

DEPARTMENT OF FINANCE AND MANAGEMENT

Department Description

The Department of Finance and Management is organized into 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, regional growth incentives, 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 reports directly to the Director's Office.

The **Financial Management** group includes budget management, construction prequalification, 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. Construction prequalification provides fair and equitable evaluations of all entities seeking to do business with the city. The grants management office provides budget preparation and program monitoring for several federal grant programs. The mail room and print shop provides 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 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.

department. The capital and debt management office provides coordination of the 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.

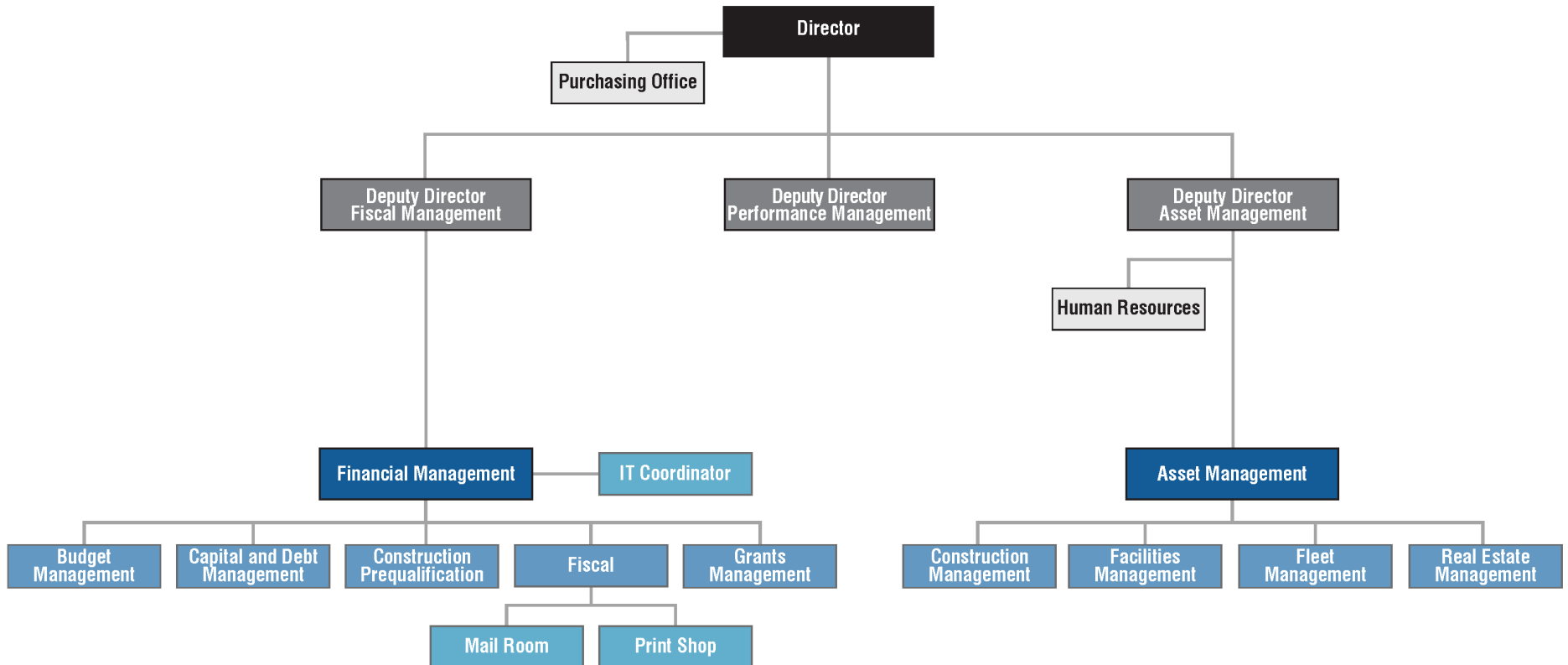
Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the I-71 complex.

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. Its goal is to deploy the most cost effective vehicles, reduce underutilized vehicles, and eliminate older high-maintenance vehicles from inventories.

Construction Management provides 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 2018



Operational Efficiencies

Update the procurement codes to incorporate modern procurement methods and recognize technological advancements in public purchasing. Also 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, and 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 and help educate city employees on 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.

Begin design of Phase 2 renovations of the warehouse at 4252 Groves Road and complete replacement of the HVAC System at the Jerry Hammond Center, 1111 E. Broad Street, and the Main Public Health Building at 240 Parsons Avenue.

