

City of Toledo

2020 Approved Annual Operating Budget



City of Toledo Ohio

Fiscal Year 2020
Approved Budget



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2020 Approved BUDGET

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City of Toledo, Ohio

City Officials

Toledo City Council



Dr. Cecelia Adams

Councilwoman for 4 years
Retired school administrator



Katie Moline

Councilwoman for 3 months
Certified Public Accountant



Theresa Gadus

Councilwoman for 3 months
Educational interpreter



Gary Johnson

Councilman for 1.5 years
Business owner



Larry Sykes

Councilman for 5.5 years
Retired bank executive



Yvonne Harper

Councilwoman for 4 years
Retired court bailiff



Nick Komives

Councilman for 1.5 years
Community organizer



Tyrone Riley

Councilman for 7.5 years
Attorney



Sam Melden

Councilman for 3 months
Non-Profit director



Rob Ludeman

Councilman for 9.5 years
Realtor



Matt Cherry

Councilman for 5.5 years, 2019 President
Business agent



Chris Delaney

Councilman for 1.5 years
Retired police officer

Administration



Wade Kapszukiewicz
Mayor

Wade Kapszukiewicz

Mayor

Dale R. Emch

Director of Law

Gretchen DeBacker

Legislative Director

Ignazio Messina

Communications Director

Catharine Crosby

Chief of Staff

Matthew L. Boaz

Director of Diversity & Inclusion

Tyrome D. Alexander

Director of Human Resources

Anne Bennett

Chief Information Officer

Thomas C. Skrobola

Director of Finance

Abby Arnold

Deputy Chief of Staff

Paul Rasmusson

Director of Public Service

Edward A. Moore

Director of Public Utilities

Karen Poore

Deputy Chief of Staff/
Safety Director

Amy Sackman Odum

Director of Neighborhoods

Vacant

Director Development

George Kral

Chief of Police

Brian Byrd

Chief of Fire & Rescue

Thomas C. Gibbon

Director of the Toledo-Lucas
County Plan Commissions*

Eric Zgodzinski

Health Commissioner of the
Toledo-Lucas County
Health Department **

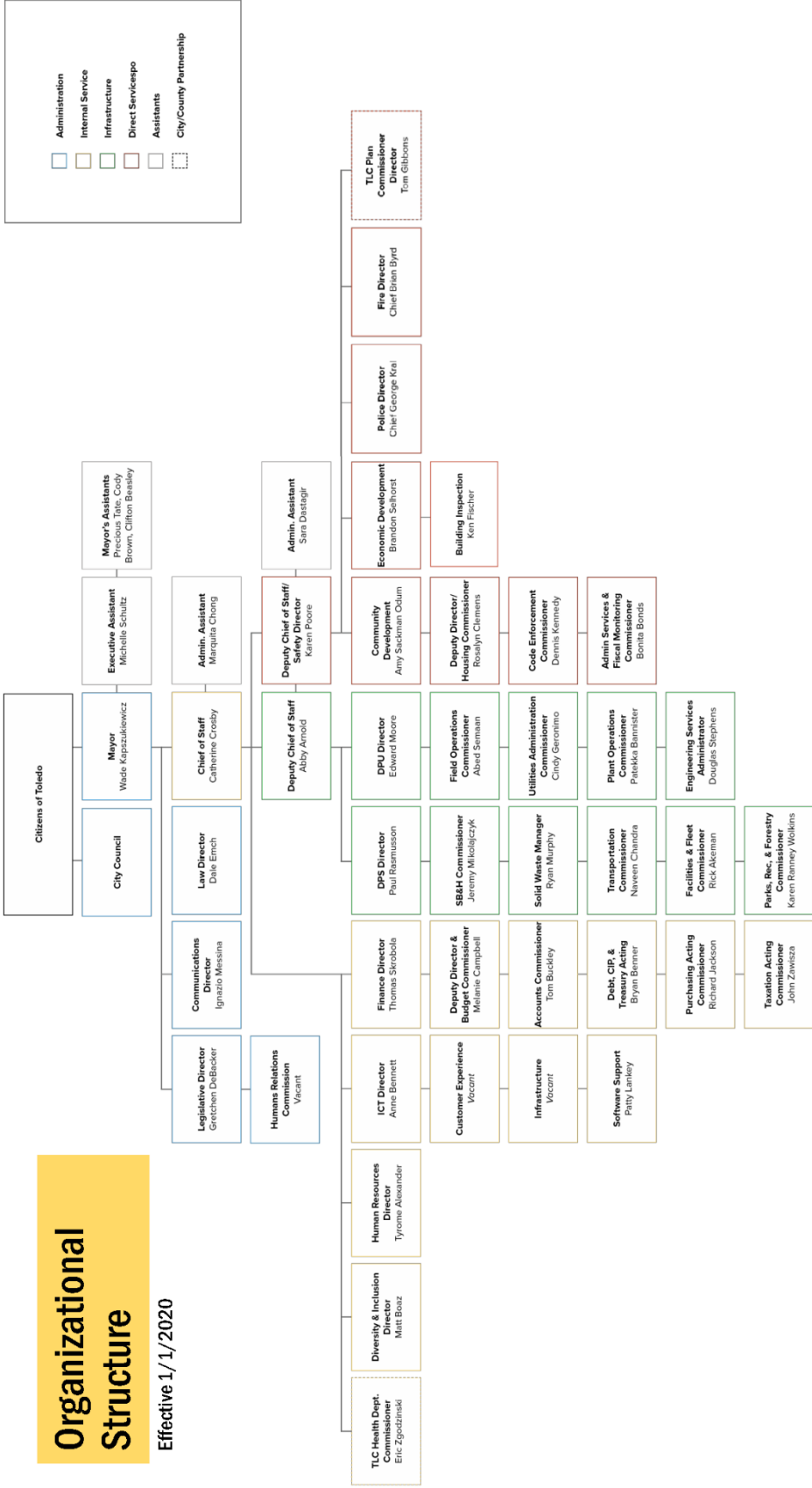
* The Toledo-Lucas County Plan Commissions report to separate Commissions and is partially funded by the City.

** The Toledo-Lucas County Health Department reports to a separate Board of Directors and is partially funded by the City.

City of Toledo

Organizational Structure

Effective 1/1/2020



2018 – 2021 City of Toledo

STRATEGIC PLAN



STRATEGIC PRIORITIES



BASIC SERVICES

Provide basic services to citizens in an effective and efficient manner.

Objectives:

1. Ensure prompt response to calls for service across the city.
2. Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.
3. Maintain, preserve, and manage City records and information/data with clear, forward-looking plans so that data will be a readily accessible resource that contributes to community goals.
4. Respond to growing service demands through partnerships, innovation, and prioritizing service levels that can be sustained by revenue.
5. Ensure the efficient and effective use of tax-payer dollars in providing City services.

ENVIRONMENT

Ensure all our environmental resources, major equipment, and infrastructure are efficient and sustainable for long-term viability.

Objectives:

1. Promote conservation of natural resources by incentivizing and implementing sustainable practices, energy efficiency, and alternative energy solutions.
2. Promote and implement sustainability practices within the organization.
3. Provide education and leadership to ensure natural resources are preserved for future generations.
4. Maintain reliable utility infrastructure to deliver safe and clean water to all residents and facilitate wastewater treatment and storm water management.
5. Develop and sustain public infrastructure that services the needs of the community including utilities and water supply.
6. Operate water, sewer, and storm water utilities in a manner which provides for the health of the community and protects and promotes environmental sustainability.
7. Provide quality city services such as trash collection and solid waste management services that encourage community-wide recycling, reuse, and reduction of waste.





QUALITY INVESTMENT

Make investments that improve the quality of life for people who live, work, and play in Toledo.

Objectives:

Neighborhoods

1. Proactively (re)invest in neighborhoods through support of programs and encourage sustainable community (re)development and rehabilitation practices that address blight, and preserve and protect historic properties.
2. Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.

Economic Development

3. Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.
4. Use investment incentives, policies, and maintain updated marketing materials, engagement strategies and development review processes to invite investment and reinvestment by offering consistent and transparent processes to developers.

Livable

5. Provide and support the availability of high-quality, affordable recreational programming and activities that appeal to people of all demographics.
6. Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi-Fi.
7. Develop inclusive programming to serve the needs and interests of the whole City, and partner with community organizations to create a fair, just and welcoming community.
8. Provide access to high-quality education/resources to prepare residents, including youth, for career/education beyond a high school diploma.



CUSTOMER SERVICE

Provide excellent/outstanding service to our residents and other stakeholders.

Objectives:

1. Leverage technology and data throughout the organization for more efficient service delivery.
2. Identify and implement financial process improvements for greater efficiency and effective oversight of city financial resources.
3. Facilitate timely and effective communication throughout the public through a variety of media modes.
4. Respond to growing service demands through collaboration, innovation, and outcome management.



WORKPLACE CULTURE

Create a workplace where employees feel connected, valued, appreciated and can take pride in.

Objectives:

1. Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.
2. Use data to evaluate service delivery that is evaluated on clearly defined expectations and focused on service excellence.
3. Facilitate timely and effective communication throughout the organization.

City of Toledo

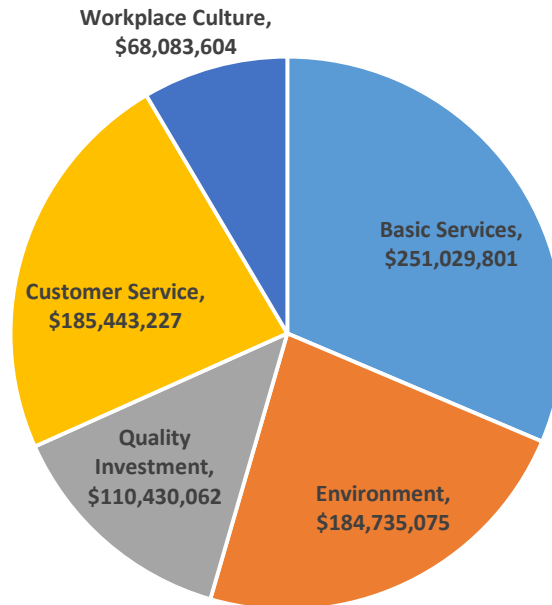
2020 Approved Annual Operating Budget

Strategic Priorities

2020 Approved Budget - Expenditures by Strategic Priority - All Funds Summary

Expenditure Category	Basic Services	Environment	Quality Investment	Customer Service	Workplace Culture	Total
Personnel	187,709,251	44,433,841	22,395,146	15,894,912	8,662,896	279,096,045
Operating	56,099,543	62,173,394	31,520,217	30,776,711	59,020,708	239,590,573
Capital	4,899,091	7,473,920	14,071,143	1,996,400	400,000	28,840,554
Debt	925,000	138,010	278,000	110,354,496	-	111,695,506
Operating Transfers	1,396,916	70,515,910	42,165,556	26,420,708	-	140,499,090
Total	251,029,801	184,735,075	110,430,062	185,443,227	68,083,604	799,721,768

2020 Approved Budget - Expenditures by Strategic Priority



City of Toledo

2020 Approved Annual Operating Budget

Strategic Priorities



Basic Services

Provide basic services to citizens in an effective and efficient manner

Strategic Priority: Basic Services - 2020 Approved Expenditures by Fund Type							
Department	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Total
City Council and Auditor	2,140,437	-	-	-	-	-	2,140,437
Office of the Mayor	1,385,404	29,680	-	14,840	131,675	-	1,561,600
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	16,760,527	251,397	-	150,000	-	-	17,161,924
Law Department	2,658,725	52,345	-	100,000	236,949	2,175,381	5,223,399
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	334,903	35,395,269	-	2,859,339	411,113	772,000	39,772,624
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	2,533,207	-	-	-	-	-	2,533,207
Police Department	86,918,214	172,629	-	1,796,320	2,498,408	-	91,385,572
Fire & Rescue Department	76,410,296	-	-	503,000	-	-	76,913,296
Non-Departmental	14,337,743	-	-	-	-	-	14,337,743
Total	203,479,455	35,901,320	-	5,423,499	3,278,146	2,947,381	251,029,801

Key Performance Indicators by Department

Police Department

- Number of foot and bike patrol hours by district
- Average police response time
- Number of gun violence injuries
- Number of gun violence homicides
- Percentage reduction in parked vehicle concerns

Department of Public Service

- Number of leaves removed by lane miles covered
- Reduction in time to remove leaves by season
- Reduction in constituent pothole complaints
- Reduction in response time to fill potholes
- Percentage of alleys cleaned and graded

Fire and Rescue

- Percentage of medical service runs under 8 minutes
- Percentage of fire runs under 8 minutes
- Number of individuals participating in fire prevention

City of Toledo

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Strategic Priorities



Environment

Ensure all our environmental resources, major equipment, and infrastructure are efficient and sustainable for long-term viability

Strategic Priority: Environment - 2020 Approved Expenditures by Fund Type							
Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	5,699,930	-	-	475,000	-	-	6,174,930
Department of Public Utilities	224,151	824,576	-	-	177,511,418	-	178,560,145
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Total	5,924,080	824,576	-	475,000	177,511,418	-	184,735,075

Key Performance Indicators by Department

Mayor's Office

- Percentage reduction in paper
- Percentage/Dollars fiscal savings

Department of Public Utilities

- Amount of phosphorus discharge into lake

Department of Public Service

- Amount of waste compacted
- Cost of recycling expenditures

City of Toledo

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Strategic Priorities



Quality Investment

Make investments that improve the quality of life for people who live, work, and play in Toledo

Strategic Priority: Quality Investment - 2020 Approved Expenditures by Fund Type							
Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	963,942	315,419	-	86,314	-	-	1,365,675
Human Relations Commission	154,639	-	-	-	-	-	154,639
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	1,999,809	13,155,897	-	15,000	-	-	15,170,705
Department of Economic Development	4,648,538	11,554	-	-	65,325	-	4,725,417
Department of Public Service	6,233,598	9,511,211	-	1,714,170	-	278,000	17,736,979
Department of Public Utilities	454,601	1,312,232	-	16,319,310	4,217,443	-	22,303,586
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	45,286,561	3,686,500	-	-	-	-	48,973,061
Total	59,741,687	27,992,813	-	18,134,794	4,282,768	278,000	110,430,062

Key Performance Indicators by Department

Neighborhoods

- Number of HUD eligible first time home buyers
- Number of residents assisted through housing relief programs
- Number of people served with CDBG funds
- Number of lead abated homes
- Percentage of city remediation

Diversity and Inclusion/ Engineering Services

- Percentage/Dollars of construction contracts awarded to MBEs
- Percentage/Dollars of goods and services contracts awarded to MBEs

Department of Public Service

- Park utilization - Number of permits
- Mill/fill lane miles repaired
- Tree canopy health - Number of new trees

Diversity and Inclusion

- Number of accommodation requests

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Strategic Priorities



Quality Investment continued

Make investments that improve the quality of life for people who live, work, and play in Toledo

Key Performance Indicators by Department (continued)

Plan Commission

- Average Time from application submission to completeness review correspondence by application type (staff processing efficiency)
- Average Time from application submission to review comments by application type (staff processing efficiency)
- Average Time from review comments to applicant response by application type (applicant processing efficiency)
- Average Total Time in process by application type (overall processing efficiency, which will show role applicant plays in timeline based on the previous measure)
- Average number of reviews required by application type
- Number of constituent contacts by contact type
- Number of constituent contacts by constituent type (general public vs developer)

Economic Development

- Number of building permits issued
- Average Number of days for building plan approval
- Number of jobs created/retained
- Number of jobs created/retained
- Number of new businesses

Department of Public Utilities

- Percentage to goal on capital improvement projects completed

City of Toledo
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Strategic Priorities



Customer Service

Provide excellent/outstanding service to our residents and other stakeholders

Strategic Priority: Customer Service - 2020 Approved Expenditures by Fund Type							
Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	7,706,593	27,355,410	16,707,400	29,085,725	67,424,340	831,027	149,110,495
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	596,214	-	-	1,900,000	-	7,474,375	9,970,589
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	-	-	-	-	-	-	-
Department of Public Utilities	-	-	-	-	26,091,638	-	26,091,638
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	270,505	-	-	-	-	-	270,505
Total	8,573,312	27,355,410	16,707,400	30,985,725	93,515,978	8,305,402	185,443,227

Key Performance Indicators by Department

Mayor's Office (Communications)

- Social media and website impressions

Finance Department

- Increase general fund balance
- Number of days for a contract to be approved
- Increase income tax revenue
- Number of days it takes to pay vendors

City of Toledo
2020 Approved Annual Operating Budget

Strategic Priorities



Workplace Culture

Create a workplace where employees feel connected, valued, appreciated and can take pride in

Strategic Priority: Workplace Culture - 2020 Approved Expenditures by Department & Fund Type							
Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	733,042	-	-	20,643	41,285	-	794,970
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	1,834,109	29,487	-	-	58,936	49,850,029	51,772,560
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	699,475	-	-	527,582	-	14,078,522	15,305,579
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	210,495	-	-	-	-	-	210,495
Total	3,477,121	29,487	-	548,225	100,221	63,928,551	68,083,604

Key Performance Indicators by Department

Human Resources

- Number of hours sick and overtime
- Percentage of employees that feel management is dedicated to a diverse workplace
- Percentage of employees that would recommend COT to others
- Percentage of positions that are vacant less than 30 days
- Cost of health care programs
- Number of job offers declined

Diversity and Inclusion

- Number of D&I cases filed
- Number of OCRC cases filed
- Number of employee accommodation request

City of Toledo

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Key Performance Indicators

Key Performance Indicators

In 2018, the City of Toledo chose key performance indicators (KPI) from nearly every department to begin to measure different programs and benchmark new goals and objectives. Over the course of 2019, departments have been collecting data and reporting the metrics quarterly. These metrics will help the City of Toledo identify trends, measure our efficiency and effectiveness, and increase transparency. Each KPI tracks progress towards one of Mayor Kapszukiewicz’s strategic goals: Basic Services, Community Investment, Workforce, Customer Service, and Environment. The City of Toledo is focused on improving operations and making strategic budgeting decisions to accomplish these objectives, and is committed to communicating progress to the community.

Basic Services

Objective	Faster response time for Police Department	Reduce gun violence	Increase the number of foot and bike patrol hours																																			
Measure	Average response time	# of injuries due to gun violence and # homicides due to guns	# of foot and bike patrol hours																																			
Rationale / Definition	Rapid police response time increases citizens' satisfaction with police, thereby creating more trust.	Counting the number of injuries and deaths due to guns is one of the most standard means for determining the overall safety of the municipality and seriousness of crime in the area.	Maximizing the number of hours spent by police on foot and bike patrol helps develop positive and beneficial relationships between law enforcement and community members.																																			
Frequency	Quarterly	Quarterly	Quarterly																																			
Department	TPD	TPD	TPD																																			
Graph	<p style="text-align: center;">Average response time in minutes</p> <table border="1"> <caption>Average response time in minutes</caption> <thead> <tr> <th>Period</th> <th>Average Response Time (minutes)</th> </tr> </thead> <tbody> <tr> <td>2018 average</td> <td>5.8</td> </tr> <tr> <td>Q1 2019</td> <td>6.5</td> </tr> <tr> <td>Q2 2019</td> <td>5.9</td> </tr> <tr> <td>Q3 2019</td> <td>6.4</td> </tr> </tbody> </table>	Period	Average Response Time (minutes)	2018 average	5.8	Q1 2019	6.5	Q2 2019	5.9	Q3 2019	6.4	<table border="1"> <caption># of gun violence injuries and homicides due to guns</caption> <thead> <tr> <th>Period</th> <th>gun violence injuries</th> <th>homicides due to guns</th> </tr> </thead> <tbody> <tr> <td>2018 average</td> <td>48</td> <td>8</td> </tr> <tr> <td>Q1 2019</td> <td>32</td> <td>5</td> </tr> <tr> <td>Q2 2019</td> <td>45</td> <td>4</td> </tr> <tr> <td>Q3 2019</td> <td>55</td> <td>5</td> </tr> </tbody> </table>	Period	gun violence injuries	homicides due to guns	2018 average	48	8	Q1 2019	32	5	Q2 2019	45	4	Q3 2019	55	5	<p style="text-align: center;"># of foot and bike patrol hours</p> <table border="1"> <caption># of foot and bike patrol hours</caption> <thead> <tr> <th>Period</th> <th># of foot and bike patrol hours</th> </tr> </thead> <tbody> <tr> <td>2018 average</td> <td>150</td> </tr> <tr> <td>Q1 2019</td> <td>0</td> </tr> <tr> <td>Q2 2019</td> <td>700</td> </tr> <tr> <td>Q3 2019</td> <td>600</td> </tr> </tbody> </table>	Period	# of foot and bike patrol hours	2018 average	150	Q1 2019	0	Q2 2019	700	Q3 2019	600
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Comments	Average of Priority 1 calls for service.		This number will increase as the weather gets nicer. First quarter 2019 was very cold.																																			

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Basic Services

Objective	Faster response time for Police Department	Reduce gun violence	Increase the number of foot and bike patrol hours	Objective																																			
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Frequency	Quarterly	Quarterly	Quarterly	Frequency																																			
Department	TPD	TPD	TPD	Department																																			
Graph	<p>Average response time in minutes</p> <table border="1"> <tr><th>Period</th><th>Average Response Time (minutes)</th></tr> <tr><td>2018 average</td><td>5.8</td></tr> <tr><td>Q1 2019</td><td>6.5</td></tr> <tr><td>Q2 2019</td><td>5.9</td></tr> <tr><td>Q3 2019</td><td>6.4</td></tr> </table>	Period	Average Response Time (minutes)	2018 average	5.8	Q1 2019	6.5	Q2 2019	5.9	Q3 2019	6.4	<p># of gun violence injuries and homicides due to guns</p> <table border="1"> <tr><th>Period</th><th>Gun Violence Injuries</th><th>Homicides due to guns</th></tr> <tr><td>2018 average</td><td>48</td><td>8</td></tr> <tr><td>Q1 2019</td><td>32</td><td>5</td></tr> <tr><td>Q2 2019</td><td>45</td><td>4</td></tr> <tr><td>Q3 2019</td><td>55</td><td>5</td></tr> </table>	Period	Gun Violence Injuries	Homicides due to guns	2018 average	48	8	Q1 2019	32	5	Q2 2019	45	4	Q3 2019	55	5	<p># of foot and bike patrol hours</p> <table border="1"> <tr><th>Period</th><th># of hours</th></tr> <tr><td>2018 average</td><td>120</td></tr> <tr><td>Q1 2019</td><td>0</td></tr> <tr><td>Q2 2019</td><td>700</td></tr> <tr><td>Q3 2019</td><td>600</td></tr> </table>	Period	# of hours	2018 average	120	Q1 2019	0	Q2 2019	700	Q3 2019	600	Graph
Period	Average Response Time (minutes)																																						
2018 average	5.8																																						
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Period	# of hours																																						
2018 average	120																																						
Q1 2019	0																																						
Q2 2019	700																																						
Q3 2019	600																																						
Comments	Average of Priority 1 calls for service.		This number will increase as the weather gets nicer. First quarter 2019 was very cold.	Comments																																			

Objective	Increase mill/fill roadway repairs	Improve leaf pickup process	Improve alley maintenance																					
Measure	# lane miles paved	# of lane miles covered	% of alleys cleaned and graded																					
Rationale / Definition	This performance indicator is measured in part by the miles of municipal streets patched and sealed annually.	Measuring the amount of lane miles covered is good way to benchmark and monitor the leaf pick up process.	To keep alley right-of-way clear of brush, debris and illegal dumping.																					
Frequency	Quarterly	Yearly	Quarterly																					
Department	DPS	DPS	DPS																					
Graph	<p>Mill/Fill lane miles</p> <table border="1"> <tr><th>Period</th><th>Mill/Fill Lane Miles</th></tr> <tr><td>2018 quarter average</td><td>6</td></tr> <tr><td>Q1 2019</td><td>1</td></tr> <tr><td>Q2 2019</td><td>6</td></tr> <tr><td>Q3 2019</td><td>21</td></tr> </table>	Period	Mill/Fill Lane Miles	2018 quarter average	6	Q1 2019	1	Q2 2019	6	Q3 2019	21	No data available	<p>Percent of Alleys cleaned</p> <table border="1"> <tr><th>Period</th><th>Percent of Alleys Cleaned</th></tr> <tr><td>2018</td><td>0</td></tr> <tr><td>Q1 2019</td><td>0</td></tr> <tr><td>Q2 2019</td><td>0.5</td></tr> <tr><td>Q3 2019</td><td>0.85</td></tr> </table>	Period	Percent of Alleys Cleaned	2018	0	Q1 2019	0	Q2 2019	0.5	Q3 2019	0.85	Graph
Period	Mill/Fill Lane Miles																							
2018 quarter average	6																							
Q1 2019	1																							
Q2 2019	6																							
Q3 2019	21																							
Period	Percent of Alleys Cleaned																							
2018	0																							
Q1 2019	0																							
Q2 2019	0.5																							
Q3 2019	0.85																							
Comments		No data is available for 2018, and the 2019 leaf program begins in November	No data for 2018																					

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Community Investment

Objective	Increase number of residential and commercial permits issued	Increase number of jobs created and retained	Increase the number of new businesses																														
Measure	# of permits issued	# jobs created/retained	# of new businesses																														
Rationale / Definition	The total number of building permits issued indicates the amount of construction occurring in any given year in a municipality.	The number of new jobs created is an indicator that shows growth in the economy of a municipality; it's directly linked to the unemployment rate.	The number of new businesses is a measure that sizes up economic development.																														
Frequency	Quarterly	Quarterly	Quarterly																														
Department	NED	NED	NED																														
Graph	<table border="1"> <caption>Number of Permits Issued</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>2,600</td> </tr> <tr> <td>Q1 2019</td> <td>2,000</td> </tr> <tr> <td>Q2 2019</td> <td>2,400</td> </tr> <tr> <td>Q3 2019</td> <td>2,600</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	2,600	Q1 2019	2,000	Q2 2019	2,400	Q3 2019	2,600	<table border="1"> <caption>Number of jobs created/retained</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>280</td> </tr> <tr> <td>Q1 2019</td> <td>80</td> </tr> <tr> <td>Q2 2019</td> <td>280</td> </tr> <tr> <td>Q3 2019</td> <td>290</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	280	Q1 2019	80	Q2 2019	280	Q3 2019	290	<table border="1"> <caption>Number of new businesses</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>2.5</td> </tr> <tr> <td>Q1 2019</td> <td>0.5</td> </tr> <tr> <td>Q2 2019</td> <td>4.0</td> </tr> <tr> <td>Q3 2019</td> <td>4.0</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	2.5	Q1 2019	0.5	Q2 2019	4.0	Q3 2019	4.0
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Q2 2019	4.0																																
Q3 2019	4.0																																
Comments																																	

Objective	Increase number of residents assisted in housing relief programs	Increase the number of lead abated homes	Increase number of HUD eligible first-time homebuyers																														
Measure	# of residents assisted through housing relief programs	# of lead abated homes	# of HUD eligible first-time home buyers																														
Rationale / Definition	Looking at the number of actual recipients of housing relief can provide insight into the number of residents impacted by housing relief programs	Making housing units lead-safe leads to a overall better community health, especially improving the health of school aged children.	The number of HUD eligible first-time home buyers ensures adequate, safe, and affordable housing options for residents at or below 80% of area median income (based on data from the Consolidated Annual Performance and Evaluation Report by HUD)																														
Frequency	Quarterly	Quarterly	Quarterly																														
Department	NED	NED	NED																														
Graph	<table border="1"> <caption>Number of Residents assisted through hosing relief programs</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>14</td> </tr> <tr> <td>Q1 2019</td> <td>11</td> </tr> <tr> <td>Q2 2019</td> <td>13</td> </tr> <tr> <td>Q3 2019</td> <td>9</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	14	Q1 2019	11	Q2 2019	13	Q3 2019	9	<table border="1"> <caption>Number of lead abated homes</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>4</td> </tr> <tr> <td>Q1 2019</td> <td>4</td> </tr> <tr> <td>Q2 2019</td> <td>6</td> </tr> <tr> <td>Q3 2019</td> <td>9</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	4	Q1 2019	4	Q2 2019	6	Q3 2019	9	<table border="1"> <caption>Number of HUD elligible first-time home buyers</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>5.5</td> </tr> <tr> <td>Q1 2019</td> <td>4</td> </tr> <tr> <td>Q2 2019</td> <td>3</td> </tr> <tr> <td>Q3 2019</td> <td>7</td> </tr> </tbody> </table>	Quarter	Value	2018 quarterly average	5.5	Q1 2019	4	Q2 2019	3	Q3 2019	7
Quarter	Value																																
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Comments																																	

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Community Investment cont.

Objective	Increase the return on grant dollars invested	Increase the rate of resolving violations before they have to go to city remediation	Quicker Plan Review
Measure	# of people served with CDBG funds	% of city remediations	average # of days for building plan approval
Rationale / Definition	Increasing the return on investment will increase the impact the grant dollars have on the community.	Decreasing the amount of city cleanups will save resources, neighborhoods will respond better to citations.	The total number of building permits issued indicates the amount of construction occurring in any given year in a municipality.
Frequency	Quarterly	Quarterly	Quarterly
Department	NED	NED	NED
Graph	<p># of people served through CDBG funds</p>	<p>Percentage of Violations Resulting in Remediation</p>	<p>Days for building plan approval</p>
Comments		number of city remediations divided by total citations	No 2018 data

Objective	Increase park utilization	Increase tree canopy health
Measure	# of Park Permit/Leases	# trees planted
Rationale / Definition	The percentage of active space in use is an indicator of how utilized the facilities in the parks and recreation departments are.	Tallying the number of new trees planted each year is a good way to measure an activity that helps create a more beautiful and sustainable area
Frequency	Quarterly	Quarterly
Department	DPS	DPS
Graph	<p>Number of Parks Permits Issued</p>	<p>Number of trees planted</p>
Comments		Temperature was too low to plant trees in Quarter 1

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Key Performance Indicators

Key Performance Indicators (continued)

Workplace Culture

Objective	Decrease amount of OCRC complaints	Increase MBE contracting opportunities	Enhance D&I complaints																																																																						
Measure	# of OCRC complaints	% of contract \$ awarded to MBE	# of D&I complaints																																																																						
Rationale / Definition	Improving on D&I processes will increase D&I complaints, therefore reducing OCRC cases which will inturn reduce resources.	This performance indicator will help facilitate economic growth and development in the minority business community	Tracking this measurement will give a better understanding of whether our D&I processes are working.																																																																						
Frequency	Quarterly	Quarterly	Quarterly																																																																						
Department	D&I	D&I	D&I																																																																						
Graph	<p>OCRC complaints filed</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Complaints</th> </tr> </thead> <tbody> <tr> <td>Total 2018</td> <td>0</td> </tr> <tr> <td>Q1 2019</td> <td>0</td> </tr> <tr> <td>Q2 2019</td> <td>16</td> </tr> <tr> <td>Q3 2019</td> <td>0</td> </tr> </tbody> </table>	Quarter	Complaints	Total 2018	0	Q1 2019	0	Q2 2019	16	Q3 2019	0	<p>Percentage of contract dollars awarded to MBE</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Construction</th> <th>Goods and Services</th> </tr> </thead> <tbody> <tr> <td>2018 Quarter average</td> <td>0.076</td> <td>0.031</td> </tr> <tr> <td>Q1 2019</td> <td>12.10%</td> <td>9.40%</td> </tr> <tr> <td>Q2 2019</td> <td>22%</td> <td>5.0%</td> </tr> <tr> <td>Q3 2019</td> <td>20%</td> <td>2.00%</td> </tr> </tbody> </table>	Quarter	Construction	Goods and Services	2018 Quarter average	0.076	0.031	Q1 2019	12.10%	9.40%	Q2 2019	22%	5.0%	Q3 2019	20%	2.00%	<p>D & I COMPLAINTS</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Total 2018</th> <th>Q1 2019</th> <th>Q2 2019</th> <th>Q3 2019</th> </tr> </thead> <tbody> <tr> <td>TOTAL</td> <td>20</td> <td>7</td> <td>4</td> <td>6</td> </tr> <tr> <td>RACE</td> <td>5</td> <td>11</td> <td>0</td> <td>0</td> </tr> <tr> <td>SEX</td> <td>10</td> <td>6</td> <td>0</td> <td>0</td> </tr> <tr> <td>RETALIATION</td> <td>9</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>AGE</td> <td>6</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>NATIONAL...</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>SEXUAL...</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>HOSTILE...</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Total 2018	Q1 2019	Q2 2019	Q3 2019	TOTAL	20	7	4	6	RACE	5	11	0	0	SEX	10	6	0	0	RETALIATION	9	2	0	0	AGE	6	0	0	0	NATIONAL...	0	0	0	0	SEXUAL...	0	0	0	0	HOSTILE...	0	0	0	0
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Comments																																																																									

Objective	Increase the amount of reasonable accomodation requests	Increase percentage of employees who feel that management is dedicated to a diverse workplace	Increase % of employees that would recommend COT to others																				
Measure	# of reasonable accomodation requests	% from survey	% from survey																				
Rationale / Definition	Improve access to accomodation requests to help make employees more comfortable and productive.	An employee satisfaction index can be determined by conducting an employee survey and taking into account the number of positive versus negative responses.	Improve access to accomodation requests to help make employees more comfortable and productive.																				
Frequency	Quarterly	Annually	Annually																				
Department	D&I	HR	HR																				
Graph	<p>Accomodation Requests</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Total 2018</th> <th>Q1 2019</th> <th>Q2 2019</th> <th>Q3 2019</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>13</td> <td>20</td> <td>1</td> <td>0</td> </tr> <tr> <td>Mental/learning disabilities</td> <td>6</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Physical disabilities</td> <td>7</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	Total 2018	Q1 2019	Q2 2019	Q3 2019	Total	13	20	1	0	Mental/learning disabilities	6	0	0	0	Physical disabilities	7	0	0	0	<h1>53.19%</h1>	<h1>60.07%</h1>
Category	Total 2018	Q1 2019	Q2 2019	Q3 2019																			
Total	13	20	1	0																			
Mental/learning disabilities	6	0	0	0																			
Physical disabilities	7	0	0	0																			
Comments		The current percentage was a result of the Employment Egnagement Survey conducted 4th quarter 2018. A Pulse Survey will be launched late 4th quarter to determine movement.	The current percentage was a result of the Employment Egnagement Survey conducted 4th quarter 2018. A Pulse Survey will be launched late 4th quarter to determine movement.																				

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Workplace Culture

Objective	Decrease time to fill positions	Decrease the number of job offers that aren't accepted	Reduce the cost of healthcare programs																								
Measure	% of positions that are vacant less than 30 days	# of job offers declined	Total healthcare costs																								
Rationale / Definition	Selection and hiring of employees to fill vacancies as soon as possible	Determine what can make the City of Toledo more attractive to a potential employee.	Determine what categories have the highest cost and evaluate if we are getting a high ROI																								
Frequency	Quarterly	Quarterly	Annually																								
Department	HR	HR	HR																								
Graph	<table border="1"> <caption>Positions vacant less than 30 days</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>~70%</td> </tr> <tr> <td>Q1 2019</td> <td>~78%</td> </tr> <tr> <td>Q2 2019</td> <td>~80%</td> </tr> </tbody> </table>	Period	Percentage	2018 quarterly average	~70%	Q1 2019	~78%	Q2 2019	~80%	<table border="1"> <caption>Job offers declined</caption> <thead> <tr> <th>Period</th> <th>Number of Offers Declined</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>~6</td> </tr> <tr> <td>Q1 2019</td> <td>~9</td> </tr> <tr> <td>Q2 2019</td> <td>~3</td> </tr> <tr> <td>Q3 2019</td> <td>~7</td> </tr> </tbody> </table>	Period	Number of Offers Declined	2018 quarterly average	~6	Q1 2019	~9	Q2 2019	~3	Q3 2019	~7	<table border="1"> <caption>Healthcare Costs</caption> <thead> <tr> <th>Year</th> <th>Cost (Millions)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>~32.5</td> </tr> <tr> <td>2019 year to date</td> <td>~28.5</td> </tr> </tbody> </table>	Year	Cost (Millions)	2018	~32.5	2019 year to date	~28.5
Period	Percentage																										
2018 quarterly average	~70%																										
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Q3 2019	~7																										
Year	Cost (Millions)																										
2018	~32.5																										
2019 year to date	~28.5																										
Comments		For 2018, 24 employees declined offers of employment. In 2020, this metric will be updated to determine the <u>reasons</u> individuals decline offers from the city (i.e. salary, hours, etc).	Benefit trending suggests costs increases are primarily due to enhanced Rx spend.																								

Objective	Reduce the amount of hours a vehicle is out of service										
Measure	# hours per work order										
Rationale / Definition	Workflow will increase for departments that are dependent on vehicles.										
Frequency	Quarterly										
Department	DPS										
Graph	<table border="1"> <caption>Hours a vehicle is out for service</caption> <thead> <tr> <th>Period</th> <th>Hours per Work Order</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>~30</td> </tr> <tr> <td>Q1 2019</td> <td>~30</td> </tr> <tr> <td>Q2 2019</td> <td>~18</td> </tr> <tr> <td>Q3 2019</td> <td>~25</td> </tr> </tbody> </table>	Period	Hours per Work Order	2018 quarterly average	~30	Q1 2019	~30	Q2 2019	~18	Q3 2019	~25
Period	Hours per Work Order										
2018 quarterly average	~30										
Q1 2019	~30										
Q2 2019	~18										
Q3 2019	~25										
Comments											

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Customer Service

Objective	Increase general fund balance	Increase income tax revenue	Shorten time for contract process																												
Measure	% of increase of combined unassigned and rainy day fund balance	\$ income tax revenue	# of business days it takes to approve a contract																												
Rationale / Definition	This measure is an aggregation of the total General Fund Balance.	This measure is an aggregation of income tax collection, the largest source of revenue for the General Fund.	Improve contract process and increase efficiency																												
Frequency	Annually	Quarterly	Quarterly																												
Department	Finance	Finance	Finance																												
Graph	<table border="1"> <caption>General Fund Balance (Millions)</caption> <thead> <tr> <th>Year</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>15</td> </tr> <tr> <td>2017</td> <td>22</td> </tr> <tr> <td>2018</td> <td>40</td> </tr> </tbody> </table>	Year	Value (Millions)	2016	15	2017	22	2018	40	<table border="1"> <caption>Income tax revenue (Millions)</caption> <thead> <tr> <th>Year</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>29</td> </tr> <tr> <td>2017</td> <td>31</td> </tr> <tr> <td>2018</td> <td>32</td> </tr> <tr> <td>2019</td> <td>31</td> </tr> </tbody> </table>	Year	Value (Millions)	2016	29	2017	31	2018	32	2019	31	<table border="1"> <caption>Days it takes for a contract to be approved</caption> <thead> <tr> <th>Period</th> <th>Value (Days)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>18</td> </tr> <tr> <td>Q1 2019</td> <td>14</td> </tr> <tr> <td>Q2 2019</td> <td>14</td> </tr> <tr> <td>Q3 2019</td> <td>13</td> </tr> </tbody> </table>	Period	Value (Days)	2018	18	Q1 2019	14	Q2 2019	14	Q3 2019	13
Year	Value (Millions)																														
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Period	Value (Days)																														
2018	18																														
Q1 2019	14																														
Q2 2019	14																														
Q3 2019	13																														
Comments	Final 2019 data will not be available until the CAFR is finalized in June 2020																														

Objective	Decrease time it takes to pay vendors										
Measure	average # of days it takes to pay vendors										
Rationale / Definition	Keep vendors happy by aiming to pay them within 14 days.										
Frequency	Quarterly										
Department	Finance										
Graph	<table border="1"> <caption>Average # of days it takes to pay vendors</caption> <thead> <tr> <th>Period</th> <th>Value (Days)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>25</td> </tr> <tr> <td>Q1 2019</td> <td>24</td> </tr> <tr> <td>Q2 2019</td> <td>20</td> </tr> <tr> <td>Q3 2019</td> <td>24</td> </tr> </tbody> </table>	Period	Value (Days)	2018	25	Q1 2019	24	Q2 2019	20	Q3 2019	24
Period	Value (Days)										
2018	25										
Q1 2019	24										
Q2 2019	20										
Q3 2019	24										
Comments											

City of Toledo

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Key Performance Indicators

Key Performance Indicators (continued)

Environment

Objective	Provide safe and high-quality drinking water by maintaining progress on the current Capital Improvement Program.	Decrease the delinquency rate in water billing	Reduce the amount of phosphorus from sewage treated water																													
Measure	% to goal on capital improvement projects	Water bill delinquency rate	amount of phosphorous discharged into Lake Erie																													
Rationale / Definition	We are committed to providing an abundant supply of safe, high-quality water for all customers today and for years to come.	Improved meter reading and billing accuracy; leak detection; customer service reporting; direct turn-off, turn-on from Customer Service	Reduce the amount of pollution into Lake Erie and maintain compliance with NPDES Permit.																													
Frequency	Quarterly	Quarterly	Quarterly																													
Department	DPU	DPU	DPU																													
Graph	<table border="1"> <caption>Collins Park Water Treatment Plant Completion</caption> <thead> <tr> <th>Year</th> <th>Completion %</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>100%</td> </tr> </tbody> </table>	Year	Completion %	2018	100%	<table border="1"> <caption>Billing delinquency rate</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>1.00%</td> </tr> <tr> <td>Q1 2019</td> <td>-2.50%</td> </tr> <tr> <td>Q2 2019</td> <td>-2.00%</td> </tr> <tr> <td>Q3 2019</td> <td>4.00%</td> </tr> </tbody> </table>	Year	Rate (%)	2018	1.00%	Q1 2019	-2.50%	Q2 2019	-2.00%	Q3 2019	4.00%	<table border="1"> <caption>Amount of Phosphorous discharged into Lake Erie</caption> <thead> <tr> <th>Year</th> <th>Raw In (mg/l)</th> <th>Final Eff (mg/l)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Q1 2019</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Q2 2019</td> <td>2.0</td> <td>0.5</td> </tr> <tr> <td>Q3 2019</td> <td>2.0</td> <td>0.5</td> </tr> </tbody> </table>	Year	Raw In (mg/l)	Final Eff (mg/l)	2018	2.0	0.5	Q1 2019	2.0	0.5	Q2 2019	2.0	0.5	Q3 2019	2.0	0.5
Year	Completion %																															
2018	100%																															
Year	Rate (%)																															
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Year	Raw In (mg/l)	Final Eff (mg/l)																														
2018	2.0	0.5																														
Q1 2019	2.0	0.5																														
Q2 2019	2.0	0.5																														
Q3 2019	2.0	0.5																														
Comments		We will see a significant change in 2020 with the implementation of monthly billing.																														

Objective	Improve compaction at the landfill	Reduce recycling expenditures																				
Measure	amount of waste compacted	cost of recycling																				
Rationale / Definition	The greater the compaction, the longer the available airspace lasts, therefore improving the useful life of the landfill	Determining how much money is spent on recycled materials in a given time frame is an indicator of growth in waste diversion.																				
Frequency	Quarterly	Quarterly																				
Department	DPS	DPS																				
Graph	<table border="1"> <caption>Q1 2019 Waste Compaction</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>0.86</td> </tr> <tr> <td>Q1 2019</td> <td>0.84</td> </tr> <tr> <td>Q2 2019</td> <td>0.84</td> </tr> <tr> <td>Q3 2019</td> <td>0.84</td> </tr> </tbody> </table>	Category	Value	Target	0.86	Q1 2019	0.84	Q2 2019	0.84	Q3 2019	0.84	<table border="1"> <caption>Recycling Expenditures (Thousands)</caption> <thead> <tr> <th>Year</th> <th>Expenditure (Thousands)</th> </tr> </thead> <tbody> <tr> <td>2018 quarterly average</td> <td>400</td> </tr> <tr> <td>Q1 2019</td> <td>450</td> </tr> <tr> <td>Q2 2019</td> <td>500</td> </tr> <tr> <td>Q3 2019</td> <td>600</td> </tr> </tbody> </table>	Year	Expenditure (Thousands)	2018 quarterly average	400	Q1 2019	450	Q2 2019	500	Q3 2019	600
Category	Value																					
Target	0.86																					
Q1 2019	0.84																					
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Year	Expenditure (Thousands)																					
2018 quarterly average	400																					
Q1 2019	450																					
Q2 2019	500																					
Q3 2019	600																					
Comments	Measuring the volume available against the waste received.																					

