fleet of CNG vehicles, thus bringing the vehicle total to 171.
- In 2015, construction will begin on the city’s third CNG fueling station, to be located on Georgesville Road, and the city will partner with COTA to construct a fourth fueling station on McKinley Avenue. 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.

Department Financial Summary by Area of Expense					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 1,595,883	\$ 1,735,582	\$ 2,132,243	\$ 1,949,836	\$ 2,032,552
Materials & Supplies	4,666	5,633	127,300	6,318	8,300
Services	445,837	1,903,643	3,742,783	3,512,895	3,879,382
Capital	-	-	-	-	-
<b>Administration Subtotal</b>	<b>2,046,386</b>	<b>3,644,858</b>	<b>6,002,326</b>	<b>5,469,049</b>	<b>5,920,234</b>
Financial Management					
Personnel	2,335,604	2,347,837	2,869,000	2,510,518	2,723,445
Materials & Supplies	5,781	14,007	12,790	9,063	14,440
Services	1,239,699	2,034,840	2,940,732	1,178,252	1,448,635
Transfers	21,797,000	19,735,588	43,262,654	20,614,582	29,772,617
<b>Financial Management Subtotal</b>	<b>25,378,084</b>	<b>24,132,272</b>	<b>49,085,176</b>	<b>24,312,415</b>	<b>33,959,137</b>
Facilities Management					
Personnel	5,454,666	5,293,514	6,091,899	5,709,905	6,132,811
Materials & Supplies	413,614	445,751	490,200	540,200	612,000
Services	9,451,560	9,236,949	8,823,507	7,453,057	9,284,910
Other	-	900	5,750	5,750	5,750
<b>Facilities Management Subtotal</b>	<b>15,319,840</b>	<b>14,977,114</b>	<b>15,411,356</b>	<b>13,708,912</b>	<b>16,035,471</b>
Finance Technology					
Services	13,190,835	14,740,336	17,249,187	15,727,615	17,196,203
<b>Finance Technology Subtotal</b>	<b>13,190,835</b>	<b>14,740,336</b>	<b>17,249,187</b>	<b>15,727,615</b>	<b>17,196,203</b>
Fleet Management					
Capital	-	-	4,000,000	4,000,000	-
<b>Fleet Management Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>-</b>
<b>General Fund Subtotal</b>	<b>55,935,145</b>	<b>57,494,580</b>	<b>91,748,045</b>	<b>63,217,992</b>	<b>73,111,045</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	311,016	386,500	406,000	406,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>311,016</b>	<b>386,500</b>	<b>406,000</b>	<b>406,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	9,622,865	9,287,522	10,476,447	9,920,507	10,635,901
Materials & Supplies	20,058,344	16,190,710	15,869,117	16,079,325	15,825,389
Services	3,692,338	3,924,567	3,798,838	3,788,093	4,073,554
Principal	1,585,300	1,873,174	1,915,300	1,915,300	2,655,300
Other	22,423	12,693	5,000	15,197	5,000
Capital	-	-	-	-	50,000
Interest	985,152	864,116	1,073,923	987,744	1,185,044
<b>Fleet Management Subtotal</b>	<b>35,966,422</b>	<b>32,152,782</b>	<b>33,138,625</b>	<b>32,706,165</b>	<b>34,430,188</b>
Finance and Management Administration					
Personnel	677,928	636,148	701,174	632,320	746,504
<b>Administration Subtotal</b>	<b>677,928</b>	<b>636,148</b>	<b>701,174</b>	<b>632,320</b>	<b>746,504</b>
<b>Fleet Management Fund Subtotal</b>	<b>36,644,350</b>	<b>32,788,930</b>	<b>33,839,799</b>	<b>33,338,485</b>	<b>35,176,692</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,470,161	1,364,963	1,390,854	1,388,783	1,396,615
Other	-	500	-	-	-
<b>Property Management Fund Subtotal</b>	<b>\$ 1,470,161</b>	<b>\$ 1,365,463</b>	<b>\$ 1,415,854</b>	<b>\$ 1,388,783</b>	<b>\$ 1,421,615</b>

