

FISCAL YEAR 2021

Proposed Annual Operating Budget





Wade Kapszukiewicz Mayor

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toledo.oh.gov

November 15, 2020

Honorable Council President Matt Cherry and Members of Toledo City Council,

I am pleased to present for your review and consideration the proposed 2021 operating and capital budgets. A budget is always a reflection of our values. This administration values transparency, accountability, equitable investments in all of our neighborhoods, and most importantly, the team that works hard every day to ensure we achieve our goals. Our budget reflects these values.

The proposed budget revenues and expenditures total approximately \$839 million with a general fund budget of approximately \$283 million. We have proposed a capital improvement to general fund transfer of \$11 million and a \$23 million reduction in general fund balance, decisions made necessary due to the severe negative budget impact of COVID. We have significant financial challenges to realize the baseline service needs that our constituents should expect and deserve from local government.

The budget and department performance plans align with our five strategic priorities and include performance metrics to ensure continuous improvement in service delivery. Our strategic priorities are:

- 1. **Basic Services:** Provide basic services to residents in an effective and efficient manner.
- 2. Environment: Ensure all of our environmental resources, major equipment, and infrastructure are efficient and sustainable for long-term viability.
- **3. Quality Investments:** Make investments that improve the quality of life for all peoplewho live, work, and play in Toledo.
- 4. **Customer Service:** Employees take pride in providing excellent services to our residents.
- 5. Workplace Culture: Employees feel connected, valued, and appreciated.

While 2020 has proven to be a challenging year, I am proud of our many accomplishments. Our budget discipline in 2018 and 2019 helped to cushion the blow of 2020. We used our CARES funding to stabilize small businesses and residents by providing grants, rental, and mortgage assistance to our residents as they navigate the financial impact of the pandemic. In addition to short term assistance, our 2020 initiatives, programs, and activities will have long term impact on moving our community forward.

We made significant strides in reprioritizing community development on targeted neighborhood revitalization. Our five year consolidated plan includes Neighborhood Revitalization Strategy Areas (NRSA) that would allow for more flexible use of funding to support development in our neighborhoods that need it most. Our revitalization strategy includes layering ongoing investments such as the LED light conversion, lead pipe replacement and lead remediation, and roads for greater impact. Passage of a new lead ordinance with a strategy for making 23,000 properties lead safe is being implemented and will continue over several years. We kicked-off the process to develop a comprehensive housing strategy and 10-year action plan that will provide a common vision for housing investment. The strategy will align with our comprehensive plan, which will provide a blueprint for future land use.

This year also saw us turn year's long blighted properties back into productive use. The site of the old Southwyck Mall, which has been vacant for 10-years, is now home of the new Amazon Distribution Center. After over 10 years of absentee ownership by an out-of-town speculator, the historic buildings at the "four corners" section of downtown were acquired by the Lucas County Land Bank – and now stand ready to be redeveloped as vital mixed-use residential and commercial spaces making way for increased economic development downtown. The 22nd Century committee's downtown master plan made local control of the Spitzer and Nicholas a priority – in part because they sit on the only corner where all four original buildings still remain. We continue to support small businesses that our critical to job creation and retention, which is critical to our economic vitality. We also introduced legislation to support a disparity study that will provide recommendations on how we can increase procurement opportunities for minority- and women-owned businesses. We are one of five Ohio cities participating in the Forward Cities E3 Accelerator, an initiative to assess the health of our equitable entrepreneurial ecosystem.

We now have the ability to make significant investments in our infrastructure. The passage of Issue 4 allows us to allocate approximately \$19 million a year in residential roads. We are also making a \$100 million investment in changing every water meter over the next three years. The replacement of 127,000 water meters in the city and Lucas County will allow for more accurate and reliable billing and reduced maintenance cost. The technology gives our customers information at their fingertips and allows them to be able to control their bills. We are transitioning all 28,000 conventional high-pressure sodium bulb streetlights to energy-efficient LEDs and will complete the project by the end of 2021 increasing public safety and saving the city annually on energy cost. We've also upgraded our website to make it more accessible to residents, businesses, and visitors. These are not only cost savings measures, but supports our strategic priorities to become a smart city by leveraging technology to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

This past year has highlighted a need to focus on diversity, equity and inclusion (DEI) in how we deliver services, invest in neighborhoods, and support our workforce. We are engaging experts to assist us with developing a DEI strategy that will focus on recruitment, hiring and promotions, implicit bias training, procurement diversity, equitable deployment of city services, and improved community-police relations. We will become a member of the Government Alliance on Racial Equity, a national network of governments working to achieve racial equity and advance opportunities for all. We are also one of 30 cities across the country selected into the What Works Cities Fiscal Health and Equity Initiative, a Bloomberg Philanthropies program. The initiative will allow us to manage COVID-19's impact on our city finances while maintain equity as we work to meet the needs of the community.

As we enter the final year of our 2018-2021 strategic plan, we will continue much of the work we have started in 2020. We will have greater financial transparency, as this budget includes resources for a budget and forecasting software that will allow us to align our financial investments to our strategic plan. We are making progress with implementing our data governance strategy and will introduce dashboards for the community to see how well we are doing with delivering services by visiting our new and improved website.

During the 2021 budget planning process, we continued to engage the budget taskforce during biweekly meetings to ensure council representation. Keeping with last year's process, we maintained an additional layer of transparency by ensuring Council members had the opportunity to seek clarity and provide feedback on the strategic plan objectives, potential budget solutions and operational and capital needs prior to submitting the draft budget for your review. We welcome additional input prior to the passage of the budget and will work with you to ensure opportunities for public input through the Council of the Whole meetings scheduled for December.

The 2021 proposed budget aligns with the above data-driven priorities and includes, but are not limited to, the following initiatives to meet our goals and objectives:

- 1. Address public safety needs by allocating funds for a 31-member police class and a 50-member firefighter class.
- 2. Identify opportunities to leverage technology and other resources for increased investment in our environment and neighborhood infrastructure with a regional water commission, improving our urban beautification strategy, investment in lead safety, enhanced mowing operations, focused pothole plan and completing a city-wide 28,000 LED conversion by December 2021.
- 3. Ensure we are attracting and retaining a diverse workforce with the knowledge, skills and abilities to provide excellent services to our residents by investing in training and development, succession planning, recognizing employees for the contributions they make to our community, and aligning our succession planning and internship opportunities with regional workforce development strategies.
- 4. Following the passage of Issue 4, we are going to invest \$19 million dollars to improve residential roads.

We are committed to data-informed decision making regarding service delivery and budget alignment. Strategic priorities and goals will be included in department development plans and the leadership team will be evaluated on how well they are moving the needle to accomplish our goals. This continuous improvement process will ensure we are investing tax dollars in the areas of most concern to our stakeholders.



We are proud of the list of 2020 accomplishments that not only have regional impact, but also significant impact on our ability to provide high quality services to our residents and workforce. We believe the 2021 proposed budget will allow for greater success and partnership between Council and the administration. As we emerge from COVID, we look forward to hosting hundreds of thousands of visitors in Toledo for the 2021 Solheim Cup. The planning with partners is ongoing to ensure that hotels, small businesses, bars, restaurants and cultural institutions will have a great economic impact. We look forward to putting our best forward. It will be a welcomed event after a challenging year of social distancing and an opportunity to show the world that **you will do better in Toledo**.