City of Toledo

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Community Profile

History

Toledo, the county seat of Lucas County, is located in the northwestern part of Ohio. It is part of an area known as the Great Black Swamp. Most settlement in this region was delayed until after Ohio obtained statehood because of conflicts with Native Americans. Toledo itself was incorporated in 1836, and it was built on the site of a former stockade, Fort Industry, which was built in 1800. Originally, there were two separate towns named Lawrence and Vistula. When the Wabash and Erie Canal was mapped out in 1836, the location of Toledo was chosen as one of the termination points. The population of the two towns merged and created the new community of Toledo. By 1840, Toledo had a population of 1,322 people.

Although the canal would bring significant business to Toledo, the community still struggled in its early years. Many of its residents suffered from epidemics that spread rapidly in the region in 1838 and 1839. Finally, the canal was opened in 1845. The canal made the town a growing seaport along Lake Erie, and much commerce traveled through Toledo. In addition to the Wabash and Erie Canal, Toledo was connected to the city of Cincinnati by way of the Miami and Erie Canal.

When railroads began to emerge as a key form of transportation in Ohio in the second half of the nineteenth century, Toledo became a destination for a number of railroad lines. In addition, a number of industries began to emerge in the city, including furniture companies, carriage makers, breweries, railroad manufacturing companies, and glass companies, among others. The Libbey Glass Works was located in Toledo and helped to make the community known as the "City of Glass." By 1880, Toledo boasted a population of more than fifty thousand people, making it one of the largest cities in the state.

Many immigrants began to settle in Toledo by the late nineteenth century, attracted to the city because of the factory jobs available and the city's accessibility by rail and by water. Although Toledo offered many economic opportunities, it also illustrated many of the problems associated with urban life during this time. Toledo became the target of Progressive reformers in the late 1800s.

Toledo continued to grow, both in terms of population and industry, in the early twentieth century. Because of its dependence on manufacturing, the city suffered high unemployment rates during the Great Depression. As World War II began, however, Toledo's industries began to focus on wartime production, and unemployment concerns disappeared. Toledo made a unique contribution to the war effort. Home to the Willys-Overland Company, this firm began producing jeeps in 1941.¹

1. https://ohiohistorycentral.org/w/Toledo,_Ohio

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Community Profile

Today

Toledo is the model Midwestern city with a high quality of life and a low cost of living. Toledo is a proud, vibrant and diverse community that is home to a number of first-class academic institutions, a modern public school system, the internationally recognized Toledo Museum of Art, the Toledo Mud Hens, a spectacular zoo, world class parks, premium restaurants, nationally and internationally known products, a reenergized downtown, vibrant neighborhoods, top-rated healthcare systems, and an exemplary public library system.

Area and Location

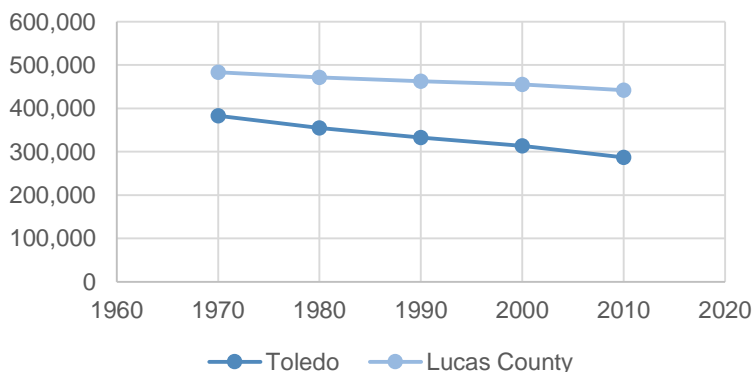
The City is located in (and is the county seat of) Lucas County in northwestern Ohio, approximately 75 miles east of the Ohio-Indiana border. The City covers an area of 84 square miles and borders generally on Lake Erie and the City of Oregon to the east, the State of Michigan to the north, and Wood County to the south.



Population

The population of Toledo as of the 2010 Census was 287,208 and a 2018 population estimate shows the population is down slightly to 274,975. The median resident age in the 2010 census was 34.2.

The populations of the City and the County in the last five Censuses



City of Toledo

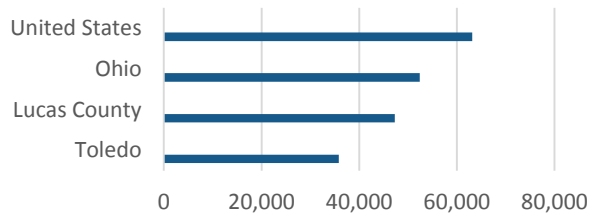
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Community Profile

Income

The City of Toledo had an estimated median household income of \$35,808 between 2013 -2017. According to the 2017 population estimates from the U.S. Census Bureau 26.5% were living in poverty.

2017 Median Household
Income



Housing

The following is Census information concerning housing in the City, with comparative County and State statistics:

	Median Value of Owner-Occupied Homes	% Constructed Prior to 1940
City	\$78,600	34.10%
County	\$109,000	26.30%
State	\$135,100	20.50%

	Number of Housing Units 2000	Number of Housing Units 2010
City	139,880	138,039
County	196,259	202,630
State	4,783,051	5,127,508

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Employment

Toledo has a diverse economy bolstered by three major industries: manufacturing, healthcare and education. Toledo is home to the world headquarters of major corporations, including Owens Corning and Libbey, Inc. Other major employers include The University of Toledo and Medical Center, Fiat Chrysler Automobiles, General Motors Corp./GM Powertrain, ProMedica Health Systems (ProMedica), Mercy Health Partners, and Toledo City School District. With several major financial institutions, Toledo is also the banking and finance center for northwest Ohio. In the Toledo Metropolitan Statistical Area (MSA) employment has become increasingly diversified.¹

Employer	Activity of Business	Manufacturing Activity	Non-Manufacturing Activity
ProMedica Health System	Health care		14,465
Mercy Health	Health care		8,827
Fiat Chrysler Automobiles	Automobile manufacturer	7,491	
The University of Toledo	University and Medical Center		5,500
Toledo City School District	Education		4,466
Bowling Green State University	University		3,399
United Parcel Service	Package delivery and logistics		3,318
The County	Government		2,961
Sauder Woodworking Co.	Furniture, cabinets	2,850	
The City	Government		2,729
HCR ManorCare	Health care services		1,845
General Motors Corp./GM Powertrain Division	Automotive manufacturer	1,649	
State of Ohio	Government		1,577
St. Luke's Hospital	Hospital		1,428
Libbey, Inc.	Glass manufacturer	1,300	
Owens-Corning	Building materials & reinforcement		1,237
Dana Incorporated	Automotive & industrial components		1,229
YMCA of Greater Toledo	Nonprofit organization		1,200
Owens Community College	Education		1,065
Toledo Edison Company	Electric utility		1,060
	Total	13,290	56,306

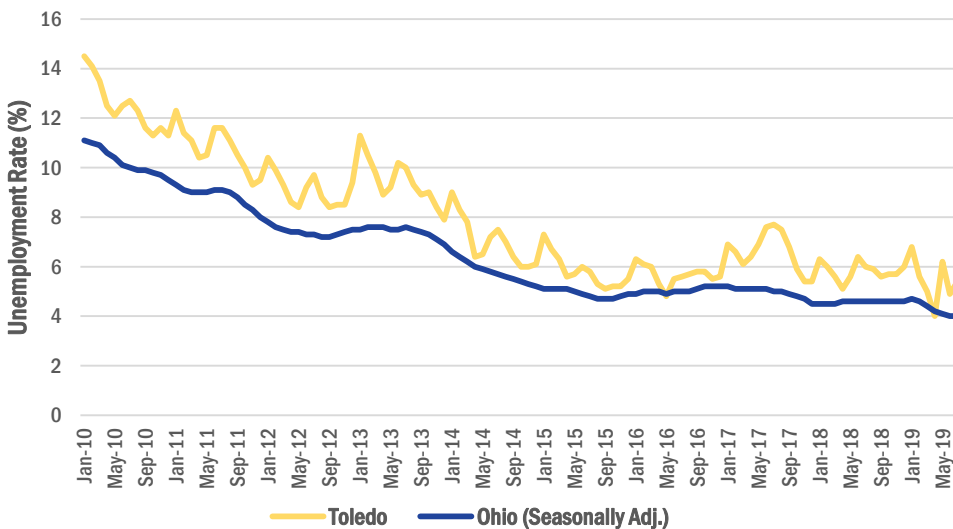
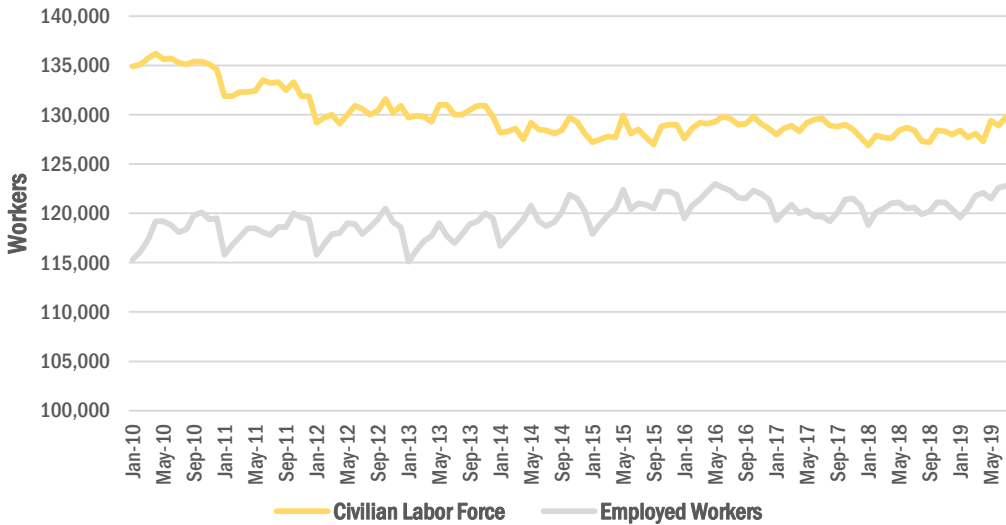
City of Toledo

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Community Profile

Employment (continued)

Employment has steadily increased in Toledo since 2013. Since the start of 2018, the Civilian Labor Force in the City has shown steady increases – indicating more people are looking for permanent work. The City’s unemployment rate has continued to improve in comparison to the State’s average unemployment rate



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Community Profile

Manufacturing

Manufacturing comprises approximately one-fifth of Toledo's economic base. Hundreds of manufacturing facilities are located in the Toledo metropolitan area. This includes automotive assembly and parts production plants as well as glass and solar panel production facilities.

Fiat Chrysler Automobiles, the largest manufacturing employer in the Toledo MSA, completed a \$700 million project at its Toledo Assembly Complex in the City and commenced a retooling of its Toledo South Plant to prepare for the production of the next generation Jeep Wrangler and a new Jeep Wrangler pick-up truck model. Various industry sources have estimated that annual Jeep Wrangler production at the Assembly Complex will increase to 400,000 vehicles annually. Production of the new Jeep Wrangler pick-up began in April 2019. The City invested approximately \$850,000 to improve roadways near the Assembly Complex in support of the project. According to Fiat Chrysler Automobiles, the company invested \$273 million in the south plant as part of the 2019 expansion.¹

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Healthcare

Residents of Toledo are served by ProMedica Health System and Mercy Health Partners and University of Toledo Medical Center (UTMC). Mercy Health has three hospitals in Toledo, including a state-of-the-art pediatric hospital. Promedica has three hospitals across the Toledo, including Toledo Hospital, Toledo Children's Hospital, and Wildwood Orthopedic and Spine Hospital.

In October 2017, Mercy Health completed construction of a \$34 million project to expand facilities on the Mercy St. Vincent Medical Center and Mercy Children's Hospital campus in the Downtown area of the City. The new 29,000-square-foot, two-story building houses St. Vincent's and Mercy Children's emergency services, including a level 1 trauma center and an expanded surgical area with more space for pre-operative and post-operative care.

In July 2019, ProMedica completed and opened its Generations Tower, a \$400 million facility with 309 private patient rooms (some of which are replacing double rooms in other parts of its Toledo and Children's hospitals) on nine floors and an additional four floors that that may be developed as demand requires, on a campus that also includes its similarly-sized Renaissance Tower that opened in 2008. The City provided certain infrastructure improvements, including an interchange on Interstate 475 in the area of the ProMedica campus, to support this project and additional development.

Healthcare has emerged as one of the strongest industries in Toledo. The healthcare industry has grown with the expansion of ProMedica Health System and Mercy Health Partners, the two largest providers in northwest Ohio.

Mercy Health Partners is investing more than \$1 billion in its current facilities and will maintain more than 2,700 employees. Much of this investment is in the downtown area.

A more than \$50 million renovation of the Steam Plant and Promenade Park for ProMedica Health System's Headquarters has been completed in downtown Toledo. ProMedica has also committed to having 2,500 total jobs, at an average salary of not less than \$48,000, in the Downtown area. In July 2019, ProMedica completed and opened its Generations Tower, a \$400 million facility.

In addition to ProMedica Health Systems and Mercy Health Partners, Toledo is home to the University of Toledo Medical Center (UTMC). The UT Medical Center at the Health Science campus is educating the next generation of physicians, nurses and other health care professionals.

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Community Profile

Education

The Toledo City School District is the principal school system in the City and the fifth largest school system in the State. It serves approximately 23,324 pupils in 56 elementary, junior high and senior high schools and specialized learning centers. The Board of Education of the School District administers an annual operating budget of approximately \$404.6 million. The Board currently receives approximately 30.28% of its funding from local sources, including taxes, tuition, fees and interest income, approximately 68.72% of its funding from State sources and approximately 0.99% of its funding from federal sources. In 2014, the District completed the final phases of a major classroom facilities improvement program pursuant to which all of the District's school facilities have been renovated or replaced.

The University of Toledo is a State university located in the City that traces its origins to 1872. The University reported a total enrollment of more than 20,000 in 2018 and had a Fall 2018 full-time equivalent (FTE) enrollment of 18,277, consisting of 14,722 FTE undergraduate students and 3,556 FTE graduate and professional students, making it the seventh largest of 14 public universities in the State. The University most recently reported that, together with its Medical Center, it has more than 5,500 employees, including 1,500 instructional faculty and 4,000 other staff members. In its fiscal year ended June 30, 2018, the University and its Medical Center reported operating revenues of \$716.8 million, including net patient service and other patient services revenue of \$366.3 million, net tuition and fees of \$196.6 million, grants, gifts and contract revenues of \$47.8 million and \$106.1 million of auxiliary and other revenues. The University's 13 colleges attract students from a broad region with a selection of approximately 5,000 course offerings in approximately 300 undergraduate, graduate and professional programs. A study released by the University in May 2017 estimated that the University contributes \$1.35 billion annually to the region's economy from payroll, University purchases and spending by students and visitors and the ripple effect of those expenditures.

Mercy College of Ohio, a private institution of higher learning with a focus on healthcare education, has its main campus in the City where approximately 1,322 students were enrolled in Spring 2019.¹

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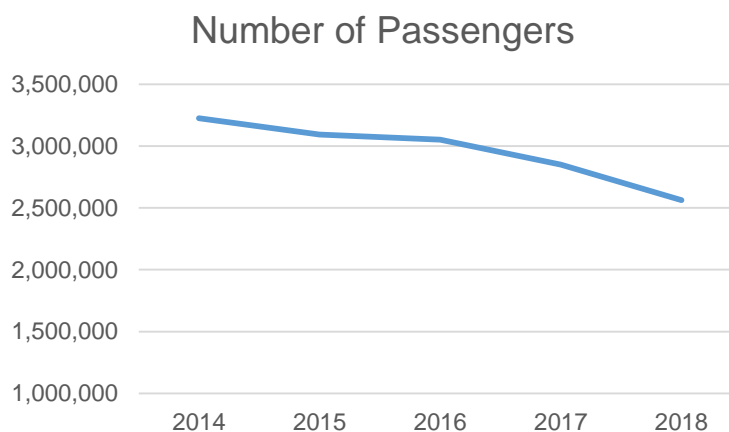
Transportation

The City of Toledo is served by a broad-based transportation system, including well-developed ground, air and water transportation facilities.

The Ohio Turnpike (Interstate Highway 80/90) and Interstate Highways 75, 280 and 475, complemented by six State routes and five U.S. highways, provide the City with direct east-west interstate highway access. Amtrak operates four passenger trains through the City along an east-west route. Additional daily interstate passenger service is provided by six privately owned bus lines, including Greyhound, which runs approximately 24 daily bus trips through the City, providing service to Cleveland, Chicago, Detroit, Cincinnati, Columbus and Indianapolis.

The Toledo Area Regional Transit Authority (TARTA), a separate political subdivision, provides local bus service in the City and surrounding areas. TARTA is funded in part by property taxes levied on the entire service area, now comprised of the City and five surrounding municipalities and one township, which in recent years has provided approximately \$12.8 million for operation and improvement of the system. In April 2018, TARTA acquired a former Goodwill building in the Downtown area of the City for \$1.5 million and has renovated and remodeled that building for as a single downtown terminal, replacing its downtown loop bus system, and as its administrative headquarters. That terminal opened in mid-August 2019.

TARTA ridership over the past five years has been as follows:



Commercial airline traffic is provided through the City's Toledo Express Airport. Toledo Express Airport is a regional airport located approximately 15 miles southwest of the City, and Detroit Metropolitan Airport is located approximately 45 miles north of the City. The City is also served by two smaller, general aviation airports, including the City's Toledo Executive Airport (formerly known as Metcalf Field), which is located approximately five miles south of the City. The City's two airports, Toledo Express Airport and Toledo Executive Airport, are both leased to the Port Authority.

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Economic Development

Development activity is occurring across Toledo. Toledo has a strong future for Economic Development based on bringing jobs and investment to downtown, increased development in neighborhoods, continuing investment in necessary infrastructure to add to and maintain jobs, and leveraging City assets including infrastructure, location, transportation, labor force quality and availability.

Major Development Projects:

Toledo Marina Lofts

- 360 market rate apartments
- \$70 MM investment

Glass City Metropark

- 70 acre new signature riverfront metropark
- \$23 MM investment

Seagate Convention Center & Hotel

- 200 room dual branded Hyatt Place & Hyatt House
- New 1,000 seat ballroom
- \$70 MM investment; 250 new jobs

Levis Square Park

- \$1.5 MM investment
- Transform public space into signature civic park and event space for Central Business District

Fort Industry Square

- 115 market rate apartments
- \$26 MM investment
- 37,000 sq. ft. of ground floor commercial space

Triad Business Park

- Sale of city-owned 53-acre parcel
- 200 new jobs; \$11 MM annual payroll
- Located in a Joint Economic Development Zone

Capital Commons

- Sale of city-owned 48-acre parcel to Estes Express Lines for expansion
- 15 new jobs; 193 jobs retained

1411 Campbell Street

- Redevelopment of former industrial property
- 45 new jobs; \$15 MM capital investment

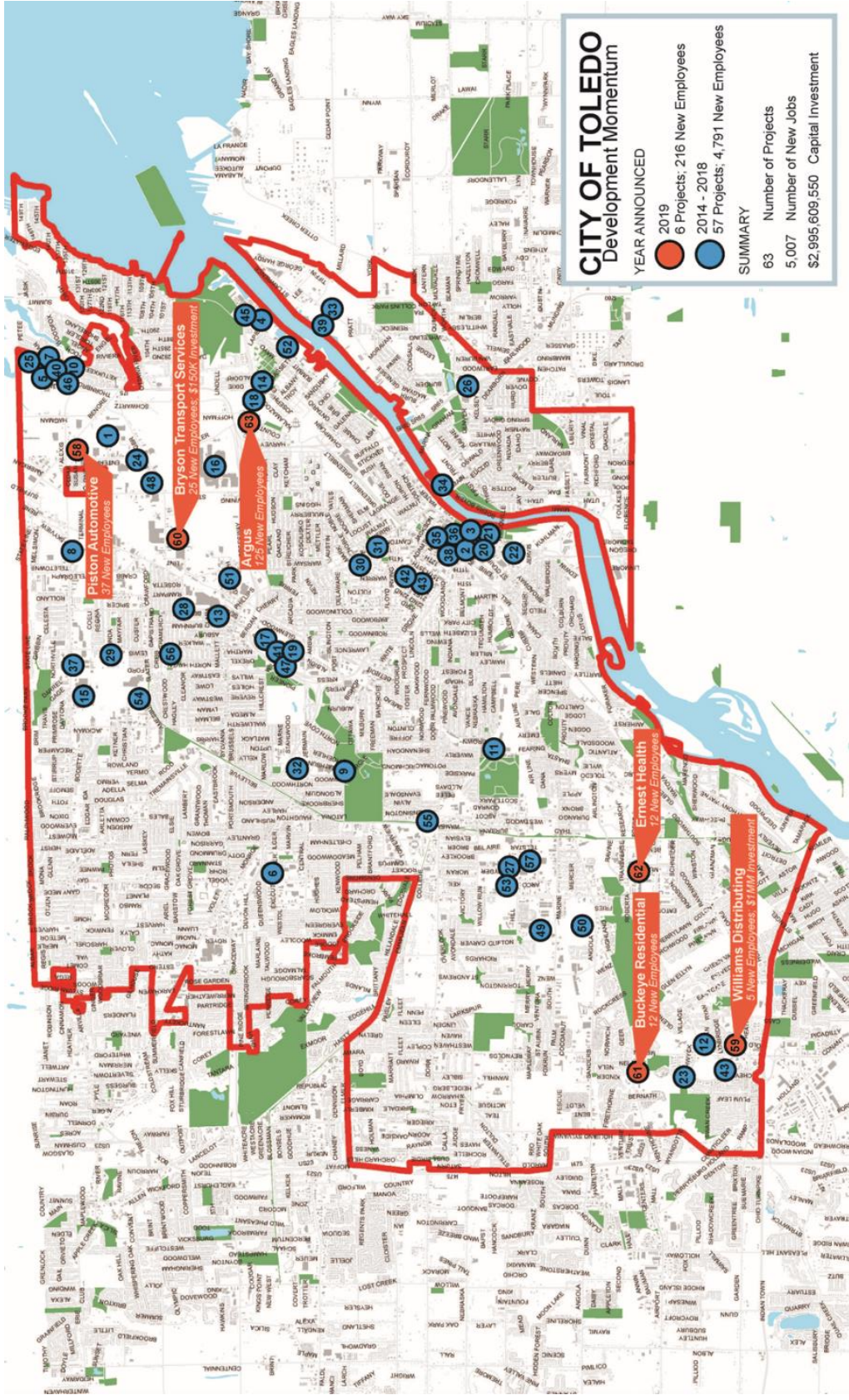
Amazon Fulfillment Center

- 1,000 new jobs; \$31.2 MM annual payroll
- 2.8 MM sq. ft. facility
- Located in a Municipal Utility District w/ Rossford

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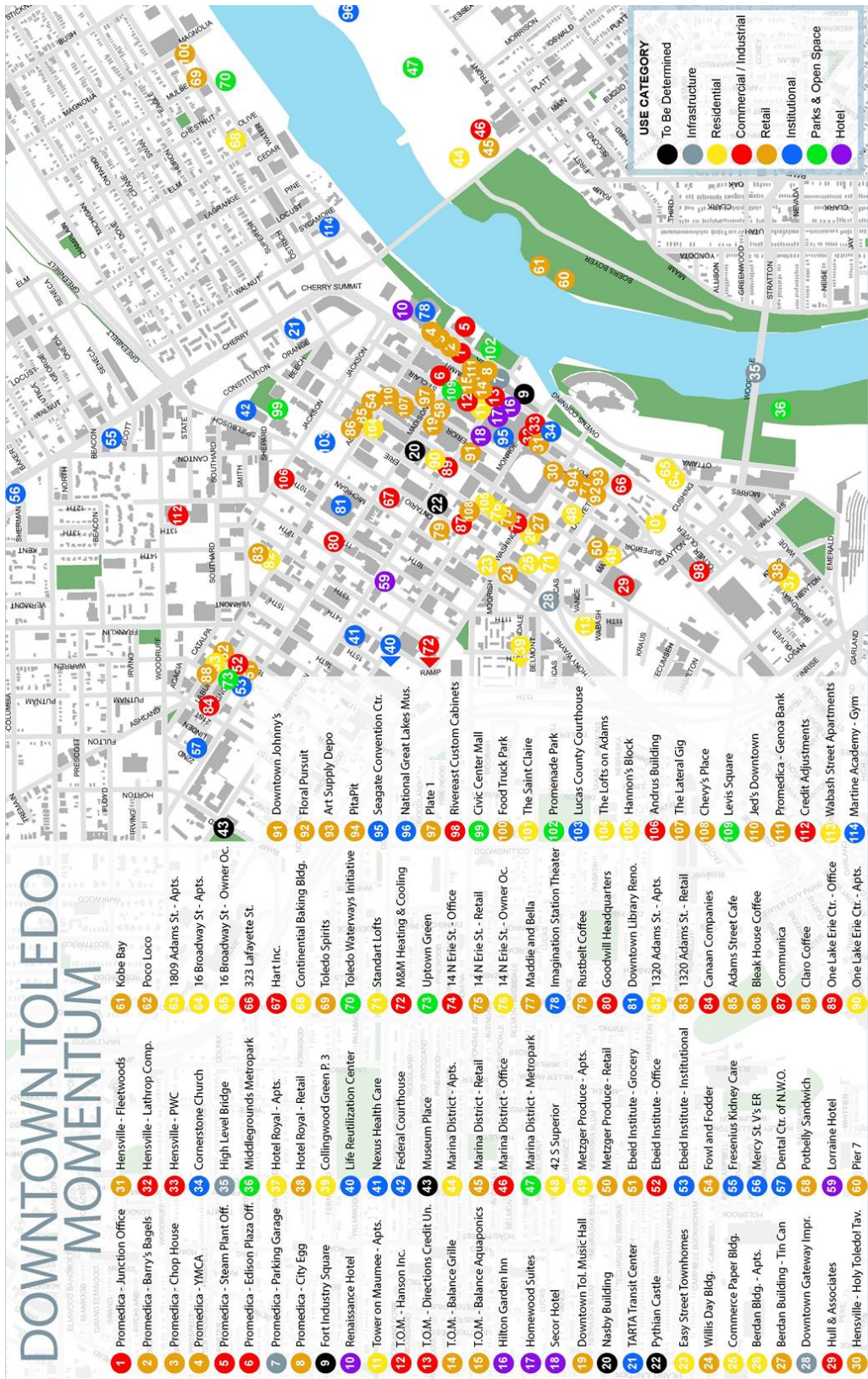
Community Profile



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Community Profile



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Community Profile

City Government

The City operates under and is governed by its Charter, which was first adopted by the voters in 1914 and has been and may be amended by the voters from time to time. The City is also subject to certain general State laws applicable to all cities. Under the Ohio Constitution, the City may exercise all powers of local self-government, and police powers to the extent not in conflict with applicable, general laws.

Legislative authority in the City is vested in a 12-member Council. Six members of the Council are elected at-large and six from districts within the City, all for overlapping four-year terms. The Council is authorized to enact ordinances and resolutions relating to City services, tax levies, appropriating and borrowing money, licensing and regulating businesses and trades and other municipal activities. The Council also has authority to fix the compensation of City officers and employees. The Council annually elects one of its members to serve as the President of Council, its presiding officer.

The City's chief executive and administrative officer is the Mayor, who is elected by the voters to that office for a four-year term. The Mayor has authority to hire certain assistants and, subject to Council approval, to appoint the directors of all City departments, the commissioners of all City divisions, the members of all City boards and commissions and, with the additional approval of the applicable board or commission, the chief administrative officers of agencies under their jurisdiction. The Mayor is responsible for preparing a detailed annual budget estimate, keeping the Council advised of the financial condition and needs of the City and, generally, exercising all other executive and administrative powers and performing such duties as are conferred by the Charter or by State law on mayors or municipal chief executive officers.

The Mayor has authority to introduce ordinances, resolutions and other matters before the Council, to take part in the discussion of all matters coming before the Council, to vote on legislation before the Council if necessary to break a tie vote and to veto any legislation passed by the Council. Vetoes may be overridden by a three-fourths vote of all members of the Council.

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Public Safety

The City of Toledo provides police and fire (which includes emergency medical services). The Toledo Police Department services the City of Toledo from two main District Stations and two substations. In the 2020 Budget there are 722.99 budgeted FTE positions. The Department consists of three major Divisions, Support and Administrative services, Operations, and Investigative Services. The Toledo Police Department is responsible for providing services ranging from criminal investigations to community engagement. The Toledo Fire & Rescue Department is comprised of seven bureaus and one unit. Operating out of nineteen fire stations strategically located through the city of Toledo. Toledo Fire & Rescue Department operates with 18 Engines, 2 Squads, 3 Ladder Trucks, 10 Basic Life Support Transport Units, and 6 Advanced Life Support Transport (Paramedic) Units. Included with responding to emergencies, line personnel responsibilities include: training, building familiarization, and maintenance of apparatus, equipment, and station. The 2020 budget accounts for 653.98 budgeted FTE positions.

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Community Profile

Public Utilities

The City owns and operates a waterworks system (the Water System) as a self-supporting enterprise that in 2018 produced an average of 70.3 million gallons of potable water per day, with a peak flow of 99.6 million gallons per day. Water is drawn from Lake Erie, treated at the City's Collins Park Water Treatment Plant (the Plant), which has capacity to treat up to 120 million gallons of water per day, and then distributed through approximately 1,165 miles of water lines, over 50% of which were installed before 1930. The estimated replacement cost of the Water System is \$1.362 billion.

The Water System is operated by the Division of Water Treatment and the Division of Water Distribution of the City's Department of Public Utilities.

The Water System is a regional utility that provides water service for approximately 129,500 residential, commercial/institutional and industrial customers in the City and certain surrounding areas in Northwest Ohio and Southeast Michigan. The City estimates that approximately 500,000 people are served by the Water System.

The City owns and operates a sanitary sewage collection and treatment system (the Sewer System) as a self-supporting enterprise that in 2018 collected and treated approximately 72.2 million gallons of wastewater per day generated by residential, commercial, institutional and industrial users. Wastewater is collected by 1,027 miles of local and interceptor sanitary sewers owned by the City. The local sewers serving 72% of the City's sewered area carry only sanitary sewage, while the remaining 28% of the City's sewered area is served by combined sewers that carry sanitary sewage and, in wet weather, storm water. The local sewers flow into interceptor sewers that carry the wastewater to the City's Bay View Wastewater Treatment Plant (the WWTP) for treatment.

The Sewer System collects and treats wastewater flows from approximately 93,500 residential, commercial/institutional and industrial users in the City, and approximately 21,500 users outside the City. It is the sole provider of such service in the City and serves an estimated 320,000 persons.

The City Charges residents and businesses a monthly fee for the City's storm water collection, detention and management system (the Storm Water Management System) that was established in 1999. The current monthly fee for single-family residences, enacted by the Council by ordinance in 2008, is \$3.80. Commercial, industrial and other users pay greater fees based upon the amount of impermeable surface on their properties. The proceeds from the fee are deposited in a separate storm water management system fund and used for the operation, maintenance and improvement of the Storm Water Management System and related debt service.

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Public Service

The City of Toledo Department of Public Service (DPS) provides a wide variety of services for residents. These services include green space maintenance, parks maintenance and programming, maintaining tree canopy health and the repair and maintenance of the city's roadways, which includes pavement restoration work, snow removal, leaf collection and street and alley cleaning. The Department is also responsible for providing and maintaining safe and efficient traffic flow on public roadways under the jurisdiction of the City of Toledo.

The DPS Division of Solid Waste is dedicated to the operation and maintenance of the City of Toledo's Hoffman Road landfill to support the Lucas County refuse collection operations. The division strives to effectively and efficiently manage the landfill as a city asset by employing technology and innovative practices, as well as working to secure permit modifications and/or alterations that will extend the life of the landfill.

The DPS Division of Streets, Bridges & Harbor provides services to the public include street and alley cleaning and repair, pothole repair, pavement restoration of sewer and water repairs, snow & ice control, leaf collection, housing demolition, bridge operation, bridge and levee maintenance and repair, and harbor related operations.

The DPS Division of Transportation maintains and improves traffic flow on Toledo's public roadways using accepted design practices and appropriate traffic control devices. The Division provides traffic control planning and design, repairs, replacements and preventative maintenance of street signs, signals and pavement markings throughout Toledo. Additionally, the division works closely with other city departments to assist with the coordination of special events that involve block closures, the evaluation of streets for the installation of speed humps, and the administration of an on-street parking program for mobility-impaired individuals. The City of Toledo has over 125 parks and facilities.

The DPS Division of Parks, Recreation and Forestry is responsible for mowing of over 400 boulevards, cul-de-sacs and green spaces across the City. The Division also operates and maintains more than 50 athletic fields and facilities, which include baseball and softball diamonds, tennis courts, municipal pools, the Ottawa Park Ice Rink, and park shelter houses. Parks, Recreation and Forestry provide recreation programming opportunities through special events such as: Skating with Santa; Pumpkin-a-Rama; Eggxtravaganza; Fishing Rodeo; Pitch, Hit & Run; Punt, Pass & Kick and Concerts in the Ottawa Park Amphitheater.

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Policies

Budget Policies

State Law and City Charter Requirements

Detailed provisions for budgeting, tax levies and appropriations are made in the Revised Code. These include a review by county officials at several steps, and a requirement that the subdivision levy a property tax in an amount sufficient, with any other moneys available for the purpose, to pay the debt service on securities payable from property taxes.

The law requires generally that a subdivision prepare, and then adopt after a public hearing, a tax budget approximately six months before the start of the next fiscal year. The tax budget then is presented for review by the county budget commission, comprised of the county auditor, treasurer and prosecuting attorney. However, a county budget commission may waive the requirement for a tax budget and require more limited information. In 2001, the Lucas County Budget Commission voted to waive the requirement for a tax budget for the subdivisions in the County for future Fiscal Years and has since required that alternate tax budget information be provided by the City and those other subdivisions.

Under the current requirements, City budgeting for each Fiscal Year formally begins in the prior July with the preparation and submission to the County Budget Commission of tax budget information. For debt service, the information is to include the net amounts of debt service payable during that Fiscal Year for which property tax levies must be made (after application of estimated receipts from other sources) and the portions of those levies to be inside and outside the ten-mill limitation. That tax budget information is then reviewed by the County Budget Commission.

As part of that review, the County Budget Commission is to determine and approve levies for debt service outside and inside the ten-mill limitation. The Revised Code provides that “if any debt charge is omitted from the budget, the commission shall include it therein.” The County Budget Commission then certifies to the City its action together with the estimate by the County Auditor of the tax rates outside and inside the ten-mill limitation. Thereafter, the Council is to approve the tax levies and certify them to the proper County officials. The approved and certified tax rates are then to be reflected in the tax bills sent to property owners for collection in the following calendar year. Real property taxes are payable in two equal installments, the first usually in January and the second in July.

City of Toledo
2020 Approved Annual Operating Budget

Policies

Budget Policies continued

State Law and City Charter Requirements (continued)

The Council adopts a temporary appropriation measure before January 1 of each Fiscal Year, and then, by March 31, a permanent appropriation measure for that Fiscal Year. Although called “permanent,” the annual appropriation measure may be, and often is, amended during the Fiscal Year. Annual appropriations may not exceed the County Budget Commission’s official estimates of resources, and the County Auditor must certify that the City’s appropriation measures do not appropriate moneys in excess of the amounts set forth in those estimates. No money of the City is to be expended unless first appropriated by the Council. The Director of Finance is not to allow the amount set aside for any appropriation to be overdrawn or the amount appropriated for any one item of expense to be drawn upon for any other purpose.

Section 45 of the Charter of the City of Toledo identifies the fiscal year for the City as beginning on the first day of January and requires that on or before the fifteenth day of November of each year, the Mayor must prepare a balanced budget estimate of the expenses of conducting the affairs of the City for the following fiscal year. The estimate is compiled from detailed information obtained from the various City departments. Council is required to pass a balanced budget no later than March 31, 2020.

Prior to passage, the Administration works with City Council to hold budget hearings to review all departmental budget requests and discuss revenue and expenditure assumptions. Information about these budget hearings may be found on the City’s website as they are scheduled. There are opportunities for public input at these meetings.

Debt

The Ohio Revised Code Section 133.05 provides that the total net debt (as defined by the ORC) of a municipal corporation, whether or not approved by the electors, shall not exceed 10.5 percent of the total value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5 percent of the total taxation value of property. The statutory limitations on debt are measured by the ratio of net debt to tax valuation and expressed in terms of a percentage.

The City’s voted and unvoted nonexempt general obligation debt capacities as of December 31, 2018 were and as of this date are:

<u>Limitation</u>	<u>Nonexempt Debt Outstanding</u>	<u>Additional Debt Capacity Within Limitation</u>
10-1/2% = \$348,576,197	\$121,374,992	\$227,201,205
5-1/2% = \$182,587,532	\$121,374,992	\$ 61,212,540

City of Toledo

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Policies

Investments

Deposits and investments of City funds are governed by the Charter and Chapter 192 of the Toledo Municipal Code, enacted in 1986 and last amended in 2013 (the Investment Policy Ordinance). Under the Investment Policy Ordinance, the Director of Finance has general responsibility for carrying out the banking and investment policies of the City, and the Commissioner of Treasury has the day-to-day responsibility for investing and depositing City funds as they become available. Under the Investment Policy Ordinance and current practices, investments are made in the following categories:

1. Direct obligations of the United States, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, Fannie Mae, and the Federal Farm Credit Banks;
2. Certificates of deposit with banking institutions having an office in the State, and demand deposits with banking institutions having an office in the City, which in each case meet City requirements relating to size, credit rating and collateralization of City deposits;
3. Federally insured certificates of deposit initiated through a reciprocal network of banks or savings and loan associations that are members of the Federal Deposit Insurance Corporation;
4. Securities of other political subdivisions meeting certain rating requirements;
5. The State Treasurer's subdivision investment pool (STAR Ohio) created pursuant to Section 135.45 of the Revised Code;
6. Federally insured certificates of deposit with banks that are members of the Federal Deposit Insurance Corporation initiated through the State Treasurer's STAR Plus Program. The Investment Policy Ordinance also provides specific requirements for diversification of investments.

City of Toledo

2020 Approved Annual Operating Budget

Policies

Discretionary Funds

The City may expend, contingent on appropriation, funds for community programs and projects geared toward improving the quality of life for residents. Funding awards range from \$1,000 to \$25,000.

Organizations must meet the following criteria to be considered for funding:

- The physical location of the organization must be in the Toledo city limits
- The organization must be a 501(c)(3) organization under the Internal Revenue Code
- The organization must support programs and projects that improve the quality of life of city residents throughout the year

Organizations that apply for funding are required to submit an application and supporting documentation to outline the scope of services that will be provided using the City funds. All organizations that have previously received funding are required to submit a final report of activities outlining the use of City funds. Failure to submit the final report will disqualify an organization from future funding consideration.

Payment of funds to approved organizations will not be made unless accompanied by a Letter of Understanding that is signed by the Mayor (or his designee) and acknowledged and countersigned by the organization.

Use of Public Funds

Permitted uses of City funds for food, awards, recognitions, travel and expenditures to outside organizations are as follows:

- The City may expend funds to host events in appreciation of the City's workforce and provide tokens of appreciation to employees to recognize new hires, years of service and retirements.
- The City may expend funds to provide beverages to employees, volunteer workers, elected officials and business guests during regular working hours and events that require public participation.
- The City may expend funds to provide meals to employees, volunteer workers and elected officials for work conducted during normal meal times.
- The City may expend funds for ceremonial activities as described in Administrative Policy and Procedure #21-Ceremonial Activities.
- The City may expend funds for awards, prizes and other recognitions to employees or outside parties in association with fundraising efforts, events to raise awareness and other events.
- The City may host and expend funds for Wellness Luncheons to provide education to employees in an effort to reduce the City's health care costs.
- The City may expend funds to outside organizations where a written agreement between the City and such organization has been executed.
- Travel expenditures are authorized under the terms and conditions outlined in Administrative Policy and Procedure #4-Travel Allowance.

City of Toledo

2020 Approved Annual Operating Budget

Policies

Basis of Accounting

Governmental Funds use the modified accrual basis of accounting. Under the modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current fiscal year or are expected to be collected soon enough thereafter to be used to pay liabilities for the current fiscal year. Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at year end: income tax, state-levied local shared taxes (including gasoline taxes, local government funds and permissive taxes), fines and forfeitures, licenses and permits, interest, grants and rentals. Expenditures are recognized under the modified accrual basis of accounting when the related fund liability is incurred, if measurable.

The financial statements of the proprietary funds are reflected on the accrual basis of accounting, where the revenues are recorded when earned and expenses are recorded as incurred.

Budget Basis vs. Generally Accepted Accounting Principles (GAAP)

The budget is adopted on a basis consistent with generally accepted accounting principles, except for certain items that are adjusted on the accounting system at fiscal year-end. This allows City departments to monitor their budgets throughout the year through reports generated by the City's accounting system. The differences between the budgetary basis and GAAP include:

- Principal payments on outstanding debt in the enterprise funds are expensed for budgetary purposes instead of as an adjustment to the long-term liability on the balance sheet
- Capital outlay in the enterprise funds is expensed for budgetary purposes instead of recorded as an adjustment to capital assets on the balance sheet
- Compensated absences in the enterprise funds are not expensed for budgetary purposes. GAAP requires compensated absences to be accrued when earned by employees
- Pension and Other Post-Employment Benefits (OPEB) in the enterprise funds are expensed for budgetary purposes when paid. GAAP requires pension and OPEB to be accrued when earned by employees
- Debt issuances in the enterprise funds are recorded as revenue for budgetary purposes instead of an adjustment to long-term liability on the balance sheet.

City of Toledo
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Policies

Budget Process

Section 45 of the Charter of the City of Toledo identifies the fiscal year for the City as beginning on the first day of January and requires that on or before the fifteenth day of November of each year, the Mayor must prepare a balanced budget estimate of the expenses of conducting the affairs of the City for the following fiscal year. The estimate is compiled from detailed information obtained from the various City departments. The total items of current expense in the budget and appropriation ordinance shall not exceed the amount available for such purpose as provided by law.

Upon receipt of the Mayor's budget estimate, the Council shall at once prepare an appropriation ordinance, using the Mayor's budget estimate as a basis.

Provisions shall be made for public hearings upon the appropriation ordinance before a committee of the Council, or before the entire Council sitting as a committee of the whole.

Following the public hearings and before final passage, the appropriation ordinance shall be published in the City Journal with a separate schedule setting forth the items asked for in the Mayor's budget estimate which were refused or changed by the Council, and the reasons for such change or refusal.

The Council shall not pass the appropriation ordinance until fifteen (15) days after its publication, nor before the first Monday in January. The annual appropriation ordinance and any amendment or supplement thereto shall be in the form prescribed by the Revised Code of Ohio, and the amounts appropriated shall be subject to the limitations therein set forth. Adoption of the annual appropriations measure shall be subject to Sections 43(A) and 43(B) of the Charter.

Council, per the Charter, is required to pass a balanced budget no later than March 31, 2020.