Finance and Management

Department Financial Summary by Area of Expense (Continued)					
Fund	2012 Actual	2013 Actual	2014 Budget	2014 Projected	2015 Proposed
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	\$ 251,539	\$ 328,819	\$ 423,268	\$ 397,897	\$ 435,629
Materials & Supplies	623	1,000	1,000	1,501	2,500
Services	186,332	139,520	157,625	112,177	148,797
Other	10,380	8,944	10,000	9,330	12,000
<b>CDBG Fund Subtotal</b>	<b>448,874</b>	<b>478,283</b>	<b>591,893</b>	<b>520,905</b>	<b>598,926</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	328,671	381,885	387,836	414,418	457,935
Materials & Supplies	38,810	43,076	52,225	44,184	51,220
Services	986,103	821,033	1,132,767	1,053,887	1,122,043
Capital	-	-	10,000	9,965	-
<b>Print and Mail Services Fund Subtotal</b>	<b>1,353,584</b>	<b>1,245,994</b>	<b>1,582,828</b>	<b>1,522,454</b>	<b>1,631,198</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	-	13,101,219	13,027,000	13,027,000	14,435,010
<b>Hotel/Motel Fund Subtotal</b>	<b>-</b>	<b>13,101,219</b>	<b>13,027,000</b>	<b>13,027,000</b>	<b>14,435,010</b>
<b>Department Total</b>	<b>\$ 96,163,130</b>	<b>\$ 106,860,969</b>	<b>\$ 142,611,419</b>	<b>\$ 113,421,619</b>	<b>\$ 126,769,486</b>

Department Personnel Summary					
Fund	FT/PT	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted
<b>General Fund</b>					
Administration	FT	21	23	27	26
Financial Management	FT	25	22	29	27
Facilities Management	FT	68	74	77	78
	PT	12	15	17	16
<b>Print and Mail Services Fund</b>					
Mail Services	FT	3	3	3	3
Print Services	FT	2	2	2	3
<b>Fleet Management Fund</b>					
Fleet Management	FT	116	117	128	128
	PT	1	2	2	2
Administration	FT	6	6	7	7
<b>Community Dev. Block Grant</b>					
Financial Management	FT	3	4	4	4
<b>Total</b>		<b>257</b>	<b>268</b>	<b>296</b>	<b>294</b>

Operating Budget by Program				
Program	2014 Budget	2014 FTEs	2015 Proposed	2015 FTEs
Finance Administration	\$ 4,071,745	20	\$ 4,088,471	20
Employee Benefits Property Insurance	406,000	0	395,000	0
Real Estate Management	1,913,721	5	1,935,821	5
Construction Management	718,034	9	642,446	8
Hotel/Motel Tax	13,027,000	0	14,435,010	0
Budget	3,897,009	10	2,368,201	9
Purchasing	1,285,137	13	1,281,080	13
Debt Management	243,985	2	250,430	2
Performance Management	117,947	1	-	0
Grants Management	591,893	4	598,926	4
Construction Prequalification	278,444	3	286,809	3
Citywide Account	43,262,654	0	29,772,617	0
Citywide Technology Billings	17,249,187	0	17,196,203	0
Mailroom Services	1,220,375	3	1,236,173	3
Print Services/Copy Center	362,453	2	395,025	3
1111 East Broad Street Operations	1,415,854	0	1,421,615	0
Building Maintenance Services	2,666,359	29	2,831,935	29
Custodial Services	2,951,395	30	3,037,910	31
Security	1,220,217	13	1,183,607	13
Energy Conservation	6,359,202	0	6,637,816	0
Contract Management	1,522,373	1	1,707,701	1
Facilities Administration	691,810	4	636,502	4
Fleet Parts Room Operation	15,584,763	8	15,457,568	8
Tire Shop	911,895	3	974,746	3
Body Shop	331,419	4	326,952	4
Auto Shop	2,355,916	19	2,144,511	16
Truck Shop	5,225,179	56	5,177,334	57
Alum Creek	342,974	4	356,544	4
Morse Road	473,669	6	481,081	5
Georgesville Road	508,987	6	440,080	5
Motorcycle Shop	82,348	1	84,419	1
Customer Service	109,322	1	111,491	1
Fleet Administration	6,541,512	19	7,735,615	20
Compressed Natural Gas	670,641	1	1,139,847	4
Vehicle Purchases	4,000,000	0	-	0
<b>Department Total</b>	<b>\$ 142,611,419</b>	<b>277</b>	<b>\$ 126,769,486</b>	<b>276</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, the property management fund contained within the special revenue section, and the community development block grant fund contained within the CDBG section. Program descriptions begin on the following page.



# 2015 PROGRAM GUIDE

## **FINANCE ADMINISTRATION**

To provide direction to departmental operations with the ultimate goal of protecting and enhancing the fiscal integrity of the city and efficiently operating city facilities.

## **EMPLOYEE BENEFITS PROPERTY INSURANCE**

To provide and administer property and boiler insurance for all city properties.