Sincerely,

Wade Kappuliew:

Wade Kapszukiewicz Mayor

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City Council



John Hobbs III District 1 Pastor/coach



Cecelia Adams At-Large Retired school administrator



Matt Cherry District 2, Council President Business Agent



Nick Komives At-Large Community organizer



Theresa Gadus District 3 Educational interpreter



Rob Ludeman At-Large Realtor



Vanice Williams District 4 Childcare center owner/operator



Katie Moline At-Large Certified public accountant



Sam Melden District 5 Strategic engagement



Tiffany Whitman At-Large University administrator



Chris Delaney District 6 Retired police officer



Cerssandra McPherson At-Large Public school paraprofessional

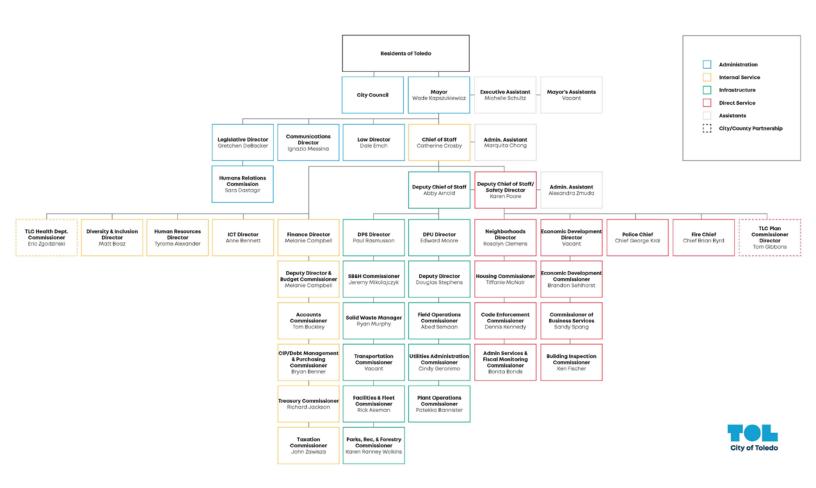


City Administration



Mayor Wade Kapszukiewicz

Elected Mayor of Toledo in 2017







Strategic Priorities

2020

Basic Services

Provide basic services to residents 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. Provide quality city services such as trash collection and solid waste management services that encourage community-wide recycling, reuse, and reduction of waste.
- 5. Respond to growing service demands through partnerships, innovation, and prioritizing service levels that can be sustained by revenue.
- 6. Ensure the efficient and effective use of tax-payer dollars in providing City services.

Environment

Ensure all of 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.



Quality Investment

Make investments that improve the quality of life for all 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

- 1. Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.
- 2. 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.

Quality of Life

- 1. Provide and support the availability of high-quality, affordable recreational programming and activities that appeal to people of all demographics.
- 2. Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi-Fi.
- 3. 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.
- 4. Provide access to high-quality education/resources to prepare residents, including youth, for career/education beyond a high school diploma.



Customer Service

Employees take pride in providing excellent service to our residents.

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

Employees feel connected, valued, and appreciated.

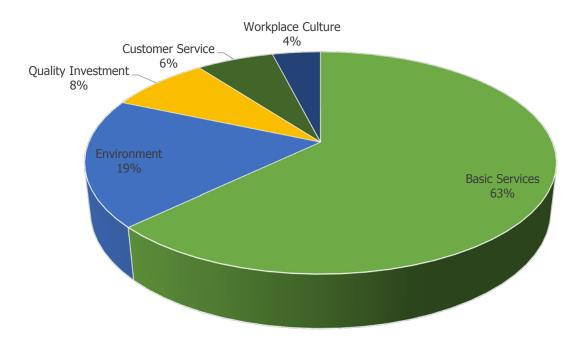
Objectives

- 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.

FTEs by Strategic Priority

Strategic Priority Area	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Basic Services	1,846.31	1,876.93	1,819.54	1,848.03
Environment	540.00	553.83	553.83	548.00
Quality Investment	251.01	260.25	243.44	242.18
Customer Service	180.25	201.18	187.51	186.28
Workplace Culture	110.75	115.99	103.24	115.80
Total	2,928.31	3,008.18	2,907.56	2,940.30

2021 Proposed FTEs by Strategic Priority





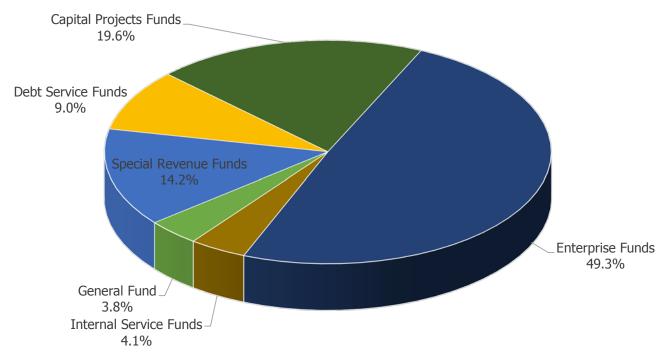
Basic Services

Provide Basic services to citizens in an effective and efficient manner

Summary of 2021 Proposed Budget by Strategic Priority Area - Basic Services

Department & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	1,930,397	-	-	-	-	-	1,930,397
Office of the Mayor	1,622,392	29,473	-	14,737	114,858	-	1,781,460
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	18,735,655	256,719	-	-	-	-	18,992,374
Law Department	2,262,150	54,453	-	200,000	246,769	3,099,610	5,862,981
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	306,325	34,837,560	-	1,740,257	401,562	349,000	37,634,703
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	2,453,703	-	-	-	-	-	2,453,703
Police Department	84,030,006	139,708	-	1,405,500	2,655,720	-	88,230,934
Fire & Rescue Department	79,376,868	-	-	365,000	-	-	79,741,868
Non-Departmental	15,417,353	3,839,330	-	-	-	-	19,256,683
Total	206,134,849	39,157,243	-	3,725,494	3,418,909	3,448,610	255,885,104







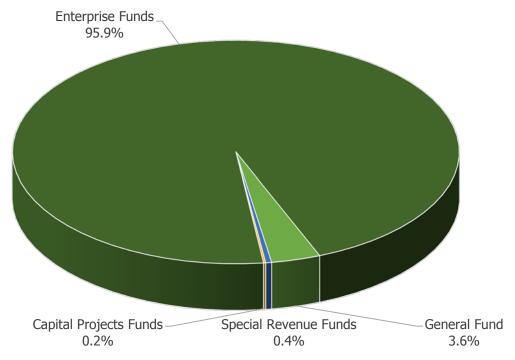
Environment

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

Summary of 2021 Proposed Budget by Strategic Priority Area - Environment

Department & Source of Funds	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	6,472,693	-	-	303,000	-	-	6,775,693
Department of Public Utilities	232,188	799,903	-	-	180,833,590	-	181,865,681
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Total	6,704,881	799,903	-	303,000	180,833,590	-	188,641,374





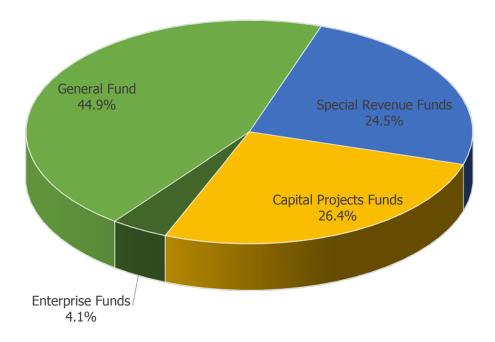


Quality Investment Make investments that improve the quality of life for people who live, work, and play in Toledo

Summary of 2021 Proposed Budget by Strategic Priority Area - Quality Investment

Department & Source of Funds	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	912,658	278,341	-	84,164	-	-	1,275,164
Human Relations Commission	235,201	-	-	-	-	-	235,201
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	3,210,548	20,740,796	-	-	-	-	23,951,344
Department of Economic Development	4,485,614	12,620	-	-	71,032	-	4,569,266
Department of Public Service	5,841,589	9,677,796	-	1,701,873	-	-	17,221,258
Department of Public Utilities	383,827	1,383,113	-	32,610,562	5,357,372	-	39,734,874
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	60,561,005	-	-	-	-	-	60,561,005
Total	75,630,442	32,092,667	-	34,396,600	5,428,404	-	147,548,113