Unless the ordinance specifically provides otherwise in any instance, not more than one-half of any appropriation shall be expended before the first day of July in the current year.

City of Toledo

2020 Approved Annual Operating Budget

Policies

Budget Process (continued)

Prior to passage, the Administration works with City Council to hold budget hearings to review all departmental budget requests and discuss revenue and expenditure assumptions.

The City's budget process emphasizes the role of departments and divisions in all stages of the process: the initial crafting of the budget, the presentations to City Council, and the ongoing monitoring of the budget throughout the year. The budget works from the assumptions that (1) the role of departments is to fully know and understand the programs that their department is responsible for, including the budgetary implications of those programs, and (2) the role of the Finance Department is to coordinate the budget process, provide technical assistance to departments as needed, and moderate the budgetary requests of departments given scarce resources. The process as a whole is an interactive one. The Finance Department maintains an open dialogue with departments and divisions. Departments and divisions also utilize the City's accounting system for reports that help to guide decision making on their own and within the parameters of an approved budget.

Appropriations

Interim Appropriations

Prior to passage of the annual operating budget, interim funding is appropriated for continued operations of the City. Interim appropriations are based on one quarter of the approved operating budget estimate submitted in November. These appropriations may be adjusted above one quarter of the operating budget estimate to account for certain contractual and debt obligations that may exceed the one quarter threshold.

Budget Amendments

All budget amendments shall be approved by City Council. Budgets may be amended after adoption with approval of the City Council if changes result in a change in an increase in appropriation. All budget amendment requests must be made in writing to the Budget Office, the Director of Finance and the Office of the Mayor. If budget amendment request is approved by the Office of the Mayor, it will be presented to City Council for approval through the legislative process.

City of Toledo
2020 Approved Annual Operating Budget

Policies

Appropriations (continued)

Grants and Expendable Trust Funds

All new grant awards are appropriated and authorized for expenditure through the legislative process. Legislation is prepared and submitted as needed to authorize grant agreements, the acceptance and deposit of the grant funds, and the appropriation and expenditure funds according to the terms of the grant. Once appropriated, grant funds carryforward each fiscal year until the grant is completed and closed.

Expendable trust funds are established for funds donated in trust to the City and for certain special revenue sources. Expendable trust funds are appropriated when received and authorized for expenditure according to each expendable trust's enabling legislation. Expendable trust funds carryforward each fiscal year until the trust is disestablished.

Transfers

Administrative transfers of under \$25,000 are authorized against existing appropriations in the operating budget within personnel service or between non-personnel account codes within an organization unit and fund.

Capital project and grant funds are legislatively controlled by individually approved projects or grant awards for each organization. Transfers within each project and grant appropriation are authorized at any dollar level, unless subject to specific restrictions in the enabling legislation. Transfers between projects and between grant appropriations are not authorized.

Carry Forwards

At the end of each year all unexpended balances of appropriations shall revert to the respective funds from which the same were appropriated, and shall then be subject to future appropriation; but appropriations may be made in furtherance of improvements or other objects or work of the City which will not be completed within the current year.

Appropriations made in furtherance of improvements or other objects or work, including capital projects, grants and expendable trust funds, of the City which will not be completed within the current year will be carried forward to the next fiscal year and closed out upon completion.

City of Toledo
2020 Approved Annual Operating Budget

Policies

Reserves

General Fund

Fifty percent (50%) of any General Fund undesignated year-end fund balance is placed into the Budget Stabilization Reserve in order to strengthen the City's financial position and establish adequate financial reserves. Withdrawals from the Budget Stabilization Reserve shall only be for the purpose of continuing basic City services during times of economic recession or substantial unexpected revenue loss.

Accumulation of funds in the Budget Stabilization Reserve are limited by the Ohio Revised Code, which requires that total General Fund budget stabilization reserves cannot exceed five percent (5%) of total General Fund revenue.

City of Toledo
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Policies

Revenues

The revenue budget includes all dollars expected to be received by or as a result of the operations of any agency of the City of Toledo. Revenue sources include:

Income Taxes: includes withholding, business and individual income tax receipts

Property Taxes: includes levies on property that the owner is required to pay to the City

Charges for Services: includes charges for City used services and equipment such as water and sewer, refuse removal, tow fees, fire emergency medical services and transport fees, repairs provided by the City, and internal service charges for municipal garage, facilities, data processing and risk management

Licenses and Permits: includes revenue from providing or assisting with permits, zoning and inspections, storage, parking, and licensing

Fines and Forfeitures: includes traffic, civil, court and red light and hand-held speed camera fines

Intergovernmental Services: includes revenue received from the State of Ohio and Lucas County, JEDZ and JEDD income, estate taxes, paramutual taxes and payments in lieu of taxes, casino revenue, homestead and rollback revenue

Special Assessment: includes service and improvement assessments

Investment Earnings: includes interest earnings

Other Revenue: includes demolition revenue, sale of assets, gifts and donations, and rent income

Issuance of Debt: includes bond and note proceeds and capitalized debt

Grants: includes all state and federal grants received by the City

Operating Transfers : includes operating transfers in from other funds

Capital Lease Proceeds: includes amounts provided by leases

Premium (discount) on Bond: includes premiums on bonds payable

Projected Use of Fund Balance

City of Toledo

2020 Approved Annual Operating Budget

Policies

Operating Budget

The City of Toledo is organized on a department/divisional basis and operations are accounted for through various funds and cost centers. Each divisional budget is within a particular fund of the City, with revenue and expense items assigned to various cost center and commitment areas. Expenditures are presented within the following areas:

Personnel: includes all based and part-time salaries, overtime, severance, pension, employment tax and medical, contractual stipends and salary savings and other personnel reimbursements

Operating: includes all supply and service costs for items such as office, equipment and computer supplies clothing and equipment, janitorial supplies, motor and utility fuel and lubricants, small apparatus and tools associated with contractual services for office equipment and supply rentals, refuse collection services, travel expenses, utility charges, repair and maintenance, professional services, real estate fees, environmental related charges, seasonal and intern services, and internal service charges for fleet, facilities, risk management insurance, and telecommunications and data processing, trust funds and contributions to other agencies

Capital: includes all building modification costs, machinery and equipment, vehicles and infrastructure hardware and software, and capital project costs

Debt: includes principal and interest for bonds, notes and capital leases and associated debt service charges

Transfers: includes transfers out to other funds

City of Toledo
2020 Approved Annual Operating Budget

Policies

Department Organization

City Council and Auditor: includes City Council and the Auditor's Office

Office of the Mayor

Toledo-Lucas County Plan Commission

Human Relations Commission

Office of Diversity & Inclusion

Municipal Court: includes Municipal Court Judges and Clerk of Municipal Court

Department of Finance: includes Financial Analysis, Finance Administration, Treasury and Taxation, Accounts, ERP Team, Debt Management, Purchasing and Supplies

Department of Law

Department of Information & Communications Technology: includes Information & Communications Technology and Engage Toledo

Department of Neighborhoods: includes Neighborhoods Administration, Housing, Code Enforcement and the Beautification Action Team

Department of Human Resources

Department of Development: includes Economic Development, Real Estate and Building Inspection

Department of Public Service: includes Transportation, Streets, Bridges and Harbor, Solid Waste, Fleet and Facilities, Natural Resources, Parks, Recreation and Forestry

Department of Public Utilities: includes Utilities Administration, Water Treatment, Water Distribution, Engineering Services, Water Reclamation, Sewer and Drainage Services and Environmental Services

Safety Administration

Police Department

Fire and Rescue Department

Non-Departmental: includes Non-Departmental and General Fund Utilities

City of Toledo
2020 Approved Annual Operating Budget

Policies

Funds

The City uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The City's funds are classified as Governmental, Proprietary and Fiduciary.

Governmental Funds

Governmental funds are those through which most governmental functions typically are financed. Governmental reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various Governmental Funds according to the purposes for which they may or must be used. Current Liabilities are assigned to the fund from which they will be paid. Governmental funds are categorized as:

General Fund

Accounts for all financial resources of the City except for those required to be accounted for in another fund.

Special Revenue Funds

Accounts for specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

Capital Project Funds

Accounts for resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Debt Service Funds

Accounts for resources that are restricted, committed or assigned to expenditure for principal and interest payments.

City of Toledo
2020 Approved Annual Operating Budget

Policies

Funds (continued)

Proprietary Funds

Proprietary funds reporting focuses on changes in net position, financial position and cash flows. Proprietary funds are categorized as:

Enterprise

Account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Internal Service

Account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, generally on a cost reimbursement basis. The City's internal service funds account for municipal garage operations, capital replacement, printshop services, information technology services, risk management, facility operations, workers' compensation and healthcare.

Fiduciary Funds

Fiduciary funds reporting focuses on reporting assets the City holds in trust for individuals, private organization other governments or other funds.

City of Toledo

2020 Approved Annual Operating Budget

Policies

City of Toledo - Funds

Governmental				Proprietary		Fiduciary	
General Fund	Special Revenue		Capital Projects	Debt Service	Enterprise	Internal Service	General Agency
	Federal Block Grants	Parkland Replacement	Capital Improvement	GO Debt Service	Water	Workers' Compensation	Municipal Court
	Street Construction Maintenance and Repair	Cemeteries Property Acquisition Site Development	Franklin Park/Westfield Municipal Public Improvement TIF	Jeep Municipal Public Improvement TIF	Utility Administration	Information Technology	
	Operation Grant	Marina Development	Special Assesment Improvement	Special Assessment Debt Service	Sewer	Storeroom & PrintShop	
	Cemetery Maintenance	Expendable Trusts			Storm Sewer	Municipal Garage	
	Golf Improvements	Toledo City Parks			Marina Operating	Capital Replacement	
	Special Assessment	Toledo Home Program			Municipal Tow Lot	Facility Operations	
		Right-of-Way			Toledo Public Power	Risk Management	
					Property Management	Healthcare	
					Small Business Development		

City of Toledo
2020 Approved Annual Operating Budget

Calendar

Q1

January 1, 2019 - March 31, 2019

Departments submit CIP carryforwards

Budget Task Force reviews Budget Calendar with Finance Director

Departments finalize Key Performance Indicators

Administration finalizes Strategic Plan

Departments provide anticipated major change worksheets and corresponding documents

Q2

April 1, 2019 - June 30, 2019

Summarize and report proposed major changes to Council & Budget Task Force

Departments report proposed personnel changes to Finance

Q3

July 1, 2019 - September 30, 2019

Finance Department issues budget directives to Departments

Departments propose mid-year budget amendments

Council reviews and approves mid-year budget amendments

Departments submit year-end projections and 2020 budget proposals

Budget Office reviews budget proposals

Finance Department submits 2019 projections & Fiscal Plan

Q4

October 1, 2019 - December 31, 2019

Update 2020 budget proposals based on meeting with Administration

Administration presents preliminary 2020 budget to Council

Administration, Council & Budget Task Force review preliminary 2020 budget

Finance Department submits Proposed 2020 Budget by November 15 (statutory deadline)

Proposed 2020 CIP projects are submitted & reviewed

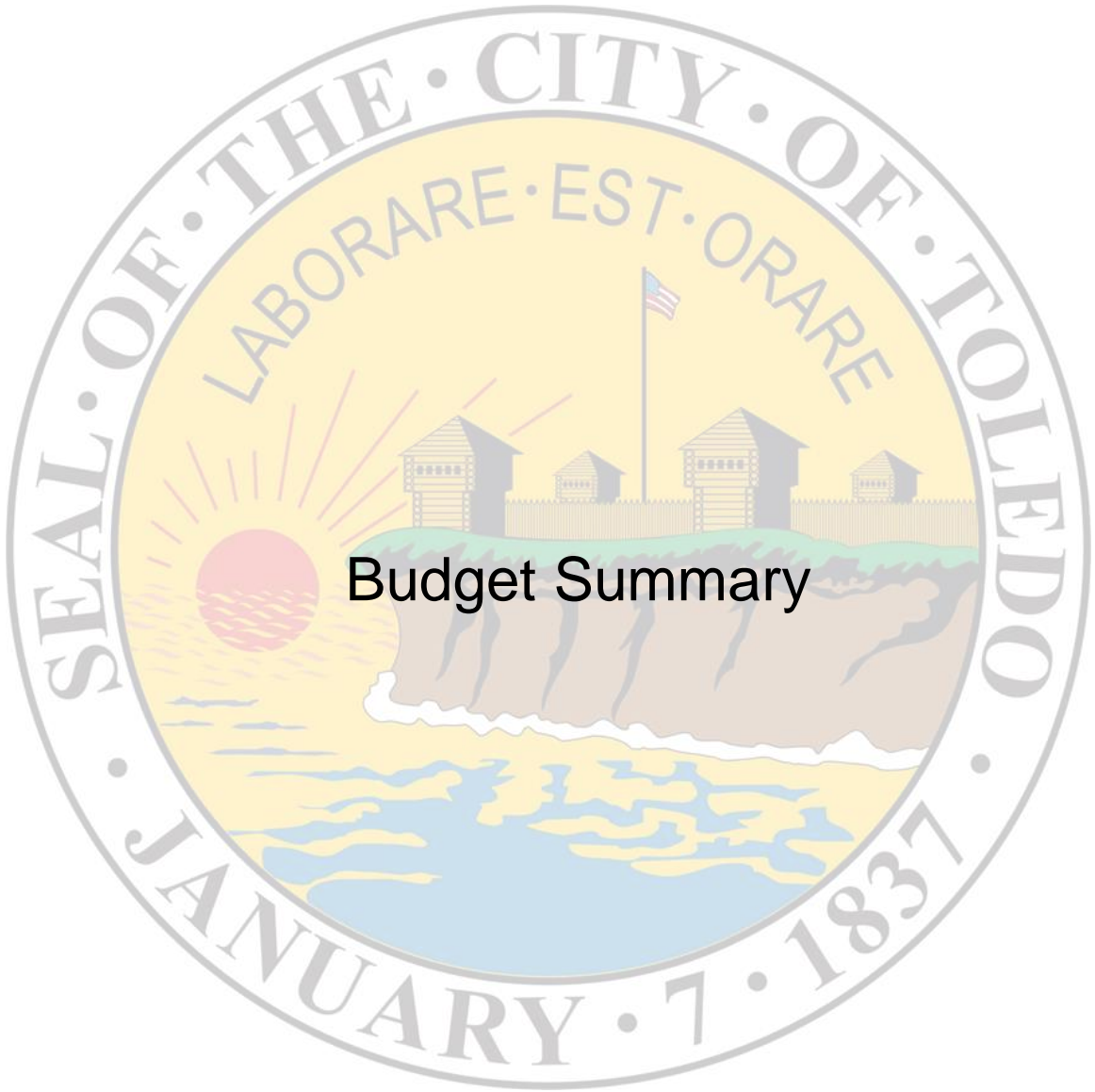
Committee of the Whole meetings on 2020 Proposed Budget

Q1

January 1, 2020 - March 31, 2020

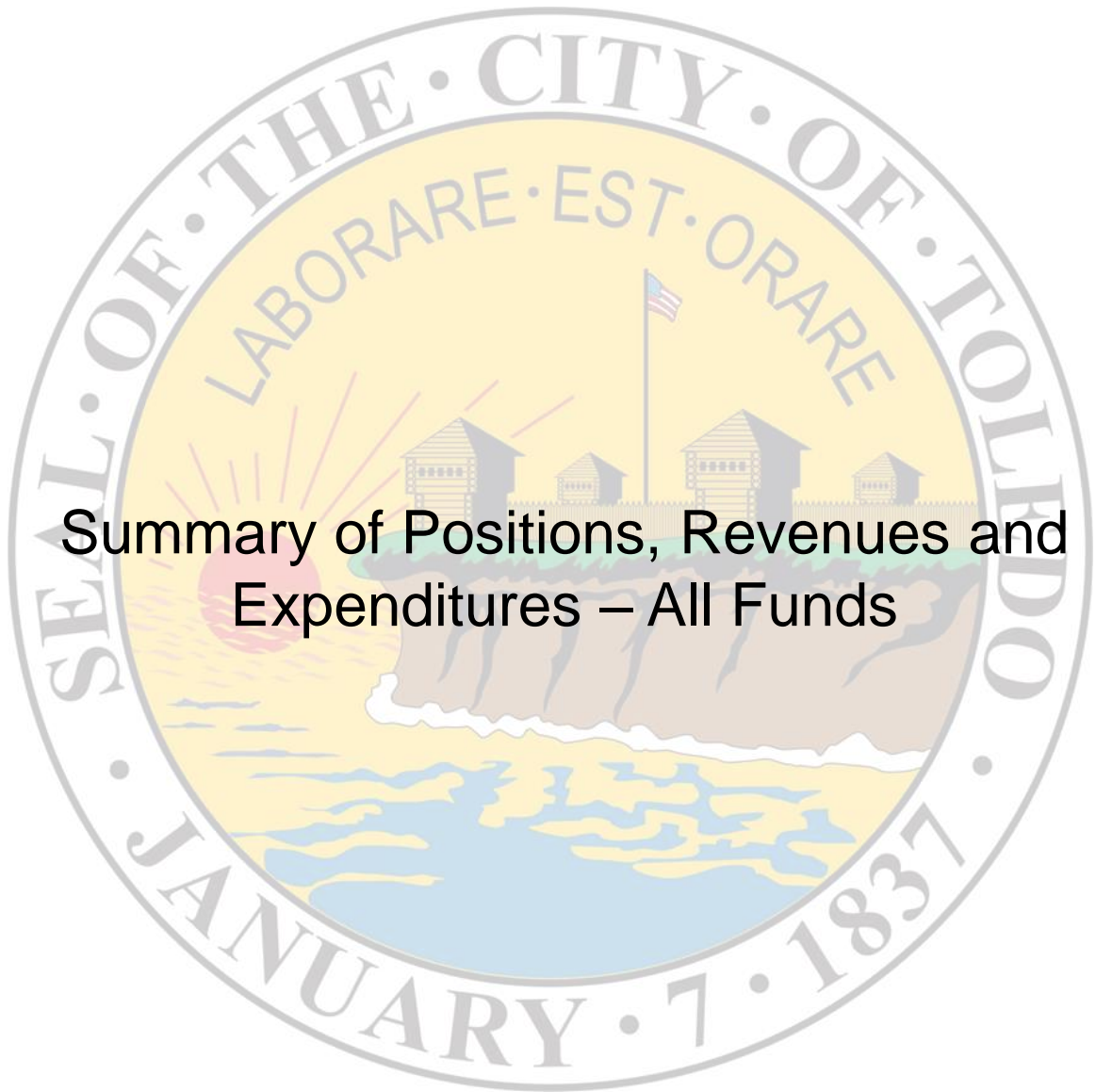
Target date for passage January 14, 2020

Statutory deadline for budget passage March 31, 2020



Budget Summary

City of Toledo
2020 Approved Annual Operating Budget



Summary of Positions, Revenues and
Expenditures – All Funds

City of Toledo
2020 Approved Annual Operating Budget

FULL-TIME EQUIVALENT POSITIONS BY FUND

Budgeted FTE History and 2020 Approved by Fund			
<u>Fund</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Approved</u>
General	1,708.30	1,758.44	1,808.28
Street Construction, Maintenance & Repair	100.40	115.02	142.28
Federal Grants	48.34	46.09	44.18
Operation Grants	25.26	21.34	18.44
Toledo Home Program	1.35	1.75	1.76
Expendable Trusts	6.50	7.30	7.30
Special Assessment	180.15	162.69	165.73
Capital Improvement	33.61	31.65	33.85
Special Assessment Improvement	1.50	1.50	1.65
Water	214.08	216.39	228.19
Sewer	241.20	241.52	224.59
Storm Water	66.43	72.42	68.65
Utility Administration	140.50	135.60	139.50
Workers Compensation	4.25	5.25	5.25
Information & Communication Technology	15.92	16.75	23.08
Storeroom & Printshop	0.60	0.60	0.60
Municipal Garage	65.40	65.40	66.40
Facility Operations	21.60	22.60	22.60
Risk Management	5.00	6.00	5.85
Total	2,880.39	2,928.31	3,008.18

City of Toledo
2020 Approved Annual Operating Budget

FULL-TIME EQUIVALENT POSITIONS BY DEPARTMENT

Budgeted FTE History and 2020 Approved - All Funds			
<u>Department</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Approved</u>
City Council and Auditor	23.42	23.10	23.00
Office of the Mayor	10.59	11.25	12.25
Toledo-Lucas County Plan Commission	10.00	11.00	14.00
Board of Community Relations	0.25	-	-
Human Relations Commission	-	1.00	1.00
Diversity & Inclusion	5.00	5.75	7.00
Municipal Court	180.53	177.78	183.70
Law Department	30.75	33.00	34.00
Finance Department	64.35	64.84	69.10
Human Resources	16.50	17.00	20.00
Information & Communications Technology	17.42	17.75	41.59
Department of Neighborhoods	62.75	62.00	63.50
Department of Economic Development	32.50	30.75	31.00
Department of Public Service	409.00	414.89	439.74
Department of Public Utilities	689.25	690.65	695.33
Safety Administration	0.25	0.25	0.25
Police Department	688.83	708.35	718.76
Fire & Rescue Department	639.00	658.94	653.98
Total	2,880.39	2,928.31	3,008.18

City of Toledo

2020 Approved Annual Operating Budget

ALL FUNDS REVENUE SUMMARY

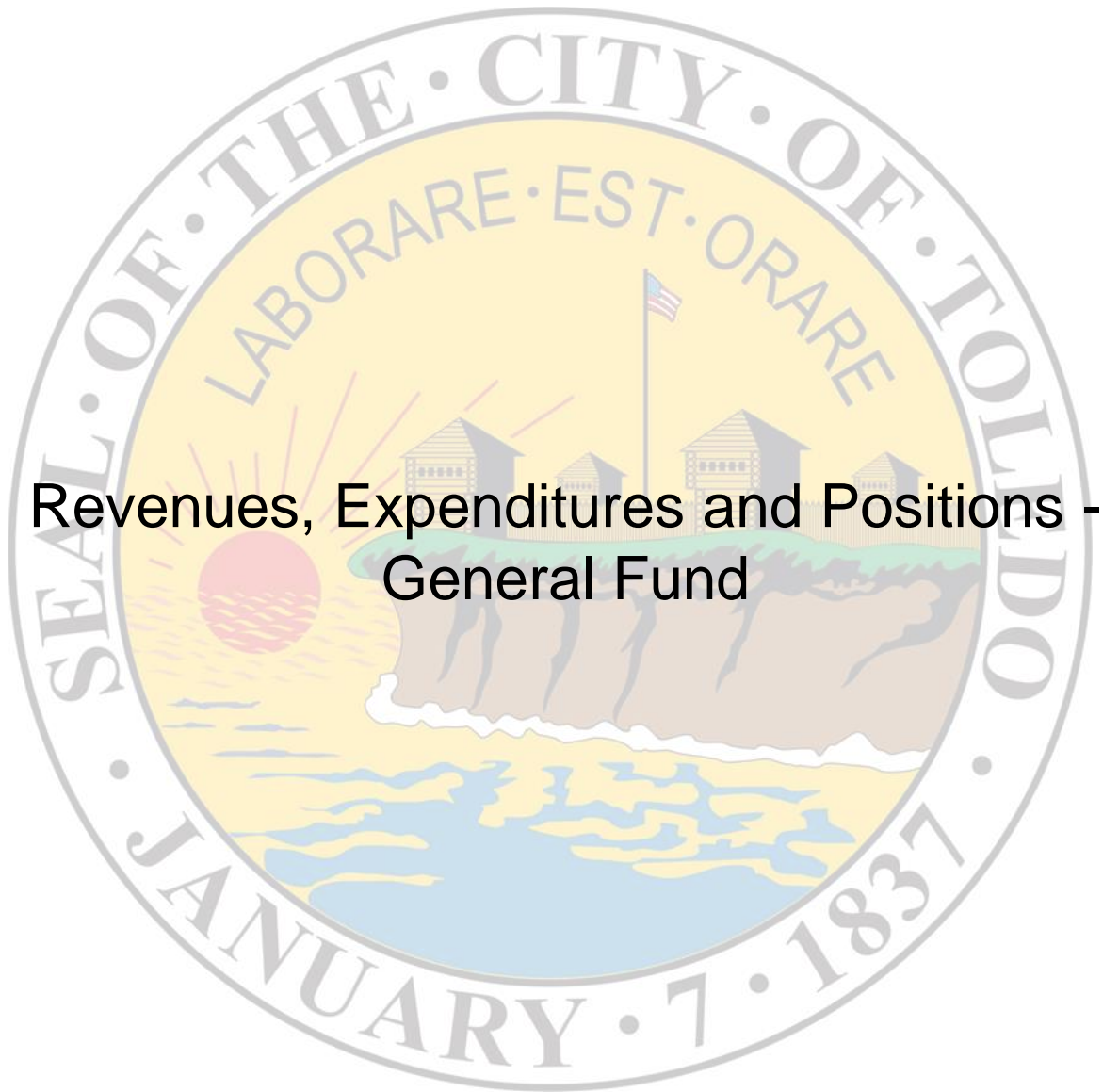
<u>Governmental General Fund</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
General	256,536,931	259,519,202	268,751,000	269,758,700	281,195,656
<u>Governmental Special Revenue Funds</u>					
Right of Way	234,350	228,900	225,000	225,000	225,000
Golf Improvements	250,000	220,000	150,000	1,948,818	1,993,016
Parkland Replacement	6,160	16,761	6,000	6,000	6,000
Marina Development	26,250	26,250	26,250	26,250	26,250
Cemetery Property Acquisition/Site Development	15,983	18,771	16,000	16,000	20,000
Cemetery Maintenance	37,694	70,091	26,650	26,650	48,160
Street Construction, Maintenance & Repair	13,929,961	13,177,540	15,515,742	16,895,194	19,267,338
Federal Grants	6,561,868	7,113,563	6,715,436	14,529,386	8,882,075
Operation Grants	5,232,212	5,086,214	4,456,092	16,242,732	3,632,595
Toledo Home Program	1,970,598	2,268,713	2,231,763	4,641,263	2,063,320
Expendable Trusts	6,864,727	6,502,454	2,437,805	21,496,009	2,348,178
Special Assessment	48,849,660	47,699,784	52,031,644	52,031,644	55,236,335
Total Special Revenue	83,979,463	82,429,042	83,838,382	128,084,947	93,748,267
<u>Governmental Debt Service Funds</u>					
General Obligation Debt Service	15,788,078	15,872,059	15,759,000	15,759,000	15,988,400
Jeep Municipal Public Improvement TIF	3,035,859	3,096,398	3,000,000	3,000,000	3,000,000
Special Assessment Debt Service	21,611	21,016	20,000	20,000	2,500
Total Debt Service	18,845,548	18,989,473	18,779,000	18,779,000	18,990,900
<u>Governmental Capital Projects Funds</u>					
Capital Improvement	61,924,706	58,034,477	45,582,650	117,263,257	51,897,160
Franklin Park/Westfield Municipal Public Improvement	2,152,368	2,236,036	2,112,000	2,117,000	2,302,000
Special Assessment Improvement	1,440,700	1,581,253	1,578,843	1,578,843	2,295,100
Total Capital Projects	65,517,774	61,851,766	49,273,493	120,959,100	56,494,260
<u>Enterprise Funds</u>					
Water	261,578,976	266,388,813	118,791,240	428,884,527	118,878,139
Sewer	410,097,541	488,199,403	128,940,120	243,990,416	134,285,375
Storm Water	48,981,363	53,296,555	10,437,850	17,235,221	10,831,290
Utility Administration	17,628,693	17,881,121	18,000,100	18,097,100	16,500,100
Municipal Tow Lot	2,246,786	2,333,522	2,696,800	2,696,800	2,690,000
Toledo Public Power	1,052,693	821,745	857,000	857,000	856,800
Property Management	5,325,193	1,564,040	1,328,300	1,328,300	1,333,000
Small Business Development	-	-	7,400	7,400	-
Total Enterprise Funds	746,911,244	830,485,199	281,058,810	713,096,763	285,374,704
<u>Internal Service Funds</u>					
Workers Compensation	5,426,452	5,871,120	6,781,401	6,772,501	7,409,056
Information & Communication Technology	4,842,950	4,591,256	5,175,438	5,175,438	7,481,401
Storeroom & Printshop	475,491	672,759	462,203	462,203	505,002
Municipal Garage	9,877,089	10,566,920	10,573,712	10,501,765	10,863,777
Capital Replacement	1,430,963	1,466,523	1,267,529	1,267,529	1,050,000
Facility Operations	6,553,465	7,432,136	3,096,414	3,096,414	3,522,777
Risk Management	2,201,872	758,985	2,096,258	2,086,392	2,178,172
Healthcare Internal Service	-	-	-	-	42,450,000
Total Internal Service Funds	30,808,281	31,359,699	29,452,955	29,362,242	75,460,185
Total All Funds	1,202,599,242	1,284,634,381	731,153,640	1,280,040,752	811,263,972

City of Toledo

2020 Approved Annual Operating Budget

ALL FUNDS EXPENDITURE SUMMARY

<u>Governmental General Fund</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
General	250,141,912	241,664,161	268,751,000	269,758,700	281,195,656
<u>Governmental Special Revenue Funds</u>					
Right of Way	225,000	225,000	225,000	225,000	225,000
Golf Improvements	350,893	57,288	150,000	1,948,818	1,993,016
Marina Development	10,831	15,622	8,730	8,730	9,097
Cemetery Maintenance	7,731	5,914	26,650	26,650	46,650
Street Construction, Maintenance & Repair	12,980,917	13,703,247	15,515,742	16,895,194	17,667,338
Federal Grants	7,088,551	6,598,310	6,715,436	14,054,078	8,882,075
Operation Grants	4,653,973	4,297,067	4,456,092	16,242,733	3,632,595
Toledo Home Program	1,709,430	2,404,049	2,231,763	4,641,263	2,063,320
Expendable Trusts	4,665,225	4,832,953	2,437,805	21,496,030	2,348,178
Special Assessment	46,305,426	47,633,211	52,031,644	53,152,478	55,236,335
Total Special Revenue	77,997,978	79,772,661	83,798,862	128,690,974	92,103,605
<u>Governmental Debt Service Funds</u>					
General Obligation Debt Service	15,788,078	15,779,643	15,759,000	15,759,000	15,988,400
Jeep Municipal Public Improvement TIF	3,598,351	3,492,439	717,975	717,975	719,000
Special Assessment Debt Service	17,250	16,500	15,750	15,750	-
Total Debt Service	19,403,679	19,288,583	16,492,725	16,492,725	16,707,400
<u>Governmental Capital Projects Funds</u>					
Capital Improvement	56,587,444	66,299,810	37,294,196	117,263,256	53,272,160
Franklin Park/Westfield TIF	1,637,751	745,610	-	6,968,891	-
Special Assessment Improvement	1,473,713	1,756,412	1,578,843	2,681,673	2,295,084
Total Capital Projects	59,698,909	68,801,831	38,873,039	126,913,821	55,567,243
<u>Enterprise Funds</u>					
Water	285,980,573	315,050,046	108,701,879	428,884,527	114,146,968
Sewer	412,352,869	469,682,011	119,160,112	241,942,681	132,795,507
Storm Water	45,713,236	51,599,089	9,427,677	17,235,221	10,479,334
Utility Administration	16,895,702	11,191,538	15,391,459	15,685,895	16,560,882
Municipal Tow Lot	2,179,458	2,421,175	2,696,800	2,696,800	2,690,000
Toledo Public Power	710,058	785,991	831,000	831,000	682,840
Property Management	1,328,957	1,276,855	1,328,300	1,328,300	1,333,000
Small Business Development	5,461	4,515	7,400	7,400	-
Total Enterprise Funds	765,166,313	852,011,221	257,544,626	708,611,824	278,688,531
<u>Internal Service Funds</u>					
Workers Compensation	6,965,434	5,868,336	6,781,401	6,772,501	7,409,056
Information & Communication Technology	4,877,606	4,436,784	5,175,438	5,148,567	7,481,401
Storeroom & Printshop	431,571	365,954	462,203	461,607	504,151
Municipal Garage	9,454,615	10,389,888	10,573,712	10,501,764	10,863,777
Capital Replacement	1,579,493	1,939,358	1,267,529	1,267,529	1,050,000
Facility Operations	6,122,558	6,286,872	3,096,414	3,070,297	3,522,777
Risk Management	1,057,349	1,922,861	2,096,258	2,086,392	2,178,172
Healthcare Internal Service	-	-	-	-	42,450,000
Total Internal Service Funds	30,488,625	31,210,053	29,452,955	29,308,657	75,459,334
Total All Funds	1,202,897,415	1,292,748,510	694,913,208	1,279,776,701	799,721,768



Revenues, Expenditures and Positions -
General Fund

City of Toledo

2020 Approved Annual Operating Budget

General Fund Revenues and Other Sources

Income Taxes

Revenue from income taxes accounts for the largest share of General Fund resources. The City's income tax rate is 2.25%, of which 1.5% is permanent and 0.75% is temporary and must be renewed by voters every four years. This additional ¾% tax has been renewed by voters consistently since the initial authorization in 1982. This tax is a flat tax of 2.25% applied on all wages earned within the City and on all wages earned by residents of Toledo outside the City. The allocation of the 2.25% income tax is below.

Municipal Income Tax Allocation				
Tax Rate		General	Police/Fire	Capital Improvements
1.00%	Permanent	1.00%		
0.50%	Permanent	0.25%		0.25%
0.75%	Temporary	0.25%	0.25%	0.25%
<hr/>				
2.25%	Total	1.50%	0.25%	0.50%

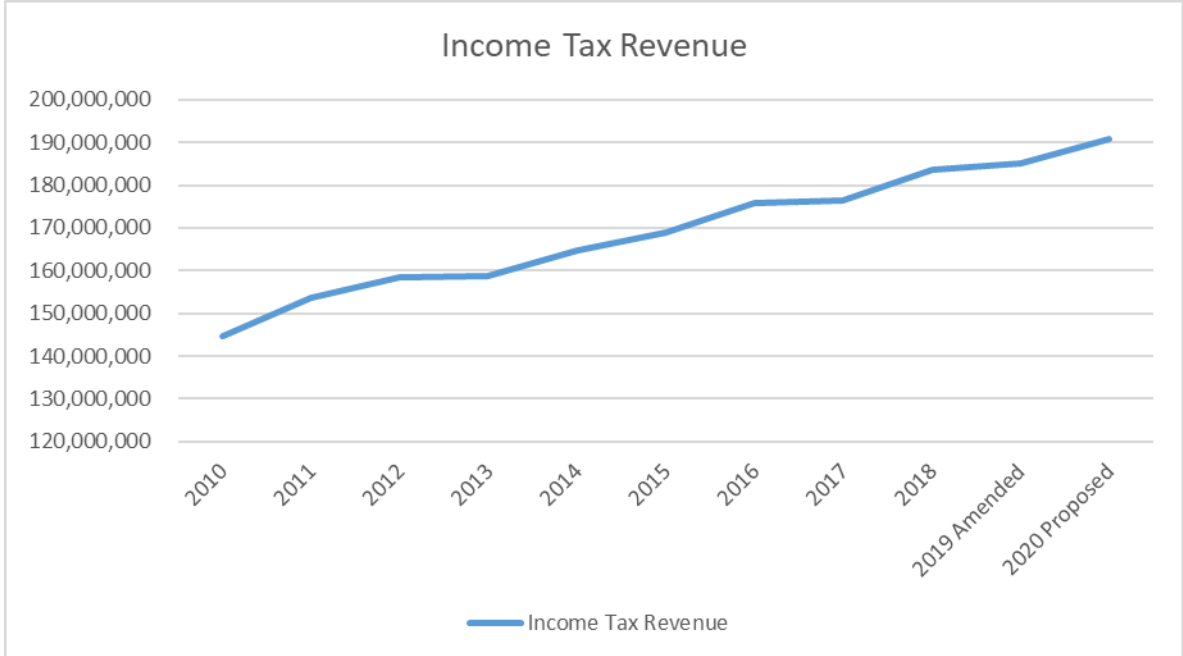
There are three categories of income tax receipts: withholding, business and individual. Withholding taxes are all tax receipts withheld by employers and reported on W-2s. Business taxes are taxes paid on business net profits. Finally, individual taxes are taxes required to be remitted by individuals who do not have tax withheld on a W-2 but who work or live in the City of Toledo.

The 2020 approved budget estimate projects income tax collections totaling \$190,657,120. The 2019 amended budget estimates \$185,104,000 in income tax collections. Year-over-year, the budget estimates income tax collections will increase by \$5,553,120 or 3.0%.

City of Toledo
2020 Approved Annual Operating Budget

Income Tax Collection – Historical and Budgeted

<u>Year</u>	<u>Income Tax Revenue</u>	<u>Income Tax Change</u>
2010	144,580,673	N/A
2011	153,580,760	6.22%
2012	158,522,842	3.22%
2013	158,736,415	0.13%
2014	164,786,618	3.81%
2015	169,045,337	2.58%
2016	175,679,318	3.92%
2017	176,361,756	0.39%
2018	183,618,152	4.11%
2019 Amended	185,104,000	0.81%
2020 Proposed	190,657,120	3.00%



City of Toledo

2020 Approved Annual Operating Budget

General Fund Revenue and Other Sources (continued)

Property Taxes

The General Fund also receives revenue from property taxes. The 2020 budget estimates \$12,512,500 in property tax receipts. Compared to the 2019 adopted budget, property tax revenues are estimated to increase by \$175,000 or 1.42%.

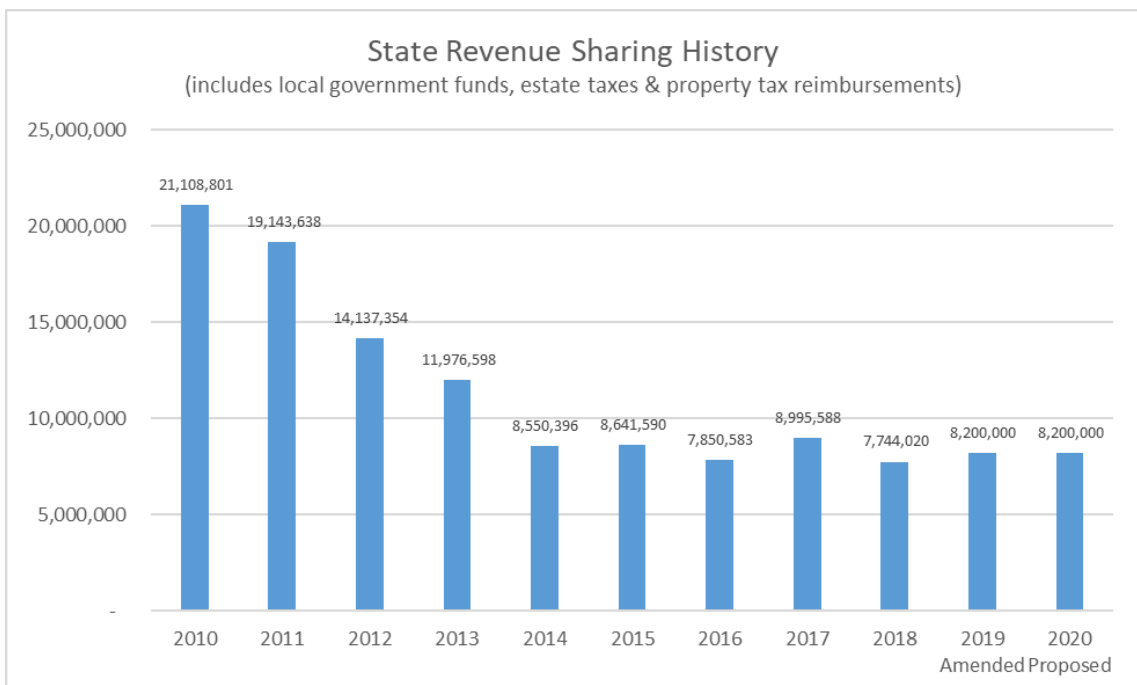
Licenses and Permits

The 2020 budget estimates license and permit revenue totaling \$3,071,200, a decrease of \$10,060 or 0.33% compared to the prior year budget.

Intergovernmental Services

Intergovernmental services revenue includes local government funding received from the state, estate taxes, casino revenues, beer, liquor and cigarette taxes, joint economic development (JEDZ and CEDA) income and property tax payments associated with homestead and rollback. Declines in local government funds over the previous 10 years have resulted in the need for the City to rely on voter authorized transfers from the Capital Improvement Fund to support operating expenditures. Total estimated intergovernmental services revenue for 2020 is \$18,509,500, which is \$272,000 or 1.49% more than anticipated in the 2019 amended budget.

The 2020 estimate for state revenue sharing is \$8,200,000. This includes \$8,000,000 from the undivided local government distribution and \$200,000 from the direct municipal local government distribution.



City of Toledo

2020 Approved Annual Operating Budget

General Fund Revenue and Other Sources (continued)

Intergovernmental Services (continued)

Casino revenues represent the second largest portion of intergovernmental services revenue. The 2020 budget estimates \$5,900,000 in casino revenues. Compared to the amended 2019 budget, casino revenues are expected to increase by \$100,000 or 1.72%.

Intergovernmental revenue also includes JEDZ and CEDA income and beer, liquor and cigarette taxes. The 2020 approved budget projects an increase in JEDZ and CEDA income, from \$1,870,000 to \$2,017,000. Beer, liquor and cigarette tax revenue is expected to remain flat at \$437,000 in the approved 2020 budget.

Estimated homestead and rollback property taxes are expected to increase in 2020 to \$1,787,500, compared to \$1,762,500 in the 2019 amended budget.

Charges for Services

Funds received from charges for services account for the second largest category of General Fund revenues. The 2020 budget estimates \$28,528,700 in this category. This includes revenue from cable fees, ambulance and emergency medical service billing, overhead cost allocations, cemetery and landfill disposal fees, refuse collection fees and other miscellaneous fees. Compared to the 2019 amended budget, projected revenue from charges for services has increased by \$126,114 or 0.44%.

Revenue from refuse and recycling collections represents the largest portion of charges for services revenue at \$11,960,000. Monthly collection fees were increased in 2016. The approved 2020 budget does not include any increase in this fee.

Ambulance billing and emergency medical service revenue is projected at \$6,725,000 for 2020. These revenues account for the second largest portion of charges for services revenues.

Cable franchise fees are estimated at \$2,075,000 for 2020, compared to \$2,165,000 in the 2019 amended budget. This is a decrease of \$90,000 or 4.16%.

Fines and Forfeitures

Fines and forfeitures revenue includes red light and hand-held speed camera revenue, court costs and fines. Total 2020 estimated revenue is \$10,185,000. Revenue received from red light and speed violations is estimated at \$7,400,000 for 2020. Of this total, \$1,900,000 is anticipated from stationary cameras and \$5,500,000 is anticipated from hand-held speed cameras. Revenue from court costs and other fees and fines is projected at \$2,785,000.

City of Toledo
2020 Approved Annual Operating Budget

General Fund Revenue and Other Sources (continued)

Investment Earnings and Other Revenue

Investment earnings reflects interest revenue recorded in the General Fund. The 2020 budget estimates \$1,218,000 in interest earnings, an increase of \$476,400 or 64.16% over the 2019 amended budget.

Other revenue is budgeted at \$675,200 in 2020. This category includes revenues for the Police Department to offset a portion of the cost of school resource officer salaries, sponsorship proceeds for the ToleGO bike sharing program and miscellaneous revenues received by several departments.

Operating Transfers

The 2020 approved budget for operating transfers revenue totals \$9,409,022. This includes transfers from the Capital Improvement Fund and the Tow Lot Fund. The 2020 approved budget estimates transferring \$8,012,106 from the Capital Improvement Fund and \$1,396,916 from the Tow Lot Fund.

