



## 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 resources, city-wide performance management efforts, 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, and 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

## 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.

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.

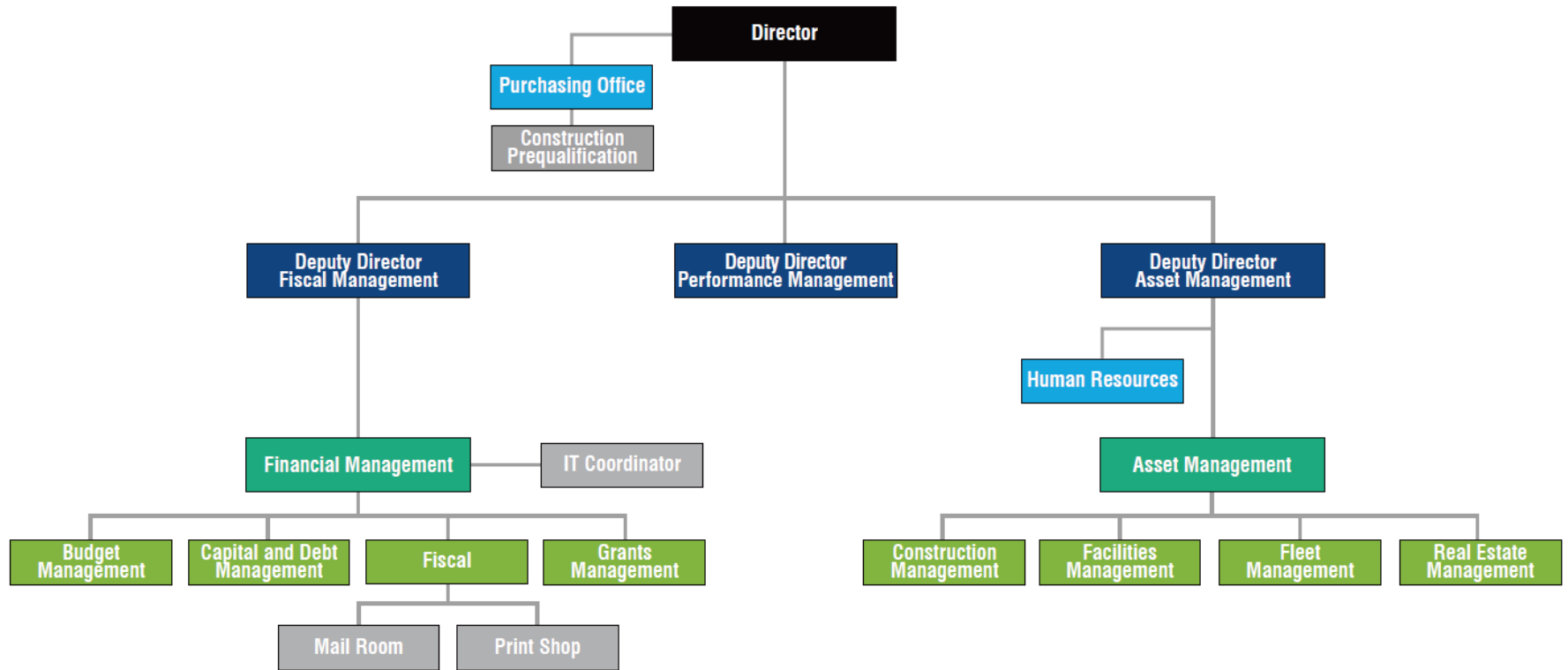
Facilities Management is responsible for custodial services, maintenance, and security for the City Hall campus, Police and Fire Division facilities, the Public Health complex, and the Interstate-71 complex.

The Fleet Management Division maintains motorized equipment for most city departments and divisions. The division also develops and promotes citywide policies that govern 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



# Strategic Priorities for 2019

## Operational Efficiencies



Revise procurement codes to incorporate updated procurement methods and technological advancements in public purchasing. Implement the Mayor's Regional Cooperation Initiative through cooperative procurement strategies with other jurisdictions in Central Ohio. This includes sharing the city's electronic catalog and leveraging combined purchasing power to reduce prices and increase efficiencies.