2021 Proposed Quality Investment By Fund





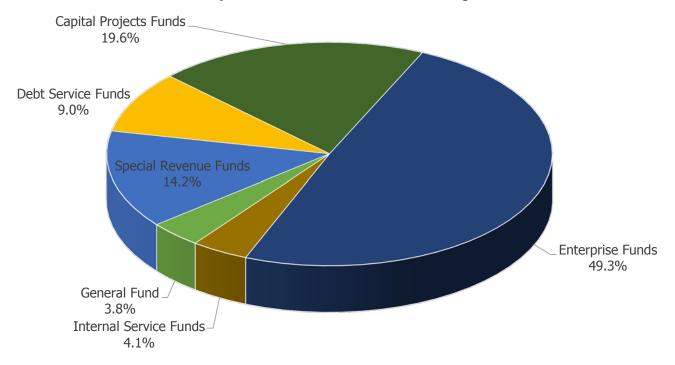
Customer Service

Provide excellent/outstanding service to our residents and other stakeholders

Summary of 2021 Proposed Budget by Strategic Priority Area - Customer Service

Department & Source of Funds	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	6,796,453	27,193,708	17,247,569	33,561,595	68,233,133	823,416	153,855,874
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	285,317	-	-	4,030,000	-	7,138,857	11,454,174
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	-	-	-	-	-	-	-
Department of Public Utilities	-	-	-	15,705	26,349,008	-	26,364,713
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	270,505	-	-	-	-	-	270,505
Total	7,352,275	27,193,708	17,247,569	37,607,300	94,582,141	7,962,273	191,945,265

2021 Proposed Customer Service By Fund



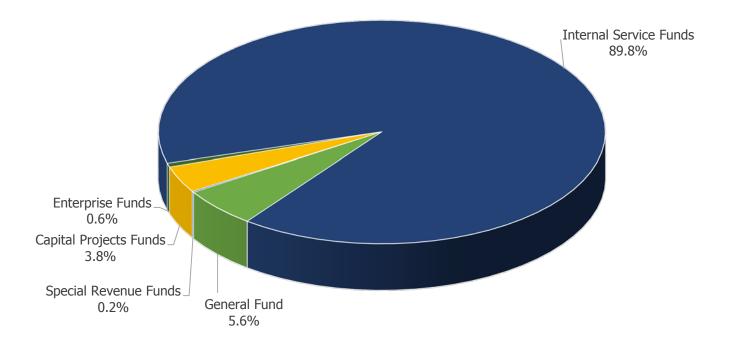


Workplace Culture Create a workplace where employees feel connected, valued, appreciated and can take pride in

Summary of 2021 Proposed Budget by Strategic Priority Area - Workplace Culture

Department & Source of Funds	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	1,023,078	83,242	-	-	343,242	-	1,449,563
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	2,110,840	32,792	-	-	65,585	49,541,610	51,750,827
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	696,600	-	-	2,742,056	-	14,800,253	18,238,909
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	210,495	-	-	-	-	-	210,495
Total	4,041,013	116,034	-	2,742,056	408,827	64,341,863	71,649,794

2021 Proposed Workplace Culture By Fund





Key Performance Indicators

2021

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 and 2020, 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 the City's strategic priorities: Basic Services, Environment, Quality Investment, Customer Service, and Workplace Culture .

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.

All City departments have reviewed and updated their performance plans for 2021, incorporating key programs, activities and performance indicators.

Please see Appendix for the City of Toledo's Performance Plan.

Budgeting for Equity

The 2021 Proposed Budget begins the process of incorporating equity analysis into the budgeting process. Budgeting for equity encourages budget and resource allocation decisions that do not disproportionately harm low-income residents and communities of color.

Throughout 2021 City leadership will be participating in a Bloomberg Philanthropies What Works Cities <u>City Budgeting for Equity and Recovery</u> program, a new effort that will help cities confront budget crisis while strengthening their commitment to equity in the wake of COVID-19. The program will help cities develop and implement plans to drive financial recovery and ensure that their budget crisis do not disproportionately harm low-income residents and communities of color. It will also provide the opportunity for leaders from the 30 participating cities to problem solve with a network of peers and produce a set of tactics for other local leaders to follow.

The Proposed FY 2021 Budget incorporates several key initiatives that align with the City's strategic plan and promote equity in the community and within the City's workplace.

Budgeting for Equity – Initiatives

Priority	Equity and Budget Alignment
	Government Alliance on Racial Equity Membership
Basic Services	Consulting services to analyze police data and engage the police and the community in dialogue to develop policy reform recommendations
Dasic Services	Investment in budgeting and forecasting solution to improve tracking and reporting on the equitable investment of resources
	Gun violence reduction initiative
Environment	Lead line replacement
Environment	Water afforability plan
	Complete disparity study
Quality Investment	Supplemental resources to oversee procurement diversity and contract compliance
	Improve coordination of neighborhoods investment strategy in low-opportunity neighborhoods
	Consulting services to building the City's diversity and inclusion strategy with a focus on attraction, retention, promotion and implicit bias
Workplace Culture	Supplement resources to investigate diversity and inclusion complaints
	Revamp and centralize Americans with Disability Act program and inventory



Community Profile

2021

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. 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.

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.

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.

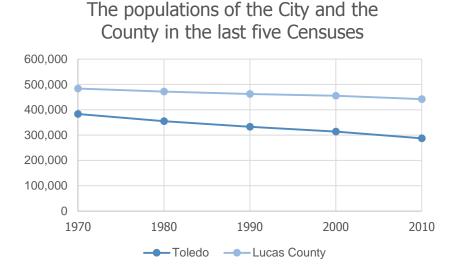
Area and Location

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

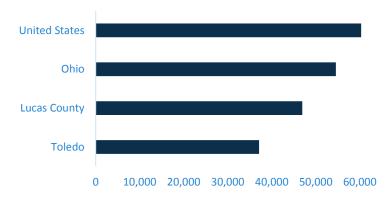
The population of Toledo as of the 2010 Census was 287,208 and a 2018 population estimate shows the population is down slightly to 274,975. The median resident age in the 2010 census was 34.2.





Income

The City of Toledo had an estimated median household income of \$37,100 between 2014 - 2018. According to the 2018 population estimates from the U.S. Census Bureau 25.6% were living in poverty.



2014-2018 Median Household Income

Housing

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

	Median Value of Owner-Occupied Homes	% Constructed Prior to 1940
City	\$79,900	33.40%
County	\$113,100	25.90%
State	\$140,000	20.50%

	Number of Housing Units 2010	Number of Housing Units 2018
City	138,039	138,107
County	202,630	203,073
State	5,127,508	5,188,270



Employment

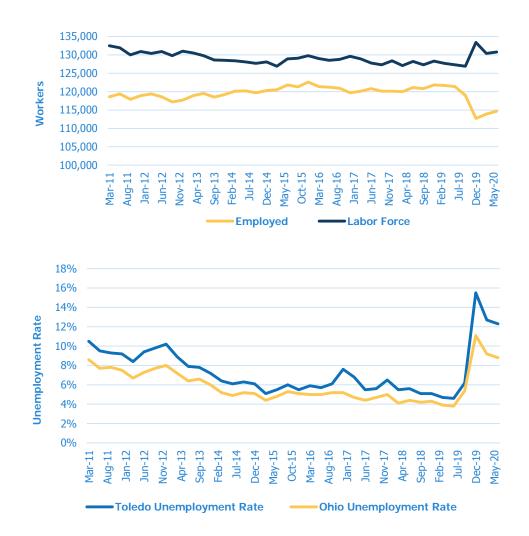
Toledo has a diverse economy bolstered by three major industries: manufacturing, healthcare and education. Toledo is home to the world headquarters of major corporations, including Owens Corning and Libbey, Inc. Other major employers include The University of Toledo and Medical Center, Fiat Chrysler 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.