Projected Use of Fund Balance

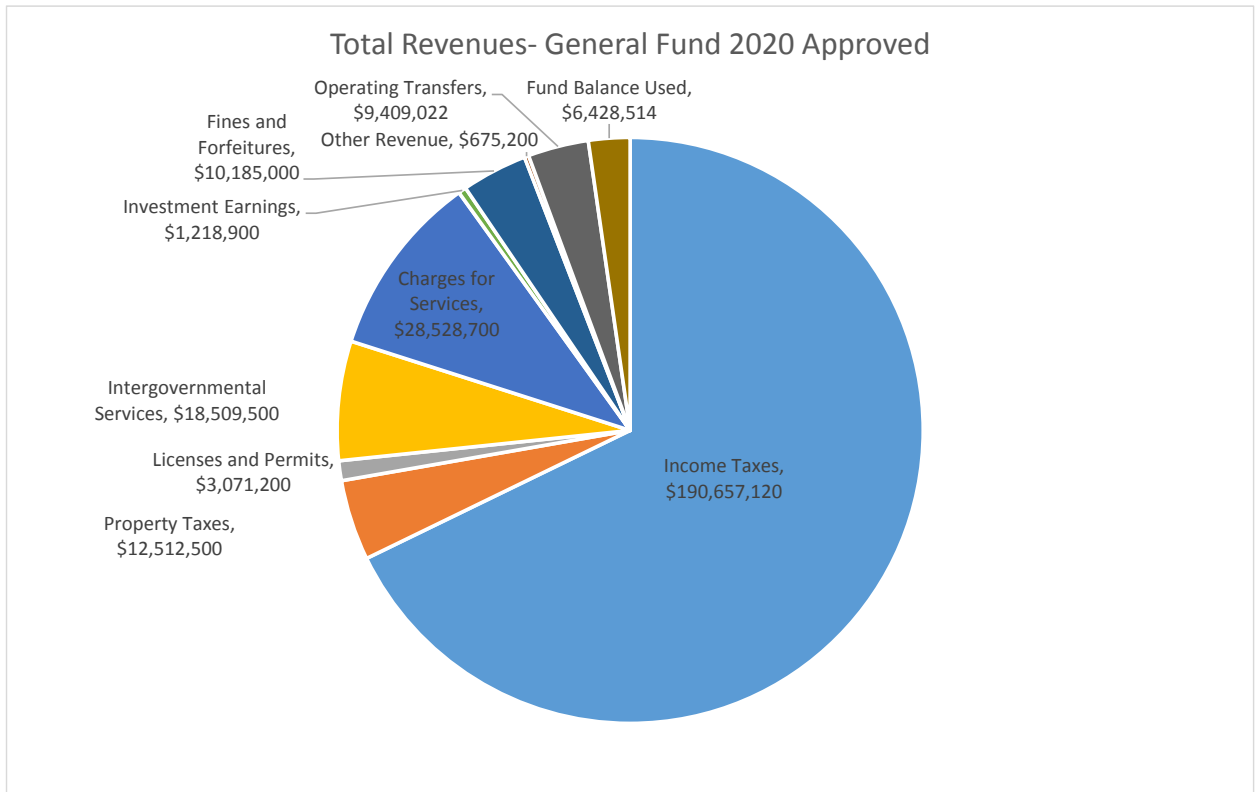
The approved 2020 General Fund budget is balanced through the use of \$6,428,514 of unassigned fund balance.

City of Toledo

2020 Approved Annual Operating Budget

Total Revenues- General Fund

Revenue Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved	\$ Change	% Change
Income Taxes	176,361,756	183,618,152	185,104,000	185,104,000	190,657,120	5,553,120	3.00%
Property Taxes	12,024,576	12,222,829	12,337,500	12,337,500	12,512,500	175,000	1.42%
Licenses and Permits	2,943,041	3,213,319	3,161,260	3,081,260	3,071,200	(10,060)	-0.33%
Intergovernmental Services	18,878,111	17,808,236	18,237,500	18,237,500	18,509,500	272,000	1.49%
Charges for Services	29,298,616	28,480,977	28,738,586	28,402,586	28,528,700	126,114	0.44%
Investment Earnings	461,726	1,469,245	742,500	742,500	1,218,900	476,400	64.16%
Fines and Forfeitures	9,844,539	10,149,833	10,121,314	8,092,314	10,185,000	2,092,686	25.86%
Other Revenue	1,305,986	1,268,477	986,580	1,177,580	675,200	(502,380)	-42.66%
Operating Transfers	5,418,580	1,288,134	9,321,760	1,384,760	9,409,022	8,024,262	579.47%
Fund Balance Used	-	-	-	11,198,700	6,428,514	(4,770,186)	-42.60%
Total	256,536,931	259,519,202	268,751,000	269,758,700	281,195,656	11,436,956	4.24%



City of Toledo

2020 Approved Annual Operating Budget

PERSONNEL

Base Salaries & Wages

The 2020 approved budget for base salaries and wages totals \$125,306,603. This includes base and part-time wages, compensated absences and other contractual payments. Compared to 2019 amended budget levels, estimated costs for 2019 have increased by 6.67% or \$7,837,506 due to contractual obligations and increased staffing, including new police and fire classes. The approved budget for compensated absences budget is \$100,000.

Overtime

The approved budget anticipated \$6,189,084 for overtime expenditures in 2020. Of this total, the Police Department approved overtime is \$3,042,720 and the Fire and Rescue Department approved overtime is \$2,806,774. Overtime for all other departments totals \$339,590 in the approved 2020 budget. Compared to the amended 2019 budget, total overtime has decreased by \$511,210 or 7.63%.

Severance

Severance expenditures in 2020 are estimated at \$1,946,850. Estimated severance expenditures are projected by each department based on the number of retirements anticipated during the year and the associated accrued sick time eligible to be paid out at retirement. Compared to the 2019 amended budget, total expenditures are estimated to decrease by \$90,260 or 4.43%.

Pension

The City participates in the Ohio Public Employees Retirement System (OPERS) and the Ohio Police & Fire Pension Fund (OP&F). Required employer contributions for these plans are 14% of eligible wages for employees other than police officers and firefighters and 19.5% of eligible wages for police officers and 24% of eligible wages for firefighters. The approved budget for pension is \$25,278,174 for 2020. Pension expenditures are impacted by changes in base wage and overtime expenditures. With increased wages and additional full time equivalents budgeted for 2020, associated pension expenditures are also anticipated to increase. In total, pension estimates have increased by \$1,130,543 or 4.68% over 2019 amended budget levels.

City of Toledo
2020 Approved Annual Operating Budget

PERSONNEL (CONTINUED)

Employment Taxes & Medical

Employment tax and medical expenditures include workers' compensation, Medicare costs, unemployment compensation and medical insurance expenditure estimates. The 2020 budget estimates \$26,377,960 in total for these expenditures, which is a decrease of \$1,181,317 or 4.29% compared to 2019 amended budget.

Other Personnel Expenses

Total approved budget for other personnel expenses is \$1,293,324 in 2020. Other personnel expenses includes contractual stipends for Police and Fire & Rescue, tool and auto allowances and other contractual obligations. Compared to 2019 amended budgeted levels, expenditures have increased by \$4,473 or 3.81%.

Salary Savings and Other Reimbursements

The total approved budget for salary savings and other personnel reimbursements for 2020 is \$3,094,167. This includes salary, wage and fringe benefit savings of \$1,750,000 to achieve by delaying the filling of vacant civilian positions for City departments. This also includes reimbursements for the Division of Building Inspection totaling \$57,800, which are anticipated as part of the City's agreement with the Lucas County Land Bank for vacant property demolitions and reimbursements for Engage Toledo, which has its costs reimbursed by the departments it assists. Additionally, the Police and Fire & Rescue Departments have projected grant reimbursements totaling \$401,900.

City of Toledo

2020 Approved Annual Operating Budget

NON-PERSONNEL OPERATING

The approved budget for non-personnel operating expenditures for 2020 totals \$54,730,219, which is \$4,617,617 or 9.21% higher than the 2019 amended budget. The year-over-year increase is driven by items including:

- an increase in information technology charges to support and enhance the City's information and telecommunications infrastructure
- funds to begin the first phase of LED street lighting conversion
- additional funding for neighborhood and blight remediation activities, including vacant property mowing operations
- funding for training & development

DEBT

General Fund debt expenditures are budgeted at \$721,000 in the approved 2020 budget. This budget covers debt payments related to the Dura and Stickney-Tyler landfills.

OPERATING TRANSFERS

Approved budgeted operating transfers to other funds totals \$42,165,556 for 2020. The largest transfer out of the General Fund results from the portion of the income tax transferred to the Capital Improvement Fund. This transfer is budgeted at \$41,701,556 for 2020. Additionally, \$464,000 is budgeted for transfer to the Golf Improvement Fund to support municipal golf operations in 2020.

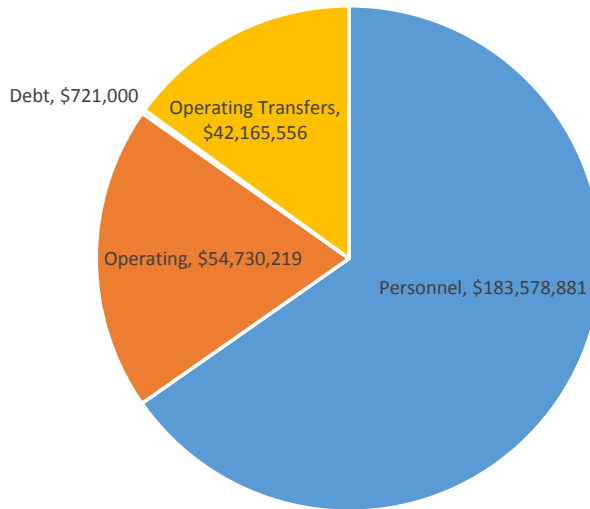
City of Toledo

2020 Approved Annual Operating Budget

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved	\$ Change	% Change
Personnel	160,735,872	160,552,932	179,865,353	177,708,633	183,578,881	5,870,248	3.30%
Operating	43,182,391	40,178,707	47,648,181	50,112,601	54,730,219	4,617,617	9.21%
Debt	697,169	704,040	711,510	711,510	721,000	9,490	1.33%
Operating Transfers	45,526,480	40,228,482	40,525,956	41,225,956	42,165,556	939,600	2.28%
Total	250,141,912	241,664,161	268,751,000	269,758,700	281,195,656	11,436,955	4.24%

Total General Fund Expenditures - 2020 Approved Budget



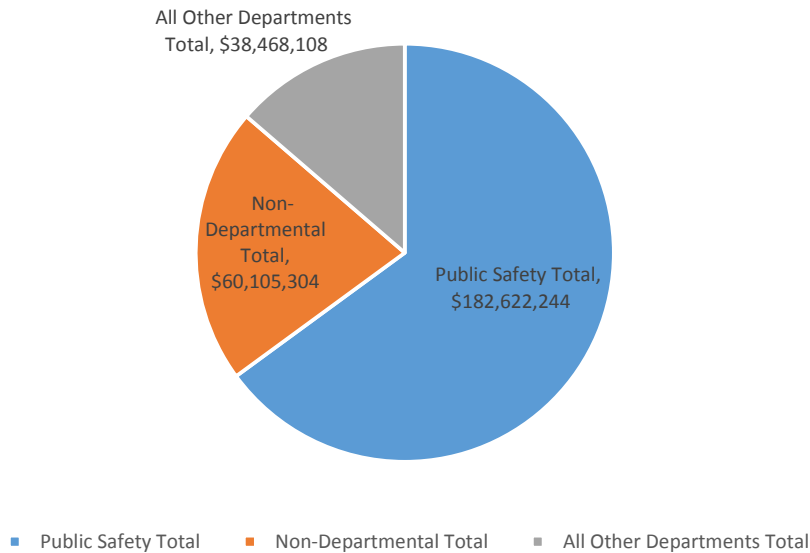
City of Toledo

2020 Approved Annual Operating Budget

Total Expenditures - General Fund

Department	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved	\$ Change	% Change
City Council and Auditor	1,496,505	1,087,312	1,836,583	1,814,208	2,140,437	326,229	17.98%
Office of the Mayor	762,425	1,101,343	1,168,849	1,219,303	1,385,404	166,101	13.62%
Toledo-Lucas County Plan Cor	428,972	474,549	636,972	678,754	963,942	285,188	42.02%
Board of Community Relations	100,550	24,978	-	-	-	-	-
Human Relations Commission	-	1,437	177,160	177,660	154,639	(23,021)	-12.96%
Youth Commission	94,695	98	-	-	-	-	-
Diversity & Inclusion	374,659	370,022	521,228	531,869	733,042	201,174	37.82%
Municipal Court	13,989,532	14,700,094	15,977,256	15,803,212	16,760,527	957,315	6.06%
Law Department	2,561,640	2,168,113	2,542,181	2,504,780	2,658,725	153,944	6.15%
Finance Department	9,253,543	5,811,281	6,754,009	6,962,983	7,706,593	743,610	10.68%
Human Resources	1,165,562	1,110,321	1,311,554	1,325,115	1,834,109	508,993	38.41%
Information & Communications	-	-	-	-	596,214	596,214	-
Department of Neighborhoods	1,423,595	1,635,284	2,071,919	2,316,599	1,999,809	(316,790)	-13.67%
Department of Economic Deve	3,280,252	3,260,452	4,185,224	4,230,953	4,648,538	417,585	9.87%
Department of Public Service	8,616,676	9,300,961	9,368,989	11,643,864	12,967,905	1,324,042	11.37%
Department of Public Utilities	368,878	383,040	648,172	639,854	678,751	38,897	6.08%
Safety Administration	2,439,164	(1,849,269)	2,402,548	2,401,925	2,533,207	131,282	5.47%
Police Department	77,931,875	75,715,109	84,834,850	83,712,936	86,918,214	3,205,278	3.83%
Fire & Rescue Department	68,605,856	70,610,154	76,607,449	76,047,228	76,410,296	363,068	0.48%
Non-Departmental	57,247,534	55,758,881	57,706,058	57,747,458	60,105,304	2,357,846	4.08%
Total	250,141,912	241,664,161	268,751,000	269,758,700	281,195,656	11,436,955	4.24%

Total General Fund Expenditures - 2020 Approved Budget



City of Toledo
2020 Approved Annual Operating Budget

General Fund Full-Time Equivalent Positions

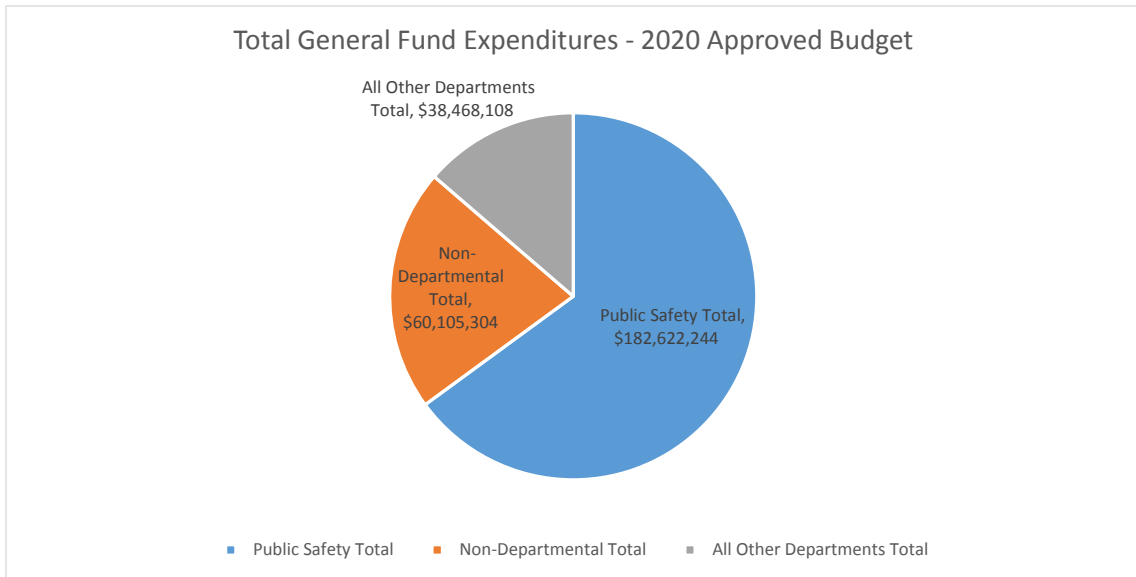
Budgeted FTE History and 2020 Approved - General Fund			
Department	2018 Budget	2019 Budget	2020 Approved
City Council and Auditor	23.42	23.10	23.00
Office of the Mayor	9.28	9.95	10.95
Toledo-Lucas County Plan Commission	4.75	5.75	9.25
Board of Community Relations	0.25	-	-
Human Relations Commission	-	1.00	1.00
Diversity & Inclusion	4.25	5.00	6.25
Municipal Court	177.02	174.18	180.40
Law Department	21.92	24.15	25.30
Finance Department	59.35	59.85	64.60
Human Resources	10.85	10.85	13.85
Information & Communications Technology	-	-	18.50
Department of Neighborhoods	11.04	11.47	15.37
Department of Economic Development	30.65	29.75	30.00
Department of Public Service	25.20	31.66	34.45
Department of Public Utilities	5.24	7.20	5.39
Safety Administration	0.25	0.25	0.25
Police Department	685.83	705.35	715.76
Fire & Rescue Department	639.00	658.94	653.98
Total	1,708.30	1,758.44	1,808.28

City of Toledo

2020 Approved Annual Operating Budget

General Fund Full-Time Equivalent Positions – Public Safety Summary

General Fund Public Safety Summary			
<u>Department</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Approved</u>
Municipal Court	177.02	174.18	180.40
Safety Administration	0.25	0.25	0.25
Police Department	685.83	705.35	715.76
Fire & Rescue Department	639.00	658.94	653.98
<i>Public Safety Total</i>	<i>1,502.10</i>	<i>1,538.73</i>	<i>1,550.39</i>
All Other Departments	206.20	219.72	257.90
Total	1,708.30	1,758.44	1,808.28



City of Toledo

2020 Approved Annual Operating Budget

General Fund Fiscal Plan and Projection

	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Fund Revenues								
Income Taxes	185,104,000	190,657,120	196,376,834	202,268,139	208,336,183	214,586,268	221,023,856	227,654,572
Other Revenues	73,456,000	76,097,916	77,619,874	79,172,272	81,255,717	82,880,832	84,538,448	86,229,217
Transfers from CIP	-	8,012,106	19,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000
Total Revenues	258,560,000	274,767,142	293,496,708	297,940,410	306,091,900	313,967,100	322,062,305	330,383,789
General Fund Expenditures								
Labor	124,755,874	130,629,423	135,545,196	140,611,552	144,829,898	149,174,795	153,650,039	158,259,540
Fringes	52,952,759	52,949,457	54,310,578	55,396,790	56,504,726	57,634,820	58,787,517	59,963,267
Operating	51,582,511	55,915,219	59,837,728	56,534,482	57,665,172	58,818,475	59,994,845	61,194,742
Transfers to CIP	40,467,556	41,701,556	43,639,296	44,948,475	46,296,930	47,685,837	49,116,413	50,589,905
Total Expenditures	269,758,700	281,195,656	293,332,798	297,491,299	305,296,725	313,313,928	321,548,813	330,007,454
General Fund Balance								
Beginning Fund Balance	35,108,000	23,949,300	17,520,786	17,188,758	17,637,869	18,433,044	19,086,216	19,599,707
Change in Fund Balance	(11,198,700)	(6,428,514)	163,910	449,111	795,175	653,172	513,491	376,335
Ending Fund Balance	23,949,300	17,520,786	17,188,758	17,637,869	18,433,044	19,086,216	19,599,707	19,976,042

City of Toledo

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Capital Improvement Fund Fiscal Plan and Projection

	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CIP Fund Revenues							
Income Taxes	40,467,556	41,701,556	43,639,296	44,948,475	46,296,930	47,685,837	49,116,413
Transfer from SCMR Fund	462,202	862,202	1,462,201	1,462,201	1,462,201	1,476,362	1,000,000
Other Transfers	156,225	153,710	151,282	148,852	80,800	-	-
Interest and Premiums	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Available Unappropriated Fund Balance From Jeep TIF	2,282,025	2,281,025	2,281,275	2,282,775	2,281,913	2,282,625	2,282,625
New Debt Proceeds	3,500,000	6,225,000	14,568,755	14,903,818	14,311,732	14,862,584	14,966,462
Total Revenues	46,914,006	51,269,493	62,148,809	63,792,121	64,479,576	66,353,408	67,411,499
CIP Fund Expenditures							
Debt Service (includes project alphabet)	21,351,993	18,488,690	18,007,090	17,656,457	17,384,999	14,005,403	13,432,261
New Debt Service	-	600,000	2,056,875	3,547,257	4,978,430	6,464,689	7,961,335
Project Support	3,660,704	5,127,435	5,281,258	5,439,696	5,602,887	5,770,973	5,944,103
Transfer to General Fund*	-	8,012,106	19,500,000	16,500,000	16,500,000	16,500,000	16,500,000
1% for the Arts**	237,546	339,143	441,417	461,357	470,946	523,480	539,792
New Road & Bridge Matches & Planning Projects	8,115,000	6,500,000	8,400,000	8,400,000	7,250,000	8,000,000	8,000,000
New Buildings, Machinery and Equipment Projects	36,101,430	11,720,320	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
New Residential Road Projects	1,700,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Total Expenditures	71,166,673	54,787,694	64,286,641	63,004,767	63,187,262	62,264,545	63,377,491
Beginning Fund Balance	30,035,867	5,783,200	2,264,999	127,167	914,521	2,206,835	6,295,698
Change in Fund Balance	(24,252,667)	(3,518,201)	(2,137,831)	787,354	1,292,314	4,088,863	4,034,008
Ending Fund Balance	5,783,200	2,264,999	127,167	914,521	2,206,835	6,295,698	10,329,707

City of Toledo

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Street Construction, Maintenance & Repair Fund Fiscal Plan and Projection

<u>SCMR Revenues</u>	<u>2019 Projected</u>	<u>2020 Projected</u>	<u>2021 Projected</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Gasoline Tax	7,800,000	7,800,000	8,034,000	8,275,020	8,523,271	8,778,969	9,042,338
Estimated New Gasoline Tax	2,500,000	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544	5,796,370
Other Revenues	4,993,500	4,903,500	5,001,570	5,101,601	5,203,633	5,307,706	5,413,860
Transfers In	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Total	15,518,500	17,928,500	18,410,570	18,906,121	19,415,539	19,939,219	20,477,568

<u>SCMR Expenditures</u>	<u>2019 Projected</u>	<u>2020 Projected</u>	<u>2021 Projected</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Labor	6,494,561	6,092,321	6,275,091	6,463,344	6,657,244	6,856,961	7,062,670
Fringes	2,731,111	3,096,096	3,158,018	3,221,179	3,285,602	3,351,314	3,418,340
Operating	7,207,322	7,616,718	7,769,052	7,924,434	8,082,922	8,244,581	8,409,472
Transfer to CIP for Road Projects	-	400,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Existing Debt Service	462,200	462,202	462,201	462,201	462,201	476,362	476,362
Total	16,895,194	17,667,338	18,664,363	19,071,157	19,487,969	19,929,218	20,366,845

	<u>2019 Projected</u>	<u>2020 Projected</u>	<u>2021 Projected</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Starting Fund Balance	4,706,000	3,329,306	1,990,468	1,736,676	1,571,640	1,499,210	1,509,211
Change in Fund Balance	(1,376,694)	(1,338,838)	(253,793)	(165,035)	(72,430)	10,001	110,723
Ending Fund Balance	3,329,306	1,990,468	1,736,676	1,571,640	1,499,210	1,509,211	1,619,934



Departmental Overviews

City of Toledo

2020 Approved Annual Operating Budget

Toledo City Council

Toledo City Council is the legislative branch of City Government and operates in accordance with the provisions of the Charter of the City of Toledo, first adopted by the voters in 1914 and amended by the voters from time to time. City Council has nine standing committees that meet at the call of the Chair of the Committee. The standing committees are: Budget Oversight, Education, Recreation & Employment, Finance & Debt Oversight, Neighborhoods, Community Development & Health, Public Safety & Criminal Justice Reform, Regional Growth, Development & Small Business Enterprise, Streets, Public Services & Utilities, Water Quality & Sustainability, and Zoning & Planning.

Legislative authority in the City is vested in a twelve-member Council. Six members of the Council are elected at-large and six from districts; all for four-year terms. The Council is authorized to enact ordinances and resolutions relating to City services, tax levies, appropriating and borrowing money, licensing and regulating businesses and trades and other municipal activities. The Council also has authority to fix the compensation of City officers and employees. The Council elects one of its members to serve as the President of Council, its presiding officer.

Funding Sources:

The General Fund supports a majority of the functions of Toledo City Council in the approved 2020 budget.

2020 Highlights:

The 2020 budget supports all members of the City Council office. In addition to the 12 Council members, there are ten staff employees who assist the members.

Department	2018 Budget	2019 Budget	2020 Approved
City Council and Auditor			
10100-City Council			
Administrative Assistant	-	-	2.00
Administrative Specialist 3	1.75	4.50	4.50
Administrative Technician 2	4.00	-	-
Assistant Clerk Of Council	1.00	1.00	1.00
Clerk Of Council	1.00	1.00	1.00
Constituent Services Coordinator	-	0.60	0.50
Councilman	11.00	11.00	11.00
Manager-Administrative Services	0.67	1.00	-
Manager-Legislative Operations	-	-	1.00
President Of Council	1.00	1.00	1.00
Secretary 3	2.00	2.00	-
10100-City Council Total	22.42	22.10	22.00

City of Toledo
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Toledo City Council

Total Expenditures - Total All Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,165,945	827,847	1,498,233	1,450,855	1,456,434
Operating	225,263	153,987	223,209	289,986	569,945
Capital	-	70,726	-	159,274	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,391,209	1,052,560	1,721,442	1,900,115	2,026,379

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,165,945	827,847	1,498,233	1,450,855	1,456,434
Operating	225,263	153,987	223,209	250,029	569,945
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,391,209	981,833	1,721,442	1,700,884	2,026,379

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	39,957	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	39,957	-

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	70,726	-	159,274	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	70,726	-	159,274	-

City of Toledo

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City Auditor

The City Auditor provides independent audit review, upholds accountability and improves the efficiency and effectiveness of City government. Through continued examination, the Auditor ensures reliability and the integrity of City of Toledo financial and operating information in order to provide quality control and accountability to deter and prevent fraud.

Funding Sources:

The General Fund supports all functions of the Auditor.

2020 Highlights:

The 2020 budget funds one FTE in the Auditor's office. Labor represents 98.02% of total budget.

Budgeted FTE History

Department	2018 Budget	2019 Budget	2020 Approved
10300-Auditor			
City Auditor	1.00	1.00	1.00
10300-Auditor Total	1.00	1.00	1.00
City Council and Auditor Total	23.42	23.10	23.00

Total Expenditures - Total All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	103,283	103,853	111,881	110,064	111,798
Operating	2,013	1,625	3,260	3,260	2,260
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	105,296	105,479	115,141	113,324	114,058

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	103,283	103,853	111,881	110,064	111,798
Operating	2,013	1,625	3,260	3,260	2,260
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	105,296	105,479	115,141	113,324	114,058

City of Toledo

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Office of the Mayor

Toledo operates under a strong Mayor form of government. Accordingly, the Mayor, who is elected to that office for a four-year term, serves as chief executive of the City. The Mayor has authority to hire certain assistants and, subject to Council approval, to appoint the directors of all City departments, the commissioners of all City divisions, the members of all City boards and commissions and, with the additional approval of the applicable board or commission, the chief administrative officers of agencies under their jurisdiction. The Mayor is responsible for preparing a detailed annual budget estimate, keeping the Council advised of the financial condition and needs of the City, and, generally, exercising all other executive and administrative powers and performing such duties as are conferred by the Charter or by State law on mayors or municipal chief executive officers.

The Mayor has authority to introduce ordinances, resolutions and other matters before the Council, to take part in the discussion of all matters coming before the Council, to vote on legislation before the Council if necessary to break a tie vote and to veto any legislation passed by the Council. Vetoes may be overridden by a three-fourths vote of all members of the Council.

The Mayor and his staff provide overall policy direction and oversee the provision of City services using the revenues provided and entrusted to the municipal government by the City's residents.

Funding Sources:

The Mayor's Office is primarily funded by the General Fund. One Deputy Chief of Staff and other administrative support staff are funded partially by the Water and Sewer Operating Funds, Street Construction, Maintenance and Repair Fund, the Capital Improvement and Special Assessment Funds.

2020 Highlights:

The 2020 budget supports 12.25 FTEs including the Mayor and administrative support staff. Labor expenditures account for 85.43% of total expenditures.

Department	2018 Budget	2019 Budget	2020 Approved
Office of the Mayor			
10200-Office Of The Mayor			
Administrative Assistant To The Mayor	1.00	1.00	1.00
Administrative Specialist 3	-	0.50	0.50
Chief Of Staff	0.84	1.00	1.00
Deputy Chief Of Staff	1.75	1.75	1.75
Mayor	1.00	1.00	1.00
Mayor's Assistant 1	2.00	2.00	2.00
Mayor's Assistant 2	2.00	2.00	3.00
Mayor's Executive Assistant	1.00	1.00	1.00
Public Information Coordinator	1.00	1.00	1.00
10200-Office Of The Mayor Total	10.59	11.25	12.25
Office of the Mayor Total	10.59	11.25	12.25

City of Toledo
2020 Approved Annual Operating Budget

Office of the Mayor

Total Expenditures - All Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	789,981	1,085,080	1,225,058	1,205,214	1,334,008
Operating	103,522	148,949	116,914	251,282	227,592
Capital	35,714	-	-	0	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	929,217	1,234,029	1,341,972	1,456,496	1,561,600

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	660,377	953,840	1,051,935	1,035,239	1,157,812
Operating	102,048	147,503	116,914	184,064	227,592
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	762,425	1,101,343	1,168,849	1,219,303	1,385,404

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	11,943	14,135	29,508	28,964	29,680
Operating	1,474	1,445	-	67,218	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	13,417	15,581	29,508	96,182	29,680

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	11,943	13,204	14,754	14,482	14,840
Operating	-	-	-	-	-
Capital	35,714	-	-	0	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	47,657	13,204	14,754	14,482	14,840

City of Toledo
2020 Approved Annual Operating Budget

Office of the Mayor

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	105,718	103,900	128,861	126,529	131,675
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	105,718	103,900	128,861	126,529	131,675

City of Toledo

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Toledo-Lucas County Plan Commission

The Toledo-Lucas County Plan Commission seeks to create a community with a high quality of life and access to economic opportunity for all residents. The department provides guidance on land use decisions and coordinates planning functions among constituent jurisdictions – The City of Toledo, Lucas County, and the eleven Lucas County townships.

Funding Sources:

The Plan Commission is funded through the General Fund, Federal Block Grant Funds, grants funding from Lucas County, and the Capital Improvement Fund.

2020 Highlights:

The Plan Commission is responsible for updating the comprehensive plan for the City of Toledo. This establishes the overall character, extent and location of various land uses.

The City of Toledo General Fund provides 70.58% of funding for the Plan Commission, while the other 31.01% is provided by Lucas County, federal block grants and capital improvement funds.

Labor expenditures for the Plan Commission constitute 90.34% of total budget. In 2020, the approved budget funds three additional planning positions.

Department	2018 Budget	2019 Budget	2020 Approved
Toledo-Lucas County Plan Commission			
10400-Plan Commission			
Administrative Assistant			1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Associate Planner	1.00	2.00	4.00
Clerk Specialist 1	1.00	1.00	1.00
Director-Toledo Lucas County Plan Commission	1.00	1.00	1.00
Landscape & Site Plan Inspector	-	0.50	1.00
Planner	2.50	2.00	3.00
Planning Technician	0.50	0.50	-
Principal Planner	2.00	2.00	2.00
Secretary 3	1.00	1.00	-
10400-Plan Commission Total	10.00	11.00	14.00
Toledo-Lucas County Plan Commission Total	10.00	11.00	14.00

City of Toledo
2020 Approved Annual Operating Budget

Toledo-Lucas County Plan Commission
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Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	777,472	837,553	988,646	1,035,070	1,233,808
Operating	50,050	55,323	69,586	139,905	131,866
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	827,522	892,877	1,058,232	1,174,975	1,365,675

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	387,780	432,420	567,386	559,168	832,075
Operating	41,192	42,129	69,586	119,586	131,866
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	428,972	474,549	636,972	678,754	963,942

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	309,245	326,304	338,504	394,530	315,419
Operating	8,859	13,194	-	20,319	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	318,103	339,498	338,504	414,850	315,419

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	80,447	78,829	82,756	81,372	86,314
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	80,447	78,829	82,756	81,372	86,314

City of Toledo

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Human Relations Commission

The Human Relations Commission was created in 2018 to support a safe, energetic, and livable city. The commission will support residents working to overcome prejudice and build mutual respect. The commission consists of fourteen members. Thirteen members are citizens appointed by the mayor and subject to confirmation by council in accordance with the composition requirements set forth herein. The remaining member is a member of City Council who sits on the commission in an ex-officio capacity. The council member of the commission is the chairman of the council committee with oversight of the commission as determined by the president and members of council. The council member of the commission is non-voting.

To the greatest extent practicable, the commission shall be comprised of members who represent the racial and ethnic diversity of the men and women of Toledo, and who have demonstrated in their words and actions a sensitivity to the need to end discrimination and ensure equal opportunity for all. In order to ensure representation of a broad range of community perspectives, the commission will include one labor representative, one religious affiliation representative, one education representative, one business or economic development representative, one youth representative, one member of the legal community, one neighborhood representative, one LGBT representative, and five at-large appointments. The at-large appointments include the four members and the board chairman who make up an executive committee.

Funding Sources:

All service and supply costs for the Human Relations Commission are supported by the General Fund.

2020 Highlights:

The 2020 budget for services and supplies totals \$65,584 of which 86.28% is dedicated to services.

Department	2018 Budget	2019 Budget	2020 Approved
Human Relations Commission			
10600-Human Relations Commission			
Manager-Administrative Services	-	1.00	1.00
10600-Human Relations Commission Total		1.00	1.00
Human Relations Commission Total		1.00	1.00

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	231	113,660	111,810	89,055
Operating	-	1,207	63,500	65,850	65,584
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	1,437	177,160	177,660	154,639

City of Toledo

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Office of Diversity & Inclusion

The Office of Diversity & Inclusion was created in 1988 to administer programs, activities and services to ensure compliance with the Civil Rights Act and the Americans with Disabilities Act and to enforce the City’s prevailing wage regulations. The Office of Diversity & Inclusion exists to enforce all administrative policies under its jurisdiction and to assist the City of Toledo in achieving a dynamic, diverse workforce, enforce fair labor standards, and create a climate of inclusiveness that encourages small, minority, and female owned businesses to bid and receive City contracts.

Funding Sources:

With the exception of one position, all personnel, service and supply costs for the Office of Diversity & Inclusion are supported by the General Fund. The Office’s Administrative Analyst is funded by the Capital Improvement Fund and the Utility Administrative Services Fund, as well as the General Fund.

2020 Highlights:

The 2020 budget supports 7.00 FTEs. Personnel costs account for 86.24% of the department’s budget.

The 2020 budget for services and supplies totals \$109,405 and will continue supporting education, outreach programs for minority business enterprise vendors, and language access services.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Workplace Culture	↑	% of contracts \$ awarded to MBE (construction)	7.6%	17.0%	20.0%
Workplace Culture	↑	% of contracts \$ awarded to MBE (goods and services)	3.1%	5.0%	5.0%
Workplace Culture	↑	# of D&I cases filed	NA	17	NA
Workplace Culture	↓	# of OCRC cases	NA	16	NA
Workplace Culture	↑	# of accomodation requests	NA	34	NA

Department	2018 Budget	2019 Budget	2020 Approved
Diversity & Inclusion			
10700-Diversity & Inclusion			
Administrative Analyst 1	1.00	1.00	1.00
Administrative Assistant	-	-	1.00
Administrative Specialist 3	2.00	2.75	3.00
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	-	-	1.00
Secretary 3	1.00	1.00	-
10700-Diversity & Inclusion Total	5.00	5.75	7.00
Diversity & Inclusion Total	5.00	5.75	7.00

City of Toledo
2020 Approved Annual Operating Budget

Office of Diversity & Inclusion
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Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	408,639	410,485	536,780	523,172	685,565
Operating	25,109	17,927	46,606	69,806	109,405
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	433,748	428,412	583,386	592,978	794,970

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	349,551	352,096	474,622	462,063	623,637
Operating	25,109	17,927	46,606	69,806	109,405
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	374,659	370,022	521,228	531,869	733,042

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	19,693	19,464	20,719	20,369	20,643
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	19,693	19,464	20,719	20,369	20,643

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	39,395	38,926	41,439	40,740	41,285
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	39,395	38,926	41,439	40,740	41,285

City of Toledo

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Municipal Court Judges

The responsibility of the Toledo Municipal Court is to hear and dispose of cases within the Court's jurisdictional limits in a judicious and timely manner and provide opportunities for rehabilitation. The Court's operation is defined by the Federal and State Constitutions, the Ohio Revised Code, Toledo Municipal Code, State Civil and Criminal Procedural Rules, and the Rules of Superintendence.

The Ohio constitution establishes the legislative, executive and judicial branches of government. The judiciary is a separate and co-equal branch of government, with separate powers and responsibilities. The Toledo Municipal Court is comprised of seven Judges. Six Judges preside over a mixed criminal and civil docket. One Judge presides over environmental criminal and civil cases, which include housing, environmental and related matters.

Major departments of the Municipal Court include the Probation Department, the Court Services Department, the Civil Bailiffs Office and the Citizens Dispute Settlement Program. The Probation Department provides a wide-range of services including pre-sentence investigations, alternative sentencing programs (including community service) and standard and specialized supervision of offenders. About 7,500 individuals are serviced by the department each year. The Court Services Department provides an array of direct services to the Courtrooms, including scheduling of cases and attendant case services such as interpretation and electronic monitoring coordination. The Civil Bailiff's Office perfects service for civil legal documents, oversees evictions, enforces civil judgments and executes writs as required by the Ohio Revised Code and local court rules. In addition, the Court's Citizens Dispute Settlement Program provides mediation services for over 1,000 cases a year, saving the Court time and money.

Funding Sources:

Municipal Court (Judges Division) operations are funded primarily through the General Fund. Approximately 96.39% of labor, service and supply costs are supported by the General Fund, while remaining expenses are funded with grant dollars in the 2020 approved budget.

2020 Highlights:

The 2020 budget allocates \$3,108,077 for services and supplies. This includes funding for court security services.

Personnel expenditures account for 70.69% of total 2020 budget.

City of Toledo
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Municipal Court Judges

Department	2018 Budget	2019 Budget	2020 Approved
Municipal Court			
10800-Municipal Court Judges			
Acting Administrative Assistant	1.00	1.00	-
Acting Assignment Commissioner	-	1.00	-
Acting Probation Officer	1.00	-	-
Acting Senior Assignment Clerk	1.00	-	
Administrative Assistant	-	-	1.00
Assignment Clerk	6.00	5.25	5.00
Assignment Commissioner	1.00	-	-
Assistant Chief Bailiff	1.00	1.00	1.00
Assistant Chief Probation Officer	1.00	1.00	1.00
Assistant Court Services Commissioner			1.00
Bailiff-Chief Courtroom	1.00	1.00	1.00
Bailiff-Courtroom	7.15	7.15	7.65
Bookkeeper/Payroll Clerk	0.79	1.00	1.00
Building Manager	0.25	-	-
Building Operations Chief	-	0.50	1.00
Chief Bailiff	1.00	1.00	1.00
Chief Court Reporter	0.58	-	-
Chief Probation Officer	1.00	1.00	1.00
Community Service Officer	2.00	2.00	
Court Administrator	1.00	1.00	1.00
Court Reporter	2.58	2.00	2.00
Court Security Bailiff	-	1.25	2.63
Court Services Commissioner	-	-	1.00
Court Services Specialist	4.65	5.00	8.50
Deputy Bailiff	7.58	7.50	7.25
Deputy Court Administrator	0.75	1.00	1.00
Finance Officer	1.00	1.00	1.00
Housing Magistrate	1.00	1.00	1.00
Housing Specialist	-	-	2.00
Housing Specialist Bailiff	2.00	2.00	-
Human Resource Officer	1.00	1.50	2.00
Information Technology Specialist	0.50	0.50	0.50
Intake Secretary	1.00	1.00	1.00
It Officer	1.00	1.00	1.00

City of Toledo
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Municipal Court Judges

Department	2018 Budget	2019 Budget	2020 Approved
Municipal Court (continued)			
Judge	6.00	6.00	6.00
Judge Visiting	0.38	0.46	
Judges Secretary	3.00	3.00	3.00
License Intervention Specialist	1.00	1.00	1.00
Magistrate	1.50	1.50	2.00
Magistrate - Standby	0.25	0.25	0.25
Mediator	1.00	1.00	-
Mediator - Job Share	-	-	1.00
Presiding/Administrative Judge	1.00	1.00	1.00
Probation Officer	17.67	19.00	19.00
Probation Officer (Fellow) (Pilot Program)	-	-	2.00
Probation Secretary	6.00	6.00	6.00
Research Law Clerk	0.25	0.29	-
Senior Assignment Clerk	-	0.50	-
Senior Housing Specialist	1.00	1.00	1.00
Senior Mediator	1.00	1.00	1.00
Small Claims Assistant	1.48	1.71	1.74
Small Claims Supervisor	0.42	0.42	0.42
Unit Supervisor	4.75	5.00	4.75
10800-Municipal Court Judges Total	96.53	97.78	103.70

Total Expenditures -All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	6,111,419	5,960,514	7,331,455	7,593,690	7,857,585
Operating	4,334,688	4,438,600	2,946,708	16,010,148	3,108,077
Capital	-	-	-	114,471	150,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	10,446,107	10,399,113	10,278,163	23,718,309	11,115,662

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	5,739,543	5,651,422	7,056,324	6,954,156	7,606,188
Operating	2,757,073	3,370,704	2,946,708	2,946,708	3,108,077
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	8,496,616	9,022,126	10,003,032	9,900,864	10,714,265

City of Toledo
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Municipal Court Judges

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	371,875	309,092	275,131	639,534	251,397
Operating	1,577,615	1,067,896	-	13,063,439	-
Capital	-	-	-	14,471	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,949,491	1,376,987	275,131	13,717,444	251,397

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	100,000	150,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	100,000	150,000

City of Toledo

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Municipal Court Clerk

The Clerk of Toledo Municipal Court is responsible for maintaining the public record on all court cases in Toledo Municipal Court as well as collecting and distributing fines and fees associated with these cases. The Clerk strives to process all case filings in a timely manner and to provide excellent customer service to the public. The Clerk's Office maintains all journals, records, books and papers belonging or pertaining to the Toledo Municipal Court. Additionally, the Clerk records the proceedings of the court, performs all other duties prescribed by the Judges Ohio Revised Code, and keeps a record of all receipts and disbursements, which are available for public inspection at all times.

Funding Sources:

The Clerk of Court's 2020 operating budget is supported 100% by the General Fund.

2020 Highlights:

The 2020 approved budget supports 80.00 FTEs with a total labor cost of \$5,068,032 and \$978,230 for services and supplies.