Lead the continued implementation of Enterprise Resource Planning (ERP) modules for procurement and budgeting, to increase efficient service for internal and external customers.

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.

Employ 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.

Review and update real property and personal property risk exposure and acquire the most cost-effective insurance protection for city assets to minimize financial exposure to unanticipated expenses resulting from a casualty loss.

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

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

Enhance citywide performance management by strategically using data to inform operational innovations, public policy, and budgetary decisions – focusing on mayoral priorities and optimal results.

Renovate and modernize elevators at the Jerry Hammond Center's Citywide Training and Development office. Finalize the design of the exterior renovations for the Fire Division's Practical Skills building. Address facility and interior improvements at City Hall and the Municipal Court Building. Complete the renovations of the HVAC systems at the Police Academy on Hague Avenue and the Columbus Health Department.

## Strategic Priorities for 2019 (cont.)

### Public Safety and Health



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

Upgrade security protocols at various city locations and facilities. These upgrades include enhanced training regimens, improvements to standard operating procedures, changes to facility layouts and equipment, and monitoring of employee and visitor traffic into administrative buildings.

### Economic Development



Collaborate with the Department of Development on implementing job incentive programs, land use, and city real estate transactions.

### Smart Columbus



Deploy SMART City vehicles in the fleet with 93 electric and hybrid vehicles in city departments.

Engage city divisions with SMART vehicle acquisition emerging technologies and place electric vehicles in service during 2019.

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## 2019 BUDGET NOTES

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### **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 2019, over \$681,000 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 2019.
- The Music Commission is funded at \$50,000 in support of its mission in 2019.
- 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 \$17,614,000 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 division. In 2019, the division budgeted \$233,000 for internal 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 citywide account and are transferred, as needed, to other departments throughout the year. In 2019, this includes economic development incentive moneys, projected legal settlements, deposits to the anticipated expenditure fund, the rainy day fund and the basic city services 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 2019. 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 2019, \$1.3 million is budgeted for the city's contract with the Public Defender, which provides legal counsel to indigent persons charged with criminal offenses.
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### **FACILITIES MANAGEMENT**