Continue work on enhancements to 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.

Continue the reorganization of the grants management staff to better serve the internal stakeholders and provide proper oversight of grant programs.

A Strategic Performance Initiative has been established in the Department of Finance and Management. Data collection, analytics, and reporting for performance measurement will be utilized to inform public policy and budgetary decisions – focusing on mayoral priority goals and optimal results.

Strategic Priorities for 2018 (cont.)



Operational Efficiencies (cont.)

Complete renovation of the City Hall patio and ceiling of the underground parking garage.

Complete modernization of the elevators at Police Headquarters and the Municipal Court Building.



Public Safety and Health

Begin construction of the far north police substation at 8118 Sancus Blvd. and far east Fire Station 35 on Waggoner Road.

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



Economic Development

Complete construction of the 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 as well as civic and advisory functions by consolidating to a single location.



Smart Columbus

Continue to work with emerging technologies to put the first set of electric vehicles in service in 2018.

2018 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 2018, over \$655,000 is expected to be reimbursed to this division as a result of work on capital fund eligible projects. 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 \$150,000 in 2018.
- The Music Commission is funded at \$25,000 in support of its mission in 2018.
- Operational control and funding of the Municipal Court building continues to be funded in this division to consolidate management contracts for city buildings.
- Funds totaling \$17,018,000 for the hotel-motel tax are included in this division for Experience Columbus and Greater Columbus Cultural Services.

FINANCIAL MANAGEMENT

This division consists of various units. Capital and Debt Management, Budget Management, Grants Management, and Fiscal reside within the division. In 2018, the division budgeted \$175,000 for licenses for Vinimaya, the city's online purchasing portal. 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 2018, this includes economic development incentive monies, 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 2018. 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