Department	2018 Budget	2019 Budget	2020 Approved
Municipal Court			
10900-Clerk of Municipal Court			
Clerk Of Court	1.00	1.00	1.00
Deputy Clerk	83.00	79.00	79.00
10900-Clerk of Municipal Court Total	84.00	80.00	80.00

Total Expenditures -All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	4,677,356	4,563,613	5,069,840	4,997,964	5,068,032
Operating	829,746	1,114,355	904,384	1,109,661	978,230
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	5,507,103	5,677,968	5,974,224	6,107,625	6,046,262

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	4,677,356	4,563,613	5,069,840	4,997,964	5,068,032
Operating	815,559	1,114,355	904,384	904,384	978,230
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	5,492,916	5,677,968	5,974,224	5,902,348	6,046,262

City of Toledo
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Municipal Court Clerk

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	14,187	-	-	205,277	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	14,187	-	-	205,277	-

City of Toledo

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Department of Development

The Department of Development implements programs and provides services to create employment opportunities through retention and growth of existing businesses and the attraction of new businesses, and to serve the public interest to protect the health, safety and welfare of our citizens by assuring that all buildings, structures, and related equipment are constructed, installed, and maintained in compliance with the standards contained within the currently adopted Ohio Building Codes and Toledo Municipal Code, while contributing to economic development.

The Department of Development is comprised of the Division of Economic Development and the Division of Building Inspection.

Department	2018 Budget	2019 Budget	2020 Approved
Department of Economic Development			
16400-Economic Development			
Administrative Analyst 2	-	0.75	-
Administrative Specialist 2	-	-	2.00
Administrative Specialist 3	-	-	1.00
Commissioner-Administrative Services	1.00	1.00	2.00
Director-Administrative Services	-	-	1.00
Director-Economic And Business Development	1.00	-	-
Director-Neighborhoods & Business Development	-	1.00	-
Manager-Administrative Services	1.00	1.00	2.00
Mayor's Assistant 2	-	1.00	-
Secretary 3	1.00	-	-
16400-Economic Development Total	4.00	4.75	8.00
16500-Real Estate			
Administrative Specialist 3	1.00	1.00	-
Clerk Specialist 2	1.00	1.00	-
Manager-Administrative Services	1.00	1.00	-
16500-Real Estate Total	3.00	3.00	-
56300-Building Inspection			
Administrative Assistant	-	-	1.00
Assistant Building Official	-	-	1.00
Certified Inspector 1	5.50	5.00	3.00
Certified Inspector 2	4.00	3.00	6.00
Chief Building Official	1.00	1.00	1.00
Clerk Specialist 1	2.50	2.00	-
Clerk Specialist 2	2.50	3.00	5.00
Commissioner-Public Services	1.00	1.00	-
Director-Public Services	-	-	1.00
Inspector Supervisor	1.00	-	-
Manager - Administrative Services	-	-	-
Permit Database Specialist	1.00	1.00	1.00
Permit Technician	4.00	3.00	3.00
Plans Examiner	1.00	1.00	-
Secretary 3	1.00	1.00	-
Sign Inspector	1.00	1.00	-
Supervisor-Building Inspection	-	1.00	1.00
56300-Building Inspection Total	25.50	23.00	23.00
Department of Economic Development Total	32.50	30.75	31.00

City of Toledo

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Department of Development

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	2,221,060	2,138,307	2,613,346	2,726,024	2,855,471
Operating	1,312,457	1,297,433	1,707,531	2,455,185	1,869,946
Capital	32,995	1,599	-	2,084,512	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	(725)	-
Total	3,566,512	3,437,339	4,320,877	7,264,996	4,725,417

Economic Development

The Division of Economic Development implements programs and provides services integral to achieving the goals of the City. The department assists in the attraction, growth and retention of private sector companies by eliminating barriers and providing financial resources and technical assistance. The Division also includes the Real Estate section, which is responsible for the management of the city's real estate portfolio and disposition strategy for surplus property.

Funding Sources:

The Department of Development is funded primarily through General Fund dollars.

2020 Highlights:

The 2020 budget funds 8.00 FTEs with a total personnel cost of \$889,969.

Funding for non-personnel expenditures totals \$1,433,479 and supports costs for property tax payments and business incentive payments.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Quality Community Investment	↑	# jobs created/retained	1,137	500	550
Quality Community Investment	↑	# of new businesses	10	10	12

City of Toledo
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Department of Development

Economic Development

Economic Development

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	359,531	317,307	511,538	448,279	889,969
Operating	687,865	744,771	1,079,514	1,134,514	1,433,479
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,047,396	1,062,078	1,591,052	1,582,793	2,323,448

Real Estate

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	97,141	135,118	253,136	249,230	-
Operating	108,881	59,228	113,420	113,420	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	206,022	194,345	366,556	362,650	-

Economic Development

Total Expenditures - Special Revenue Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	25,464	19,590	-	126,711	-
Operating	1,689	-	-	616,853	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	(725)	-
Total	27,153	19,590	-	742,839	-

Real Estate

Total Expenditures - Special Revenue Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	121,663	52,112	-	72,020	-
Operating	-	-	-	300	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	121,663	52,112	-	72,320	-

City of Toledo
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Department of Development

Economic Development

Economic Development

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	32,995	1,599	-	1,834,512	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	32,995	1,599	-	1,834,512	-

Economic Development

Total Expenditures - Enterprise Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	31,013	31,731	58,400	58,400	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	31,013	31,731	58,400	58,400	-

City of Toledo

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Department of Development

Building Inspection

The Division of Inspection is a state-certified building inspection department enforcing the building and zoning codes of the state of Ohio and the City of Toledo to ensure the safety of public structures. The division's goal is to provide professional and efficient service to citizens while processing permits, reviewing plans, performing inspections and issuing certificates of occupancy.

Funding Sources:

The Department of Development is funded primarily through General Fund dollars.

2020 Highlights:

The 2020 budget funds 23.00 FTEs with a total personnel cost of \$1,965,502.

Inspection will begin to implement a new licensing and permitting system in 2020 to enable the department to connect with citizens and streamline processes related to land management, asset management, licensing, and public health & safety. Initial implementation costs will be supported by the CIP fund.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Quality Community Investment	↑	# of building permits issued	10,384	9,200	8,600
Quality Community Investment	↓	average # of days for building plan approval	62	47	44

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	1,543,825	1,542,324	1,771,419	1,753,813	1,888,623
Operating	483,009	461,704	456,198	531,698	436,467
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,026,834	2,004,028	2,227,617	2,285,511	2,325,090

City of Toledo
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Department of Development

Building Inspection

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	11,007	10,777	11,588	11,396	11,554
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	11,007	10,777	11,588	11,396	11,554

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	250,000	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	250,000	-

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	62,429	61,080	65,665	64,575	65,325
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	62,429	61,080	65,665	64,575	65,325

City of Toledo

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Department of Finance

The Department of Finance is responsible for safeguarding the assets of the City of Toledo by providing effective stewardship of public funds, timely financial reporting, and commitment to excellence in public service. It is the responsibility of the department to continuously improve the coffers of the City by assisting and advising the operating divisions in their financial operations. The Department of Finance is comprised of the Divisions of Finance Administration, Financial Analysis, Treasury and Taxation, Accounts, Purchasing and Supplies, Debt Management and the ERP team.

Department	2018 Budget	2019 Budget	2020 Approved
Finance Department			
11100-Financial Analysis			
Administrative Analyst 3	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	-	1.00	1.00
11100-Financial Analysis Total	3.00	4.00	4.00
14100-Finance Administration			
Administrative Assistant	-	-	1.00
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	1.00	-	-
Secretary 3	-	0.75	-
14100-Finance Administration Total	2.00	1.75	2.00
14200-Treasury			
Administrative Analyst 3	-		
Administrative Analyst 4	1.00	1.00	-
Administrative Services Officer 2	1.00	1.00	2.00
Administrative Specialist 3	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
14200-Treasury Total	5.00	5.00	5.00
14400-Taxation			
Administrative Analyst 1	-	-	0.75
Administrative Services Officer 1	-	1.00	1.00
Administrative Specialist	2.00	2.00	2.00
Administrative Specialist 2	10.00	10.00	18.00
Administrative Technician 1	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	1.00	1.00
Clerk Specialist 1	3.00	2.00	-
Clerk Specialist 2	3.00	5.00	-
Collector-Investigator	4.00	3.00	9.00
Commissioner-Administrative Services	1.00	1.00	1.00
Supervisor-Tax Audits	0.25	-	-
Tax Auditor	8.00	8.00	-
14400-Taxation Total	33.25	34.00	33.75

City of Toledo
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Department of Finance

Department	2018 Budget	2019 Budget	2020 Approved
Finance Department			
14600-Accounts			
Administrative Analyst 3	3.00	2.50	3.00
Administrative Services Officer 2	1.00	1.00	1.00
Administrative Specialist 1	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
Administrator-Administrative Services 3	-	-	-
Clerk Specialist 2	4.00	4.00	4.83
Commissioner-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	1.00	1.00	1.67
14600-Accounts Total	12.00	11.50	13.50
14700-Finance ERP			
Administrative Analyst 2	-	0.50	1.00
Administrative Analyst 4	1.00	1.00	1.00
Manager-Administrative Services	1.00	-	-
14700-Finance ERP Total	2.00	1.50	2.00
14800-Debt Management			
Administrator-Administrative Services 1	1.00	1.00	-
Administrative Analyst 3	-	-	1.00
Commissioner-Administrative Services	1.00	1.00	1.00
14800-Debt Management Total	2.00	2.00	2.00
17700-Purchasing & Supplies			
Administrative Analyst 2	1.00	1.00	0.25
Administrative Analyst 4	-	-	3.00
Buyer	1.00	1.00	1.00
Clerk Specialist 2	1.50	1.50	1.00
Commissioner-Administrative Services	1.00	1.00	1.00
Duplicating Technician	0.60	0.60	0.60
17700-Purchasing & Supplies Total	5.10	5.10	6.85
Finance Department Total	64.35	64.84	69.10

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	4,094,970	4,389,167	5,402,178	5,372,445	5,828,945
Operating	4,277,212	4,693,826	5,489,082	6,291,958	6,455,287
Capital	4,569	7,322	2,400	412,947	62,400
Debt	106,056,264	109,529,292	109,636,330	109,636,330	110,343,156
Operating Transfers	25,792,199	17,631,018	25,510,500	17,704,613	26,420,708
Total	140,225,214	136,250,625	146,040,490	139,418,293	149,110,495

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Department of Finance

Finance Administration

The Division of Finance Administration is comprised of the Director of Finance and his or her support staff. Finance Administration directs the other divisions to ensure department responsibilities and priorities are met and City-wide financial goals are achieved.

Funding Sources:

Division of Finance Administration personnel and operating supplies and services are supported by the General Fund. The division includes 2.00 FTEs.

2020 Highlights:

Labor accounts for 67.44% of the division's General Fund expenditures.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Customer Service	↑	Increase general fund balance	\$35,108,000	\$23,949,300	\$17,024,848	Finance

Finance Administration

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	199,055	209,323	225,737	222,157	254,390
Operating	126,554	86,217	51,814	111,814	122,797
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	325,609	295,541	277,551	333,971	377,187

Finance Administration

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	60,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	-	60,000

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Department of Finance

Financial Analysis

The Division of Financial Analysis (budget office) is charged with the creation, maintenance and monitoring of the City of Toledo’s operating budget. In addition, the division assists, advises and directs the operating divisions with budget maintenance. The division also assists the Debt Management Office with creation and monitoring of the City’s capital improvement budget.

Funding Sources:

Division of Financial Analysis personnel and operating supplies and services are supported by the General Fund. The division includes 4.00 FTEs.

2020 Highlights:

Labor accounts for 96.02% of the division’s expenditures.

Financial Analysis

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	331,427	185,745	450,475	444,213	416,556
Operating	12,269	9,819	13,000	13,000	17,244
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	343,696	195,564	463,475	457,213	433,800

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Department of Finance

Treasury and Taxation

The Division of Treasury and Taxation is responsible for the collection, safekeeping, investment and disbursement of all public monies of the City. This division also encompasses the functions of business licensing and administration of the City's special assessment program. The income tax section administers the City tax code in a manner that is accountable and responsive to the public for the purpose of generating revenue to finance city services. The section also collects delinquent City taxes in a way that balances both fiscal responsibility and fair collection practices.

Funding Sources:

Division of Treasury and Taxation personnel and operating supplies and services are supported by the General Fund and Special Assessment fund. The division includes 38.75 FTEs.

2020 Highlights:

Labor accounts for 80.74% of the division's General Fund expenditures.

The budgeted transfer out of the Capital Improvements Fund is included in the division's 2020 approved budget, this amount is \$8,012,106.

Priority	Goal	Measure	2018	2019	2020	Department
			Average	Projected	Target	
Customer Service	↑	Income tax revenue	\$128,131,572	\$185,100,000	\$190,657,120	Finance

Treasury

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	229,385	235,122	261,830	258,134	254,872
Operating	79,910	45,766	88,739	88,739	258,944
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	309,295	280,888	350,569	346,873	513,815

Taxation

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	1,493,042	2,141,139	2,551,123	2,514,195	2,679,518
Operating	326,256	335,456	398,913	418,913	441,194
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,819,298	2,476,595	2,950,036	2,933,108	3,120,712

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Department of Finance

Treasury and Taxation

Treasury

Total Expenditures - Special Revenue Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	180,814	166,746	180,642	177,712	186,023
Operating	2,378,031	2,870,256	3,553,417	4,091,553	3,972,487
Capital	-	-	2,400	2,400	2,400
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,558,845	3,037,002	3,736,459	4,271,665	4,160,910

Treasury

Total Expenditures - Capital Projects Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	7,787,000	-	8,012,106
Total	-	-	7,787,000	-	8,012,106

Taxation

Total Expenditures - Capital Projects Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	4,569	7,322	-	10,547	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,569	7,322	-	10,547	-

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Department of Finance

Accounts

The Division of Accounts is charged with providing timely and accurate financial information to both internal and external users in accordance with Generally Accepted Accounting Principles (GAAP). Accounts also provides internal controls to insure the safeguarding of City assets. The division works closely with the budget office to prepare, distribute and present monthly financial information to City Council.

Funding Sources:

Division of Accounts personnel and operating supplies and services are supported by the General Fund. The division includes 13.50 FTEs.

2020 Highlights:

Labor accounts for 73.56% of the division's expenditures.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Customer Service	↓	# of days it takes to pay vendors	25	24	21	Finance

Accounts

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	921,819	837,220	987,560	972,842	1,137,370
Operating	222,029	231,134	300,860	375,860	408,857
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,143,848	1,068,355	1,288,420	1,348,702	1,546,227

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Department of Finance

Purchasing

The Division of Purchasing is committed to providing efficient procurement services which meet the needs of City departments while ensuring compliance with the City Charter and Toledo Municipal Code. Purchasing strives to assure fair and equal access to all entities seeking to do business with the City of Toledo. The Division of Purchasing also includes the print shop, an internal service unit that provides printing and copying services to City departments.

Funding Sources:

Division of Purchasing personnel and operating supplies and services are supported by the General Fund and the Print Shop Internal Service Fund. The division includes 6.85 FTEs.

2020 Highlights:

Labor accounts for 78.63% of the division's General Fund expenditures.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Customer Service	↓	# of days for a contract to be approved	18	14	14	Finance

Purchasing & Supplies

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	249,849	255,614	332,583	377,774	477,548
Operating	36,853	30,367	40,499	116,499	129,797
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	286,702	285,981	373,082	494,273	607,345

Purchasing & Supplies

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	12,621	36,420	31,607	31,109	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	12,621	36,420	31,607	31,109	-

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Department of Finance

Purchasing

Purchasing & Supplies

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	35,792	34,786	37,783	37,187	37,437
Operating	431,245	330,276	423,830	423,830	466,093
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	467,037	365,062	461,613	461,017	503,530

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Department of Finance

Debt Management

The Debt Management Office must balance the financial needs of the City with the most economically and financially feasible methods of borrowing. The Debt Management Officer ensures that the City operates within strict debt guidelines to maintain and improve bond ratings. The Debt Management Office is also responsible for preparing and monitoring the City's 5-Year Capital Improvement Plan.

Funding Sources:

Division of Debt management personnel and operating supplies and services are supported by the Special Assessment and Capital Improvement Funds. The division includes 2.00 FTEs.

2020 Highlights:

Non-Debt expenditures for personnel and operating costs total \$207,263.

Debt Management

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	697,169	704,040	711,510	711,510	721,000
Operating Transfers	3,959,406	18,888	-	-	-
Total	4,656,575	722,927	711,510	711,510	721,000

Debt Management

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	77,930	71,111	83,845	82,374	80,067
Operating	1,129	1,329	1,840	1,840	-
Capital	-	-	-	-	-
Debt	19,951,494	20,184,301	20,367,450	20,367,450	21,930,000
Operating Transfers	687,202	707,011	687,200	668,313	1,087,202
Total	20,717,755	20,963,752	21,140,335	21,119,977	23,097,269

Debt Management

Total Expenditures - Debt Service Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	19,403,679	19,288,583	16,492,725	16,492,725	16,707,400
Operating Transfers	-	-	-	-	-
Total	19,403,679	19,288,583	16,492,725	16,492,725	16,707,400

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Department of Finance

Debt Management

Debt Management

Total Expenditures - Capital Projects Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	116,939	106,701	126,057	123,845	120,196
Operating	(18,487)	40	2,130	2,130	7,000
Capital	-	-	-	-	-
Debt	4,109,222	8,178,686	8,499,825	8,499,825	3,525,756
Operating Transfers	21,145,592	16,905,119	17,036,300	17,036,300	17,321,400
Total	25,353,266	25,190,546	25,664,312	25,662,100	20,974,352

Debt Management

Total Expenditures - Enterprise Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	58,561,890	57,738,172	63,564,820	63,564,820	67,169,000
Operating Transfers	-	-	-	-	-
Total	58,561,890	57,738,172	63,564,820	63,564,820	67,169,000

Debt Management

Total Expenditures - Internal Service Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	3,332,810	3,435,510	-	-	290,000
Operating Transfers	-	-	-	-	-
Total	3,332,810	3,435,510	-	-	290,000

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Department of Finance

ERP

The ERP team operates, maintains and enhances the SAP accounting software system to provide accurate, real-time financial, procurement, payroll and HR information to all City departments. Additionally, the team is responsible for training system users city-wide.

Funding Sources:

The ERP team expenditures are distributed across all major operating funds. The division includes 2.00 FTEs.

2020 Highlights:

Labor accounts for 23.76% of the division's expenditures.

Finance ERP

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	246,295	109,240	132,936	130,903	184,968
Operating	122,225	376,192	206,430	206,430	201,539
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	368,520	485,431	339,366	337,333	386,507

Finance ERP

Total Expenditures - Special Revenue Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	113,190	80,270	92,310	86,050	97,231
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	113,190	80,270	92,310	86,050	97,231

Finance ERP

Total Expenditures - Capital Projects Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	77,599	54,336	37,280	37,280	39,267
Capital	-	-	-	400,000	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	77,599	54,336	37,280	437,280	39,267

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Department of Finance

ERP

Finance ERP

Total Expenditures - Enterprise Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	290,448	214,135	242,420	242,420	255,340
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	290,448	214,135	242,420	242,420	255,340

Finance ERP

Total Expenditures - Internal Service Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	60,261	41,432	35,600	35,600	37,497
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	60,261	41,432	35,600	35,600	37,497

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Department of Law

The Department of Law is responsible for delivering high quality legal service consistent with the highest standard of professional responsibility. Pursuant to the City Charter, the Law Department represents the City in all legal matters. The Law Department is comprised of three sections:

Litigation Section: Defends and represents the City, its officials and employees in cases in all courts including Common Pleas, Court of Appeals, Federal District Court, Ohio State Supreme Court and U.S. Supreme Court.

General Section: Reviews and writes contracts, assists with economic development and utility issues and advises on internal legal matters.

Prosecutor's Office: Prosecutes misdemeanor criminal offenses occurring within the Toledo-Washington Township and Ottawa Hills jurisdictions.

Funding Sources:

The Law Department is funded by the General Fund, the Risk Management internal service fund and the Utility Administrative Services Fund. Additionally, one position is partially grant funded through the Community Development Block Grant.

2020 Highlights

The 2020 budget funds 34.00 total FTEs across all sections.

In addition to personnel, the Law Department's General Fund budget allocates \$194,087 for services and supplies including funds for intern services, labor arbitration expenses, various publications and continuing legal education for attorneys. A budget of \$2,175,381 is allocated for risk management, which includes insurance premiums for insurance policies, and anticipation of potential settlements of pending cases.

Department	2018 Budget	2019 Budget	2020 Approved
Law Department			
12000-Law			
Administrative Assistant	-	-	1.00
Administrative Specialist 2	2.00	2.00	2.00
Assistant Law Director	1.00	-	-
Attorney	10.00	10.00	10.00
Chief-Legal Section	3.00	2.00	3.00
Clerk 3	-	-	1.00
Director-Administrative Services	-	1.00	1.00
General Counsel	1.00	2.00	1.00
Law Director	1.00	-	-
Mayor's Assistant 1	-	-	1.00
Mayor's Assistant 2	-	1.00	-
Secretary 2	2.75	3.00	3.00
Secretary 3	1.00	1.00	-
Senior Attorney	9.00	11.00	11.00
12000-Law Total	30.75	33.00	34.00
Law Department Total	30.75	33.00	34.00

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	3,003,287	2,700,712	3,221,352	3,164,765	3,302,102
Operating	1,052,737	1,841,597	1,703,385	1,921,431	1,821,297
Capital	-	-	-	-	100,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,056,024	4,542,310	4,924,737	5,086,196	5,223,399

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Department of Law

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	2,430,373	2,052,496	2,361,006	2,323,605	2,464,638
Operating	131,267	115,617	181,175	181,175	194,087
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,561,640	2,168,113	2,542,181	2,504,780	2,658,725

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	52,521	45,870	53,690	48,523	52,345
Operating	142,321	142,329	-	218,046	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	194,841	188,200	53,690	266,569	52,345

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	100,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	-	100,000

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	245,474	270,463	235,258	231,105	236,949
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	245,474	270,463	235,258	231,105	236,949

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	274,920	331,883	571,398	561,532	548,171
Operating	779,150	1,583,650	1,522,210	1,522,210	1,627,210
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,054,069	1,915,534	2,093,608	2,083,742	2,175,381

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Department of Neighborhoods

The Department of Neighborhood and Business Development is responsible for business support and fostering housing and neighborhood development to enhance the quality of life for Toledoans. The Department of Neighborhood includes 3 divisions: Neighborhood Administration, Housing, and Code Enforcement.

Department	2018 Budget	2019 Budget	2020 Approved
Department of Neighborhoods			
16100-Neighborhoods Administration			
Administrative Analyst 2	1.00	1.00	1.00
Administrative Analyst 4	1.00	1.00	1.00
Administrative Assistant			1.00
Administrative Technician			1.00
Administrative Technician 1	1.00	1.00	
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	4.00	4.00	4.00
Commissioner-Administrative Services	1.00	1.00	1.00
Director-Administrative Services	1.00		1.00
Planning Technician	0.50	0.50	0.50
Program Monitoring Specialist	3.00	3.00	2.50
Secretary 3	1.00	1.00	
Senior Accountant	1.00	1.00	1.00
Staff Accountant	1.00	1.00	0.50
16100-Neighborhoods Administration Total	16.50	15.50	15.50
16200-Housing Division			
Administrator-Administrative Services 2	1.00	1.00	1.00
Clerk Specialist 1	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	1.00	-
Deputy Director	-	-	1.00
Financial Assistance Specialist	1.00	1.00	1.00
Historical Review Specialist	1.00	1.00	1.00
Historical/Environmental Officer	1.00	1.00	1.00
Manager-Administrative Services	3.00	3.00	4.00
Neighborhood Development Specialist	5.00	5.00	5.00
Rehabilitation Projects Officer	1.00	1.00	1.00
Rehabilitation Specialist	2.00	2.00	2.00
Rehabilitation Technician	5.00	4.50	4.00
Relocation Officer	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00
16200-Housing Division Total	25.00	24.50	25.00

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Department of Neighborhoods

Department	2018 Budget	2019 Budget	2020 Approved
Department of Neighborhoods			
56400-Code Enforcement			
Administrative Specialist 3	-	-	1.00
Administrative Technician 2	-	-	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
Code Compliance Inspector 1	5.00	6.00	6.00
Code Compliance Inspector 2	6.00	5.00	5.00
Commissioner-Public Services	1.00	1.00	1.00
Maintenance Worker I	-	-	2.00
Manager-Public Services	0.25	1.00	1.00
Supervisor-Code Compliance	1.00	1.00	3.00
56400-Code Enforcement Total	16.25	17.00	23.00
60600-Beautification Action Team			
Building And Grounds Maintenance Worker	1.00	1.00	-
Maintenance Worker I	2.00	2.00	-
Supervisor-Recreation	2.00	2.00	-
60600-Beautification Action Team Total	5.00	5.00	-
Department of Neighborhoods Total	62.75	62.00	63.50

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	3,957,851	4,033,888	4,901,366	4,282,867	5,180,639
Operating	6,728,429	8,220,680	8,921,960	21,584,271	9,975,066
Capital	-	-	-	51,200	15,000
Debt	-	-	-	-	-
Operating Transfers	397,989	366,023	-	269	-
Total	11,084,269	12,620,591	13,823,326	25,918,607	15,170,705

City of Toledo

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Department of Neighborhoods

Neighborhood Administration

Neighborhood Administration provides administration and monitoring of CDBG, ESG, and other federal funds through the U.S. Department of Housing and Urban Development Community Block Grant Program (CDBG). Neighborhood Administration works with 24 partner's agencies to provide 32 grant funded services. These annual grants are awarded to qualified cities, urban counties and states to develop viable urban communities. Divisional activities are primarily funded by these grants with additional support from General Fund for costs that are not grant funded.

Funding Sources:

Division of Division of Neighborhood Administration's personnel and operating supplies and services are supported by the General Fund, CDBG Fund, and other operating grants. The division includes 15.50 FTEs.

2020 Highlights:

Labor accounts for 61.08% of the division's approved 2020 expenditures.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Quality Community Investment	↑	# of people served with CDBG funds	15,868	20,245	19,860

Neighborhoods Administration

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	10,450	12,214	5,837	5,741	159,336
Operating	35,000	(35,000)	-	10,000	51,000
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	45,450	(22,786)	5,837	15,741	210,336

Neighborhoods Administration

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	1,089,274	1,019,648	1,227,716	829,726	1,146,993
Operating	1,059,980	1,356,523	881,118	3,513,853	2,087,548
Capital	-	-	-	(0)	-
Debt	-	-	-	-	-
Operating Transfers	15,732	-	-	269	-
Total	2,164,985	2,376,171	2,108,834	4,343,847	3,234,541

City of Toledo

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Department of Neighborhoods

Housing

Housing provides Low to Moderate residents housing opportunity. Programs funded and monitored by this division include homeowner training and down payment assistance, Owner occupied home Repair, Rental Repair and Lead Safe home repair and funding for low to moderate income housing construction projects. Funding sources are HOME, HUD Lead Safe, and NSP grants with additional support from General Fund for costs that are not grant eligible.

Funding Source:

Division of Division of Neighborhood Administration's personnel and operating supplies and services are supported by the General Fund, CDBG Fund, HOME Fund, and other operating grants. The division includes 25.00 FTEs.

2020 Highlights:

The approved budget includes funding to support lead related activities, including \$50,000 for lead outreach activities.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Quality Community Investment	↑	# of residents assisted through housing relief programs	64	34	50
Quality Community Investment	↑	# of lead abated homes	16	50	110
Quality Community Investment	↑	# of HUD eligible first-time home buyers	22	20	50
Quality Community Investment	↓	% of city remediations	49%	46%	34%

Housing Division

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,229	444	4,381	37,310	106,421
Operating	218,574	-	-	25,000	50,000
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	219,803	444	4,381	62,310	156,421

Housing Division

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,478,696	1,630,635	2,016,965	1,966,740	2,054,652
Operating	2,456,497	3,487,298	4,480,696	10,401,345	4,130,158
Capital	-	-	-	1,200	-
Debt	-	-	-	-	-
Operating Transfers	382,257	-	-	-	-
Total	4,317,451	5,117,934	6,497,661	12,369,285	6,184,810

City of Toledo

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Department of Neighborhoods

Code Enforcement

Code Enforcement manages the inspection, citation and remediation of code enforcement violations within the City of Toledo. This includes grass cutting program management, board up and trash cleanup of properties in violation, and coordination of community cleanup and recycling events with community groups and organizational partners. They also provide administrative support to the Division of Public Service demolition activities. Personnel costs are funded by CDBG funds. Cleanup and remediation activities are funded by General Fund dollars. Nuisance Abatement Trust Fund is utilized for some cleanup costs as the fund may allow by its enacting ordinance.

Funding Source:

The division of Code Enforcement personnel and operating supplies and services are supported by the General Fund and the CDBG Fund. The division includes 23.00 FTEs.

2020 Highlights:

The approved budget includes funding for blight remediation including housing demolitions. The division's capital budget includes \$15,000 for vehicle replacement.

Code Enforcement

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	623,129	657,276	841,051	828,394	1,019,308
Operating	345,959	918,222	1,116,057	1,306,057	613,745
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	969,088	1,575,498	1,957,108	2,134,451	1,633,052

Code Enforcement

Total Expenditures - Special Revenue Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	450,616	420,828	455,456	278,912	693,930
Operating	136,119	122,724	112,632	1,097,738	454,977
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	366,023	-	-	-
Total	586,735	909,575	568,088	1,376,650	1,148,907

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Department of Neighborhoods

Code Enforcement cont.

Code Enforcement

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	50,000	15,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	50,000	15,000

Third Party Partners

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	1,664,815	2,082,871	1,763,000	4,163,948	2,587,638
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,664,815	2,082,871	1,763,000	4,163,948	2,587,638

City of Toledo

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Department of Human Resources

The Human Resources Department supports its sister departments in all aspects of the employer-employee relationship. Responsible for employee selection and evaluation, benefits administration, union/employee relations, workers' compensation, and training. The Human Resources Department facilitates the delivery of City services by selecting, developing, and retaining the City's most valuable resource: a productive and competent workforce.

Funding Sources:

The Department of Human Resources' operating expenditures and personnel are funded primarily by the General Fund. Funding allocated in the Workers' Compensation Fund covers the City's payments to the State of Ohio. The department also funds a portion of its labor, services and supplies costs in this fund.

2020 Highlights:

The 2020 budget funds 20.00 FTEs for the Department of Human Resources, including 3 members of the Civil Service Commission. Total labor expenditures for the department are \$1,610,819 of which \$1,054,482 are allocated to the General Fund.

Non-personnel budget in the General Fund totals \$779,626 and supports on-boarding costs for new employees, testing costs for promotions in the safety forces, training materials for all departments, as well as employee engagement activities.

The approved 2020 budget reflects the newly established Healthcare Internal Service Fund.

Department	2018 Budget	2019 Budget	2020 Approved
Human Resources			
17100-Human Resources			
Administrative Analyst 1	1.50	-	4.00
Administrative Analyst 2	5.00	7.00	2.00
Administrative Analyst 3	2.00	1.00	2.00
Administrative Assistant	-	-	1.00
Administrative Specialist 1	1.00	1.00	-
Administrative Specialist 2	-	-	1.00
Administrative Technician 2		1.00	1.00
Board Member-Civil Service Commission	3.00	3.00	3.00
Chief-Bargaining & Representation	1.00	1.00	1.00
Clerk 3	-	-	-
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	2.00	2.00	4.00
17100-Human Resources Total	16.50	17.00	20.00
Human Resources Total	16.50	17.00	20.00

City of Toledo

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Department of Human Resources

Total Expenditures - All Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	1,203,112	1,121,286	1,421,132	1,424,290	1,610,819
Operating	6,987,432	5,928,372	6,750,323	6,750,323	50,161,740
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	8,190,543	7,049,658	8,171,455	8,174,613	51,772,560

Priority	Goal	Measure	2018	2019	2020
			Average	Projected	Target
Workplace Culture	↑	% of employees that feel management is dedicated to a diverse workplace	53%	NA	80%
Workplace Culture	↑	% of employees that would recommend COT to others	60%	NA	80%
Workplace Culture	↑	% of positions that are vacant for less than 30 days	NA	NA	80%
Workplace Culture	↓	Cost of health care programs	\$32,620,367	\$35,857,559	\$38,188,300
Workplace Culture	↓	# of job offers declined	24	25	24

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	793,870	674,826	827,481	841,042	1,054,482
Operating	371,692	435,495	484,073	484,073	779,626
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,165,562	1,110,321	1,311,554	1,325,115	1,834,109

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	24,735	27,568	29,024	28,523	29,487
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	24,735	27,568	29,024	28,523	29,487

City of Toledo
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Department of Human Resources

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	49,484	52,904	58,046	57,044	58,936
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	49,484	52,904	58,046	57,044	58,936

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	335,022	365,988	506,581	497,681	467,915
Operating	6,615,740	5,492,877	6,266,250	6,266,250	49,382,114
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	6,950,762	5,858,865	6,772,831	6,763,931	49,850,029

City of Toledo

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Department of Information & Communications Technology

The Department of Information and Communications Technology (ICT) delivers enterprise software, infrastructure and security services for all City departments. In 2020 the Department will also include Engage Toledo.

Funding Sources:

As an internal service department, ICT is funded through user charges assessed to other departments and divisions for telecommunication and computer support services.

2020 Highlights:

The ICT 2020 budget supports 41.59 FTEs with a total labor cost of \$2,759,263. ICT staff provide 24 hour support to the City's departments and divisions that support the citizens of Toledo.

Services and supplies expenditures total \$5,311,326 of the 2020 budget.

Department	2018 Budget	2019 Budget	2020 Approved
Information & Communications Technology			
17500-Information & Communications Technology			
Administrative Assistant	-	-	1.00
Administrator-Administrative Services 1	0.84	-	0.75
Administrator-Administrative Services 2	3.84	3.00	3.00
Administrator-Administrative Services 3	1.00	-	1.00
Administrator-Public Services 2	0.75	-	-
Clerk Specialist 2	1.00	2.00	2.00
Commissioner-Administrative Services	-	1.00	-
Data Communications Specialist	2.00	2.00	2.00
Data Communications Technician	1.00	1.00	1.00
Deputy Director	-	-	0.83
Director-Administrative Services	1.00	1.00	1.00
End User Support Technician	-	-	0.50
Gis Analyst 1	2.00	3.00	3.00
Manager-Administrative Services	-	0.75	4.00
Manager-Public Services	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Professional Engineer	1.00	1.00	1.00
17500-Information & Communications Technology Total	17.42	17.75	23.08
17600-Engage Toledo			
Commissioner-Public Services	-	-	1.00
Customer Service Contact Center Representative-Et	-	-	15.00
Customer Service Contact Center Supervisor-Et	-	-	2.00
Manager-Public Services	-	-	0.50
17600-Engage Toledo Total			18.50
Information & Communications Technology Total	17.42	17.75	41.59

City of Toledo
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Department of Information & Communications Technology
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Engage Toledo

Total Expenditures - General Fund					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	542,093
Operating	-	-	-	-	54,121
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	-	596,214

Information & Communications Technology

Total Expenditures - Capital Projects Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	197,038	263,043	-	1,512,701	1,900,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	197,038	263,043	-	1,512,701	1,900,000

Information & Communications Technology

Total Expenditures - Internal Service Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,401,877	1,211,685	1,593,272	1,566,401	2,217,170
Operating	3,467,330	3,218,143	3,575,496	3,575,496	5,257,205
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,869,206	4,429,828	5,168,768	5,141,897	7,474,375

City of Toledo

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Department of Public Service

The Department of Public Service strives to provide quality, efficient and timely services to the citizens of the City of Toledo in the most cost-effective manner through the utilization of innovative practices, state-of-the-art technology and a courteous, well-trained workforce. The department is responsible for snow and ice control, leaf collection, bridge, street and traffic control maintenance, management of the City's landfill, and operation of the City's parks and recreational facilities. Additionally, the department includes the Division of Facility and Fleet Operations which provides vehicle and facility management for other City departments.

The Department of Public Service is comprised of the following five divisions: Transportation, Streets, Bridges and Harbor, Solid Waste, Facility and Fleet Operations and the Division of Parks, Recreation and Forestry.

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
22500-Transportation			
Administrative Operations Officer	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Commissioner-Public Services	1.00	1.00	1.00
Drafter	2.00	1.00	-
Engineering Associate	3.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00
Intermediate Traffic Technician	1.00	1.00	1.00
Painter	3.00	3.00	3.00
Professional Engineer	1.00	1.00	-
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00
Senior Traffic Signal Technician	3.00	3.00	3.00
Senior Traffic Technician	3.00	3.00	3.00
Sign Painter	2.00	2.00	2.00
Sign Poster	2.00	2.00	2.00
Staff Professional Engineer	-	1.00	2.00
Superintendent-Sign Shop	1.00	1.00	1.00
Superintendent-Traffic Signals	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Traffic Signs And Painting	1.00	1.00	1.00
Traffic Signal Technician	11.00	11.00	11.00
Traffic Technician	1.00	2.00	2.00
Utility Worker	3.00	3.00	4.00
22500-Transportation Total	48.00	48.00	48.00

City of Toledo
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Department of Public Service

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
23100-Streets, Bridges & Harbor			
Administrative Assistant			1.00
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	-
Bridge Mechanic	9.00	9.00	9.00
Bridge Operator	5.00	5.00	5.00
Building & Grounds Maintenance	1.00	-	2.00
Building And Grounds Maintenance Worker	-	1.00	-
Clerk Specialist 1	5.00	5.00	2.00
Clerk Specialist 2	1.00	1.00	1.00
Commissioner-Public Services	2.00	1.00	1.00
Deputy Director-Public Services	-	-	1.00
Director-Public Services	1.00	1.00	1.00
Engineering Associate	2.00	1.00	1.00
Equipment And Records Technician	1.00	1.00	1.00
General Foreman-Streets	10.00	10.12	11.00
Gis Analyst 1	-	1.00	1.00
Heavy Equipment Operator	46.00	-	-
Heavy Equipment Operator 1	-	6.00	15.00
Heavy Equipment Operator 2	-	40.00	31.00
Mail Clerk	-	-	1.00
Maintenance Worker 2	-	-	84.00
Maintenance Worker I	71.00	69.40	-
Manager-Administrative Services	1.00	1.00	1.00
Manager-Public Services	3.00	4.00	4.00
Professional Engineer	1.00	1.00	1.00
Safety & Training Specialist	-	-	2.00
Safety And Training Specialist	-	1.00	
Secretary 2	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Bridge Mechanic	3.00	3.00	3.00
Senior Building & Grounds Maint	1.00		-
Senior Building And Grounds Maintenance Worker	-	1.00	1.00
Senior Construction Technician	-		2.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00
Senior Utility Worker	11.00	-	-
Staff Professional Engineer	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00
Street Maintenance Technician	-	11.11	11.00
Superintendent-Streets	1.00	1.00	1.00
Supervisor-Bridge Maintenance	1.00	1.00	1.00
Supervisor-Street Operations	1.00	1.00	1.00
23100-Streets, Bridges & Harbor Total	186.00	185.63	203.00

City of Toledo
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Department of Public Service

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
24500-Waste Disposal			
Administrative Specialist	1.00	1.00	1.00
Automotive Repair Technician	-	-	-
Heavy Equipment Mechanic		1.00	1.00
Intermediate Clerk	1.00	1.00	1.00
Landfill Equipment Operator	6.00	6.00	6.00
Manager-Public Services	1.00	1.00	1.00
Senior Professional Engineer	-	1.00	1.00
Staff Professional Engineer	1.00	-	-
Superintendent-Waste Disposal	1.00	1.00	1.00
Tandem Truck Driver	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00
24500-Waste Disposal Total	13.00	14.00	14.00

City of Toledo
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Department of Public Service

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
25000-Fleet Operations			
Administrative Operations Officer	-	-	0.60
Administrative Specialist	0.60	0.60	-
Administrator-Public Services 1	1.00	1.00	1.00
Automotive Repair Technician	29.00	29.00	29.00
Automotive Service Worker	16.00	16.00	17.00
Clerk Specialist 1	1.60	1.60	1.60
Clerk Specialist 2	2.00	2.00	2.00
Commissioner-Public Services	0.60	0.60	0.60
Equipment And Records Technician	2.00	1.00	1.00
Motor Equipment Technician	1.00	2.00	2.00
Secretary 2	0.60	0.60	0.60
Supervisor-Automotive Maintenance	5.00	5.00	5.00
Supervisor-Vehicle Parts	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00
Vehicle Parts Storekeeper	3.00	3.00	3.00
Welder-Blacksmith	1.00	1.00	1.00
25000-Fleet Operations Total	65.40	65.40	66.40
Department	2018 Budget	2019 Budget	2020 Approved
26100-Facility Operations			
Administrative Operations Officer			0.40
Administrative Specialist	0.40	0.40	
Administrator-Public Services 1	1.00	1.00	1.00
Building And Grounds Maintenance Worker	3.00	3.00	3.00
Carpenter	3.00	3.00	3.00
Clerk Specialist 1	0.40	0.40	0.40
Clerk Specialist 2	1.00	1.00	1.00
Commissioner-Public Services	0.40	0.40	0.40
Electrician	2.00	2.00	2.00
Painter	2.00	2.00	2.00
Plumber-Steamfitter	1.00	2.00	2.00
Secretary 2	0.40	0.40	0.40
Senior Building And Grounds Maintenance Worker	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Supervisor-Maintenance And Repair	2.00	2.00	2.00
Trades Mechanic	2.00	2.00	2.00
Utility Worker	1.00	1.00	1.00
26100-Facility Operations Total	21.60	22.60	22.60

City of Toledo

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Department of Public Service

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
60300-Recreation			
Administrative Technician 2	-	1.00	0.50
Athletic Activities Coordinator	1.00	1.00	1.00
Building And Grounds Maintenance Worker	2.00	1.75	2.00
Manager-Public Services	1.00	1.00	1.00
Mayor's Assistant 2	1.00	-	-
Recreation Aide	-	-	-
Recreation Technician	-	-	-
Supervisor-Recreation	1.00	1.00	1.00
60300-Recreation Total	6.00	5.75	5.50
Department	2018 Budget	2019 Budget	2020 Approved
60500-Parks & Forestry			
Administrative Services Officer 1	-	0.77	-
Administrative Specialist	1.00	1.00	1.00
Administrative Specialist 2	-	-	1.00
Administrative Technician	-	0.75	1.00
Administrative Technician 2	-	1.00	1.50
Building And Grounds Maintenance Worker	7.00	8.00	9.00
Cemeteries Maintenance Worker	1.00	2.00	2.00
Clerk Specialist 1	-	-	(1.00)
Clerk Specialist 2	2.00	2.00	3.00
Commissioner-Public Services	1.00	1.00	1.00
Equipment Repair Technician	3.00	3.00	1.00
Foreman-Cemeteries	1.00	1.00	1.00
Foreman-Forestry	-	-	2.00
Foreman-Parks	3.00	3.00	3.00
Forestry Crew Leader	8.00	9.00	10.00
Forestry Inspector	2.00	1.00	1.00
General Foreman-Forestry			1.00
Landscape Maintenance Worker	3.00	4.00	6.00
Manager-Public Services	1.00	1.00	1.75
Public Services Officer 1	-	-	1.00
Public Services Officer 3	-	-	1.00
Secretary 2	1.00	1.00	-
Senior Building And Grounds Maintenance Worker	-	-	1.00
Senior Equipment Repair Technician	1.00	1.00	1.00
Senior Landscape Maintenance Worker	2.00	2.00	2.00
Senior Park Planner	-	-	1.00
Superintendent-Parks	1.00	1.00	1.00
Supervisor-Forestry	3.00	3.00	
Tandem Truck Driver	1.00	1.00	1.00
Tree Maintenance Worker	1.00	1.00	1.00
Tree Service Worker	20.00	20.00	20.00
Utility Worker	6.00	5.00	5.00
60500-Parks & Forestry Total	69.00	73.51	80.25
Department of Public Service Total	409.00	414.89	439.74

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	26,543,624	26,651,274	31,975,863	31,773,993	32,557,258
Operating	30,176,583	33,347,777	32,864,722	40,803,043	40,009,940
Capital	5,487,936	6,286,830	209,367	14,418,111	4,908,914
Debt	1,430,963	1,430,963	1,267,529	1,267,529	1,050,000
Operating Transfers	300,000	282,620	150,000	802,508	464,000
Total	63,939,106	67,999,465	66,467,481	89,065,183	78,990,112

City of Toledo

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Department of Public Service

Division of Transportation

The Division of Transportation provides and maintains safe and efficient traffic flow on public roadways in the City using accepted design practices and appropriate traffic control devices. The division is responsible for traffic control planning and design and operation and maintenance of traffic control devices and systems.