This division is responsible for preventative maintenance, repair, replacement, and general upkeep of city facilities. The 2019 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 \$1,254,890 for repair and maintenance services, while \$3,642,551 is budgeted for custodial services at numerous city facilities under the purview of the division.
- In 2019, the division budgeted \$1,819,210 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 mission of this division is to provide fleet management support services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance. The 2019 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 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 2019 as the division builds upon past successes.
  - The division continues to utilize anti-idle technology on safety vehicles to save on fuel and maintenance costs by reducing idle time.
  - With Columbus selected as the winning city of the Smart Cities Grant from the U.S. Department of Transportation, Fleet Management has already added 93 electric vehicles to its fleet, with plans to purchase and deploy 107 more.
  - The division's budget assumes fueling, parts, service, and preventative maintenance for approximately 6,500 on and off road vehicles.
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<b>Department Financial Summary by Area of Expense</b>					
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>
<b>General Fund</b>					
Finance and Management Administration					
Personnel	\$ 2,304,960	\$ 2,545,135	\$ 2,769,697	\$ 2,586,774	\$ 2,854,939
Materials & Supplies	14,415	26,831	15,800	4,473	14,500
Services	3,161,535	4,035,060	2,230,162	2,535,776	2,286,892
<b>Administration Subtotal</b>	<b>5,480,910</b>	<b>6,607,026</b>	<b>5,015,659</b>	<b>5,127,023</b>	<b>5,156,331</b>
Financial Management					
Personnel	2,691,588	2,610,611	3,013,377	2,711,020	3,053,153
Materials & Supplies	10,786	13,130	15,290	7,400	15,290
Services	1,262,123	1,972,075	866,713	905,600	1,755,980
Transfers	5,024,000	9,689,904	29,363,144	10,539,444	25,704,628
<b>Financial Management Subtotal</b>	<b>8,988,497</b>	<b>14,285,721</b>	<b>33,258,524</b>	<b>14,163,464</b>	<b>30,529,051</b>
Facilities Management					
Personnel	5,764,231	6,590,941	7,787,293	7,580,579	7,992,661
Materials & Supplies	621,680	627,198	659,800	659,800	659,800
Services	8,627,945	9,366,390	9,416,610	7,483,888	8,947,329
Other	-	6,697	-	-	2,000
<b>Facilities Management Subtotal</b>	<b>15,013,856</b>	<b>16,591,225</b>	<b>17,863,703</b>	<b>15,724,267</b>	<b>17,601,790</b>
Finance Technology					
Services	18,002,405	18,403,272	18,743,941	17,389,121	18,697,210
<b>Finance Technology Subtotal</b>	<b>18,002,405</b>	<b>18,403,272</b>	<b>18,743,941</b>	<b>17,389,121</b>	<b>18,697,210</b>
<b>General Fund Subtotal</b>	<b>47,485,668</b>	<b>55,887,244</b>	<b>74,881,827</b>	<b>52,403,875</b>	<b>71,984,382</b>
<b>Employee Benefits Fund-Property Insurance</b>					
Finance and Management Administration					
Services	395,000	395,000	395,000	395,000	395,000
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>
<b>Fleet Management Fund</b>					
Fleet Management					
Personnel	10,358,386	11,157,299	11,709,174	11,977,894	12,521,572
Materials & Supplies	12,377,916	13,158,162	16,573,768	13,759,196	16,441,111
Services	3,940,655	4,161,792	4,262,214	3,814,300	4,268,257
Principal	3,216,000	3,986,000	4,080,000	4,080,000	4,177,000
Other	-	-	-	-	1,000
Capital	-	60,566	25,000	25,000	25,000
Interest	1,155,730	1,206,207	1,134,692	1,134,692	1,023,388
<b>Fleet Management Subtotal</b>	<b>31,048,687</b>	<b>33,730,026</b>	<b>37,784,848</b>	<b>34,791,082</b>	<b>38,457,328</b>
Finance and Management Administration					
Personnel	694,121	835,500	796,791	787,490	837,612
<b>Administration Subtotal</b>	<b>694,121</b>	<b>835,500</b>	<b>796,791</b>	<b>787,490</b>	<b>837,612</b>
<b>Fleet Management Fund Subtotal</b>	<b>31,742,808</b>	<b>34,565,526</b>	<b>38,581,639</b>	<b>35,578,572</b>	<b>39,294,940</b>
<b>Property Management Fund</b>					
1111 E. Broad Street Operations					
Materials & Supplies	-	-	25,000	-	25,000
Services	1,390,695	1,421,638	1,423,211	1,405,956	1,423,211
<b>Property Management Fund Subtotal</b>	<b>1,390,695</b>	<b>1,421,638</b>	<b>1,448,211</b>	<b>1,405,956</b>	<b>1,448,211</b>
<b>Community Development Block Grant Fund</b>					
Financial Management					
Personnel	402,883	385,983	437,926	273,609	344,686
Materials & Supplies	1,716	1,309	2,500	1,577	2,500
Services	97,638	104,410	124,253	342,426	5,331,436
Other	16,561	18,835	24,000	30,560	56,000
<b>CDBG Fund Subtotal</b>	<b>518,799</b>	<b>510,537</b>	<b>588,679</b>	<b>648,173</b>	<b>5,734,622</b>
<b>Print and Mail Services Fund</b>					
Financial Management					
Personnel	469,471	498,132	516,984	600,344	669,564
Materials & Supplies	59,748	109,005	101,100	117,061	100,360
Services	1,059,373	1,127,848	1,158,522	1,062,558	1,137,919
<b>Print and Mail Services Fund Subtotal</b>	<b>1,588,592</b>	<b>1,734,985</b>	<b>1,776,606</b>	<b>1,779,963</b>	<b>1,907,843</b>
<b>Hotel/Motel Tax Fund</b>					
Finance and Management Administration					
Services	15,894,793	16,701,871	17,018,000	17,018,000	17,614,000
<b>Hotel/Motel Fund Subtotal</b>	<b>15,894,793</b>	<b>16,701,871</b>	<b>17,018,000</b>	<b>17,018,000</b>	<b>17,614,000</b>
<b>Department Total</b>	<b>\$ 99,016,355</b>	<b>\$ 111,216,801</b>	<b>\$ 134,689,961</b>	<b>\$ 109,229,539</b>	<b>\$ 138,378,998</b>