		Approximate Number of Employees Engaged in		
Employer	Nature of <u>Activity or Enterprise</u>	Manufacturing Activity	Nonmanufacturing Activity	
ProMedica Health System	Health care		13,770	
Mercy Health	Health care		8,800	
Fiat Chrysler Automobiles	Automobile manufacturer	6,693		
The University of Toledo	University and Medical Center		5,600	
United Parcel Service	Package delivery and logistics		4,500	
Toledo City School District	Education		4,361	
The County	Government		2,914	
Sauder Woodworking Co.	Furniture, cabinets	2,825		
The City	Government		2,727	
Bowling Green State University	University		2,625	
Owens-Corning	Building materials & reinforcements		2,200	
General Motors Corp./GM Powertrain Division	Automotive manufacturer	1,778		
HCR ManorCare	Health care services		1,728	
St. Luke's Hospital	Hospital		1,600	
Libbey, Inc. (g)	Glass manufacturer	1,600		
State of Ohio	Government		1,430	
First Solar LLC	Solar cell manufacturer	1,400		
Vehtek Systems Inc.	Automotive stampings	1,300		
Owens Community College	Education		1,257	
Dana Incorporated	Automotive and industrial components		1,200	
YMCA of Greater Toledo	Nonprofit organization		1,200	
Washington Local School District	Education		1,186	
Toledo Edison Company	Electric utility		1,060	
International Automotive Components	Automotive interior systems	1,030		
Home Depot Distribution	Logistics and distribution		1,025	
Bennett Enterprises	Motor inns and restaurants		895	
Hollywood Casino	Casino		892	
Sylvania City School District	Education		888	
NSG Pilkington	Glass manufacturer	878		
Wood County Hospital	Medical facility		875	
Adient/Johnson Controls Battery	Battery manufacturer	850		
Group, Inc. O-I Glass Inc.	Glass manufacturer		843	
Wood County	Government		825	
FedEx Ground	Courier delivery services		800	
The Andersons	Grain storage/processing		796	
Block Communications, Inc.	Information services		773	
Materion Brush	Beryllium manufacturer	700	115	
Walgreens	Logistics and distribution	700	659	
Fulton County Health Center	BioHealth		650	
BP Husky Toledo Refining	Petroleum refiner	635	000	
Mobis North America LLC	Automotive	600		
Norfolk Southern	Transportation		600	
Maumee City School District	Education		580	
Ottawa County	Government		567	
Fifth Third Banking	Financial services		550	
Toledo Clinic, Inc.	Medical clinic		500	
Toledo Refining Co. LLC	Petroleum refiner		500	
Totodo Roming 00. LEO				



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.





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

Fiat Chrysler Automobiles, the largest manufacturing employer in the City, has continued to invest in its Toledo Assembly Complex in the City in recent years, including approximately \$1.0 billion of investments since 2016. Fiat Chrysler has stated that, with the renovation of the North Plant and the retooling of the South Plant, the company would have the capacity to produce more than 400,000 Wranglers and Gladiators annually at the Toledo Assembly Complex. In December 2019, Fiat Chrysler pledged to invest an additional \$160 million in the North Plant for new equipment and training for production of a new electric plug-in hybrid version of the Wrangler JL that is expected to result in the creation of 100 new jobs and an additional \$120 million in the South Plant for further retooling for the production of the Gladiator.

General Motors

General Motors has completed three new investments in its GM Powertrain Division's Alexis Road transmission plant in the City in the past seven years – a \$667.6 million investment in a 650,000-square-foot addition to prepare the plant for production of 9-speed front-wheel-drive and 10-speed rear-wheel-drive transmissions, a \$55.7 million investment to support production of fuel-efficient eight-speed transmissions and six-speed rear-wheel-drive transmissions, and a \$30.6 million investment for equipment and tooling to expand capacity for the production of the six-speed rear-wheel drive transmissions – to accommodate General Motors' product growth and meet increasing demand for those transmissions. With those investments and others, General Motors reports having invested more than \$1.0 billion in the plant since 2011.

Dana Incorporated

In 2017, Dana Incorporated, a Fortune 500 automotive and industrial components manufacturer, completed construction of a \$75 million high-tech axle manufacturing facility in the Port Authority's Overland Industrial Park in the City, converting and tripling the size of an existing 100,000-square-foot warehouse facility on the site to 300,000 square feet. Dana created that facility to support a number of new light-vehicle programs, including the new Jeep Wrangler JL and Gladiator models, that are being manufactured less than three miles away at Fiat Chrysler's Toledo Assembly Complex, and three other vehicle programs for automakers in the region.

First Solar Manufacturing Facilities

In October 2019, First Solar, Inc., the largest manufacturer of photovoltaic modules, completed construction and began operation a new \$400 million, one million square-foot manufacturing facility for production of its advanced technology Series 6 thin-film photovoltaic modules. First Solar has a workforce of approximately 500 associates, with an estimated annual payroll of \$30 million, at the new facility which is located in nearby Lake Township. The new facility is a few miles from First Solar's flagship factory in the City of Perrysburg, which is adjacent to the City. In 2017, First Solar invested an additional \$175 million to retool that factory, which is the largest solar manufacturing facility in the United States.



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. 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

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 2021, Mercy Health is planning to break ground on a mixed-used development project with NAI Harmon Group along the Cherry Street Corridor. The project will include eighty market rate apartments, five store fronts and office space. 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.

ProMedica Health System

In July 2019, ProMedica completed and opened Generations Tower at Toledo Hospital, 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. Currently, Continental Development, working with ProMedica, is planning a \$100 million development near the campus of Toledo Hospital. The project is expected to include upscale apartments, senior living, memory care and skilled nursing facilities, medical office buildings and facilities and an extended stay hotel. The City has provided certain infrastructure improvements, including an interchange on Interstate 475 in the area of the Hospital campus, which will support the project and additional development by ProMedica. The City also plans to establish a community reinvestment area to enable it to provide a tax incentive for the project.

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.

University of Toledo Medical Center

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.



Education

Toledo City Schools

The Toledo City School District is the principal school system in the City and the fourth largest school system in the State. It serves approximately 22,905 pupils in 52 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 \$413.115 million. The Board currently receives approximately 29.32% of its funding from local sources, including taxes, tuition, fees and interest income, approximately 70.04% of its funding from State sources and approximately 0.64% 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.

University of Toledo

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 2019 full-time equivalent (FTE) enrollment of 19,782, consisting of 15,568 FTE undergraduate students and 4,214 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 5,600 employees, including 1,500 instructional faculty and 4,100 other staff members. In its fiscal year ended June 30, 2019, the University and its Medical Center reported operating revenues of \$746.7 million, including net patient service and other patient services revenue of \$369.8 million, net tuition and fees of \$196.1 million, grants, gifts and contract revenues of \$47.7 million and \$133.2 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

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 1,588 students were enrolled in Fall 2019.



Transportation

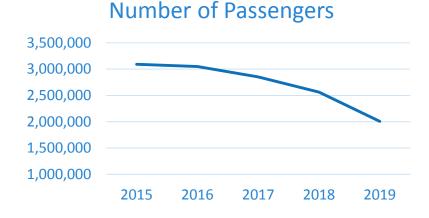
The City of Toledo is served by a broad-based transportation system, including well-developed ground, air and water transportation facilities.

Ohio Turnpike

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.

TARTA

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:

Toledo Express Airport

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.



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 Riverwalk

- 70 acre new signature riverfront metropark
- \$200 MM investment

Seagate Convention Center & Hotel

- 216 room dual branded Hilton Garden Inn & Homewood Suites
- New 1,000 seat ballroom
- \$94 MM investment; 250 new jobs

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

- 300+ Jobs
- \$25MM investment
- 2.8 MM sq. ft. facility
- Located in a Municipal Utility District w/ Rossford

Colony Lofts

- 262 residential units
- 120 room hotel
- \$50MM investment

Encompass Health

- 40-bed impatient rehab hospital
- \$25MM investments





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.



Public Safety

The City of Toledo provides police and fire (which includes emergency medical services).

Police

The Toledo Police Department services the City of Toledo from two main District Stations and two substations. In the 2021 Budget there are 679.46 budgeted full time 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.