Funding Sources:

Transportation is funded with general fund dollars, street construction, maintenance and repair (SCM&R) dollars and capital improvement dollars.

2020 Highlights:

The Division of Transportation budget supports 48.00 FTEs and allocates \$2,169,625 for operating services and supplies and capital expenditures. Of the division's 48.00 FTEs, 26.00 are dedicated to sign and signal maintenance and control while the remaining provide administrative and supervisory support and engineering services.

Transportation's 2020 approved budget includes \$150,000 for continuing the ToleGO bike share program.

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	112,500	180,000	200,000	150,000
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	112,500	180,000	200,000	150,000

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	2,653,297	2,667,357	3,169,790	3,118,111	3,417,922
Operating	1,490,390	1,311,565	1,567,621	1,567,621	1,577,281
Capital	-	390,665	-	95,650	30,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,143,687	4,369,587	4,737,411	4,781,382	5,025,203

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	455,061	505,937	654,415	643,936	648,937
Operating	9,096	3,843	12,650	12,650	12,344
Capital	57,694	832,057	1,000	1,802,847	400,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	521,850	1,341,837	668,065	2,459,433	1,061,281

City of Toledo

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Department of Public Service

Division of Streets, Bridges and Harbor

The Division of Streets, Bridges and Harbor (SB&H) is responsible for keeping the streets of the City safe for vehicular traffic throughout the year. Services include street and alley cleaning and repair, pothole repair, pavement restoration, snow & ice control, leaf collection, housing demolition, bridge operation, bridge and levee maintenance and repair, and numerous harbor related operations.

Funding Sources:

The Division of Streets, Bridges and Harbor receives general, assessed, SCM&R and capital improvement funding. The division also completes utility cut restorations, which are reimbursed by the Water, Sewer and Storm Water enterprise funds.

2020 Highlights:

The 2020 budget for SB&H allocates \$14,576,498 for labor expenditures and \$18,187,642 for operating services and supplies and capital. The budget supports 203.00 FTEs who rotate seasonally between street maintenance and pothole repair, street sweeping, leaf collection and snow and ice control. The division also completes vacant property demolitions funded federal grant dollars secured by the Land Bank.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Excellence in Basic Services	↑	Mill/Fill lane miles repaired	26.5	28.6	30.0
Excellence in Basic Services	↑	% of alleys cleaned	NA	100%	100%
Excellence in Basic Services	↑	Leaf removal - # of lane miles covered	NA	100%	100%

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	45,967	40,394	135,960	133,830	184,903
Operating	139	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	46,106	40,394	135,960	133,830	184,903

City of Toledo
2020 Approved Annual Operating Budget

Department of Public Service

Division of Streets, Bridges and Harbor

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	11,239,835	10,991,164	13,351,180	13,436,306	13,830,274
Operating	11,539,100	13,774,861	13,668,597	16,701,120	16,067,021
Capital	785,461	276,562	208,367	456,145	472,771
Debt	-	-	-	-	-
Operating Transfers	-	282,620	-	92,350	-
Total	23,564,395	25,325,207	27,228,144	30,685,921	30,370,066

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	102,756	278,383	159,755	157,141	158,808
Operating	511,522	3,703	39,250	39,250	39,250
Capital	3,542,850	1,858,125	-	7,016,977	1,600,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,157,128	2,140,210	199,005	7,213,368	1,798,058

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	1,049,177	1,181,392	1,438,394	1,417,982	402,513
Operating	341,891	365,614	512,660	512,660	8,600
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,391,069	1,547,006	1,951,054	1,930,642	411,113

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	1,154,127	1,154,127	990,692	990,692	772,000
Operating Transfers	-	-	-	-	-
Total	1,154,127	1,154,127	990,692	990,692	772,000

City of Toledo

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Department of Public Service

Division of Solid Waste

The Division of Solid Waste operates the City's Hoffman Road landfill within regulatory compliance of the Ohio Environmental Protection Agency.

Funding Sources:

The Division of Solid Waste is supported primarily by the General Fund.

2020 Highlights:

The Division of Solid Waste has approved \$4,479,290 in operating service and supply funds in 2020 to cover items including Ohio EPA fees, county tipping fees, and recycling costs. The solid waste budget funds 14.00 FTEs with a total personnel cost of \$1,220,640.

Priority	Goal	Measure	2018	2019	2020
			Average	Projected	Target
Environment	↑	Amount of waste compacted	0.84	0.84	0.84
Environment	↓	Cost of recycling expenditures	\$ 1,589,246	\$ 2,160,000	\$ 2,000,000

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	996,683	979,846	1,220,397	1,203,582	1,220,640
Operating	3,856,371	3,822,506	3,417,050	4,757,050	4,479,290
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	4,853,054	4,802,352	4,637,447	5,960,632	5,699,930

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	156,188	425,120	-	289,821	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	156,188	425,120	-	289,821	-

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	747,968	-	952,197	475,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	747,968	-	952,197	475,000

City of Toledo

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Department of Public Service

Division of Facility and Fleet Operations

The Division of Facility and Fleet Operations is an internal service division that keeps the City's fleet and buildings continually operational. Fleet operations is responsible for maintenance, repair and fueling of the City's fleet, as well as vehicle and equipment acquisition. Facility operations is responsible for building maintenance and repair and recommending facility design and construction. The unit ensures a healthy, functional, aesthetic and sustainable building environment for City employees and the public.

Funding Sources:

The Division of Facility and Fleet Operations is funded through charges assessed to user divisions. Labor, supplies and service costs are budgeted in the Fleet Maintenance and Facility Operations internal service funds.

2020 Highlights:

The 2020 budget for fleet operations provides \$6,237,343 for fuel, equipment and contract services to maintain the City's fleet. In addition to this non-personnel budget, the budget also supports 66.40 FTEs with a total labor cost of \$4,612,494.

The internal service fund budget for facility operations allocates 54.32% for labor expenditures, covering 22.60 FTEs and allocates 45.68% for services and supplies.

In 2020, the approved general fund budget for facilities includes \$292,000 to begin energy savings projects.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Workplace Culture	↓	Hours a vehicle is out for service	30	26	26

Facility Operations

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	518,567	560,212	373,230	373,230	699,475
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	518,567	560,212	373,230	373,230	699,475

City of Toledo
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Department of Public Service

Division of Facility and Fleet Operations (continued)

Fleet Operations

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	100,000	150,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	-	-	100,000	150,000

Facility Operations

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	125,514	249,880	116,640	116,640	127,582
Capital	418,227	205,973	-	1,060,173	250,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	543,741	455,853	116,640	1,176,813	377,582

Fleet Operations

Total Expenditures - Internal Service Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	4,208,660	4,298,520	4,351,560	4,279,612	4,612,594
Operating	5,218,732	6,084,562	6,209,012	6,209,012	6,237,343
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	9,427,392	10,383,082	10,560,572	10,488,624	10,849,937

Facility Operations

Total Expenditures - Internal Service Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	1,303,624	1,339,499	1,675,935	1,649,818	1,753,917
Operating	1,472,483	1,505,829	1,416,499	1,416,499	1,474,667
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,776,107	2,845,327	3,092,434	3,066,317	3,228,585

City of Toledo

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Department of Public Service

Division of Parks, Recreation and Forestry

The Division of Parks, Recreation and Forestry is dedicated to the effective management of Toledo's greenspaces thereby improving the quality of life for all citizens and visitors. Parks & Forestry is responsible for the maintenance and management of street trees, parks, boulevards & triangles, weed control and cemeteries. Recreation operates the City's recreational facilities, maintains athletic fields, and administers programs and events including Pumpkinarama, the Fishing Rodeo, and concerts at Ottawa Park.

Funding Sources:

The Division of Parks, Recreation and Forestry primarily uses General Fund and assessed dollars to support operations.

2020 Highlights:

The 2020 budget for the Division of Parks, Recreation & Forestry includes \$6,326,749 for labor related expenditures and \$9,137,087 for operating service and supply expenditures, including contractual and seasonal budget for mowing parks, boulevards, and triangles.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Quality Community Investment	↑	Park utilization - # of permits	292	278	300
Quality Community Investment	↑	Tree canopy health - # of new trees	508	782	860

Recreation

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	390,240	405,858	454,049	447,474	434,346
Operating	760,044	737,533	665,124	665,124	673,965
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	700,000	464,000
Total	1,150,284	1,143,392	1,119,173	1,812,598	1,572,312

Parks & Forestry

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	385,383	415,847	761,122	750,517	962,788
Operating	1,663,281	2,226,264	2,162,057	2,413,057	3,698,498
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,048,664	2,642,111	2,923,179	3,163,574	4,661,286

City of Toledo
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Department of Public Service

Recreation

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	171,542	99,843	8,730	2,242,786	2,002,114
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	300,000	-	150,000	-	-
Total	471,542	99,843	158,730	2,242,786	2,002,114

Parks & Forestry

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	3,712,941	3,547,077	4,603,306	4,535,684	4,746,587
Operating	2,341,723	2,063,943	2,515,601	3,285,422	2,762,510
Capital	122,704	109,875	-	101,558	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	10,158	-
Total	6,177,368	5,720,895	7,118,907	7,932,823	7,509,098

Recreation

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	395,869	869,054	-	366,070	637,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	395,869	869,054	-	366,070	637,000

Parks & Forestry

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	183,027
Operating	-	-	-	-	-
Capital	16,603	488,157	-	2,466,494	894,143
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	16,603	488,157	-	2,466,494	1,077,170

City of Toledo
2020 Approved Annual Operating Budget

Department of Public Service

Parks & Forestry

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	148,530	508,395	-	-	-
Debt	276,836	276,836	276,837	276,837	278,000
Operating Transfers	-	-	-	-	-
Total	425,366	785,231	276,837	276,837	278,000

City of Toledo

2020 Approved Annual Operating Budget

Department of Public Utilities

As a customer-service organization, the Department of Public Utilities provides services which exceed expectations in regards to safe, economical and superior drinking water, drainage and waste water services, and an environmentally safe community.

The City owns and operates a waterworks system as a self-supporting enterprise that in 2018 produced an average of 70.3 million gallons of potable water per day, with a peak flow of 99.6 million gallons per day. Water is drawn from Lake Erie, treated at the City's Collins Park Water Treatment Plant (the Plant), which has capacity to treat up to 120 million gallons of water per day, and then distributed through approximately 1,165 miles of water lines, over 50% of which were installed before 1930. The estimated replacement cost of the Water System is \$1.362 billion. The Water System is operated by the Division of Water Treatment and the Division of Water Distribution of the City's Department of Public Utilities.

The City has maintained and used reserves to pay the costs of routine, ongoing maintenance, repairs, replacements of portions of the Water System. The City has spent an average of approximately \$21.7 million annually for replacements, improvements and extensions for the Water System over the past 10 years. In 2013 and 2016 the City issued over \$250,000,000 of Water System Revenue Improvement and Refunding Bonds to fund a portion of these costs.

The City owns and operates a sanitary sewage collection and treatment system (the Sewer System) as a self-supporting enterprise that in 2018 collected and treated approximately 72.2 million gallons of wastewater per day generated by residential, commercial, institutional and industrial users. Wastewater is collected by 1,027 miles of local and interceptor sanitary sewers owned by the City. The local sewers serving 72% of the City's sewered area carry only sanitary sewage, while the remaining 28% of the City's sewered area is served by combined sewers that carry sanitary sewage and, in wet weather, storm water. The local sewers flow into interceptor sewers that carry the wastewater to the City's Bay View Wastewater Treatment Plant (the WWTP) for treatment.¹

The Department of Public Utilities includes the following divisions: Utilities Administration, Water Treatment, Water Distribution, Engineering Services, Water Reclamation, Sewer and Drainage Services and Environmental Services. The divisions are primarily supported by the Water and Sewer and Storm Water Funds, with very little General Fund support.

City of Toledo
2020 Approved Annual Operating Budget

Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
31000-Utility Administrative Services			
Administrative Analyst 2	-	1.00	1.00
Administrative Analyst 3	7.00	5.00	6.00
Administrative Analyst 4	5.25	5.00	5.00
Administrative Assistant	-	-	1.00
Administrative Operations Officer	-	1.00	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 1	21.00	20.00	21.00
Clerk Specialist 2	40.00	34.65	27.00
Commissioner-Administrative Services	1.00	1.00	1.00
Commissioner-Public Services	2.00	2.00	2.00
Customer Service Contact Center Team Leader	2.00	3.00	3.00
Deputy Director-Public Services	-	1.00	1.00
Director-Public Services	1.00	1.00	1.00
Industrial Accounts Clerk	2.00	2.00	2.00
Legal Technician	4.00	4.00	4.00
Mail Clerk	1.00	1.00	1.00
Manager-Public Services	2.00	2.00	1.50
Safety & Training Technician	-	1.00	1.00
Safety And Training Specialist	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Real Estate Specialist	1.00	1.00	1.00
Supervisor-Utility Accounting	1.00	1.00	1.00
Supervisor-Utility Administration	4.00	4.00	3.00
Utility Accounts Technician	1.00	1.00	1.00
31000-Utility Administrative Services Total	101.25	97.65	90.50

City of Toledo
2020 Approved Annual Operating Budget

Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
32000-Water Treatment			
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	1.00
Administrator-Public Services 2	6.00	6.00	6.00
Chief Chemist/Bacteriologist	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
Electrician	4.00	2.00	2.00
Engineering Technician	1.00	-	1.00
Gis Analyst 1	-	1.00	-
Instrumentation Technician	-	2.00	2.00
Laboratory Technician	-	1.00	1.00
Millwright	4.00	3.00	3.00
Painter	2.00	2.00	2.00
Plumber-Steamfitter	2.00	2.00	2.00
Secretary 2	1.00	1.00	1.00
Senior Chemist/Bacteriologist	10.00	10.00	10.00
Senior Electrician	3.00	3.00	3.00
Senior Professional Engineer	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00
Senior Trades Mechanic	-	1.00	1.00
Senior Water Control Room Operator	7.00	8.00	7.00
Senior Water Treatment Maintenance Worker	6.00	6.00	6.00
Staff Professional Engineer	2.00	2.00	2.00
Storekeeper	1.00	1.00	1.00
Superintendent-Pump Station	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Storeroom	1.00	1.00	1.00
Supervisor-Waterworks Maintenance	2.00	2.00	2.00
Systems Specialist	1.00	1.00	1.00
Utility Worker	13.00	12.00	12.00
Water Control Room Operator	20.00	19.00	20.00
Water Treatment Maintenance Worker	7.00	7.00	7.00
32000-Water Treatment Total	104.00	104.00	104.00

City of Toledo
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Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
34000-Water Distribution			
Administrative Specialist	1.00	1.00	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	9.00	9.00	11.00
Construction Technician	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Equipment Repair Technician	1.00	1.00	1.00
Foreman-Field Services	-	-	1.00
Foreman-Meter Shop	1.00	-	-
Foreman-Tapping And Construction	-	-	5.00
Foreman-Water Distribution System	6.00	5.00	-
General Foreman-Tapping And Construction	-	-	3.00
General Foreman-Water Distribution System	3.00	3.00	-
Heavy Equipment Operator	8.00	-	-
Heavy Equipment Operator 2	-	9.00	10.00
Manager-Public Services	1.00	1.00	1.00
Meter Reader	11.00	11.00	11.00
Professional Engineer	-	1.00	0.83
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Supervisor-Collections	-	-	1.00
Supervisor-Field Services	-	-	1.00
Supervisor-Meter Reading And Inspection	1.00	1.00	-
Supervisor-Utility Administration	1.00	1.00	-
Supervisor-Utility Field Services	-	1.00	-
Utility Service Locator	1.00	1.00	7.00
Utility Worker	1.00	-	-
Water Emergency Repair Worker	5.00	5.00	5.00
Water Loss Equipment Technician	14.00	14.00	16.00
Water Service Technician	22.00	22.00	22.00
Watermain And Service Repair Worker	40.00	40.00	46.00
34000-Water Distribution Total	134.00	134.00	150.83

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Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
35000-Engineering Services			
Administrative Specialist	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	1.00	1.00
Administrator-Public Services 2	3.75	4.00	4.00
Clerk Specialist 1	2.00	-	-
Clerk Specialist 2	1.00	2.00	2.00
Construction Technician	12.00	12.00	12.00
Engineering Associate	6.00	6.00	6.00
Engineering Technician	4.00	4.00	4.00
Gis Analyst 1	2.50	3.00	3.00
Professional Engineer	3.00	3.00	3.00
Public Services Officer 3	1.00	1.00	-
Secretary 2	1.00	1.00	1.00
Senior Construction Technician	4.00	5.00	5.00
Senior Drafter	4.00	4.00	4.00
Senior Engineering Aide	2.00	2.00	2.00
Senior Park Planner	1.00	1.00	-
Senior Professional Engineer	6.00	6.00	6.00
Staff Professional Engineer	7.00	7.00	7.00
Supervisor-Surveyor	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00
Surveyor Associate	1.00	1.00	1.00
35000-Engineering Services Total	66.25	67.00	65.00

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Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
36000-Water Reclamation			
Administrative Analyst 4	0.75	-	-
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 2	4.00	3.00	3.00
Automotive Repair Technician	1.00	1.00	1.00
Chemist-Bacteriologist	3.00	3.00	3.00
Chief Electrician	1.00	-	-
Data Communications Specialist	2.00	3.00	3.00
Electrician	3.00	3.00	3.00
Intermediate Clerk	1.00	1.00	1.00
Process Control Analyst	1.00	1.00	1.00
Professional Engineer	2.00	2.00	2.00
Safety And Training Specialist	-	1.00	1.00
Secretary 2	1.00	1.00	1.00
Senior Chemist/Bacteriologist	1.00	1.00	1.00
Senior Clerk	1.00	1.00	1.00
Senior Electrician	3.00	3.00	3.00
Senior Process Control Analyst	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Senior Supervisor-Water Reclamation Maintenance	3.00	3.00	3.00
Senior Water Reclamation Maintenance Worker	14.00	14.00	14.00
Staff Professional Engineer	3.00	2.00	2.00
Storekeeper	1.00	1.00	1.00
Superintendent - Water Treatment Plant	1.00	-	-
Superintendent-Water Treatment Plant	-	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Water Reclamation Operations	5.00	5.00	5.00
Supervisor-Water Reclamation Storeroom	1.00	1.00	1.00
Systems Specialist	1.00	1.00	1.00
Tandem Truck Driver	1.00	1.00	1.00
Trades Mechanic	1.00	1.00	1.00
Utility Worker	6.00	8.00	8.00
Water Reclamation Crane Operator	-	1.00	1.00
Water Reclamation Maintenance Worker	14.00	14.00	14.00
Water Reclamation Operator	35.00	35.00	35.00
36000-Water Reclamation Total	115.75	117.00	117.00

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Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
37000-Sewer & Drainage Services			
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Building And Grounds Maintenance Worker		1.00	2.00
Clerk Specialist 1	4.00	4.00	4.00
Clerk Specialist 2	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00
Engineering Technician	2.00	1.00	1.00
Foreman-Sewer Construction And Maintenance	8.00	8.00	8.00
General Foreman-Sewer Maintenance	2.00	2.00	2.00
Gis Analyst 1	-	1.00	-
Gis Technician	-	-	1.00
Heavy Equipment Operator	20.00	-	-
Heavy Equipment Operator 2		20.00	20.00
Manager-Public Services	1.00	1.00	1.00
Professional Engineer	1.00	-	-
Public Services Officer 3	-	1.00	1.00
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Sewer & Drainage Service Worker		14.00	14.00
Senior Storekeeper	1.00	1.00	1.00
Senior Utility Worker	3.00	-	-
Sewer & Drainage Service Worker	-	51.00	48.00
Sewer Construction And Repair Worker	14.00	-	-
Sewer Maintenance Worker	47.00	-	-
Storekeeper	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00
Telespection Technician	2.00	2.00	2.00
Utility Service Locator	-	1.00	-
Utility Worker	6.00	6.00	6.00
37000-Sewer & Drainage Services Total	121.00	124.00	121.00

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Department of Public Utilities

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
38000-Environmental Services			
Administrative Analyst 2	-	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Administrator-Public Services 2	2.00	2.00	2.00
Chemist-Bacteriologist	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00
Engineering Associate	6.00	5.00	4.00
Environmental Services Technician	5.00	6.00	6.00
Environmental Specialist	7.00	7.00	7.00
Industrial Waste Control Specialist	3.00	2.00	2.00
Public Services Officer 3	4.00	4.00	4.00
Secretary 2	1.00	1.00	1.00
Senior Accountant	1.00	-	-
Senior Chemist/Bacteriologist	3.00	3.00	3.00
Senior Environmental Specialist	9.00	9.00	10.00
Staff Professional Engineer	2.00	2.00	2.00
Supervisor-Utility Accounting	-	1.00	1.00
38000-Environmental Services Total	47.00	47.00	47.00
Department of Public Utilities Total	689.25	690.65	695.33

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	43,099,298	43,894,279	56,486,242	57,525,368	57,229,329
Operating	52,690,990	54,986,728	62,001,952	77,054,702	79,502,859
Capital	112,351,962	145,416,834	1,468,384	497,480,705	19,557,920
Debt	2,337,825	2,932,938	146,805	11,207,780	149,350
Operating Transfers	519,568,620	579,763,648	74,306,574	75,562,099	70,515,910
Total	730,048,694	826,994,427	194,409,957	718,830,653	226,955,368

City of Toledo

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Department of Public Utilities

Utilities Administration

The Division of Utilities Administration provides comprehensive billing, collections and customer service in an efficient, cost-effective, and responsive manner to residents, businesses, and governmental jurisdictions within the greater Toledo metropolitan areas. Utilities Administration provides the primary administrative fiscal and operational control functions for the department. It consists of the sections of Accounting, Billing, Customer Service, Legal, DPU/SAP Support, Records, Engage Toledo, Administrative Support, Toledo Public Power (TPP) and the Toledo Waterways Initiative (TWI).

Funding Sources:

The Division of Public Utilities Administration is supported primarily by the Utility Administrative Services Fund. This fund receives revenues from the water, sewer and storm water utilities. Additionally, support for the Engage Toledo office, which in 2020 is budgeted under Utilities Administration, comes from assessed and general fund dollars.

2020 Highlights:

The 2020 budget supports 90.50 FTEs with a total labor cost of \$7,306,704 Non-labor operating budget for supplies and services totals \$18,739,593 and supports administrative functions including the billing system and postage and mailing expenditures. The division has implemented a cost-effective on-line billing function to allow customers to view their bills and make payments electronically in “real time.” Additionally, the division will move from quarterly to monthly billing to customers in 2020.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Environment	↓	Water bill delinquency rate	0.81%	3.00%	3.00%

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	80,537	79,203	115,466	113,888	-
Operating	-	-	1,050	1,050	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	80,537	79,203	116,516	114,938	-

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	240,694	244,357	339,338	334,156	-
Operating	-	-	3,150	3,150	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	240,694	244,357	342,488	337,306	-

City of Toledo
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Department of Public Utilities

Utilities Administration

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	5,471,583	5,337,309	7,317,864	7,200,269	7,306,704
Operating	16,856,106	17,045,990	18,636,704	19,114,356	18,739,593
Capital	464,999	185,609	-	3,177,685	34,000
Debt	11,313	11,313	11,500	11,500	11,340
Operating Transfers	5,769,156	655,200	-	97,000	-
Total	28,573,155	23,235,421	25,966,068	29,600,810	26,091,638

Total Expenditures - Internal Service Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	(36,926)	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	(36,926)	-	-	-	-

City of Toledo

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Department of Public Utilities

Water Treatment

The Division of Water Treatment is responsible for the effective production, filtration, and quality control of water for the City of Toledo. The division's responsibility starts at the source of raw water, Lake Erie, and extends throughout the treatment process. This division operates and maintains the largest softening plant on Lake Erie, which filters an average of 120 million gallons of water per day. In 2014 the division began replacing and upgrading the water plant and component facilities. These major capital projects are bond funded.

Funding Sources:

The Division of Water Treatment is funded 100% with water utility fund dollars.

2020 Highlights:

The division's 2020 budget supports 104.00 FTEs with a total labor cost of \$8,746,290. The division's operating budget for supplies and services totals \$22,926,278, which includes a total of \$14,500,000 for chemicals and spent lime disposal.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Environment	↑	% to goal on capital improvement projects completed	NA	100%	100%

Total Expenditures - Enterprise Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	7,159,925	6,840,254	8,568,560	8,439,202	8,746,290
Operating	15,932,451	18,057,495	20,638,730	23,882,405	22,926,278
Capital	38,055,805	57,000,205	-	297,674,391	182,000
Debt	-	-	-	-	-
Operating Transfers	173,633,829	179,111,710	33,104,754	33,197,254	30,235,910
Total	234,782,009	261,009,664	62,312,043	363,193,252	62,090,478

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Department of Public Utilities

Water Distribution

The Water Distribution division uses the most responsive and efficient methods possible to supply uninterrupted water service to the citizens of Toledo and metropolitan areas. The division constructs, installs, repairs and maintains fire hydrants, water taps, water meters and the underground assets associated with the conveyance of water.

Funding Sources:

The Division of Water Distribution is funded by the Water Operating Fund, Utility Administrative Services Fund, and the Sewer Operating Fund.

2020 Highlights:

In 2020, the Division of Water Distribution is supported 69.77% by the Water Operating Fund, 18.37% by the Utility Administrative Services Fund, 11.07% by the Sewer Operating Fund and 0.43% by the Storm Water Fund. The division's total budget of proposes \$11,174,709 for labor related expenditures, which includes additional positions dedicated to lead service line replacement.

Total Expenditures - Enterprise Funds					
<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	7,994,458	7,891,660	10,028,034	9,880,309	11,174,709
Operating	4,082,937	3,305,885	2,985,125	3,055,375	5,625,230
Capital	2,449,455	1,612,898	1,468,384	5,864,788	5,060,000
Debt	-	-	-	-	-
Operating Transfers	-	7,500	-	-	-
Total	14,526,849	12,817,943	14,481,543	18,800,471	21,859,939

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Department of Public Utilities

Engineering Services

Engineering Services provides planning, engineering and construction administration for major infrastructure improvements and assists in supporting other operating divisions with their engineering needs. The division is responsible for coordinating the replacement and upgrade of the city's utility distribution and transportation systems. This includes water lines, sanitary sewers and storm water facilities, public sidewalks, pedestrian ramps, streets and alleys. In addition, Engineering Services is responsible for street lighting, plan reviews and inspection of construction within the public rights of way.

Funding Sources:

The Division of Engineering Services receives support from several funds. This includes SCM&R, capital improvement, sewer operating, water operating and general fund dollars.

2020 Highlights:

The budget for Engineering Service funds supports 65.00 FTEs with a total labor cost of \$6,709,424. Non personnel expenditures for supplies and services total \$3,069,162. In 2020, the approved budget includes \$12,025,000 for capital expenditures including major and residential road paving.

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	91,044	104,640	292,745	288,367	330,625
Operating	30,346	29,014	51,968	51,968	123,976
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	121,390	133,655	344,713	340,335	454,601

Total Expenditures - Special Revenue Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	706,328	693,706	926,278	912,040	1,002,325
Operating	343,024	250,052	314,355	314,355	309,906
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,049,351	943,757	1,240,633	1,226,395	1,312,232

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Department of Public Utilities

Engineering Services

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	857,076	1,618,205	1,969,652	1,940,636	3,006,999
Operating	560,141	552,402	620,988	620,988	787,311
Capital	23,168,392	32,410,168	-	68,297,324	12,525,000
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	24,585,610	34,580,774	2,590,640	70,858,948	16,319,310

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	2,333,157	2,518,246	3,129,668	3,079,049	2,369,474
Operating	336,360	359,918	809,268	1,301,238	1,847,969
Capital	11,842,509	20,139,745	-	37,642,475	-
Debt	166,554	69,126	-	1,141,325	-
Operating Transfers	300,000	7,500	-	903,525	-
Total	14,978,580	23,094,535	3,938,936	44,067,612	4,217,443

City of Toledo

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Department of Public Utilities

Water Reclamation

The Division of Water Reclamation works to protect and enhance public health, property and the environment through the efficient and progressive treatment of wastewater in compliance with the state of Ohio and national standards. The major function of Water Reclamation is the operation and maintenance of the Bay View Wastewater Treatment Plant. The facility provides treatment services to an area of approximately 100 square miles, of which 84 miles are located within the City of Toledo. The population of the service area is approximately 320,000 people.

Funding Sources:

The Division of Water Reclamation is funded largely with sewer operating dollars. A small portion of funding comes from the Storm Water Fund.

2020 Highlights:

The 2020 budget for Water Reclamation supports 117.00 FTEs with a total labor cost of \$9,501,378. Non- personnel expenditures for operating supplies and services account for 22.73% of total budget and include bulk treatment chemicals, spent lime disposal and electricity costs for the plant.

The 2020 budget supports the completion of the Toledo Waterways Initiative (TWI) Oakdale Storage Basin construction, and the beginning phases of the TWI Ottawa River Storage Basin.

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Environment	↓	Amount of phosphorus discharged into Lake	0.39	0.50	0.60

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	7,725,754	7,973,219	9,752,901	10,123,662	9,501,378
Operating	8,637,746	9,265,636	10,614,715	13,342,517	14,571,814
Capital	35,271,247	32,856,949	-	79,290,996	332,000
Debt	2,159,958	2,852,499	135,305	10,054,955	138,010
Operating Transfers	301,921,830	357,833,106	40,492,320	40,589,120	39,552,000
Total	355,716,535	410,781,409	60,995,241	153,401,251	64,095,203

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Department of Public Utilities

Sewer & Drainage Services

The Division of Sewer and Drainage Services operates and maintains the sanitary sewer, storm sewer and ditch drainage systems, providing innovative, cost effective, uninterrupted service to the citizens of the City of Toledo. There are five sections in the division: Cleaning, Construction, Ditch Maintenance, Engineering and Inspection, and Administration. Together these sections are responsible for maintaining sanitary sewer and storm sewer drainage systems. This involves routine cleaning and repair, maintaining the proper flow of the City's 64 miles of open ditch drainage systems and providing direct support to field personnel engaged in the cleaning and repair of storm and sanitary sewers and ditches.

Funding Sources:

The Division of Sewer & Drainage Services is supported by the Sewer Operating and Storm Water Operating Funds. Additionally, a small amount of water operating funding supports operations.

2020 Highlights:

The Division of Sewer and Drainage Services 2020 budget supports 121.00 FTEs. Labor expenditures represent 38.87% of the total budget.

Total Expenditures - Enterprise Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	7,349,245	7,337,461	9,836,496	9,693,683	9,571,982
Operating	4,481,073	4,805,271	6,300,594	11,092,872	12,947,431
Capital	1,099,556	1,160,135	-	4,443,222	1,379,380
Debt	-	-	-	-	-
Operating Transfers	37,943,805	42,066,932	709,500	720,200	728,000
Total	50,873,679	55,369,799	16,846,590	25,949,977	24,626,793

City of Toledo

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Department of Public Utilities

Environmental Services

The Environmental Services division's goal is to ensure environmentally safe air and water for the Toledo metropolitan area. The division takes pride in serving as an environmental consultant for the City's other departments and divisions. The division performs, coordinates and oversees environmental site assessments and environmental cleanup projects for city owned parcels and city redevelopment projects. The division promotes a better understanding and awareness of the challenges that exist in air and water pollution in Toledo through numerous community outreach programs such as Clean Your Streams Day and the Household Hazardous Materials Program.

Funding Sources:

The Division of Environmental Services receives support from general and utility operating fund dollars, as well as state grant awards. The division annually receives state water and air grants that support personnel and other services. The General Fund provides a local match for these dollars.

2020 Highlights:

The 2020 Environmental Services budget funds 47.00 FTEs across several funds. Labor expenditures account for the largest portion of the division's total budget at 71.65% of the total.

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	154,351	155,282	169,943	167,581	207,151
Operating	12,600	14,900	17,000	17,000	17,000
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	166,951	170,182	186,943	184,581	224,151

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	737,808	664,705	1,009,906	2,370,927	824,576
Operating	800,033	539,133	-	2,969,769	-
Capital	-	-	-	1,594	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,537,841	1,203,838	1,009,906	5,342,290	824,576

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Department of Public Utilities

Environmental Services

Total Expenditures - Capital Projects Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	51,194	-	748,806	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	-	51,194	-	748,806	-

Total Expenditures - Enterprise Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	2,197,339	2,436,033	3,029,392	2,981,599	3,187,115
Operating	655,099	761,032	1,008,305	1,287,659	1,606,351
Capital	-	(69)	-	339,424	45,540
Debt	-	-	-	-	-
Operating Transfers	-	81,700	-	55,000	-
Total	2,852,438	3,278,697	4,037,697	4,663,682	4,839,006

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Safety Administration

The Safety Administration budget includes funding for criminal justice services, including canine care and control services and Criminal Justice Coordinating Council (CJCC) fees.

Funding Sources:

Safety Administration is funded 100% by the General Fund.

2020 Highlights:

The 2020 budget for Safety Administration funds 25.00% of the salary for the Deputy Chief of Staff who is also the Safety Director.

Department	2018 Budget	2019 Budget	2020 Approved
Safety Administration			
51000-Safety Administration			
Deputy Chief Of Staff	0.25	0.25	0.25
51000-Safety Administration Total	0.25	0.25	0.25
Safety Administration Total	0.25	0.25	0.25

Total Expenditures - General Fund					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	12,859	14,609	37,048	36,425	37,207
Operating	2,426,305	(1,863,879)	2,365,500	2,365,500	2,496,000
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,439,164	(1,849,269)	2,402,548	2,401,925	2,533,207

City of Toledo

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Toledo Police

Toledo Police Department enhances the quality of life in Toledo by working in partnership with the community to preserve life, enforce the law, provide quality services, reduce the fear of crime, and promote joint problem-solving for safe, secure neighborhoods. The Police Department is committed to working with the community to identify and solve problems as an aid in the reduction of crime. The department's policing practices and tactics complement the needs of Toledo neighborhoods. Toledo Police Officers work to:

- Prevent or reduce crime and disorder and proactively enforce the law through patrol and answering calls for service
- Apprehend violators of the law through investigation and the collection of evidence
- Safeguard property and return lost or stolen property to the rightful owner
- Preserve individual rights through mediation, advice, and preventative presence and enforcement
- Provide for the safe flow of traffic throughout the city through enforcement of traffic laws
- Maintain a high degree of police-community interaction
- Ensure a high level of departmental and individual performance through training and supervisory control
- Provide employee safety and well-being through training, equipment and supply acquisition and administrative and technical support; 911 dispatching; and repository of criminal records and property

Funding Sources:

The Toledo Police Department is funded 95.14% by the General Fund. The department also has CIP funding for capital projects, funding from municipal tow lot operations, and SCM&R.

2020 Highlights:

The 2020 Police Department budget supports 718.76 FTEs, including a budgeted class of 40 new officers scheduled to start in May. Labor costs constitute the largest portion of the department's budget at 91.70% of the General Fund total.

The 2020 General Fund supplies and services budget of \$7,214,451 will support current operations, as well as programs and initiatives such as continued support of Data Driven Policing.

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Toledo Police			
Department	2018 Budget	2019 Budget	2020 Approved
Police Department			
52000-Police			
Administrative Analyst 1	1.00	1.00	2.00
Administrative Analyst 4	1.00	1.00	1.00
Administrative Assistant	-	-	0.62
Administrative Specialist	2.00	2.00	2.00
Administrative Technician 1	2.00	2.00	2.00
Administrator-Administrative Services 2	-	-	0.67
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00
Criminalist	2.00	2.00	2.00
Director-Public Services	1.00	1.00	1.00
Identification Technician	2.00	-	-
Police - Secretary	1.00	1.00	1.00
Police Captain	6.00	6.00	7.00
Police Data Control Clerk	1.00	1.00	1.00
Police Data Entry Clerk	5.75	6.00	6.00
Police Deputy Chief - Pro Tem	3.00	3.00	3.00
Police Lieutenant	28.00	28.00	28.00
Police Officer	488.70	506.73	515.85
Police Records Clerk	39.00	42.00	42.00
Police Sergeant	97.00	97.00	96.00
Secretary 1	0.75	1.00	0.62
Secretary 3	0.62	0.62	-
Senior Criminalist	1.00	1.00	1.00
Traffic Aide	3.00	3.00	3.00
Utility Worker	1.00	1.00	1.00
52000-Police Total	688.83	708.35	718.76
Police Department Total	688.83	708.35	718.76

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	71,853,353	69,911,403	78,345,130	77,781,068	79,876,392
Operating	8,141,019	7,550,712	7,777,286	12,806,899	8,315,944
Capital	1,435,177	249,726	-	1,388,011	1,796,320
Debt	748,183	748,183	748,184	748,184	-
Operating Transfers	1,064,500	1,288,134	1,384,760	1,384,760	1,396,916
Total	83,242,232	79,748,159	88,255,360	94,108,922	91,385,572

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Excellence in Basic Services	↓	Average response time	6	6	6
Excellence in Basic Services	↓	# of homicides due to guns	34	16	0
Excellence in Basic Services	↓	# gun violence injuries	193	135	0
Excellence in Basic Services	↑	# of foot and bike patrol hours	512	1,480	1,500

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Toledo Police

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	71,327,681	69,713,496	78,170,694	77,048,780	79,703,763
Operating	6,604,194	6,001,613	6,664,156	6,664,156	7,214,451
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	77,931,875	75,715,109	84,834,850	83,712,936	86,918,214

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	525,671	197,908	174,436	732,288	172,629
Operating	638,888	620,865	-	5,029,613	-
Capital	-	-	-	11	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	1,164,559	818,773	174,436	5,761,912	172,629

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	1,435,177	249,726	-	1,388,000	1,796,320
Debt	748,183	748,183	748,184	748,184	-
Operating Transfers	-	-	-	-	-
Total	2,183,360	997,909	748,184	2,136,184	1,796,320

Total Expenditures - Enterprise Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	898,112	929,923	1,113,130	1,113,130	1,101,492
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	1,064,500	1,288,134	1,384,760	1,384,760	1,396,916
Total	1,962,612	2,218,057	2,497,890	2,497,890	2,498,408

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Toledo Police

Total Expenditures - Internal Service Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	(175)	(1,689)	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	(175)	(1,689)	-	-	-

City of Toledo

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Toledo Fire and Rescue

Mission Statement:

The mission of the Toledo Fire and Rescue Department is the protection of the community from fire and other emergencies through education, fire prevention code enforcement, emergency disaster planning, and the response of highly trained personnel.

Since 1837, Toledo Firefighters have been protecting the citizens of Toledo first as volunteers, then in 1868 as paid Firefighters. The first fire station was located on Cherry St. in 1837. Much has changed since those early years. Now, the Toledo Fire and Rescue Department has 18 fire stations located strategically throughout the city staffed by over 540 Firefighters. In addition to responding to fires, all Toledo firefighters are trained Emergency Medical Technicians with approximately 259 also being certified Paramedics. Each year the Toledo Fire Department responds to over 60,000 emergency incidents. These incidents include fire, medical, hazardous materials incidents, water rescue, confined space rescue, homeland security and any other necessary emergency responses.

The Toledo Fire and Rescue Department is organized into the following bureaus:

Fire Communications Bureau – Dispatches all emergency and non-emergency incidents for the department; coordinates communications between field operations personnel, staff and outside agencies, other city emergency personnel, the airport and the National Weather Service; maintains a record of all radio communications for Police and Fire departments; oversees the repairs and maintenance of the 800 Mhz radio system and all radio communication equipment used by police, fire and public works.

Emergency Medical Services (EMS) –Monitors and assists in the EMT recertification for all members; coordinates with Lucas County personnel to staff City of Toledo/Lucas County Paramedic Life Squads; schedules and monitors attendance at mandatory paramedic continuing education; provides Q/A, Q/I for ALS and BLS response; order, distribute and maintain EMS supplies; review and recommend revisions to EMS protocols; acquire and maintain EMS records; review and revise BLS protocols; oversees the Community Paramedicine Program; locates and acquires State and Federal EMS grants; acts as a liaison with relevant community agencies and governmental agencies.

Field Operations - Responds to over 60,000 incidents annually that include all fires, medical emergencies, confined space and high angle rescues, hazardous material emergencies, water (dive) rescues, flooding emergencies, homeland security concerns and any other responses as deemed necessary. Field Operations monitors the fire ground for safety concerns and oversees line Safety Officers, investigates and reviews firefighter injuries, and oversees the department's fleet and building maintenance programs.

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Toledo Fire and Rescue

Safety Bureau – Responsible for keeping Toledo firefighters safe in the dynamic and ever-evolving fire service through development and management of safety training for personnel. The Safety Bureau helps to reduce injuries and protect the firefighters through training sessions that focus on high risk activity.

Building Maintenance Bureau – Enables the Fire Department to perform ‘in-house’ maintenance and repair of the fire stations and facilities. Building maintenance is conducted in a systematic and planned manner by the department’s Operations Bureau with the work of two civilian building trades employees. The department’s Building Maintenance personnel conduct minor repairs and preventative maintenance on equipment. Larger repairs are being completed by utilizing outside vendors that are registered with the City of Toledo. Large projects such as carpet and station remodeling are being addressed through the Capital Improvement Funding.

Fleet Maintenance Bureau –Responsible for the repair and maintenance of all department vehicles, apparatus, tools and equipment; tests for safety, performance and reliability of all department equipment; writes specifications and evaluates all new apparatus and equipment; distributes tools and equipment to all fire stations; maintains, distributes and inventories all safety clothing worn by firefighters. Works with the City’s Fleet Department on repair and maintenance of fire vehicles.

Fire Prevention Bureau (FPB) – Inspection of buildings, structures, and premises for fire hazards and the enforcement of the Fire Prevention Codes; distribution of smoke detectors; repository for all fire reports; provides public education on fire safety; reviews plans for new buildings and alterations to existing buildings for code compliance; contributes to the city’s building permit issuing process; inspects buildings that require annual permits and high hazard occupancies. This bureau interacts with the following city departments and governmental agencies: Building Inspection, Plan Commission, Water Department, Traffic Engineering, Health Department, Lucas County Building Regulations, State of Ohio Industrial Commission and Fire Marshal.

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Toledo Fire and Rescue

Special Operations Bureau – Responsible for the department’s preparedness and ability to recognize and respond appropriately to traditional and non-traditional threats within our community; oversee specialized training in confined space rescue, high angle rope rescue, water rescue, dive rescue, and vehicle accident extrication; regional coordinator of the Northwest Ohio Urban Search and Rescue (USAR); involved in the following grants: Urban Area Security Initiative, Metropolitan Medical Response System (MMRS), Regional Medical Response System(RMRS), and State Homeland Security; coordinates RMRS & MMRS steering committees; leadership positions with Ohio Medical Technical Advisory Committee, Ohio Haz Mat/Decon Technical Advisory Committee, Ohio USAR Technical Advisory Committee. This bureau interacts with the Police Department, Ohio Emergency Management Agency (OEMA), Lucas County Emergency Management Agency (LCEMA) as well as nearly all of the top management of all City departments and City administration. Coordinate mutual aid agreements with 22 surrounding communities.