## Finance and Management

<b>Division Financial Summary by Area of Expense</b>						
<b>Fund</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Proposed</b>	
<b>Financial Management</b>						
General Fund						
Personnel	\$ 2,691,588	\$ 2,610,611	\$ 3,013,377	\$ 2,711,020	\$ 3,053,153	
Materials & Supplies	10,786	13,130	15,290	7,400	15,290	
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CDBG Fund						
Personnel	402,883	385,983	437,926	273,609	344,686	
Materials & Supplies	1,716	1,309	2,500	1,577	2,500	
Services	97,638	104,410	124,253	342,426	5,331,436	
Transfers	16,561	18,835	24,000	30,560	56,000	
<b>CDBG Fund Subtotal</b>	<b>518,799</b>	<b>510,537</b>	<b>588,679</b>	<b>648,173</b>	<b>5,734,622</b>	
Print and Mail Service Fund						
Personnel	469,471	498,132	516,984	600,344	669,564	
Materials & Supplies	59,748	109,005	101,100	117,061	100,360	
Services	1,059,373	1,127,848	1,158,522	1,062,558	1,137,919	
<b>Print and Mail Services Fund Subtotal</b>	<b>1,588,592</b>	<b>1,734,985</b>	<b>1,776,606</b>	<b>1,779,963</b>	<b>1,907,843</b>	
<b>Financial Management Subtotal</b>	<b>11,095,888</b>	<b>16,531,243</b>	<b>35,623,809</b>	<b>16,591,600</b>	<b>38,171,516</b>	
<b>Facilities Management</b>						
General Fund						
Personnel	5,764,231	6,590,941	7,787,293	7,580,579	7,992,661	
Materials & Supplies	621,680	627,198	659,800	659,800	659,800	
Services	8,627,945	9,366,390	9,416,610	7,483,888	8,947,329	
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<b>General Fund Subtotal</b>	<b>15,013,856</b>	<b>16,591,225</b>	<b>17,863,703</b>	<b>15,724,267</b>	<b>17,601,790</b>	
Property Management Fund						
Materials & Supplies	-	-	25,000	-	25,000	
Services	1,390,695	1,421,638	1,423,211	1,405,956	1,423,211	
<b>Property Management Fund Subtotal</b>	<b>1,390,695</b>	<b>1,421,638</b>	<b>1,448,211</b>	<b>1,405,956</b>	<b>1,448,211</b>	
<b>Facilities Management Subtotal</b>	<b>16,404,551</b>	<b>18,012,863</b>	<b>19,311,914</b>	<b>17,130,223</b>	<b>19,050,001</b>	
<b>Technology Billings</b>						
General Fund						
Services	18,002,405	18,403,272	18,743,941	17,389,121	18,697,210	
<b>Technology Billings Subtotal</b>	<b>18,002,405</b>	<b>18,403,272</b>	<b>18,743,941</b>	<b>17,389,121</b>	<b>18,697,210</b>	
<b>Fleet Management</b>						
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<b>Finance and Management Administration</b>						
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Services	395,000	395,000	395,000	395,000	395,000	
<b>Employee Benefits Fund Subtotal</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	<b>395,000</b>	
Fleet Management Fund						
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<b>Fleet Management Fund Subtotal</b>	<b>694,121</b>	<b>835,500</b>	<b>796,791</b>	<b>787,490</b>	<b>837,612</b>	
Hotel/Motel Tax Fund						
Services	15,894,793	16,701,871	17,018,000	17,018,000	17,614,000	
<b>Hotel/Motel Tax Fund Subtotal</b>	<b>15,894,793</b>	<b>16,701,871</b>	<b>17,018,000</b>	<b>17,018,000</b>	<b>17,614,000</b>	
<b>Finance and Management Administration Subtotal</b>	<b>22,464,824</b>	<b>24,539,397</b>	<b>23,225,450</b>	<b>23,327,513</b>	<b>24,002,943</b>	
<b>Department Total</b>	<b>\$ 99,016,355</b>	<b>\$ 111,216,801</b>	<b>\$ 134,689,961</b>	<b>\$ 109,229,539</b>	<b>\$ 138,378,998</b>	