## **REAL ESTATE MANAGEMENT**

To provide for management, acquisition, sale, and leasing of real property (excluding right-of-way and utility easements) used in city operations, stewardship of all records of city-owned property, leases, deeds and other instruments as evidence of title; and administration of the city's property risk program.

## **CONSTRUCTION MANAGEMENT**

To provide supervision and management of contracts for the design, construction, renovation or repair of buildings used in city operation.

## **HOTEL/MOTEL TAX**

To provide support for Experience Columbus, a social service pilot program, and for expanding cultural services.

## **PRINT SERVICES**

To provide timely and quality print and copy services to city agencies.

## **MAILROOM SERVICES**

To provide timely and accurate receipt, processing, and distribution of city mail.

<b>PURCHASING</b>	To promote cost-effective city operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.
<b>BUDGET</b>	To produce an annual budget and provide financial monitoring information and analysis to city management so useful, credible, accurate, and timely information is available from which to make informed decisions.
<b>PERFORMANCE MANAGEMENT</b>	To provide program performance analysis and reporting services to city management and department staff so they can make informed decisions to improve the quality and efficiency of city services.
<b>GRANTS MANAGEMENT</b>	To ensure that the city is in fiscal and programmatic compliance with CDBG, HOME, ESG, HOPWA and NSP grant programs.
<b>DEBT MANAGEMENT</b>	To coordinate the city's capital improvements budget and capital improvements plan to provide debt management services to city departments.
<b>CITYWIDE ACCOUNT</b>	To provide a holding account for later transfer to general fund divisions.
<b>CONSTRUCTION PREQUALIFICATION</b>	To administer a prequalification process to provide fair and equitable evaluations of all entities seeking to do construction business with the city.
<b>CITYWIDE TECHNOLOGY BILLINGS</b>	To provide financial monitoring and account for general fund technology internal billings.
<b>1111 E. BROAD STREET OPERATIONS</b>	To provide a dedicated repository for rental payments from non-city occupants of the facility located at 1111 East Broad Street as well as other non-rental revenue. The building is also known as the Jerry Hammond Center.
<b>BUILDING MAINTENANCE SERVICES</b>	To provide an efficient and effective maintenance program ensuring customer service in all buildings under the purview of the Facilities Management Division, including 1111 East Broad Street and the Municipal Court building.
<b>CUSTODIAL SERVICES</b>	To efficiently and effectively clean buildings under the purview of the Facilities Management Division.

<b>SECURITY</b>	To efficiently and effectively secure and monitor buildings under the purview of the Facilities Management Division.
<b>ENERGY CONSERVATION</b>	To create greater energy efficiencies in buildings under Facilities Management's purview.
<b>CONTRACT MANAGEMENT</b>	To efficiently and effectively maintain general fund facilities through managing resources, staff, and outside contracts.
<b>FACILITIES ADMINISTRATION</b>	To provide oversight, leadership, and management to the staff in rendering facilities management services to city facilities.
<b>FLEET PARTS ROOM OPERATION</b>	To provide all city repair facilities with quality parts efficiently and effectively while maintaining a minimal inventory.
<b>TIRE SHOP</b>	To provide assorted sizes of tires for city autos and trucks so service can be made to the vehicles in a timely, efficient manner, while maintaining a minimal inventory to remain cost efficient.
<b>BODY SHOP</b>	To provide timely and cost effective repairs to auto body and upholstery repairs to city vehicles, which suffer damage due to accidents or normal wear. Also, to make ready new vehicles for city use in the application of any special decals or effects.
<b>AUTO SHOP</b>	To provide timely and effective repairs as well as preventive maintenance to the automotive equipment brought in by our customers.
<b>TRUCK SHOP</b>	To provide heavy truck vehicle repairs in a timely and cost efficient manner.
<b>ALUM CREEK</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>MORSE ROAD</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>GEORGESVILLE ROAD</b>	To provide on-site vehicle repairs and preventive maintenance on refuse collection vehicles in a timely and cost efficient manner.
<b>MOTORCYCLE SHOP</b>	To provide support for Police motorcycles including monthly preventive maintenance and ongoing repairs.

<b>CUSTOMER SERVICE</b>	To provide a safe waiting area and related services for end users that bring city vehicles in for quick repairs.
<b>FLEET ADMINISTRATION</b>	To meet the Fleet Management Division's objectives by providing leadership and positive reinforcement for effective and efficient operations.
<b>COMPRESSED NATURAL GAS</b>	To staff and operate a compressed natural gas filling station for use by fleet vehicles and by the public.
<b>VEHICLE PURCHASES</b>	To provide the city's agencies with new vehicles.