Fire Investigation Unit - Investigates the origin, cause and circumstances of fires that are of undetermined or incendiary in nature. Members of the Fire Investigation Unit are trained Arson Investigators with police powers. The Fire Investigation Unit is also tasked with investigating fires where there is serious injury or death in accordance with the laws of the City of Toledo and the State of Ohio.

Professional Standards Bureau - Maintains the highest level of integrity and professionalism for all employees of the department. The Professional Standards Bureau will respond to any credible information concerning misconduct by department employees, and is charged with the responsibility of investigating any serious allegations of misconduct involving an employee. Through the use of various investigative techniques, the Professional Standards Bureau gathers the necessary information needed to determine the truth surrounding an allegation. The employee’s rights are important and are protected through any investigation, along with the integrity and confidentiality of the investigation itself.

Training Bureau –Maintains training charters and accreditations as required by the State of Ohio; provides fire training for new recruits; coordinates and provides continuing fire training for all firefighters; provides re-entry training for firefighters who have been off work or away from regular fire duties for more than 6 months; provides initial EMT-B training for all members of the department; provides refresher training for all EMT-B’s; provides CPR training for all members; develops and updates department training manual; provides the department’s testing and evaluations of tools and equipment and provides paramedic training for department personnel. This bureau has offices at Owens Community College and the University of Toledo Medical Center. The Training Bureau also interacts with the Ohio Fire Academy through the State Fire Marshal’s office.

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Toledo Fire and Rescue

Community Engagement – Engages the community through community outreach and public education; coordinates with Human Resources, Diversity and Inclusion, Law Department and other city departments and community organizations to develop effective public safety recruiting campaigns.

Support Services Bureau – Budget preparation and monitoring, purchasing, payroll, scheduling, timekeeping, human resource activities, contracts and ordinances. This bureau works as the liaison with the city’s departments of Information & Communication Technology, Human Resources, Purchasing, Affirmative Action, Treasury, Budgeting and Accounts

Funding Sources:

The Fire Department is funded 99.35% by the General Fund. The department also receives capital improvement funding for lease payments on fire engines and ambulances.

2020 Highlights:

The 2020 Fire & Rescue Department budget supports 653.98 FTEs, including a class of 50 firefighters budgeted to start in December. Labor costs constitute the largest portion of the department’s General Fund budget at 93.67% of the total.

Budget for supplies and services totals \$4,837,960 and supports current operating expenditures including training, contractual tuition obligations, building maintenance and fleet and fuel costs.

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Toledo Fire and Rescue

Department	2018 Budget	2019 Budget	2020 Approved
Fire & Rescue Department			
53000-Fire & Rescue			
Administrative Analyst 2	-	1.00	1.00
Administrative Assistant	-	-	1.00
Administrative Specialist	1.00	1.00	1.00
Administrative Technician 1		1.00	1.00
Administrative Technician 2	1.00	-	0.50
Building And Grounds Maintenance Worker	1.00	1.00	1.00
Chief Financial Officer	-	1.00	1.00
Clerk Specialist 2	2.00	3.00	3.00
Director-Public Services	1.00	1.00	1.00
Fire - Maintenance Bureau	1.00	1.00	-
Fire - Maintenance Bureau Supervisor	-	-	1.00
Fire Battalion Chief	18.00	16.00	18.00
Fire Captain	14.00	13.00	16.00
Fire Captain (Medic 8%)	1.00	1.00	1.00
Fire Captain (Medic)	17.00	19.00	21.00
Fire Captain Maintenance Supervisor (Medic)	1.00	1.00	1.00
Fire Communications Specialist	22.00	22.00	21.00
Fire Deputy Chief	4.00	4.00	4.00
Fire Fighter	207.50	209.94	203.49
Fire Fighter/Paramedic	180.00	194.00	181.99
Fire Fighter/Paramedic (8%)	3.00	3.00	2.00
Fire Inspector	6.00	6.00	8.00
Fire Lieutenant	43.00	43.00	36.00
Fire Lieutenant (Medic 8%)	1.00	-	-
Fire Lieutenant (Medic)	41.00	42.00	41.00
Fire Lieutenant/Paramedic	-	-	6.00
Fire Plans Examiner 1	1.00	1.00	1.00
Fire Plans Examiner 2	1.00	1.00	1.00
Manager-Administrative Services	-	-	1.00
Mayor's Assistant 2	1.00	-	-
Medical Quality Control Billing Clerk	1.00	1.00	1.00
Police Communications Specialist 1	31.00	31.00	32.00
Police Communications Specialist 2	30.00	30.00	30.00
Secretary 2	0.50	1.00	1.00
Secretary 3	-	1.00	-
Senior Trades Mechanic	-	-	1.00
Supervisor-Communications	7.00	8.00	-
Supervisor-Fire Communications	-	-	6.00
Supervisor-Police Communications	-	-	8.00
Trades Mechanic	1.00	1.00	
53000-Fire & Rescue Total	639.00	658.94	653.98
Fire & Rescue Department Total	639.00	658.94	653.98

City of Toledo
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Toledo Fire and Rescue

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	64,472,247	66,287,352	72,100,535	72,346,475	71,572,336
Operating	4,289,358	4,401,405	4,506,914	4,781,991	4,837,960
Capital	-	290,276	-	7,367,573	350,000
Debt	1,481,024	1,139,990	943,684	943,696	153,000
Operating Transfers	-	-	-	-	-
Total	70,242,629	72,119,023	77,551,133	85,439,735	76,913,296

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target
Excellence in Basic Services	↓	# hours sick	30,965	30,000	28,000
Excellence in Basic Services	↓	# hours overtime	42,310	30,000	15,000
Excellence in Basic Services	↓	% of medical service runs under 8 minutes	77%	77%	90%
Excellence in Basic Services	↓	% of fire runs under 8 minutes	96%	96%	96%
Excellence in Basic Services	↑	# individuals participating in fire prevention	23,356	26,000	30,000

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Toledo Fire and Rescue

Total Expenditures - General Fund

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	64,469,422	66,287,352	72,100,535	71,484,314	71,572,336
Operating	4,136,434	4,322,802	4,506,914	4,562,914	4,837,960
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	68,605,856	70,610,154	76,607,449	76,047,228	76,410,296

Total Expenditures - Special Revenue Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	2,825	-	-	862,161	-
Operating	152,925	78,603	-	219,077	-
Capital	-	-	-	8,399	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	155,750	78,603	-	1,089,637	-

Total Expenditures - Capital Projects Funds

<u>Expenditure Category</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Adopted</u>	<u>2019 Amended</u>	<u>2020 Approved</u>
Personnel	-	-	-	-	-
Operating	-	-	-	-	-
Capital	-	290,276	-	7,359,174	350,000
Debt	1,481,024	1,139,990	943,684	943,696	153,000
Operating Transfers	-	-	-	-	-
Total	1,481,024	1,430,266	943,684	8,302,870	503,000

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Non - Departmental

Non-departmental expenditures include those expenditures not allocated to a specific City department or division. These include operating transfers, utility payments for City owned buildings, street lighting costs, building and space rental and refuse and recycling collection services. Non-Departmental also includes the budgeted General Fund salary savings target for civilian positions across all departments.

Funding Sources:

Non-departmental expenditures are primarily General Fund. This includes the transfer to CIP based on income tax calculations.

2020 Highlights:

The proposed general Fund budget includes \$1.5 million dollars for the first phase LED street lighting conversion.

Total Expenditures - All Funds

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	2,784	13,079	(1,100,000)	(1,100,000)	(1,550,000)
Operating	19,279,268	18,991,041	22,610,352	22,651,752	23,640,248
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	41,567,074	40,209,595	40,525,956	40,525,956	41,701,556
Total	60,849,125	59,213,714	62,036,308	62,077,708	63,791,804

General Fund Utilities

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	2,666,869	2,693,660	3,053,360	3,053,360	4,279,785
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	2,666,869	2,693,660	3,053,360	3,053,360	4,279,785

Non-Departmental Services

Total Expenditures - General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	(11,690)	46,782	(1,100,000)	(1,100,000)	(1,550,000)
Operating	13,025,281	12,808,844	15,226,742	15,268,142	15,673,963
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	41,567,074	40,209,595	40,525,956	40,525,956	41,701,556
Total	54,580,665	53,065,220	54,652,698	54,694,098	55,825,519

City of Toledo
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Non - Departmental

General Fund Utilities

Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	-	-	-	-	-
Operating	3,587,118	3,488,537	4,330,250	4,330,250	3,686,500
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	3,587,118	3,488,537	4,330,250	4,330,250	3,686,500

Non-Departmental Services

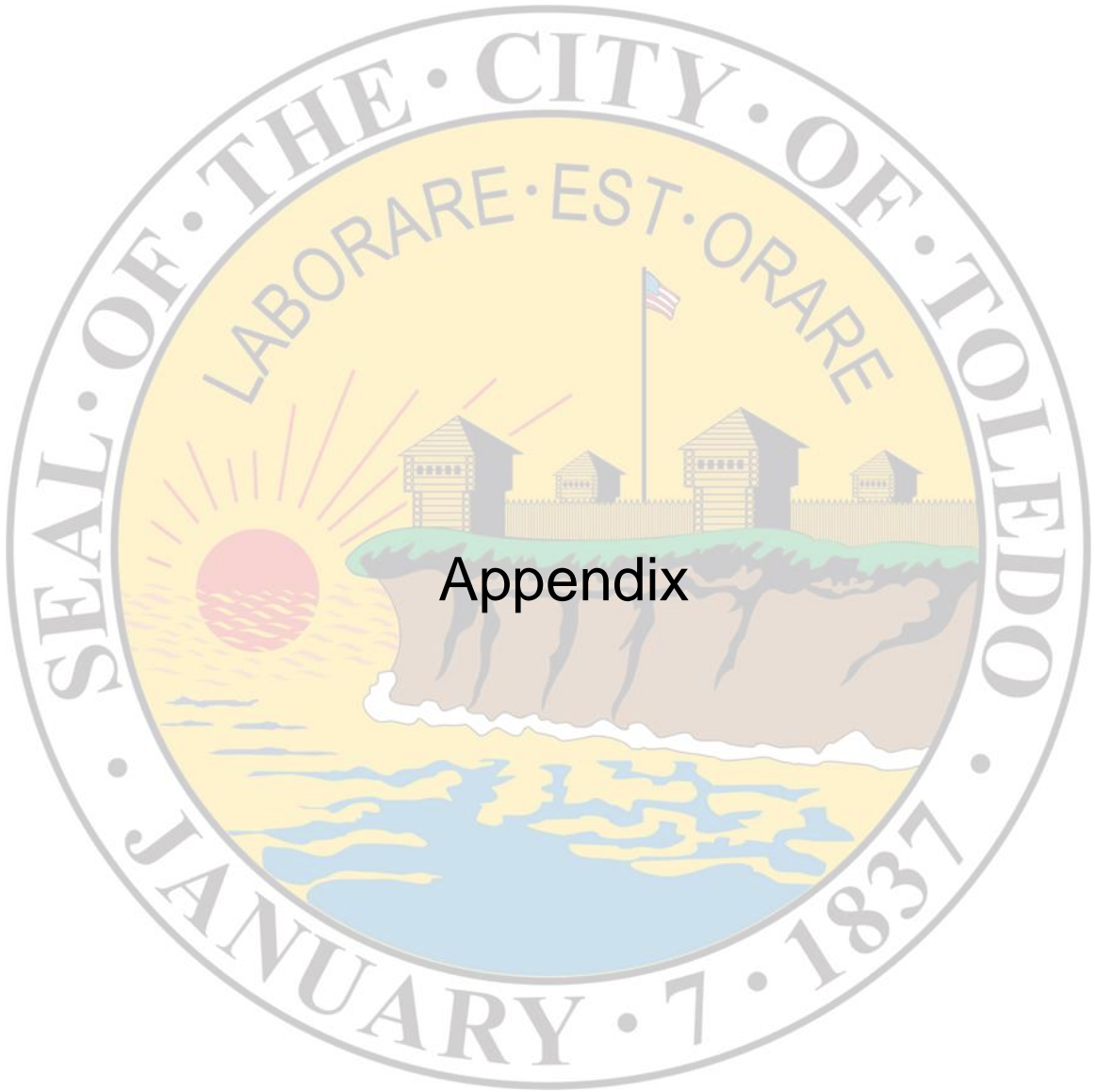
Total Expenditures - Special Revenue Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	5,423	(29,297)	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	5,423	(29,297)	-	-	-

Non-Departmental Services

Total Expenditures - Capital Projects Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	460	(460)	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	460	(460)	-	-	-

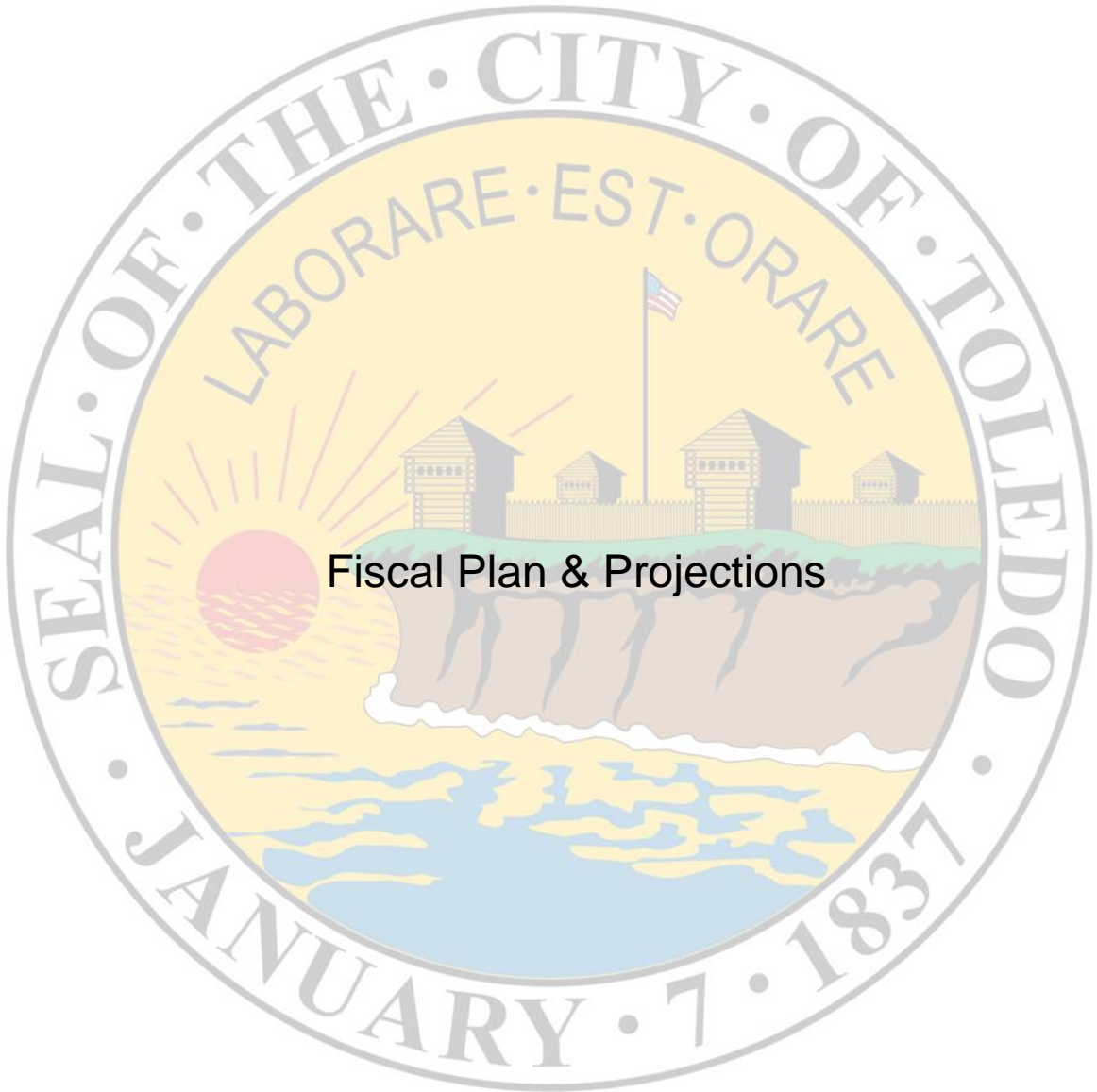
Non-Departmental Services

Total Expenditures - Internal Service Funds					
Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Approved
Personnel	8,589	(3,946)	-	-	-
Operating	-	-	-	-	-
Capital	-	-	-	-	-
Debt	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total	8,589	(3,946)	-	-	-



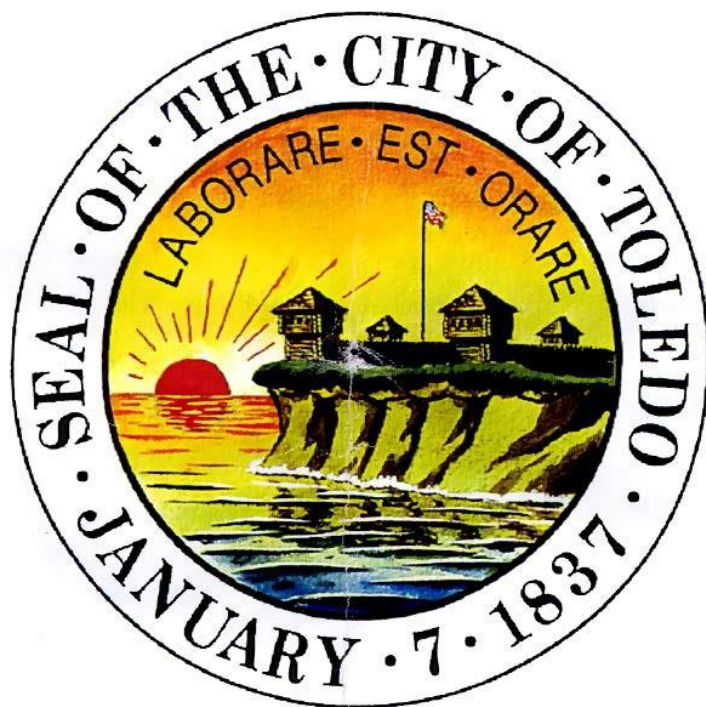
Appendix

City of Toledo
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Appendix A



GENERAL FUND FIVE YEAR FISCAL PLAN AND PROJECTIONS: ASSUMPTIONS

Fiscal Year 2020



November 11, 2019

City of Toledo
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Fiscal Plan & Projections

Executive Summary

With the Approved FY 2020 Budget, the Kapszukiewicz Administration is instituting the City's first long-term Fiscal Plan in memory, in order to facilitate strategic decision-making towards achieving structural balance.

The Plan embodies achievement of balanced annual budgets, establishment and maintenance of strategic, prudent reserve funds, responsible reinvestment in capital infrastructure, and efficient use of resources. The fiscal performance projected by the Plan is illustrated in the following exhibit.

Introduction

Today's stewards face the challenge of producing a plan that results in increased capital investment in the City's infrastructure, optimized service delivery, and establishment of appropriate reserve funds, all in a manner that provides for a flexible, manageable decision making framework.

The Approved FY 2020 Budget comes at a moment when the Administration is proposing a long-term strategic plan and vision to move the City from surviving to thriving, which would begin with stable budgeting of scarce resources, and improved economic development.

This document is intended to serve as a summary of the detailed planning efforts that have been undertaken as part of this strategic planning process. An effort has been made to provide readers with key process descriptions, assumptions, guiding principles, and forecasts – without inundating the document with ancillary analysis.

Key financial assumptions and targets have been superimposed on baseline financial data.

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Fiscal Plan & Projections

Assumption #1: Revenues and expenditures increase at historical rates:

Rationale: Revenues and expenditures have been forecasted for the period of 2020 - 2025 based on a review of recent actual performance, the budgeting process, and industry standard analytical approaches.

Revenues	
Income Taxes	3%
Other revenue	2%
Expenditures	
Salaries	3%
Fringe Benefits	2%
Supplies and services	2%

Income Tax revenue is projected to grow faster than it has in recent years. The Finance Department's Division of Taxation is reorganizing in order to more effectively utilize federal income tax data to identify income for which taxes have not yet been paid. It is estimated that a structural increase of 1 – 2 % can be realized from a more effective approach.

Other revenue is slated to grow at a modest pace of 2%, and is comprised of the following:

- Property taxes (utilizing the assessed value of properties as appraised and collected by Lucas County)

- Licenses and Permits (building permits)

- Intergovernmental revenue (State rollback reimbursements, JEDD agreements for out-City income tax collection services, County revenue sharing, and casino revenue)

- Charges for Services (EMS and BLS transport fees, cable fees, refuse collection fees, and chargeback revenue from other City Funds which reimburse the General Fund for administrative support services)

- Fines and Forfeitures (including Municipal Court Fines, Red Light and Hand-Held Camera revenues)

- Other Revenues (Interest on investments)

- Transfers (Tow Lot revenue)

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Fiscal Plan & Projections

Assumption #1: Revenues and expenditures increase at historical rates (continued):

Salary expenses should not grow any faster than Income Taxes. The assumption used for this plan period is 3%.

Health care expenses for employees are relatively expensive on a per-capita basis. In recent years, health insurance expenditures have slowed somewhat, however a long-term plan and vigilance is required to bring the system into line with municipal benchmarks. In the near-term, the City is anticipating relatively slow growth, which when combined with other benefit and fringe expenditures, would grow at 2%.

Supplies and services expenses are anticipated to grow at a pace which tracks with headline inflation of 2%.

Assumption #2: Increased contribution to capital

Rationale: For too long, the City (not unlike many other Cities) has fallen short of the sound practice of responsibly reinvesting in its infrastructure. One of the overarching goals is to invest in infrastructure at a rate that is at least equivalent to the depreciation expense reflected on our books.

Assumption #3: Strategic Issuance of Debt to Finance Capital

Rationale: the City is able to modulate its combination of cash and debt-financed capital in order to optimize the sustainability of the capital plan. The goal would be to achieve investment targets for CIP, while maintaining outstanding debt at levels that are acceptable. The City would not exceed the 5.5% limit for non-voted General Obligation debt as imposed by State Law.

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Fiscal Plan & Projections

Financial Targets and Criteria

Several key indicators establish the overarching fiscal goals that serve as a foundation for the Plan. The targets identified below are consistent with those commonly practiced by municipal enterprise funds, and reflect the entrepreneurial nature of the Plan. Each is designed to address specific objectives to ensure the fiscal health of the organization.

Indicator	Target	2020 Approved
Unreserved Fund Balance	\$40.0 million	\$17.5 million
Annual New Road & Bridge Matches & Planning Projects	\$8.0 million	\$6.5 million
Annual New Buildings, Machinery and Equipment Projects	\$15.0 million	\$11.7 million
Annual New Residential Road Projects	\$40.0 million	\$4.0 million
Debt Financing for Capital Improvements	Total General Obligation Debt Below 5.5% of Assessed Value of Property (State Limit for non-Voted G.O. Debt)	Achieved
Bond Ratings	Maintained or Improved	Maintained

In order for the City to operate effectively and sustain a sound financial structure, it is both prudent and appropriate to maintain reserve fund balances. These funds provide flexibility to the City in the management of unanticipated or cyclical economic conditions, emergencies, unexpected large one-time expenses, unscheduled economic development initiatives, cash flow requirements and some level of protection against statutory changes to City revenues.

The targeted reserve levels are consistent with those commonly practiced by municipal enterprise funds, and reflect the entrepreneurial nature of the Plan.

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Fiscal Plan & Projections

Fund Balance: the Administration's long-term goal is to achieve an unreserved fund balance of \$40 million in the General Fund. This fund balance is designed to address short-term operating fluctuations and provide liquidity when receipts are lagging targets or when unanticipated expenses occur. The targeted metric is equivalent to approximately 1½ months of operating expense, consistent with sound financial planning for many entities.

CIP Funding: It is necessary that the City ensure adequate replacement of its infrastructure, which is vital to the long-term needs of its constituents. The goal for CIP funding will result in a level of annual investment (as measured by actual revenue financed capital and principal paid on debt) that is at least equal to the depreciation expense of our infrastructure. In this manner we are ensuring that the City's equity in its assets is not depleted.

Annual New Road & Bridge Matches & Planning Projects: the City's major road and bridge system is vital to sustaining major industrial activity, as well as the access of our residents to major employers, shopping, and other commercial opportunities, as well as to regional and interstate highway and transportation systems. The City has access to federal and state funding to maintain these systems as long as the City commits a certain amount of matching funding. The amount of City matching funds should be at least \$8 million per year on average.

Annual New Buildings, Machinery and Equipment Projects: the cost-effective delivery of City services relies on the maintenance of facilities, fleet and major equipment, including buildings, heating and cooling systems, police patrol cars and tactical units, fire trucks and ambulances, heavy duty trucks for snow plowing, public works, utility system maintenance, and light-duty staff vehicles, which support various City departmental needs. This requires investment to be increased to at least \$15 million per year.

Annual New Residential Road Projects: the City's Residential Road system is currently declining due to a lack of adequate repair and replacement. City Engineering estimates require a minimum of \$40 million per year to be invested in the City's Residential Road system in order to maintain the system.

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Fiscal Plan & Projections

Debt Financing for Capital Improvements: This target refers to creating mechanisms to address the capital needs of the City in the most responsible and efficient manner possible. It includes establishing the optimal balance of debt and revenue to balance the current and long-term financing responsibility. This approach is designed to assure that the City's equity position in its infrastructure is sound, to provide a stable source of funds for routine replacement capital expenses.

Bond Ratings: One of the overarching principles embedded within all of the targets is to achieve and maintain excellent bond ratings. The reserve fund and capital financing strategies identified above are intended to directly impact this metric. In addition to the direct impact of lower borrowing costs on future debt issuances, improved bond ratings have the indirect impact of enhancing community pride and the marketability to new commerce.

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Appendix B



Capital Improvement Plan – Project Detail

City of Toledo
2020 Approved Annual Operating Budget

Capital Improvement Plan

Capital Improvements Plan

The 2020 Approved Capital Improvement Plan (CIP) is funded from income taxes allocated to the Capital Improvement Fund, grant and loan proceeds and an estimated fund balance carry over from 2019. Certain road and bridge projects receive match funding through federal and state programs.

The goals of the Capital Improvement Plan are to provide funding for projects related to the preservation of assets and infrastructure and to maximize matching funds.

Sources of Funds

Income Taxes: Total amount of Income taxes allocated to CIP based on estimated annual collections

Transfers In: Transfers from other sources to cover associated debt service

Interest: Estimated interest earnings on investments

Proceeds from Bond Issues: Anticipated new debt issuances to finance capital projects.

Grand and Loan Proceeds: Federal and State funding awarded for major street paving and bridge construction.

Uses of Funds

Debt Service: General, loan and note obligations and associated debt service charges

Lease Payments: Current obligations for vehicles and other equipment

Project Support: Operating budget fixed personnel and non-labor costs that

1% for the Arts: Municipal Code required contribution to The Toledo Arts Commission

Transfers Out: Budgeted transfer to General Fund

New projects: Capital projects approved for funding over the five-year capital plan, including bridge and major street paving, sidewalks, and residential street paving and repair

City of Toledo
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Capital Improvement Plan

Capital Improvements Program

NEW PROJECTS & FUNDING SOURCES BY DEPARTMENT

<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Project Description</u>
City Council	District Improvement Program	750,000	Funds to support capital improvements to enrich the quality of life for individuals, families and business owners but that are not currently planned by the city.
	Furniture Replacement	40,000	Replace furniture in Council chambers and offices.
City Council Total		790,000	
Fire & Rescue	Boat Match	250,000	Grant match for Fire & Rescue and Police for vessel to be used in the port of Toledo and as a regional asset.
	Building Capital Maintenance Program	100,000	Various capital projects on fire stations throughout the City.
Fire & Rescue Total		350,000	
Information & Communications Technology	City Works PLL	400,000	Purchase and installation of Cityworks PLL - Permit, Licensing and Land case management software which will improve workflow in several divisions.
	Windows 7 & office migration plan and implementation	1,500,000	City-wide replacement of computers.
Information & Communications Technology Total		1,900,000	
Law	Renovate Prosecutor's Office	100,000	Renovations and facility improvements at the Prosecutors' office in the Municipal Court Building.
Law Total		100,000	
Finance	Floor Reconfiguration	164,000	Reconfigure and improve Finance Department office spaces.
	OpenGov	388,000	Implement software solution for budget development and forecasting, reporting and citizen engagement
Finance Total		552,000	
Municipal Court Judges	Court Security	150,000	Upgrade and replacement of security equipment.
Municipal Court Judges Total		150,000	
Neighborhoods	Vehicle Lease	15,000	Annual amount dedicated to the City's capital lease program administered through the Divisions of Fleet operations for Code Enforcement. Seven (7) Jeep Cherokees.
Neighborhoods Total		15,000	

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Capital Improvement Plan

Capital Improvements Program

NEW PROJECTS & FUNDING SOURCES BY DEPARTMENT

<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Project Description</u>
Police	Fleet Vehicles	900,000	Replace aging police vehicles which reduces maintenance and fuel costs. Improves response time and increases the number of cars that can be on patrol at the same time.
	NC4 Crime Analysis software	90,900	This is the second year of a 3 year agreement with NC4 Public Sector LLC for a subscription to the NC4 Street Smart® software application. This software enables law enforcement agencies to exchange information necessary for daily law enforcement activities by providing real time data.
	Radios for Class	168,000	Purchase radios for the new 2020 police class.
	Shotspotter	260,000	Real time software subscription service providing live gunshot monitoring and locating.
	SWAT Vests	27,500	Level 4 body armor vests for SWAT officers.
	Tasers	349,920	This is the second year of a 5 year Taser contract. Fully functional and up to date Tasers enable professional delivery of services and a less-lethal option for officers.
Police Total		1,796,320	

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Capital Improvement Plan

Capital Improvements Program

NEW PROJECTS & FUNDING SOURCES BY DEPARTMENT

<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Project Description</u>
Public Services	Major Mechanical	250,000	Repair and/or replacement of HVAC and mechanical systems throughout city buildings.
	Enterprise Lease Management	150,000	Annual amount dedicated to the City's capital lease program administered through the Divisions of Fleet operations.
	Ottawa Park Infrastructure	75,000	Infrastructure improvements to support the parks communication, including a digital sign
	Re-branding Initiative	480,000	Provide improvements to neighborhood parks as requested by citizens, the administration and City Council. Provide necessary CIP related planning, supplies, service and equipment.
	Ball Field Facility Upgrades	75,000	Upgrade a complement of ballfields to improve drainage and playability.
	Basketball/ Tennis Court Resurfacing	100,000	One basketball court rebuild, one basketball court resurface
	Basketball/Tennis Court Resurfacing	100,000	One rebuild and one resurface of City tennis courts
	Pool Chemical Systems (4)	12,000	Pool chemical system upgrades for four pools - Jamie Farr, Wilson, Pickford and Roosevelt.
	Pool Liner - Willys	350,000	Replacement Pool liner for Willys Pool.
	Machinery/Equipment Repairs	125,000	Repairs to machinery and equipment in the Division of Solid Waste.
	Bridge Matches & Planning	600,000	Bridge projects that receive state and federal dollars, including bridge dressings, guards, improvements and upgrades. Benore over GTRR and Secor over Ottawa River.
	Seawall	1,000,000	Replacement of Seawall along Maumee River in Promenade Park.
	High intensity sign program	75,000	Material costs associated with federally mandated high intensity sign program.
	Pedestrian Signal Upgrades	175,000	Material costs associated with signal upgrades and pedestrian signal timing to meet new federally mandated standards.
	Sign Platform Truck	150,000	Transportation truck used for installing new traffic signals with back plates and overhead traffic signs.
	Traffic Signal at Bancroft & Scottwood	150,000	Install traffic signal at Bancroft and Scottwood.
	Gas Collection & Control System (GCCS)	350,000	Continued upgrades to Methane gas collection and control infrastructure.
Public Services Total		4,217,000	

City of Toledo
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Capital Improvement Plan

Capital Improvements Program

NEW PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project	Amount	Project Description
Public Utilities	Front Street walk ways/street lights	150,000	Project with Metroparks for the upgrade of the intersection of Front and Broadway.
	Levis Square Final Phase	1,225,000	Improve infrastructure at Levis Square downtown.
	Major Roadways - Matches & Planning	5,900,000	Major street projects throught the City that receive State and Federal dollars.
	Old Orchard	75,000	Improvements in the Old Orchard Neighborhood.
	Residential Roadway Program	4,000,000	Residential road paving projects.
	Sidewalk Program	1,000,000	Replace and repair sidewalks throughout city.
Public Utilities Total		12,350,000	
Grand Total		22,220,320	

City of Toledo
2020 Approved Annual Operating Budget

Appendix C



Labor Contract Summaries

City of Toledo
2020 Approved Annual Operating Budget

Labor Contract Summary

City had 2,729 full-time and part-time employees as of June 1, 2019. That number of employees has increased by approximately 116 since 2012. The City also utilizes seasonal workers and temporary workers for specific projects from time to time on a contract basis. The State's public employee collective bargaining law applies generally to public employee relations and collective bargaining of the City and other political subdivisions statewide.

The vast majority of City employees hold position classifications that are in collective bargaining units. The full-time employees in those classifications are represented by the following bargaining units:

<u>Bargaining Unit</u>	<u>Labor Agreement Expiration</u>
Ohio Council 8 of the American Federation of State, County and Municipal Employees (AFSCME), Local 7	June 30, 2020
Ohio Council 8 of AFSCME, Local 7, Communications Operators	June 30, 2020
Toledo Police Patrolman's Association	December 31, 2020
International Association of Fire Fighters, Local 92	December 31, 2020
International Brotherhood of Teamsters, Local 20	December 31, 2021
Ohio Council 8 of AFSCME, Local 2058, Supervisors	May 31, 2021
Ohio Council 8 of AFSCME, Local 2058, Communication Supervisors	May 31, 2021
Toledo Police Command Officers' Association	December 31, 2020
United Auto Workers, Local 12 (Clerk of Courts – Supervision)	December 31, 2019
Ohio Council 8 of AFSCME, Local 3411 (Clerk of Court – Deputy Clerks)	December 31, 2021
Toledo Fire Chiefs' Association	December 31, 2020

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Labor Contract Summary

The remaining City employees hold positions in the civil service classified exempt classification, have not formed a bargaining unit, or are not authorized to form or join a bargaining unit because they hold elective office or are confidential or management-level employees (exempt personnel).

Generally, wages and other economic benefits for City employees have been derived through negotiations with the bargaining units. In negotiating their most recent three-year contracts, the City and its bargaining units have successfully utilized a collaborative interest-based bargaining process.

In 2017, the City and the AFSCME Local 7 unit currently representing approximately 763 City employees entered into a new three-year collective bargaining agreement through June 30, 2020. Under the terms of that agreement, employees in AFSCME Local 7 received a 1% pay increase on January 1, 2018 and a 1.5% pay increase on January 1, 2019 and are to receive a 2.5% pay increase on January 1, 2020. The agreement also provided substantially strengthened rights for City management to discipline employees and to create incentives for productive employees who meet attendance goals and other requirements.

In 2017, the City and the AFSCME Local 7 Communication Operators unit currently representing approximately 72 City employees entered into a new three-year collective bargaining agreement through June 30, 2020. Under that agreement, employees in that bargaining unit were and are not to receive any percentage pay increases. However, the agreement provided salary group upgrades to certain classifications of employees within the unit to make the salaries provided by the City for employees in those classifications competitive those offered others in similar positions in the Toledo MSA and in other locations in the State. The agreement also provided substantially strengthened City management's control over the employees' work schedules.

In 2018, the City entered into new three-year collective bargaining agreements through December 31, 2020, with the Toledo Police Patrolman's Association (TPPA) currently representing approximately 479 City employees, the International Association of Fire Fighters, Local 92 (Local 92) currently representing approximately 535 City employees and the Toledo Police Command Officers' Association (TPCOA) currently representing approximately 132 City employees. Under the terms of those agreements, employees in the TPPA, Local 92 and the TPCOA received 1.5% pay increases in January, 2018, and 2.5% pay increases in January, 2019, and are to receive 3% pay increases in January, 2020. The agreement with the TPPA provided City management with discretion and flexibility in the process used in filling vacancies, and the agreement with Local 92 provided for the civilianization of positions in the Fire Communications Bureau. Under the terms of the agreement with the TPCOA, the salary spread between command officers and patrolmen was eliminated.

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Labor Contract Summary

In 2018, the City also entered into a new three-year collective bargaining agreement through December 31, 2020 with the Toledo Fire Chiefs' Association (TFCA) currently representing approximately 22 City employees. Under the terms of that agreement, the City maintained the salary spread between various classifications of employees in the TFCA. In addition, the agreement established a five (5) year timeframe during which the City may recoup educational expenses from those employees who take advantage of that benefit, but choose leave the City upon completion of their studies.

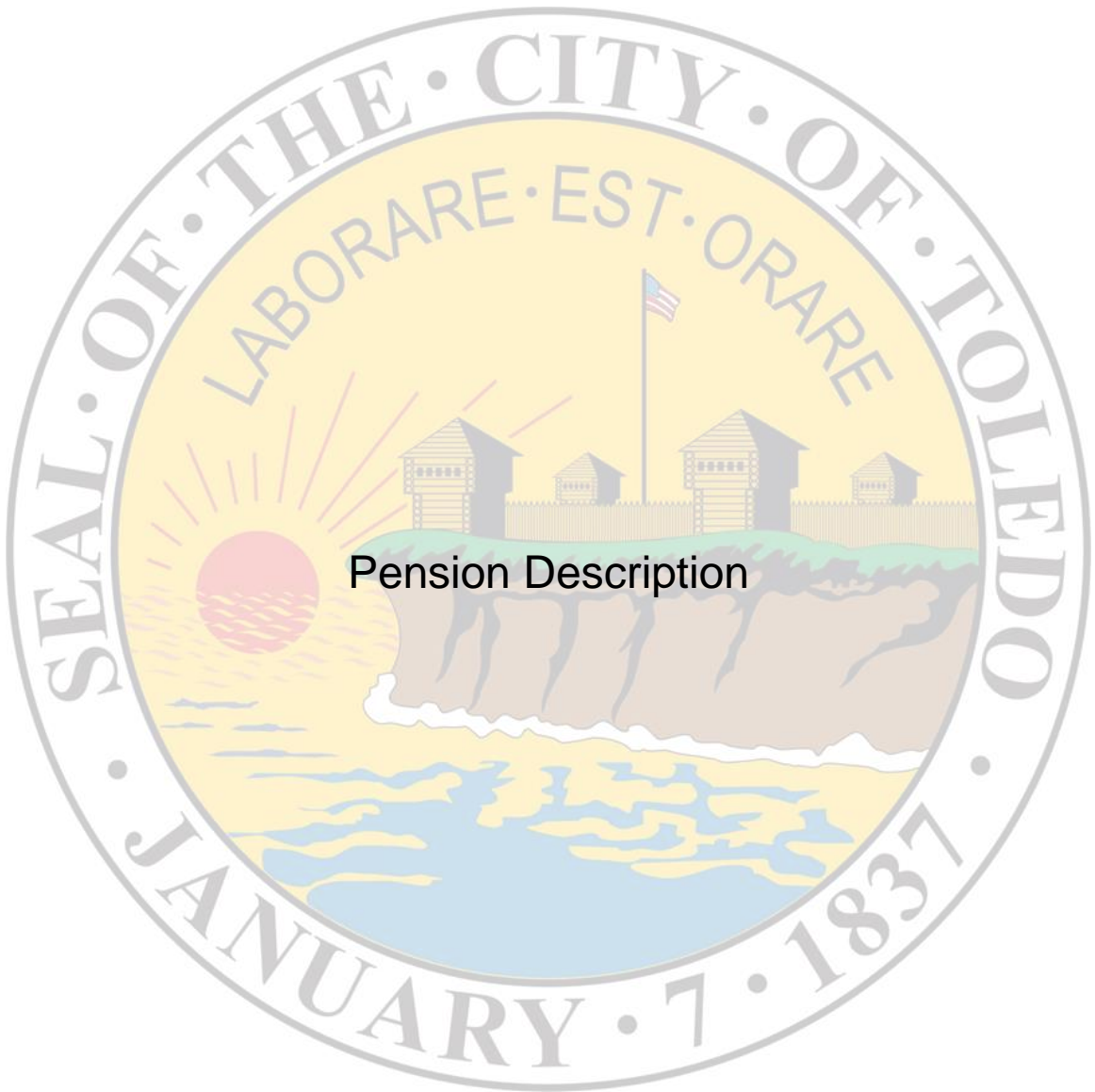
In 2018, the City and AFSCME Local 2058 (Local 2058) currently representing approximately 220 City supervisory employees entered into a new three-year collective bargaining agreement through May 31, 2021. Under the terms of that agreement, employees in Local 2058 received a 1.5% pay increase effective in January 2018 and a 2.5% pay increase effective in January 2019, and are to receive a 3% pay increase effective in January 2020. The agreement also clarified the overtime process for on-call personnel and provided a more efficient progressive disciplinary process that serves to streamline the timeframes for City managers, administrators, and commissioners.

In 2018, the City and the AFSCME Local 2058 Communications Supervisors' unit currently representing seven City employees entered into a new collective bargaining agreement for the period from January 1, 2019 through May 31, 2021. Under that agreement, employees in that bargaining unit were and are not to receive any percentage pay increases. However, the agreement provided salary group upgrades to certain classifications of employees within the unit to make the salaries provided by the City for employees in those classifications competitive those offered others in similar positions in the Toledo MSA and in other locations in the State. The agreement also provides for a more efficient progressive disciplinary process, which will streamline the timeframes for City administrators.

In January 2019, the City and the AFSCME Local 3411 currently representing 64 City employees entered into a new three-year collective bargaining agreement through December 31, 2021. Under the terms of that agreement, employees in AFSCME Local 3411 received a 1.5% pay increase effective in January 2019, and are to receive a 2.5% pay increase effective in January 2020, and a 3% pay increase in January 2021. Additionally, the pay rate for new employees in this unit was increased to maintain compliance with the City's living wage ordinance. Other provisions included an extension to the employees' lunch period and increase in the co-payment for which they are responsible for emergency room visits.

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Appendix D



Pension Description

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Pension Description

Present and retired employees of the City are covered under two statewide public employee retirement (including disability retirement) systems. The Ohio Police and Fire Pension Fund (OP&F) covers uniformed members of the police and fire departments. All other eligible City employees are covered by the Ohio Public Employees Retirement System (OPERS).

OPERS and OP&F are two of five statewide public employee retirement systems created by and operating pursuant to Ohio law, all of which currently have unfunded actuarial accrued liabilities. The General Assembly has the power to amend the format of those systems and to revise rates and methods of contributions to be made by public employers and their employees and eligibility criteria, benefits or benefit levels for employee members. In 2012, the General Assembly passed five separate pension reform measures intended to assist each of the five retirement systems in addressing its unfunded actuarial accrued liabilities. The reform legislation passed with respect to OPERS and OP&F provided for (i) no change in the City contribution rates with respect to its employees' earnable salaries, (ii) no change in OPERS employee contribution rate, and (iii) an increase in the OP&F employee contribution rate from 10% to 12.25% in annual increments of 0.75% that began on July 2, 2013. With certain transition provisions applicable to certain current employees, the reform legislation has, among other changes, increased minimum age and service requirements for retirement and disability benefits, revised the calculation of an employee's final average salary on which pension benefits are based to include the five highest years (rather than the three highest years), provided for OPERS pension benefits to be calculated on a lower, fixed formula, changed provisions with respect to future cost-of-living adjustments to limit those adjustments to the lesser of any increase in the Consumer Price Index or three percent. The OP&F reform legislation also authorizes the OP&F board to further adjust member contribution rates or further adjust age and service requirements after November 1, 2017, if, after an actuarial investigation, the board determines that an adjustment is appropriate.