Fire

The Toledo Fire & Rescue Department is comprised of several bureaus and one unit, which operate out of eighteen fire stations strategically located through the city of Toledo. The Toledo Fire & Rescue Department responds to all fire and medical incidents in the city. The medical response also includes both basic and advanced transport to local hospitals. All Toledo firefighters are State of Ohio certified as Firefighter II and trained as Emergency Medical Technician-Basic with approximately 250 also being certified as Emergency Medical Technician-Paramedic. The 2021 budget accounts for 662.19 budgeted FTE positions.





Public Utilities

Water System

The City owns and operates a waterworks system (the Water System) as a self-supporting enterprise that in 2019 produced an average of 73.4 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 130 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 Divisions of Water Treatment and Water Distribution within the City's Department of Public Utilities.

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. In October 2019, after years of discussions and negotiations that resulted in Charter amendment authorizing the establishment of a Regional Water Commission, the City and eight other jurisdictions entered into uniform agreements regarding the supply and purchase of surplus Toledo Water within the region that protect the integrity and capacity of the Water System and balance the interests and concerns of all parties. Those other jurisdictions include Lucas County and Fulton County, the City of Maumee, Monroe County on behalf of the South County Water System, the Northwestern Water and Sewer District, the City of Perrysburg, the City of Sylvania, and the Village of Whitehouse (collectively, the Contracting Communities). The Regional Water Commission provides a participatory vehicle for other jurisdictions with water contracts with the City to participate in the capital and water rate setting process.

Sewer System

The City owns and operates a sanitary sewage collection and treatment system (the Sewer System) as a self-supporting enterprise that in 2019 collected and treated approximately 73.4 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 77% of the City's sewered area carry only sanitary sewage, while the remaining 23% of the City's sewered area is served by combined local 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 (WWTP) for treatment. The WWTP is unusual in that it includes a traditional plant providing secondary treatment and a wet weather treatment facility (WWTF) providing the equivalent of primary 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.



Public Service

The City of Toledo Department of Public Service (DPS) provides a wide variety of services for residents. These services include 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 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. The City of Toledo has over 125 parks and facilities.



Budget Policies

2021

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.

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, 2021.

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 September 15, 2020 :

Limitation	Nonexempt Debt <u>Outstanding</u>	Additional Debt Capacity <u>Within Limitation</u>
10-1/2% = \$348,576,197	\$122,858,519	\$227,201,205
5-1/2% = \$182,587,532	\$122,858,519	\$60,430,445



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.



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.



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 purposed 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.



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, 2021.

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.

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.

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.



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.



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

Projected Revenues in Excess of Proposed Budgeted Expenditures will be added to Year-End Fund Balances



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:

Labor: includes all base and part-time salaries, severance, compensated absences, salary savings and other personnel reimbursements

Overtime

Pension

Employment Taxes and Medical: includes all medical, workers' compensation, unemployment compensation and Medicare

Other Labor: includes all contractual stipends

Supplies & Services: 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

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

Debt, **Transfers and Other**: includes principal and interest for bonds, notes and capital leases and associated debt service charges, program contract costs and transfers out to other funds, trust funds and contributions to other agencies



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 (for presentation purposes in this document historical Beautification Action Team revenues and expenditures have been reflected under Code Enforcement, which mirrors how the current budget is structured)

Department of Human Resources

Department of Development: includes Economic Development, Real Estate and Building Inspection (for presentation purposes in this document historical Real Estate revenues and expenditures have been reflected under Economic Development, which mirrors how the current budget is structured)

Department of Public Service: includes Transportation, Streets, Bridges and Harbor, Solid Waste, Fleet and Facilities, 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



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.



Funds (continued)

Proprietary Funds

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

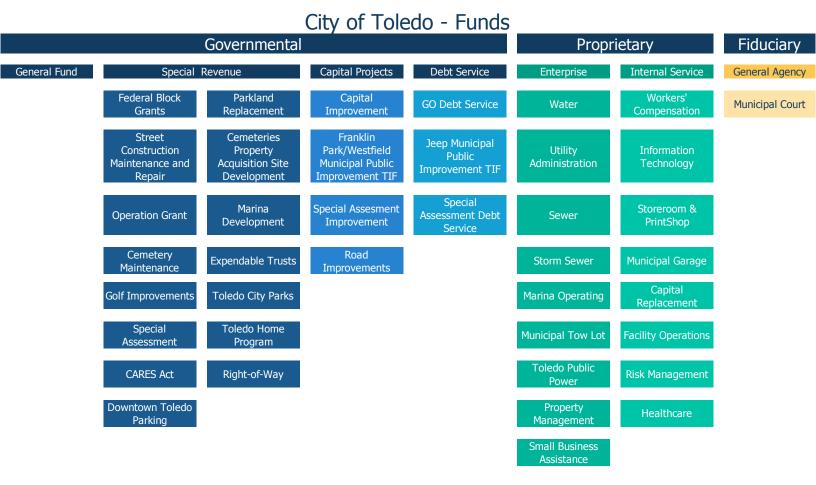
Internal Service

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.







2021 Budget Development Calendar

January 1, 2020 - March 31, 2020

Departments Submit CIP Carryforwards

Budget Calendar Developed and Reviewed

Departments Review Key Performance Indicators

Departments Provide Anticipated Major Change Worksheets and Corresponding Documentation

Q2 April 1, 2020 - June 30, 2020

Departments Report Proposed Personnel Changes Departments and Finance Propose Mid-Year Budget Adjustments

Q3

July 1, 2020 - September 30, 2020

Finance Department Issues Budget Directives to Departments

City Council Approved Mid-Year Budget Adjustments

Departments Submit 2021 Budget Proposals

Budget Office Reviews Budget Proposals

Finance Department Prepares 2020 Projections and Fiscal Plan

Q4

October 1, 2020 - December 31, 2020

Update 2021 Budget Proposals Based on Meetings with Administration Proposed 2021 CIP Projects are Submitted and Reviewed Preliminary Budget Reported to Budget Task Force and City Council Proposed 2021 Budget Submitted by November 15, 2020 Committee of the Whole Meetings on the Proposed Budget

Q1 January 1, 2021 - March 31, 2021

Target Date for Passage of Operating and Capital Budgets January 19, 2021 Statutory Deadline for Passage March 31, 2021





Summary of Positions, Revenues and Expenditures – All Funds



Full-Time Equivalent Positions by Fund

Fund	2019 Budget	2020 Approved	2020 Amended	2021 Proposed	Change
General	1,758.44	1,808.28	1,722.39	1,746.28	23.89
Street Construction, Maintenance & Repair	115.02	142.28	140.24	147.21	6.97
Federal Grants	46.09	44.18	43.71	42.11	(1.60)
Operation Grants	21.34	18.44	18.44	19.20	0.76
Toledo Home Program	1.75	1.76	1.76	2.07	0.31
Expendable Trusts	7.30	7.30	7.30	0.25	(7.05)
Special Assessment	162.69	165.73	163.83	169.47	5.64
Capital Improvement	31.65	33.85	33.85	36.18	2.34
Special Assessment Improvement	1.50	1.65	1.65	-	(1.65)
Water	216.39	228.19	227.99	225.33	(2.66)
Sewer	241.52	224.59	224.59	224.52	(0.08)
Storm Water	72.42	68.65	68.65	68.97	0.32
Utility Administration	135.60	139.50	139.50	137.00	(2.50)
Workers Compensation	5.25	5.25	4.83	4.25	(0.58)
Information & Communication Technology	16.75	23.08	19.50	20.50	1.00
Storeroom & Printshop	0.60	0.60	0.18	-	(0.18)
Municipal Garage	65.40	66.40	60.82	65.20	4.38
Facility Operations	22.60	22.60	19.68	22.60	2.92
Risk Management	6.00	5.85	8.65	8.15	(0.50)
Healthcare Internal Service	-	-	-	1.00	1.00
Total	2,928.31	3,008.18	2,907.56	2,940.30	32.74