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2018 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, including the new garage located at the intersection of Long Street and Front Street.
- The division budgeted \$1,646,753 for repair and maintenance services, while \$2,759,220 is budgeted for custodial services at various city facilities under the purview of the division.
- The custodial section continues to undergo significant reprogramming. Training remains a key focal point for all current and incoming employees. The division also has regular in-service training throughout the year.
- In 2018, the division budgeted \$2,108,339 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 2018 budget includes approximately \$10 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 continues to focus on “greening” our environment. The past several years have yielded significant accomplishments toward this goal, primarily due to the alternative fuel program of employing CNG. Currently, the division has over 200 dedicated CNG vehicles. This initiative will continue in 2018 as the division builds upon past successes.
 - In partnership with Central Ohio Transit Authority (COTA), the city’s 3rd CNG fueling station will be operational on the west side of the City of Columbus.
 - The division continues to utilize anti-idle technology on safety vehicles to save on fuel and maintenance costs by reducing idle time.
 - In 2018, funding for the replacement of general fund vehicles will be in the special income tax fund.
 - With Columbus selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management will begin to add electric vehicles to its fleet over the next two years.
 - The division’s budget assumes fueling, parts, service, and preventative maintenance for approximately 6,500 on and off road vehicles.
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Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
General Fund						
Finance and Management Administration						
Personnel	\$ 2,141,937	\$ 2,304,960	\$ 2,492,099	\$ 2,576,066	\$ 2,769,697	
Materials & Supplies	17,937	14,415	15,799	28,908	15,800	
Services	4,489,665	3,161,535	3,544,137	3,300,032	2,230,162	
Administration Subtotal	6,649,539	5,480,910	6,052,035	5,905,006	5,015,659	
Financial Management						
Personnel	2,691,985	2,691,588	2,970,693	2,662,302	3,013,377	
Materials & Supplies	12,612	10,786	15,290	14,650	15,290	
Services	1,556,535	1,262,123	1,552,687	1,889,009	866,713	
Transfers	10,413,000	5,024,000	36,180,008	12,715,006	26,429,144	
Financial Management Subtotal	14,674,132	8,988,497	40,718,678	17,280,967	30,324,524	
Facilities Management						
Personnel	5,718,781	5,764,231	6,536,457	6,614,514	7,787,293	
Materials & Supplies	603,840	621,680	637,300	637,300	659,800	
Services	8,462,828	8,627,945	9,646,295	7,330,761	9,416,610	
Other	789	-	-	6,697	-	
Facilities Management Subtotal	14,786,239	15,013,856	16,820,052	14,589,272	17,863,703	
Finance Technology						
Services	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941	
Finance Technology Subtotal	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941	
General Fund Subtotal	53,182,731	47,485,668	82,346,137	55,969,994	71,947,827	
Employee Benefits Fund-Property Insurance						
Finance and Management Administration						
Services	395,000	395,000	395,000	395,000	395,000	
Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000	
Fleet Management Fund						
Fleet Management						
Personnel	10,233,324	10,358,386	11,275,741	11,184,194	11,709,174	
Materials & Supplies	13,375,020	12,377,916	16,573,768	12,254,234	16,573,768	
Services	4,405,822	3,940,655	4,172,926	4,272,462	4,262,214	
Principal	2,655,300	3,216,000	3,986,000	3,986,000	4,080,000	
Other	17,522	-	5,000	-	-	
Capital	-	-	81,131	60,566	25,000	
Interest	1,034,041	1,155,730	1,205,774	1,205,775	1,098,348	
Fleet Management Subtotal	31,721,028	31,048,687	37,300,340	32,963,231	37,748,504	
Finance and Management Administration						
Personnel	748,684	694,121	795,163	815,360	796,791	
Administration Subtotal	748,684	694,121	795,163	815,360	796,791	
Fleet Management Fund Subtotal	32,469,712	31,742,808	38,095,503	33,778,591	38,545,295	
Property Management Fund						
1111 E. Broad Street Operations						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,376,463	1,390,695	1,423,211	1,407,061	1,423,211	
Property Management Fund Subtotal	1,376,463	1,390,695	1,448,211	1,407,061	1,448,211	
Community Development Block Grant Fund						
Financial Management						
Personnel	422,663	402,883	465,855	394,352	437,926	
Materials & Supplies	2,214	1,716	2,500	2,500	2,500	
Services	117,309	97,638	109,109	103,205	124,253	
Other	14,703	16,561	16,000	18,835	24,000	
CDBG Fund Subtotal	556,889	518,799	593,464	518,892	588,679	
Print and Mail Services Fund						
Financial Management						
Personnel	442,801	469,471	499,992	497,371	516,984	
Materials & Supplies	55,027	59,748	61,959	124,316	101,100	
Services	951,021	1,059,373	1,124,718	1,136,922	1,158,522	
Print and Mail Services Fund Subtotal	1,448,849	1,588,592	1,686,669	1,758,610	1,776,606	
Hotel/Motel Tax Fund						
Finance and Management Administration						
Services	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000	
Hotel/Motel Fund Subtotal	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000	
Department Total	\$ 104,712,556	\$ 99,016,355	\$ 141,007,984	\$ 110,271,148	\$ 131,719,618	