<b>Department Personnel Summary</b>						
<b>Fund</b>	<b>FT/PT</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budgeted</b>	<b>2019 Proposed</b>	
General Fund						
Administration	FT	29	27	29	29	
Financial Management	FT	27	24	27	27	
Facilities Management	FT	72	80	88	90	
	PT	14	13	17	19	
Print and Mail Services Fund						
Mail Services	FT	3	3	3	3	
Print Services	FT	3	3	4	4	
	PT	0	0	0	1	
Fleet Management Fund						
Fleet Management	FT	120	124	131	131	
	PT	3	2	3	3	
Administration	FT	6	6	7	7	
	PT	0	0	0	0	
Community Dev. Block Grant						
Financial Management	FT	3	2	4	3	
	PT	0	0	0	1	
<b>Total</b>		<b>280</b>	<b>284</b>	<b>313</b>	<b>318</b>	

<b>Operating Budget by Program</b>					
<b>Program</b>	<b>2018 Budget</b>	<b>2018 FTEs</b>	<b>2019 Proposed</b>	<b>2019 FTEs</b>	
Administration	\$ 30,433,914	61	\$ 25,221,207	61	
Fiscal	1,357,263	11	1,386,802	11	
Asset Management	1,824,295	5	1,838,706	4	
Property and Boiler Insurance	395,000	0	395,000	0	
Mail Room Services	1,265,460	3	1,266,725	3	
Print Room Services	510,646	4	641,118	4	
Facilities Maintenance and Repair	6,214,366	32	6,092,043	32	
Custodial	2,759,220	31	3,642,551	30	
Security	2,108,339	20	1,819,210	23	
Utility Cost Management	1,500,000	0	1,750,000	0	
Citywide Account	29,363,144	0	25,704,628	0	
Vehicle Maintenance and Repair	19,405,867	124	19,477,763	121	
Fueling Infrastructure	10,962,575	2	10,732,132	1	
Internal Services	25,683,590	0	25,286,084	0	
Financial Management	906,282	0	2,083,064	0	
Fleet Asset Management	-	0	106,955	1	
Debt Management	-	0	5,200,388	0	
Grants Management	-	0	734,622	3	
CDBG Neighborhood Projects	-	0	5,000,000	0	
<b>Department Total</b>	<b>\$ 134,689,961</b>	<b>293</b>	<b>\$ 138,378,998</b>	<b>294</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.



# 2019 PROGRAM GUIDE

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## **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.

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**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.

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**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.

**GRANTS MANAGEMENT**

To administer the following federal grant programs: Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME and Housing Opportunities for Persons with AIDS (HOPWA).

**CDBG NEIGHBORHOOD PROJECTS**

To address community needs related to access to education and safe and clean community space in low to moderate income areas.

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