Full-Time Equivalent Positions by Department

Department	2019 Budget	2020 Approved	2020 Amended	2021 Proposed	Change
City Council and Auditor	23.10	23.00	23.00	26.50	3.50
Office of the Mayor	11.25	12.25	10.25	10.25	0.00
Toledo-Lucas County Plan Commission	11.00	14.00	11.00	12.67	1.67
Human Relations Commission	1.00	1.00	1.00	2.00	1.00
Diversity & Inclusion	5.75	7.00	5.17	9.00	3.83
Municipal Court	177.78	183.70	177.71	184.60	6.88
Law Department	33.00	34.00	31.00	31.26	0.26
Finance Department	64.84	69.10	62.51	61.51	(1.00)
Human Resources	17.00	20.00	17.58	19.00	1.42
Information & Communications Technology	17.75	41.59	34.50	33.77	(0.73)
Department of Neighborhoods	62.00	63.50	60.66	59.00	(1.66)
Department of Economic Development	30.75	31.00	26.08	25.75	(0.33)
Department of Public Service	414.89	439.74	424.32	434.07	9.75
Department of Public Utilities	690.65	695.33	693.20	689.00	(4.20)
Safety Administration	0.25	0.25	0.25	0.25	-
Police Department	708.35	718.76	683.42	679.46	(3.96)
Fire & Rescue Department	658.94	653.98	645.91	662.19	16.28
Total	2,928.31	3,008.18	2,907.56	2,940.30	32.74



ALL FUNDS REVENUE AND OTHER SOURCES SUMMARY

Summary of Revenues & Other Sources by Fund

Fund	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
General	256,536,931	259,519,202	267,041,287	281,195,656	268,964,888	283,118,577
Special Revenue Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Right of Way	234,350	228,900	225,400	225,000	225,000	225,000
Golf Improvements	250,000	220,000	1,183,326	1,993,016	1,993,016	1,685,260
Parkland Replacement	6,160	16,761	7,909	6,000	6,000	7,909
Marina Development	26,250	26,250	26,250	26,250	26,250	26,250
Cemetery Property Acquisition/Site Development	15,983	18,771	17,729	20,000	20,000	-
Cemetery Maintenance	37,694	70,091	65,564	48,160	48,160	-
Street Construction, Maintenance & Repair	13,929,961	13,177,540	15,678,843	19,267,338	19,295,173	19,208,407
Federal Grants	6,561,868	7,113,563	6,252,761	8,882,075	25,055,856	12,268,781
Operation Grants	5,232,212	5,086,214	4,823,428	3,632,595	19,678,092	6,669,457
CARES Act Fund	-	-	-	-	24,796,609	-
Toledo Home Program	1,970,598	2,268,713	2,096,717	2,063,320	7,850,301	3,269,142
Expendable Trusts	6,864,727	6,502,454	5,767,917	2,348,178	20,659,682	15,629
Special Assessment	48,849,660		49,106,294	55,236,335	55,236,335	56,013,246
Debt Service Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
General Obligation Debt Service	15,788,078	15,872,059	20,850,985	15,988,400	15,988,400	16,604,319
Jeep Municipal Public Improvement TIF	3,035,859	3,096,398	7,227,468	3,000,000	3,000,000	3,000,000
Special Assessment Debt Service	21,611	21,016	1,857	2,500	2,500	-
Capital Project Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Capital Improvement	61,924,706	58,034,477	81,136,380	53,272,160	128,538,461	56,860,420
Road Improvements	-	-	-	-	-	18,944,214
Franklin Park/Westfield Municipal Public Improvement TIF	2,152,368	2,236,036	2,225,829	2,302,000	5,070,341	35,000
Special Assessment Improvement	1,440,700		1,841,850	2,295,100	3,701,392	3,244,127
Enterprise Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Water	261,578,976	266,388,813	459,779,521	118,878,139	366,813,452	119,618,925
Sewer	410,097,541	488,199,403	841,039,786	134,285,375	224,312,011	135,157,977
Storm Water	48,981,363	53,296,555	96,306,631	10,831,290	15,976,875	11,902,221
Utility Administration	17,628,693	17,881,121	18,197,463	16,560,882	16,560,882	19,857,100
Municipal Tow Lot	2,246,786	2,333,522	2,651,845	2,690,000	2,690,000	2,837,772
Toledo Public Power	1,052,693	821,745	638,722	856,800	856,800	851,500
Property Management	5,325,193	1,564,040	1,278,266	1,333,000	1,333,000	1,150,371
Small Business Development	-	-	(126,375)		-	-
Internal Service Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Workers Compensation	5,426,452	5,871,120	5,542,590	7,409,056	7,378,159	6,989,136
Information & Communication Technology	4,842,950	4,591,256	5,691,622	7,481,401	7,481,401	7,149,309
Storeroom & Printshop	475,491	672,759	286,921	505,002	505,002	427,827
Municipal Garage	9,877,089	10,566,920	10,658,310	10,863,777	10,327,535	11,641,812
Capital Replacement	1,430,963	1,466,523	1,224,199	1,050,000	1,050,000	364,875
Facility Operations	6,553,465	7,432,136	3,926,150	3,522,777	3,522,777	3,467,909
Risk Management	2,201,872	758,985	1,555,265	2,178,172	2,889,671	3,104,163
Downtown Toledo Parking Revenue	-	, 30, 903	1,555,205			165,000
Healthcare Internal Service	-	-	479,571	42,450,000	42,450,000	42,623,589
Total	1,202,599,242	1,284,634,381	1,914,873,281	812,699,754	1,304,304,022	848,505,224



ALL FUNDS EXPENDITURES AND OTHER USES SUMMARY

Summary of Expenditures & Other Uses by Fund

Fund	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
General	250,141,913	241,664,161	261,206,391	281,195,656	268,964,888	283,118,57
Special Revenue Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Right of Way	225,000	225,000	225,000	225,000	225,000	225,00
Golf Improvements	350,893	57,288	1,400,882	1,993,016	1,993,016	1,685,260
Marina Development	10,831	15,622	15,867	9,097	9,097	19,220
Cemetery Maintenance	7,731	5,914	21,564	46,650	46,650	-
Street Construction, Maintenance & Repair	12,980,917	13,703,247	15,681,864	17,667,338	19,295,173	19,208,40
Federal Grants	7,088,551	6,598,310	6,282,286	8,882,075	23,152,343	12,268,78
Operation Grants	4,653,973	4,297,067	5,921,087	3,632,595	19,678,092	6,669,45
CARES Act Fund	-	-	-	-	24,796,609	-
Toledo Home Program	1,709,430	2,404,049	1,388,954	2,063,320	7,850,301	3,269,14
Expendable Trusts	4,665,225	4,832,953	5,772,373	2,348,178	20,659,682	15,62
Special Assessment	46,305,426	47,633,211	50,433,218	55,236,335	55,236,335	56,013,24
Debt Service Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
General Obligation Debt Service	15,788,078	15,779,643	20,601,926	15,988,400	15,988,400	16,604,319
Jeep Municipal Public Improvement TIF	3,598,351	3,492,439	4,862,322	719,000	719,000	643,250
Special Assessment Debt Service	17,250	16,500	15,750	-	-	-
Capital Project Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Capital Improvement	56,587,444	66,299,810	79,325,816	53,272,160	128,538,460	56,860,42
Road Improvements	-	-	-	-	-	18,944,214
Franklin Park/Westfield Municipal Public Improvement TIF	1,637,751	745,610	2,025,077	-	5,070,341	-
Special Assessment Improvement	1,473,713	1,756,412	2,001,541	2,295,084	3,701,392	3,239,52
Enterprise Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Water	285,980,573	315,050,046	476,047,953	114,146,968	366,813,452	117,325,908
Sewer	412,352,869	469,682,011	828,816,256	132,795,506	224,312,011	133,722,35
Storm Water	45,713,236	51,599,089	96,597,611	10,479,334	15,976,876	11,902,22
Utility Administration	16,895,702	11,191,538	17,997,357	16,560,882	16,560,882	17,015,759
Municipal Tow Lot	2,179,458	2,421,175	2,671,127	2,690,000	2,690,000	2,837,77
Toledo Public Power	710,058	785,991	700,872	682,840	682,840	717,49
Property Management	1,328,957	1,276,855	1,603,708	1,333,000	1,333,000	1,150,37
Small Business Development	5,461	4,515	3,613	-	-	-
Internal Service Funds	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Workers Compensation	6,965,434	5,868,336	6,022,203	7,409,056	7,378,159	6,989,13
information & Communication Technology	4,877,606	4,436,784	4,418,768	7,481,401	6,839,918	7,149,30
Storeroom & Printshop	431,571	365,954	249,944	504,151	491,339	427,82
Municipal Garage	9,454,615	10,389,888	10,894,863	10,863,777	10,327,535	11,641,812
Capital Replacement	1,579,493	1,939,358	1,267,528	1,050,000	1,050,000	349,00
	1			3,522,777	3,279,925	3,467,90
· · ·	6,122,558	6,286,872	3,149,482	3,322,777	3,2/9,923	J,TU7,50.
Facility Operations Risk Management	6,122,558 1,057,349	6,286,872	1,623,033	2,178,172	2,889,671	3,104,163