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Pension Description

Plan Description – Ohio Public Employees Retirement System (OPERS)

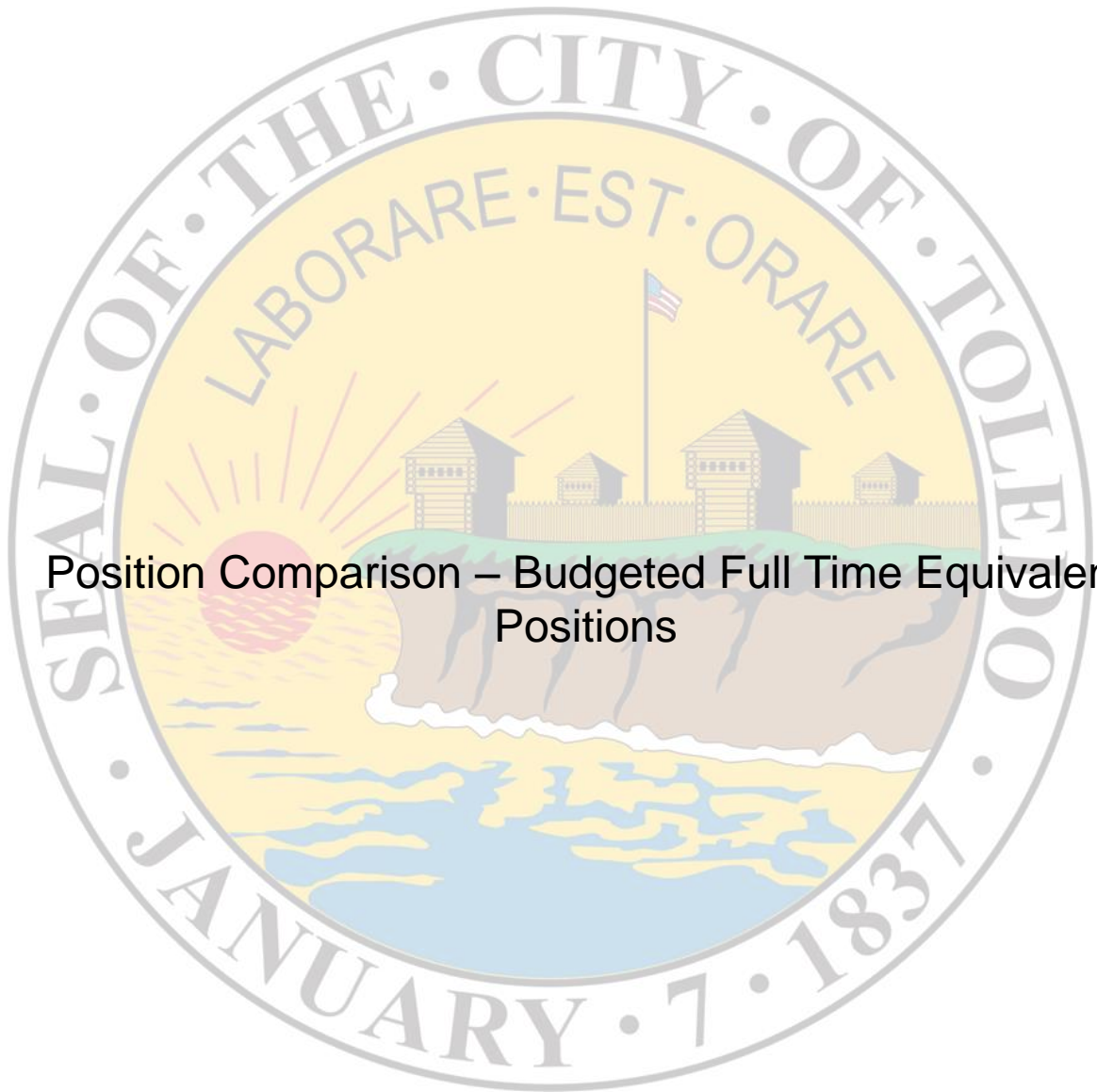
City employees, other than full-time police and firefighters, participate in the Ohio Public Employees Retirement System (OPERS). OPERS administers three separate pension plans. The Traditional Pension Plan is a cost-sharing, multiple-employer defined benefit pension plan. The Member-Directed Plan is a defined contribution plan and the Combined Plan is a cost-sharing, multiple-employer defined benefit pension plan with defined contribution features. While members (e.g., City employees) may elect the Member-Directed Plan and the Combined Plan, substantially all employee members are in OPERS' Traditional Pension Plan.

Plan Description – Ohio Police & Fire Pension Fund (OP&F)

City full-time police and firefighters participate in Ohio Police and Fire Pension Fund (OP&F), a cost-sharing, multiple-employer defined benefit pension plan administered by OP&F. OP&F provides retirement and disability pension benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefit provisions are established by the Ohio State Legislature and are codified in Chapter 742 of the Ohio Revised Code. OP&F issues a publicly available financial report that includes financial information and required supplementary information and detailed information about OP&F fiduciary net position.

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Appendix E



Position Comparison – Budgeted Full Time Equivalent Positions

City of Toledo
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Position Comparison

Budgeted FTE History and 2020 Approved by Fund			
<u>Fund</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Approved</u>
General	1,708.30	1,758.44	1,808.28
Street Construction, Maintenance & Repair	100.40	115.02	142.28
Federal Grants	48.34	46.09	44.18
Operation Grants	25.26	21.34	18.44
Toledo Home Program	1.35	1.75	1.76
Expendable Trusts	6.50	7.30	7.30
Special Assessment	180.15	162.69	165.73
Capital Improvement	33.61	31.65	33.85
Special Assessment Improvement	1.50	1.50	1.65
Water	214.08	216.39	228.19
Sewer	241.20	241.52	224.59
Storm Water	66.43	72.42	68.65
Utility Administration	140.50	135.60	139.50
Workers Compensation	4.25	5.25	5.25
Information & Communication Technology	15.92	16.75	23.08
Storeroom & Printshop	0.60	0.60	0.60
Municipal Garage	65.40	65.40	66.40
Facility Operations	21.60	22.60	22.60
Risk Management	5.00	6.00	5.85
Total	2,880.39	2,928.31	3,008.18

Budgeted FTE History and 2020 Approved - All Funds			
<u>Department</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Approved</u>
City Council and Auditor	23.42	23.10	23.00
Office of the Mayor	10.59	11.25	12.25
Toledo-Lucas County Plan Commission	10.00	11.00	14.00
Board of Community Relations	0.25	-	-
Human Relations Commission	-	1.00	1.00
Diversity & Inclusion	5.00	5.75	7.00
Municipal Court	180.53	177.78	183.70
Law Department	30.75	33.00	34.00
Finance Department	64.35	64.84	69.10
Human Resources	16.50	17.00	20.00
Information & Communications Technology	17.42	17.75	41.59
Department of Neighborhoods	62.75	62.00	63.50
Department of Economic Development	32.50	30.75	31.00
Department of Public Service	409.00	414.89	439.74
Department of Public Utilities	689.25	690.65	695.33
Safety Administration	0.25	0.25	0.25
Police Department	688.83	708.35	718.76
Fire & Rescue Department	639.00	658.94	653.98
Total	2,880.39	2,928.31	3,008.18

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
City Council and Auditor			
10100-City Council			
Administrative Assistant	-	-	2.00
Administrative Specialist 3	1.75	4.50	4.50
Administrative Technician 2	4.00	-	-
Assistant Clerk Of Council	1.00	1.00	1.00
Clerk Of Council	1.00	1.00	1.00
Constituent Services Coordinator	-	0.60	0.50
Councilman	11.00	11.00	11.00
Manager-Administrative Services	0.67	1.00	-
Manager-Legislative Operations	-	-	1.00
President Of Council	1.00	1.00	1.00
Secretary 3	2.00	2.00	-
10100-City Council Total	22.42	22.10	22.00
10300-Auditor			
City Auditor	1.00	1.00	1.00
10300-Auditor Total	1.00	1.00	1.00
City Council and Auditor Total	23.42	23.10	23.00

Department	2018 Budget	2019 Budget	2020 Approved
Office of the Mayor			
10200-Office Of The Mayor			
Administrative Assistant To The Mayor	1.00	1.00	1.00
Administrative Specialist 3	-	0.50	0.50
Chief Of Staff	0.84	1.00	1.00
Deputy Chief Of Staff	1.75	1.75	1.75
Mayor	1.00	1.00	1.00
Mayor's Assistant 1	2.00	2.00	2.00
Mayor's Assistant 2	2.00	2.00	3.00
Mayor's Executive Assistant	1.00	1.00	1.00
Public Information Coordinator	1.00	1.00	1.00
10200-Office Of The Mayor Total	10.59	11.25	12.25
Office of the Mayor Total	10.59	11.25	12.25

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Toledo-Lucas County Plan Commission			
10400-Plan Commission			
Administrative Assistant			1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Associate Planner	1.00	2.00	4.00
Clerk Specialist 1	1.00	1.00	1.00
Director-Toledo Lucas County Plan Commission	1.00	1.00	1.00
Landscape & Site Plan Inspector	-	0.50	1.00
Planner	2.50	2.00	3.00
Planning Technician	0.50	0.50	-
Principal Planner	2.00	2.00	2.00
Secretary 3	1.00	1.00	-
10400-Plan Commission Total	10.00	11.00	14.00
Toledo-Lucas County Plan Commission Total	10.00	11.00	14.00

Department	2018 Budget	2019 Budget	2020 Approved
Board of Community Relations			
10500-Board of Community Relations			
Executive Director-Board Of Community Relations	0.25	-	-
10500-Board of Community Relations Total	0.25		
Board of Community Relations Total	0.25		

Department	2018 Budget	2019 Budget	2020 Approved
Human Relations Commission			
10600-Human Relations Commission			
Manager-Administrative Services	-	1.00	1.00
10600-Human Relations Commission Total		1.00	1.00
Human Relations Commission Total		1.00	1.00

Department	2018 Budget	2019 Budget	2020 Approved
Diversity & Inclusion			
10700-Diversity & Inclusion			
Administrative Analyst 1	1.00	1.00	1.00
Administrative Assistant	-	-	1.00
Administrative Specialist 3	2.00	2.75	3.00
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	-	-	1.00
Secretary 3	1.00	1.00	-
10700-Diversity & Inclusion Total	5.00	5.75	7.00
Diversity & Inclusion Total	5.00	5.75	7.00

City of Toledo

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Municipal Court			
10800-Municipal Court Judges			
Acting Administrative Assistant	1.00	1.00	-
Acting Assignment Commissioner	-	1.00	-
Acting Probation Officer	1.00	-	-
Acting Senior Assignment Clerk	1.00	-	
Administrative Assistant	-	-	1.00
Assignment Clerk	6.00	5.25	5.00
Assignment Commissioner	1.00	-	-
Assistant Chief Bailiff	1.00	1.00	1.00
Assistant Chief Probation Officer	1.00	1.00	1.00
Assistant Court Services Commissioner			1.00
Bailiff-Chief Courtroom	1.00	1.00	1.00
Bailiff-Courtroom	7.15	7.15	7.65
Bookkeeper/Payroll Clerk	0.79	1.00	1.00
Building Manager	0.25	-	-
Building Operations Chief	-	0.50	1.00
Chief Bailiff	1.00	1.00	1.00
Chief Court Reporter	0.58	-	-
Chief Probation Officer	1.00	1.00	1.00
Community Service Officer	2.00	2.00	
Court Administrator	1.00	1.00	1.00
Court Reporter	2.58	2.00	2.00
Court Security Bailiff	-	1.25	2.63
Court Services Commissioner	-	-	1.00
Court Services Specialist	4.65	5.00	8.50
Deputy Bailiff	7.58	7.50	7.25
Deputy Court Administrator	0.75	1.00	1.00
Finance Officer	1.00	1.00	1.00
Housing Magistrate	1.00	1.00	1.00
Housing Specialist	-	-	2.00
Housing Specialist Bailiff	2.00	2.00	-
Human Resource Officer	1.00	1.50	2.00
Information Technology Specialist	0.50	0.50	0.50
Intake Secretary	1.00	1.00	1.00
It Officer	1.00	1.00	1.00
Judge	6.00	6.00	6.00
Judge Visiting	0.38	0.46	
Judges Secretary	3.00	3.00	3.00
License Intervention Specialist	1.00	1.00	1.00
Magistrate	1.50	1.50	2.00
Magistrate - Standby	0.25	0.25	0.25
Mediator	1.00	1.00	-
Mediator - Job Share	-	-	1.00
Presiding/Administrative Judge	1.00	1.00	1.00
Probation Officer	17.67	19.00	19.00
Probation Officer (Fellow) (Pilot Program)	-	-	2.00
Probation Secretary	6.00	6.00	6.00
Research Law Clerk	0.25	0.29	-
Senior Assignment Clerk	-	0.50	-
Senior Housing Specialist	1.00	1.00	1.00
Senior Mediator	1.00	1.00	1.00
Small Claims Assistant	1.48	1.71	1.74
Small Claims Supervisor	0.42	0.42	0.42
Unit Supervisor	4.75	5.00	4.75
10800-Municipal Court Judges Total	96.53	97.78	103.70
10900-Clerk of Municipal Court			
Clerk Of Court	1.00	1.00	1.00
Deputy Clerk	83.00	79.00	79.00
10900-Clerk of Municipal Court Total	84.00	80.00	80.00
Municipal Court Total	180.53	177.78	183.70

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Law Department			
12000-Law			
Administrative Assistant	-	-	1.00
Administrative Specialist 2	2.00	2.00	2.00
Assistant Law Director	1.00	-	-
Attorney	10.00	10.00	10.00
Chief-Legal Section	3.00	2.00	3.00
Clerk 3	-	-	1.00
Director-Administrative Services	-	1.00	1.00
General Counsel	1.00	2.00	1.00
Law Director	1.00	-	-
Mayor's Assistant 1	-	-	1.00
Mayor's Assistant 2	-	1.00	-
Secretary 2	2.75	3.00	3.00
Secretary 3	1.00	1.00	-
Senior Attorney	9.00	11.00	11.00
12000-Law Total	30.75	33.00	34.00
Law Department Total	30.75	33.00	34.00

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Finance Department			
11100-Financial Analysis			
Administrative Analyst 3	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	-	1.00	1.00
11100-Financial Analysis Total	3.00	4.00	4.00
14100-Finance Administration			
Administrative Assistant	-	-	1.00
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	1.00	-	-
Secretary 3	-	0.75	-
14100-Finance Administration Total	2.00	1.75	2.00
14200-Treasury			
Administrative Analyst 3	-		
Administrative Analyst 4	1.00	1.00	-
Administrative Services Officer 2	1.00	1.00	2.00
Administrative Specialist 3	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
14200-Treasury Total	5.00	5.00	5.00
14400-Taxation			
Administrative Analyst 1	-	-	0.75
Administrative Services Officer 1	-	1.00	1.00
Administrative Specialist	2.00	2.00	2.00
Administrative Specialist 2	10.00	10.00	18.00
Administrative Technician 1	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	1.00	1.00
Clerk Specialist 1	3.00	2.00	-
Clerk Specialist 2	3.00	5.00	-
Collector-Investigator	4.00	3.00	9.00
Commissioner-Administrative Services	1.00	1.00	1.00
Supervisor-Tax Audits	0.25	-	-
Tax Auditor	8.00	8.00	-
14400-Taxation Total	33.25	34.00	33.75

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Finance Department			
14600-Accounts			
Administrative Analyst 3	3.00	2.50	3.00
Administrative Services Officer 2	1.00	1.00	1.00
Administrative Specialist 1	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
Administrator-Administrative Services 3	-	-	-
Clerk Specialist 2	4.00	4.00	4.83
Commissioner-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	1.00	1.00	1.67
14600-Accounts Total	12.00	11.50	13.50
14700-Finance ERP			
Administrative Analyst 2	-	0.50	1.00
Administrative Analyst 4	1.00	1.00	1.00
Manager-Administrative Services	1.00	-	-
14700-Finance ERP Total	2.00	1.50	2.00
14800-Debt Management			
Administrator-Administrative Services 1	1.00	1.00	-
Administrative Analyst 3	-	-	1.00
Commissioner-Administrative Services	1.00	1.00	1.00
14800-Debt Management Total	2.00	2.00	2.00
17700-Purchasing & Supplies			
Administrative Analyst 2	1.00	1.00	0.25
Administrative Analyst 4	-	-	3.00
Buyer	1.00	1.00	1.00
Clerk Specialist 2	1.50	1.50	1.00
Commissioner-Administrative Services	1.00	1.00	1.00
Duplicating Technician	0.60	0.60	0.60
17700-Purchasing & Supplies Total	5.10	5.10	6.85
Finance Department Total	64.35	64.84	69.10

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Human Resources			
17100-Human Resources			
Administrative Analyst 1	1.50	-	4.00
Administrative Analyst 2	5.00	7.00	2.00
Administrative Analyst 3	2.00	1.00	2.00
Administrative Assistant	-	-	1.00
Administrative Specialist 1	1.00	1.00	-
Administrative Specialist 2	-	-	1.00
Administrative Technician 2		1.00	1.00
Board Member-Civil Service Commission	3.00	3.00	3.00
Chief-Bargaining & Representation	1.00	1.00	1.00
Clerk 3	-	-	-
Director-Administrative Services	1.00	1.00	1.00
Manager-Administrative Services	2.00	2.00	4.00
17100-Human Resources Total	16.50	17.00	20.00
Human Resources Total	16.50	17.00	20.00

Department	2018 Budget	2019 Budget	2020 Approved
Information & Communications Technology			
17500-Information & Communications Technology			
Administrative Assistant	-	-	1.00
Administrator-Administrative Services 1	0.84	-	0.75
Administrator-Administrative Services 2	3.84	3.00	3.00
Administrator-Administrative Services 3	1.00	-	1.00
Administrator-Public Services 2	0.75	-	-
Clerk Specialist 2	1.00	2.00	2.00
Commissioner-Administrative Services	-	1.00	-
Data Communications Specialist	2.00	2.00	2.00
Data Communications Technician	1.00	1.00	1.00
Deputy Director	-	-	0.83
Director-Administrative Services	1.00	1.00	1.00
End User Support Technician	-	-	0.50
Gis Analyst 1	2.00	3.00	3.00
Manager-Administrative Services	-	0.75	4.00
Manager-Public Services	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Professional Engineer	1.00	1.00	1.00
17500-Information & Communications Technology Total	17.42	17.75	23.08
17600-Engage Toledo			
Commissioner-Public Services	-	-	1.00
Customer Service Contact Center Representative-Et	-	-	15.00
Customer Service Contact Center Supervisor-Et	-	-	2.00
Manager-Public Services	-	-	0.50
17600-Engage Toledo Total			18.50
Information & Communications Technology Total	17.42	17.75	41.59

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Neighborhoods			
16100-Neighborhoods Administration			
Administrative Analyst 2	1.00	1.00	1.00
Administrative Analyst 4	1.00	1.00	1.00
Administrative Assistant			1.00
Administrative Technician			1.00
Administrative Technician 1	1.00	1.00	
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	4.00	4.00	4.00
Commissioner-Administrative Services	1.00	1.00	1.00
Director-Administrative Services	1.00		1.00
Planning Technician	0.50	0.50	0.50
Program Monitoring Specialist	3.00	3.00	2.50
Secretary 3	1.00	1.00	
Senior Accountant	1.00	1.00	1.00
Staff Accountant	1.00	1.00	0.50
16100-Neighborhoods Administration Total	16.50	15.50	15.50
16200-Housing Division			
Administrator-Administrative Services 2	1.00	1.00	1.00
Clerk Specialist 1	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	1.00	-
Deputy Director	-	-	1.00
Financial Assistance Specialist	1.00	1.00	1.00
Historical Review Specialist	1.00	1.00	1.00
Historical/Environmental Officer	1.00	1.00	1.00
Manager-Administrative Services	3.00	3.00	4.00
Neighborhood Development Specialist	5.00	5.00	5.00
Rehabilitation Projects Officer	1.00	1.00	1.00
Rehabilitation Specialist	2.00	2.00	2.00
Rehabilitation Technician	5.00	4.50	4.00
Relocation Officer	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00
16200-Housing Division Total	25.00	24.50	25.00

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Neighborhoods			
56400-Code Enforcement			
Administrative Specialist 3	-	-	1.00
Administrative Technician 2	-	-	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
Code Compliance Inspector 1	5.00	6.00	6.00
Code Compliance Inspector 2	6.00	5.00	5.00
Commissioner-Public Services	1.00	1.00	1.00
Maintenance Worker I	-	-	2.00
Manager-Public Services	0.25	1.00	1.00
Supervisor-Code Compliance	1.00	1.00	3.00
56400-Code Enforcement Total	16.25	17.00	23.00
60600-Beautification Action Team			
Building And Grounds Maintenance Worker	1.00	1.00	-
Maintenance Worker I	2.00	2.00	-
Supervisor-Recreation	2.00	2.00	-
60600-Beautification Action Team Total	5.00	5.00	-
Department of Neighborhoods Total	62.75	62.00	63.50

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Economic Development			
16400-Economic Development			
Administrative Analyst 2	-	0.75	-
Administrative Specialist 2	-	-	2.00
Administrative Specialist 3	-	-	1.00
Commissioner-Administrative Services	1.00	1.00	2.00
Director-Administrative Services	-	-	1.00
Director-Economic And Business Development	1.00	-	-
Director-Neighborhoods & Business Development	-	1.00	-
Manager-Administrative Services	1.00	1.00	2.00
Mayor's Assistant 2	-	1.00	-
Secretary 3	1.00	-	-
16400-Economic Development Total	4.00	4.75	8.00
16500-Real Estate			
Administrative Specialist 3	1.00	1.00	-
Clerk Specialist 2	1.00	1.00	-
Manager-Administrative Services	1.00	1.00	-
16500-Real Estate Total	3.00	3.00	-
56300-Building Inspection			
Administrative Assistant	-	-	1.00
Assistant Building Official	-	-	1.00
Certified Inspector 1	5.50	5.00	3.00
Certified Inspector 2	4.00	3.00	6.00
Chief Building Official	1.00	1.00	1.00
Clerk Specialist 1	2.50	2.00	-
Clerk Specialist 2	2.50	3.00	5.00
Commissioner-Public Services	1.00	1.00	
Director-Public Services	-	-	1.00
Inspector Supervisor	1.00	-	-
Manager - Administrative Services	-	-	-
Permit Database Specialist	1.00	1.00	1.00
Permit Technician	4.00	3.00	3.00
Plans Examiner	1.00	1.00	-
Secretary 3	1.00	1.00	-
Sign Inspector	1.00	1.00	-
Supervisor-Building Inspection	-	1.00	1.00
56300-Building Inspection Total	25.50	23.00	23.00
Department of Economic Development Total	32.50	30.75	31.00

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
22500-Transportation			
Administrative Operations Officer	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Commissioner-Public Services	1.00	1.00	1.00
Drafter	2.00	1.00	-
Engineering Associate	3.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00
Intermediate Traffic Technician	1.00	1.00	1.00
Painter	3.00	3.00	3.00
Professional Engineer	1.00	1.00	-
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00
Senior Traffic Signal Technician	3.00	3.00	3.00
Senior Traffic Technician	3.00	3.00	3.00
Sign Painter	2.00	2.00	2.00
Sign Poster	2.00	2.00	2.00
Staff Professional Engineer	-	1.00	2.00
Superintendent-Sign Shop	1.00	1.00	1.00
Superintendent-Traffic Signals	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Traffic Signs And Painting	1.00	1.00	1.00
Traffic Signal Technician	11.00	11.00	11.00
Traffic Technician	1.00	2.00	2.00
Utility Worker	3.00	3.00	4.00
22500-Transportation Total	48.00	48.00	48.00

City of Toledo
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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Service			
23100-Streets, Bridges & Harbor			
Administrative Assistant			1.00
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	-
Bridge Mechanic	9.00	9.00	9.00
Bridge Operator	5.00	5.00	5.00
Building & Grounds Maintenance	1.00	-	2.00
Building And Grounds Maintenance Worker	-	1.00	-
Clerk Specialist 1	5.00	5.00	2.00
Clerk Specialist 2	1.00	1.00	1.00
Commissioner-Public Services	2.00	1.00	1.00
Deputy Director-Public Services	-	-	1.00
Director-Public Services	1.00	1.00	1.00
Engineering Associate	2.00	1.00	1.00
Equipment And Records Technician	1.00	1.00	1.00
General Foreman-Streets	10.00	10.12	11.00
Gis Analyst 1	-	1.00	1.00
Heavy Equipment Operator	46.00	-	-
Heavy Equipment Operator 1	-	6.00	15.00
Heavy Equipment Operator 2	-	40.00	31.00
Mail Clerk	-	-	1.00
Maintenance Worker 2	-	-	84.00
Maintenance Worker I	71.00	69.40	-
Manager-Administrative Services	1.00	1.00	1.00
Manager-Public Services	3.00	4.00	4.00
Professional Engineer	1.00	1.00	1.00
Safety & Training Specialist	-	-	2.00
Safety And Training Specialist	-	1.00	
Secretary 2	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Bridge Mechanic	3.00	3.00	3.00
Senior Building & Grounds Maint	1.00		-
Senior Building And Grounds Maintenance Worker	-	1.00	1.00
Senior Construction Technician	-		2.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00
Senior Utility Worker	11.00	-	-
Staff Professional Engineer	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00
Street Maintenance Technician	-	11.11	11.00
Superintendent-Streets	1.00	1.00	1.00
Supervisor-Bridge Maintenance	1.00	1.00	1.00
Supervisor-Street Operations	1.00	1.00	1.00
23100-Streets, Bridges & Harbor Total	186.00	185.63	203.00

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Position Comparison

Department of Public Service			
Department	2018 Budget	2019 Budget	2020 Approved
24500-Waste Disposal			
Administrative Specialist	1.00	1.00	1.00
Automotive Repair Technician	-	-	-
Heavy Equipment Mechanic		1.00	1.00
Intermediate Clerk	1.00	1.00	1.00
Landfill Equipment Operator	6.00	6.00	6.00
Manager-Public Services	1.00	1.00	1.00
Senior Professional Engineer	-	1.00	1.00
Staff Professional Engineer	1.00	-	-
Superintendent-Waste Disposal	1.00	1.00	1.00
Tandem Truck Driver	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00
24500-Waste Disposal Total	13.00	14.00	14.00
25000-Fleet Operations			
Administrative Operations Officer	-	-	0.60
Administrative Specialist	0.60	0.60	-
Administrator-Public Services 1	1.00	1.00	1.00
Automotive Repair Technician	29.00	29.00	29.00
Automotive Service Worker	16.00	16.00	17.00
Clerk Specialist 1	1.60	1.60	1.60
Clerk Specialist 2	2.00	2.00	2.00
Commissioner-Public Services	0.60	0.60	0.60
Equipment And Records Technician	2.00	1.00	1.00
Motor Equipment Technician	1.00	2.00	2.00
Secretary 2	0.60	0.60	0.60
Supervisor-Automotive Maintenance	5.00	5.00	5.00
Supervisor-Vehicle Parts	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00
Vehicle Parts Storekeeper	3.00	3.00	3.00
Welder-Blacksmith	1.00	1.00	1.00
25000-Fleet Operations Total	65.40	65.40	66.40

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Position Comparison

Department of Public Service			
Department	2018 Budget	2019 Budget	2020 Approved
26100-Facility Operations			
Administrative Operations Officer			0.40
Administrative Specialist	0.40	0.40	
Administrator-Public Services 1	1.00	1.00	1.00
Building And Grounds Maintenance Worker	3.00	3.00	3.00
Carpenter	3.00	3.00	3.00
Clerk Specialist 1	0.40	0.40	0.40
Clerk Specialist 2	1.00	1.00	1.00
Commissioner-Public Services	0.40	0.40	0.40
Electrician	2.00	2.00	2.00
Painter	2.00	2.00	2.00
Plumber-Steamfitter	1.00	2.00	2.00
Secretary 2	0.40	0.40	0.40
Senior Building And Grounds Maintenance Worker	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Supervisor-Maintenance And Repair	2.00	2.00	2.00
Trades Mechanic	2.00	2.00	2.00
Utility Worker	1.00	1.00	1.00
26100-Facility Operations Total	21.60	22.60	22.60
60300-Recreation			
Administrative Technician 2	-	1.00	0.50
Athletic Activities Coordinator	1.00	1.00	1.00
Building And Grounds Maintenance Worker	2.00	1.75	2.00
Manager-Public Services	1.00	1.00	1.00
Mayor's Assistant 2	1.00	-	-
Recreation Aide	-	-	-
Recreation Technician	-	-	-
Supervisor-Recreation	1.00	1.00	1.00
60300-Recreation Total	6.00	5.75	5.50

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Position Comparison

Department of Public Service			
Department	2018 Budget	2019 Budget	2020 Approved
60500-Parks & Forestry			
Administrative Services Officer 1	-	0.77	-
Administrative Specialist	1.00	1.00	1.00
Administrative Specialist 2	-	-	1.00
Administrative Technician	-	0.75	1.00
Administrative Technician 2	-	1.00	1.50
Building And Grounds Maintenance Worker	7.00	8.00	9.00
Cemeteries Maintenance Worker	1.00	2.00	2.00
Clerk Specialist 1	-	-	(1.00)
Clerk Specialist 2	2.00	2.00	3.00
Commissioner-Public Services	1.00	1.00	1.00
Equipment Repair Technician	3.00	3.00	1.00
Foreman-Cemeteries	1.00	1.00	1.00
Foreman-Forestry	-	-	2.00
Foreman-Parks	3.00	3.00	3.00
Forestry Crew Leader	8.00	9.00	10.00
Forestry Inspector	2.00	1.00	1.00
General Foreman-Forestry			1.00
Landscape Maintenance Worker	3.00	4.00	6.00
Manager-Public Services	1.00	1.00	1.75
Public Services Officer 1	-	-	1.00
Public Services Officer 3	-	-	1.00
Secretary 2	1.00	1.00	-
Senior Building And Grounds Maintenance Worker	-	-	1.00
Senior Equipment Repair Technician	1.00	1.00	1.00
Senior Landscape Maintenance Worker	2.00	2.00	2.00
Senior Park Planner	-	-	1.00
Superintendent-Parks	1.00	1.00	1.00
Supervisor-Forestry	3.00	3.00	
Tandem Truck Driver	1.00	1.00	1.00
Tree Maintenance Worker	1.00	1.00	1.00
Tree Service Worker	20.00	20.00	20.00
Utility Worker	6.00	5.00	5.00
60500-Parks & Forestry Total	69.00	73.51	80.25
Department of Public Service Total	409.00	414.89	439.74

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Department of Public Utilities			
31000-Utility Administrative Services			
Administrative Analyst 2	-	1.00	1.00
Administrative Analyst 3	7.00	5.00	6.00
Administrative Analyst 4	5.25	5.00	5.00
Administrative Assistant	-	-	1.00
Administrative Operations Officer	-	1.00	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 1	21.00	20.00	21.00
Clerk Specialist 2	40.00	34.65	27.00
Commissioner-Administrative Services	1.00	1.00	1.00
Commissioner-Public Services	2.00	2.00	2.00
Customer Service Contact Center Team Leader	2.00	3.00	3.00
Deputy Director-Public Services	-	1.00	1.00
Director-Public Services	1.00	1.00	1.00
Industrial Accounts Clerk	2.00	2.00	2.00
Legal Technician	4.00	4.00	4.00
Mail Clerk	1.00	1.00	1.00
Manager-Public Services	2.00	2.00	1.50
Safety & Training Technician	-	1.00	1.00
Safety And Training Specialist	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00
Secretary 3	1.00	1.00	-
Senior Real Estate Specialist	1.00	1.00	1.00
Supervisor-Utility Accounting	1.00	1.00	1.00
Supervisor-Utility Administration	4.00	4.00	3.00
Utility Accounts Technician	1.00	1.00	1.00
31000-Utility Administrative Services Total	101.25	97.65	90.50

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
32000-Water Treatment			
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	1.00
Administrator-Public Services 2	6.00	6.00	6.00
Chief Chemist/Bacteriologist	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00
Electrician	4.00	2.00	2.00
Engineering Technician	1.00	-	1.00
Gis Analyst 1	-	1.00	-
Instrumentation Technician	-	2.00	2.00
Laboratory Technician	-	1.00	1.00
Millwright	4.00	3.00	3.00
Painter	2.00	2.00	2.00
Plumber-Steamfitter	2.00	2.00	2.00
Secretary 2	1.00	1.00	1.00
Senior Chemist/Bacteriologist	10.00	10.00	10.00
Senior Electrician	3.00	3.00	3.00
Senior Professional Engineer	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00
Senior Trades Mechanic	-	1.00	1.00
Senior Water Control Room Operator	7.00	8.00	7.00
Senior Water Treatment Maintenance Worker	6.00	6.00	6.00
Staff Professional Engineer	2.00	2.00	2.00
Storekeeper	1.00	1.00	1.00
Superintendent-Pump Station	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Storeroom	1.00	1.00	1.00
Supervisor-Waterworks Maintenance	2.00	2.00	2.00
Systems Specialist	1.00	1.00	1.00
Utility Worker	13.00	12.00	12.00
Water Control Room Operator	20.00	19.00	20.00
Water Treatment Maintenance Worker	7.00	7.00	7.00
32000-Water Treatment Total	104.00	104.00	104.00

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
34000-Water Distribution			
Administrative Specialist	1.00	1.00	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	9.00	9.00	11.00
Construction Technician	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Equipment Repair Technician	1.00	1.00	1.00
Foreman-Field Services	-	-	1.00
Foreman-Meter Shop	1.00	-	-
Foreman-Tapping And Construction	-	-	5.00
Foreman-Water Distribution System	6.00	5.00	-
General Foreman-Tapping And Construction	-	-	3.00
General Foreman-Water Distribution System	3.00	3.00	-
Heavy Equipment Operator	8.00	-	-
Heavy Equipment Operator 2	-	9.00	10.00
Manager-Public Services	1.00	1.00	1.00
Meter Reader	11.00	11.00	11.00
Professional Engineer	-	1.00	0.83
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Supervisor-Collections	-	-	1.00
Supervisor-Field Services	-	-	1.00
Supervisor-Meter Reading And Inspection	1.00	1.00	-
Supervisor-Utility Administration	1.00	1.00	-
Supervisor-Utility Field Services	-	1.00	-
Utility Service Locator	1.00	1.00	7.00
Utility Worker	1.00	-	-
Water Emergency Repair Worker	5.00	5.00	5.00
Water Loss Equipment Technician	14.00	14.00	16.00
Water Service Technician	22.00	22.00	22.00
Watermain And Service Repair Worker	40.00	40.00	46.00
34000-Water Distribution Total	134.00	134.00	150.83

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
35000-Engineering Services			
Administrative Specialist	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	1.00	1.00
Administrator-Public Services 2	3.75	4.00	4.00
Clerk Specialist 1	2.00	-	-
Clerk Specialist 2	1.00	2.00	2.00
Construction Technician	12.00	12.00	12.00
Engineering Associate	6.00	6.00	6.00
Engineering Technician	4.00	4.00	4.00
Gis Analyst 1	2.50	3.00	3.00
Professional Engineer	3.00	3.00	3.00
Public Services Officer 3	1.00	1.00	-
Secretary 2	1.00	1.00	1.00
Senior Construction Technician	4.00	5.00	5.00
Senior Drafter	4.00	4.00	4.00
Senior Engineering Aide	2.00	2.00	2.00
Senior Park Planner	1.00	1.00	-
Senior Professional Engineer	6.00	6.00	6.00
Staff Professional Engineer	7.00	7.00	7.00
Supervisor-Surveyor	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00
Surveyor Associate	1.00	1.00	1.00
35000-Engineering Services Total	66.25	67.00	65.00

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
36000-Water Reclamation			
Administrative Analyst 4	0.75	-	-
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 2	4.00	3.00	3.00
Automotive Repair Technician	1.00	1.00	1.00
Chemist-Bacteriologist	3.00	3.00	3.00
Chief Electrician	1.00	-	-
Data Communications Specialist	2.00	3.00	3.00
Electrician	3.00	3.00	3.00
Intermediate Clerk	1.00	1.00	1.00
Process Control Analyst	1.00	1.00	1.00
Professional Engineer	2.00	2.00	2.00
Safety And Training Specialist	-	1.00	1.00
Secretary 2	1.00	1.00	1.00
Senior Chemist/Bacteriologist	1.00	1.00	1.00
Senior Clerk	1.00	1.00	1.00
Senior Electrician	3.00	3.00	3.00
Senior Process Control Analyst	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00
Senior Supervisor-Water Reclamation Maintenance	3.00	3.00	3.00
Senior Water Reclamation Maintenance Worker	14.00	14.00	14.00
Staff Professional Engineer	3.00	2.00	2.00
Storekeeper	1.00	1.00	1.00
Superintendent - Water Treatment Plant	1.00	-	-
Superintendent-Water Treatment Plant	-	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00
Supervisor-Water Reclamation Operations	5.00	5.00	5.00
Supervisor-Water Reclamation Storeroom	1.00	1.00	1.00
Systems Specialist	1.00	1.00	1.00
Tandem Truck Driver	1.00	1.00	1.00
Trades Mechanic	1.00	1.00	1.00
Utility Worker	6.00	8.00	8.00
Water Reclamation Crane Operator	-	1.00	1.00
Water Reclamation Maintenance Worker	14.00	14.00	14.00
Water Reclamation Operator	35.00	35.00	35.00
36000-Water Reclamation Total	115.75	117.00	117.00

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
37000-Sewer & Drainage Services			
Administrative Operations Officer	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00
Building And Grounds Maintenance Worker		1.00	2.00
Clerk Specialist 1	4.00	4.00	4.00
Clerk Specialist 2	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00
Engineering Technician	2.00	1.00	1.00
Foreman-Sewer Construction And Maintenance	8.00	8.00	8.00
General Foreman-Sewer Maintenance	2.00	2.00	2.00
Gis Analyst 1	-	1.00	-
Gis Technician	-	-	1.00
Heavy Equipment Operator	20.00	-	-
Heavy Equipment Operator 2		20.00	20.00
Manager-Public Services	1.00	1.00	1.00
Professional Engineer	1.00	-	-
Public Services Officer 3	-	1.00	1.00
Secretary 2	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00
Senior Sewer & Drainage Service Worker		14.00	14.00
Senior Storekeeper	1.00	1.00	1.00
Senior Utility Worker	3.00	-	-
Sewer & Drainage Service Worker	-	51.00	48.00
Sewer Construction And Repair Worker	14.00	-	-
Sewer Maintenance Worker	47.00	-	-
Storekeeper	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00
Telespection Technician	2.00	2.00	2.00
Utility Service Locator	-	1.00	-
Utility Worker	6.00	6.00	6.00
37000-Sewer & Drainage Services Total	121.00	124.00	121.00

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Position Comparison

Department of Public Utilities	2018 Budget	2019 Budget	2020 Approved
38000-Environmental Services			
Administrative Analyst 2	-	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Administrator-Public Services 2	2.00	2.00	2.00
Chemist-Bacteriologist	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00
Engineering Associate	6.00	5.00	4.00
Environmental Services Technician	5.00	6.00	6.00
Environmental Specialist	7.00	7.00	7.00
Industrial Waste Control Specialist	3.00	2.00	2.00
Public Services Officer 3	4.00	4.00	4.00
Secretary 2	1.00	1.00	1.00
Senior Accountant	1.00	-	-
Senior Chemist/Bacteriologist	3.00	3.00	3.00
Senior Environmental Specialist	9.00	9.00	10.00
Staff Professional Engineer	2.00	2.00	2.00
Supervisor-Utility Accounting	-	1.00	1.00
38000-Environmental Services Total	47.00	47.00	47.00
Department of Public Utilities Total	689.25	690.65	695.33

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Safety Administration			
51000-Safety Administration			
Deputy Chief Of Staff	0.25	0.25	0.25
51000-Safety Administration Total	0.25	0.25	0.25
Safety Administration Total	0.25	0.25	0.25

Department	2018 Budget	2019 Budget	2020 Approved
Police Department			
52000-Police			
Administrative Analyst 1	1.00	1.00	2.00
Administrative Analyst 4	1.00	1.00	1.00
Administrative Assistant	-	-	0.62
Administrative Specialist	2.00	2.00	2.00
Administrative Technician 1	2.00	2.00	2.00
Administrator-Administrative Services 2	-	-	0.67
Administrator-Public Services 2	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00
Criminalist	2.00	2.00	2.00
Director-Public Services	1.00	1.00	1.00
Identification Technician	2.00	-	-
Police - Secretary	1.00	1.00	1.00
Police Captain	6.00	6.00	7.00
Police Data Control Clerk	1.00	1.00	1.00
Police Data Entry Clerk	5.75	6.00	6.00
Police Deputy Chief - Pro Tem	3.00	3.00	3.00
Police Lieutenant	28.00	28.00	28.00
Police Officer	488.70	506.73	515.85
Police Records Clerk	39.00	42.00	42.00
Police Sergeant	97.00	97.00	96.00
Secretary 1	0.75	1.00	0.62
Secretary 3	0.62	0.62	-
Senior Criminalist	1.00	1.00	1.00
Traffic Aide	3.00	3.00	3.00
Utility Worker	1.00	1.00	1.00
52000-Police Total	688.83	708.35	718.76
Police Department Total	688.83	708.35	718.76

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Position Comparison

Department	2018 Budget	2019 Budget	2020 Approved
Fire & Rescue Department			
53000-Fire & Rescue			
Administrative Analyst 2	-	1.00	1.00
Administrative Assistant	-	-	1.00
Administrative Specialist	1.00	1.00	1.00
Administrative Technician 1		1.00	1.00
Administrative Technician 2	1.00	-	0.50
Building And Grounds Maintenance Worker	1.00	1.00	1.00
Chief Financial Officer	-	1.00	1.00
Clerk Specialist 2	2.00	3.00	3.00
Director-Public Services	1.00	1.00	1.00
Fire - Maintenance Bureau	1.00	1.00	-
Fire - Maintenance Bureau Supervisor	-	-	1.00
Fire Battalion Chief	18.00	16.00	18.00
Fire Captain	14.00	13.00	16.00
Fire Captain (Medic 8%)	1.00	1.00	1.00
Fire Captain (Medic)	17.00	19.00	21.00
Fire Captain Maintenance Supervisor (Medic)	1.00	1.00	1.00
Fire Communications Specialist	22.00	22.00	21.00
Fire Deputy Chief	4.00	4.00	4.00
Fire Fighter	207.50	209.94	203.49
Fire Fighter/Paramedic	180.00	194.00	181.99
Fire Fighter/Paramedic (8%)	3.00	3.00	2.00
Fire Inspector	6.00	6.00	8.00
Fire Lieutenant	43.00	43.00	36.00
Fire Lieutenant (Medic 8%)	1.00	-	-
Fire Lieutenant (Medic)	41.00	42.00	41.00
Fire Lieutenant/Paramedic	-	-	6.00
Fire Plans Examiner 1	1.00	1.00	1.00
Fire Plans Examiner 2	1.00	1.00	1.00
Manager-Administrative Services	-	-	1.00
Mayor's Assistant 2	1.00	-	-
Medical Quality Control Billing Clerk	1.00	1.00	1.00
Police Communications Specialist 1	31.00	31.00	32.00
Police Communications Specialist 2	30.00	30.00	30.00
Secretary 2	0.50	1.00	1.00
Secretary 3	-	1.00	-
Senior Trades Mechanic	-	-	1.00
Supervisor-Communications	7.00	8.00	-
Supervisor-Fire Communications	-	-	6.00
Supervisor-Police Communications	-	-	8.00
Trades Mechanic	1.00	1.00	
53000-Fire & Rescue Total	639.00	658.94	653.98
Fire & Rescue Department Total	639.00	658.94	653.98
Total	2,880.39	2,928.31	3,008.18