Finance and Management

Division Financial Summary by Area of Expense						
Fund		2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Financial Management						
General Fund						
	Personnel	\$ 2,691,985	\$ 2,691,588	\$ 2,970,693	\$ 2,662,302	\$ 3,013,377
	Materials & Supplies	12,612	10,786	15,290	14,650	15,290
	Services	1,556,535	1,262,123	1,552,687	1,889,009	866,713
	Transfers	10,413,000	5,024,000	36,180,008	12,715,006	26,429,144
	General Fund Subtotal	14,674,132	8,988,497	40,718,678	17,280,967	30,324,524
CDBG Fund						
	Personnel	422,663	402,883	465,855	394,352	437,926
	Materials & Supplies	2,214	1,716	2,500	2,500	2,500
	Services	117,309	97,638	109,109	103,205	124,253
	Transfers	14,703	16,561	16,000	18,835	24,000
	CDBG Fund Subtotal	556,889	518,799	593,464	518,892	588,679
Print and Mail Service Fund						
	Personnel	442,801	469,471	499,992	497,371	516,984
	Materials & Supplies	55,027	59,748	61,959	124,316	101,100
	Services	951,021	1,059,373	1,124,718	1,136,922	1,158,522
	Print and Mail Services Fund Subtotal	1,448,849	1,588,592	1,686,669	1,758,610	1,776,606
	Financial Management Subtotal	16,679,870	11,095,888	42,998,811	19,558,469	32,689,809
Facilities Management						
General Fund						
	Personnel	5,718,781	5,764,231	6,536,457	6,614,514	7,787,293
	Materials & Supplies	603,840	621,680	637,300	637,300	659,800
	Services	8,462,828	8,627,945	9,646,295	7,330,761	9,416,610
	Other	789	-	-	6,697	-
	General Fund Subtotal	14,786,239	15,013,856	16,820,052	14,589,272	17,863,703
Property Management Fund						
	Materials & Supplies	-	-	25,000	-	25,000
	Services	1,376,463	1,390,695	1,423,211	1,407,061	1,423,211
	Property Management Fund Subtotal	1,376,463	1,390,695	1,448,211	1,407,061	1,448,211
	Facilities Management Subtotal	16,162,702	16,404,551	18,268,263	15,996,333	19,311,914
Technology Billings						
General Fund						
	Services	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941
	Technology Billings Subtotal	17,072,821	18,002,405	18,755,372	18,194,749	18,743,941
Fleet Management						
Fleet Management Fund						
	Personnel	10,233,324	10,358,386	11,275,741	11,184,194	11,709,174
	Materials & Supplies	13,375,020	12,377,916	16,573,768	12,254,234	16,573,768
	Services	4,405,822	3,940,655	4,172,926	4,272,462	4,262,214
	Principal	2,655,300	3,216,000	3,986,000	3,986,000	4,080,000
	Other	17,522	-	5,000	-	-
	Capital	-	-	81,131	60,566	25,000
	Interest	1,034,041	1,155,730	1,205,774	1,205,775	1,098,348
	Fleet Management Subtotal	31,721,028	31,048,687	37,300,340	32,963,231	37,748,504
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Finance and Management Administration						
General Fund						
	Personnel	2,141,937	2,304,960	2,492,099	2,576,066	2,769,697
	Materials & Supplies	17,937	14,415	15,799	28,908	15,800
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	General Fund Subtotal	6,649,539	5,480,910	6,052,035	5,905,006	5,015,659
Employee Benefits Fund						
	Services	395,000	395,000	395,000	395,000	395,000
	Employee Benefits Fund Subtotal	395,000	395,000	395,000	395,000	395,000
Fleet Management Fund						
	Personnel	748,684	694,121	795,163	815,360	796,791
	Fleet Management Fund Subtotal	748,684	694,121	795,163	815,360	796,791
Hotel/Motel Tax Fund						
	Services	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000
	Hotel/Motel Tax Fund Subtotal	15,282,912	15,894,793	16,443,000	16,443,000	17,018,000
	Finance and Management Administration Subtotal	23,076,135	22,464,824	23,685,198	23,558,366	23,225,450
	Department Total	\$ 104,712,556	\$ 99,016,355	\$ 141,007,984	\$ 110,271,148	\$ 131,719,618

Department Personnel Summary					
Fund	FT/PT	2015 Actual	2016 Actual	2017 Budgeted	2018 Proposed
General Fund					
Administration	FT	31	29	28	29
Financial Management	FT	36	27	28	27
Facilities Management	FT	77	72	83	88
	PT	19	14	17	17
Print and Mail Services Fund					
Mail Services	FT	3	3	3	3
Print Services	FT	3	3	3	4
Fleet Management Fund					
Fleet Management	FT	116	120	127	131
	PT	4	3	5	3
Administration	FT	7	6	7	7
	PT	0	0	0	0
Community Dev. Block Grant					
Financial Management	FT	4	3	4	4
Total		300	280	305	313

Operating Budget by Program					
Program	2017 Budget	2017 FTEs	2018 Proposed	2018 FTEs	
Administration	\$ 28,320,264	58	\$ 30,397,571	61	
Fiscal	1,343,239	12	1,357,263	11	
Asset Management	3,138,672	5	1,824,295	5	
Property and Boiler Insurance	395,000	0	395,000	0	
Mail Room Services	1,250,677	3	1,265,460	3	
Print Room Services	435,992	3	510,646	4	
Facilities Maintenance and Repair	6,022,772	33	6,214,366	32	
Custodial	3,090,195	30	2,759,220	31	
Security	1,651,656	17	2,108,339	20	
Utility Cost Management	1,500,000	0	1,500,000	0	
Citywide Account	36,180,008	0	26,429,144	0	
Vehicle Maintenance and Repair	19,139,616	118	19,405,867	124	
Fueling Infrastructure	11,115,912	4	10,962,575	2	
Internal Services	25,831,865	0	25,683,590	0	
Financial Management	1,592,116	0	906,282	0	
Department Total	\$ 141,007,984	283	\$ 131,719,618	293	

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.



2018 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.