Total

1,202,897,416 1,292,748,510 1,909,246,236 799,721,768 1,299,000,389 839,209,058



Revenues, Expenditures and Positions -General Fund



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 2.5%, of which 1.5% is permanent and 1.0% is temporary and must be renewed by voters every four years. This income tax is a flat tax of 2.5% applied on all wages earned within the City and on all wages earned by residents of Toledo outside the City.

Of the temporary tax, 34% has been renewed by voters consistently since the initial authorization in 1982.

An additional ¼% was recently approved by voters for road improvements. The tax revenues collected as a result of the new ¼% tax will be deposited directly into the new Road Improvements Fund. The allocation of the 2.5% income tax is below.

Тах	Rate	General	Police/Fire	Capital Improvements	Roads
1.00%	Permanent	1.00%			
0.50%	Permanent	0.25%		0.25%	
1.00%	Temporary	0.25%	0.25%	0.25%	0.25%
2.50%	Total	1.50%	0.25%	0.50%	0.25%

Municipal Income Tax Allocation

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.

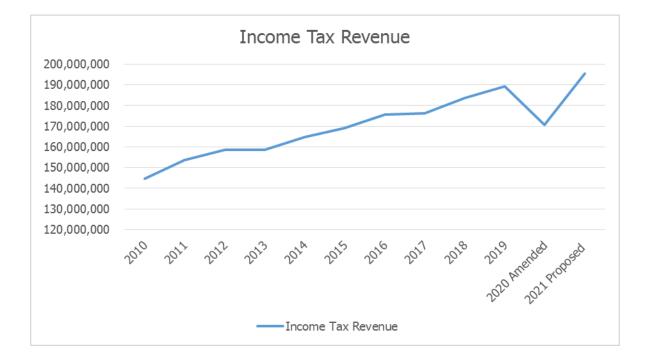
The 2021 proposed budget estimate projects total income tax collections totaling \$195,400,000. The 2020 amended budget estimates \$170,676,000 in income tax collections and total collections for 2020 are projected to exceed amended budget estimates by approximately \$4,800,000.

Of the total income tax revenue estimated for 2021, \$178,400,000 is estimated for the General Fund, while \$17,000,000 is estimated for the Road Improvement Fund. Beginning in 2022 and beyond, the new income tax is expected to generate in excess of \$19,000,000 annually.



Income Tax Collection – Historical and Budgeted*

Year	Income Tax Revenue	Income Tax Change
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	189,433,834	3.17%
2020 Amended	170,675,920	-9.90%
2021 Proposed	195,400,000	14.49%



*2021 Proposed includes both the General and Road Improvement Fund projected revenues



General Fund Revenue and Other Sources (continued)

Property Taxes

The General Fund also receives revenue from property taxes. The 2021 budget estimates \$12,757,500 in property tax receipts. Compared to the 2021 adopted budget, property tax revenues are estimated to increase by \$245,000 or 1.95%.

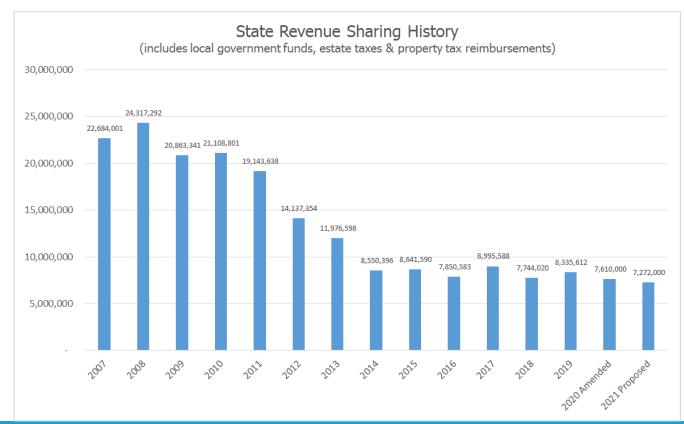
Licenses and Permits

The 2021 budget estimates license and permit revenue totaling \$2,991,800, a decrease of \$79,400 or 2.59% 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 2021 is \$16,814,500 which is \$705,820 or 4.38% more than anticipated in the 2020 amended budget.

The 2021 estimate for state revenue sharing is \$7,272,000. This includes \$7,110,000 from the undivided local government distribution and \$162,000 from the direct municipal local government distribution.





General Fund Revenue and Other Sources (continued)

Intergovernmental Services (continued)

Casino revenues represent the second largest portion of intergovernmental services revenue. The 2021 budget estimates \$5,310,000 in casino revenues. Compared to the amended 2020 budget, casino revenues are expected to increase by \$972,000 or 22.41%.

Intergovernmental revenue also includes JEDZ and CEDA income and beer, liquor and cigarette taxes. The 2021 proposed budget projects an increase in JEDZ and CEDA income, from \$1,768,180 to \$1,818,000. Beer, liquor and cigarette tax revenue is expected to decrease from \$437,000 in the 2020 amended budget to \$425,000.

Estimated homestead and rollback property taxes are expected to increase in 2021 to \$1,822,500 compared to \$1,787,500 in the 2020 amended budget.

Charges for Services

Funds received from charges for services account for the second largest category of General Fund revenues. The 2021 budget estimates \$27,806,354 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 2020 amended budget, projected revenue from charges for services has increased by \$353,654 or 1.29%.

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 proposed 2021 budget does not include any increase in this fee.

Ambulance billing and emergency medical service revenue is projected at \$6,322,250 for 2021. These revenues account for the second largest portion of charges for services revenues.

Cable franchise fees are flat compared to the amended 2020 budget at an estimated 2,075,000.

Fines and Forfeitures

Fines and forfeitures revenue includes red light and hand-held speed camera revenue, court costs and fines. Total 2021 estimated revenue is \$7,545,000. Revenue received from red light and speed violations is estimated at \$5,400,000 for 2021. Of this total, \$1,620,000 is anticipated from stationary cameras and \$3,780,000 is anticipated from hand-held speed cameras. Revenue from court costs and other fees and fines is projected at \$2,145,000.



General Fund Revenue and Other Sources (continued)

Investment Earnings and Other Revenue

Investment earnings reflects interest revenue recorded in the General Fund. The 2021 budget estimates \$468,000 in interest earnings, a decrease of \$141,450 or 23% over the 2020 amended budget.

Other revenue is budgeted at \$835,000 in 2021. This category includes revenues for the Police Department to offset a portion of the cost of school resource officer salaries, and miscellaneous revenues received by several departments.

Operating Transfers

The 2021 proposed budget for operating transfers revenue totals \$12,601,511. This includes transfers from the Capital Improvement Fund and the Tow Lot Fund. The 2021 proposed budget estimates transferring \$ 11,000,000 from the Capital Improvement Fund and \$1,601,511 from the Tow Lot Fund.

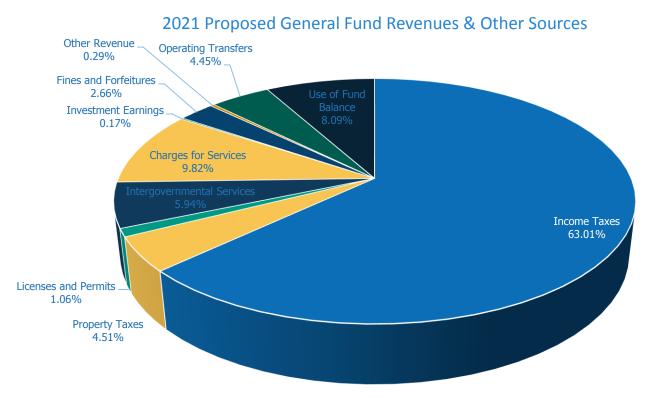
Projected Use of Fund Balance

The proposed 2021 General Fund budget is balanced through the use of \$22,898,912 of projected unassigned fund balance.



General Fund Revenue and Other Sources

				2020	2020	2021
Revenue Category	2017 Actual	2018 Actual	2019 Actual	Approved	Amended	Proposed
Income Taxes	176,361,756	183,618,152	189,433,834	190,657,120	170,675,920	178,400,000
Property Taxes	12,024,576	12,222,829	12,641,588	12,512,500	12,512,500	12,757,500
Licenses and Permits	2,943,041	3,213,319	2,962,948	3,071,200	3,071,200	2,991,800
Intergovernmental Services	18,878,111	17,808,236	18,590,485	18,509,500	16,108,680	16,814,500
Charges for Services	29,298,616	28,480,977	28,848,117	28,528,700	27,452,700	27,806,354
Investment Earnings	461,726	1,469,245	2,189,796	1,218,900	609,450	468,000
Fines and Forfeitures	9,844,539	10,149,833	9,317,261	10,185,000	8,820,210	7,545,000
Other Revenue	1,305,986	1,268,477	1,587,567	675,200	699,200	835,000
Operating Transfers	5,418,580	1,288,134	1,469,693	9,409,022	9,859,022	12,601,511
Use of Fund Balance	-	-	-	6,428,514	19,156,006	22,898,912
Total	256,536,931	259,519,202	267,041,287	281,195,656	268,964,888	283,118,577





General Fund Expenditures and Other Uses

Labor

The 2021 proposed budget for labor totals \$121,079,924. This includes base and part-time wages, estimated severance, compensated absences, salary savings and other labor reimbursements. Compared to 2020 amended budget levels, estimated costs for 2020 have increased by 1.24% or \$1,477,396.

Base and part-time salaries and wages total \$121,902,376 in the proposed 2021 budget, an increase of 1.31% over 2020 amended budget levels.

Severance expenditures in 2021 are estimated at \$1,880,989. 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 2020 amended budget, total expenditures are estimated to decrease by \$63,602.62 or 3.27%.

The proposed budget for compensated absences budget is \$100,000.

The total proposed budget for salary savings and other personnel reimbursements for 2021 is \$3,010,444. 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 Finance - ERP and Engage Toledo, as well as projected grant reimbursements for the Police and Fire & Rescue Departments.

Overtime

The proposed budget anticipated \$7,791,543 for overtime expenditures in 2021. Of this total, the Police Department proposed overtime is \$3,127,190 and the Fire and Rescue Department proposed overtime is \$4,310,914. Overtime for all other departments totals \$353,439 in the proposed 2021 budget. Compared to the amended 2020 budget, total overtime has increased by \$1,602,460 or 25.89%.

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 proposed budget for pension is \$25,217,799 for 2021. Pension expenditures are impacted by changes in base wage and overtime expenditures. With increased wages and additional full time equivalents budgeted for 2021, associated pension expenditures are also anticipated to increase. In total, pension estimates have increased by \$711,816.71 or 2.91% over 2020 amended budget levels.

Employment Taxes & Medical

Employment tax and medical expenditures include workers' compensation, Medicare costs, unemployment compensation and medical insurance expenditure estimates. The 2021 budget estimates \$25,184,835 in total for these expenditures, which is a decrease of \$504,917 or 1.97% compared to 2020 amended budget.



General Fund Expenditures and Other Uses (continued)

Other Personnel Expenses

Total proposed budget for other personnel expenses is \$1,255,242 in 2021. Other personnel expenses includes contractual stipends for Police and Fire & Rescue, tool and auto allowances and other contractual obligations. Compared to 2020 amended budgeted levels, expenditures have increased by \$44,136 or 3.64%.

Supplies

The proposed budget for supply expenditures for 2021 totals \$3,790,622, which is \$928,417 or 32.44% higher than the 2020 amended budget. This increase in the 2021 proposed budget is driven by the projected purchase of clothing, linen and equipment for the Fire & Rescue Department as the department will be onboarding and outfitting 50 new firefighters in 2021.

Services

The proposed budget for service expenditures for 2021 totals \$56,954,449, which is \$6,787,646 or 13.53% higher than the 2020 amended budget. The year-over-year budget increase is driven by projected increases several items including:

- projected increase in recycling expenditures
- funding for enterprise-wide training & development
- lead program contractual service costs for the Health Department
- funding to support the City's participation in the Choice Neighborhoods Planning Grant through cooperative agreement with the Lucas Metropolitan Housing Authority
- changes in the budgeting for revenues and expenditures for the traffic citation program, which in 2021 will be processed through the Clerk of Municipal Court

Debt, Transfers and Other

General Fund debt expenditures are budgeted at \$151,000 in the proposed 2021 budget. This budget covers debt payments related to the Dura landfill.

The Debt, Transfers and Other category also includes \$500,000 in funding for lead program contracts administered through the Department of Neighborhoods.

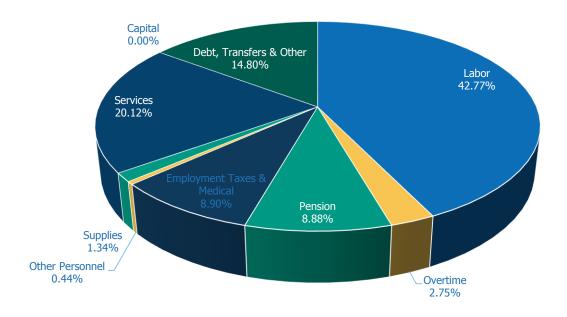
Proposed budgeted operating transfers to other funds totals \$40,959,704 for 2021. The largest transfer out of the General Fund results from the portion of the income tax transferred to the Capital Improvement Fund. This transfer is budgeted at \$39,015,490 for 2021. The proposed budget includes an additional \$1,944,214 transfer out to the Road Improvement to support residential road improvements during the first year of collections for the new ¼% income tax, which in 2022 and beyond is expected to generate in excess of \$19,000,000 annually. Additionally, \$175,260 is budgeted for transfer to the Golf Improvement Fund to support municipal golf operations in 2021.



Total Expenditures – General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	108,701,409	108,011,800	116,167,815	124,440,339	119,602,530	121,079,924
	, ,			, ,		
Overtime	6,258,670	7,091,466	7,265,666	6,189,084	6,189,084	7,791,543
Pension	21,865,004	22,598,510	23,607,445	25,278,174	24,505,982	25,150,999
Employment Taxes & Medical	22,808,207	21,778,391	24,244,390	26,377,960	25,689,752	25,184,835
Other Personnel	1,102,583	1,072,764	1,089,314	1,293,324	1,211,106	1,255,242
Supplies	3,533,184	3,308,760	3,260,349	3,292,082	2,862,205	3,790,622
Services	39,249,508	36,774,379	44,669,028	51,033,137	50,166,803	56,954,449
Capital	-	-	-	-	-	-
Debt, Transfers & Other	46,623,349	41,028,090	40,902,385	43,291,556	38,737,427	41,910,964
Total	250,141,913	241,664,161	261,206,391	281,195,656	268,964,888	283,118,577

2021 Proposed Budget Expenditures & Other Uses

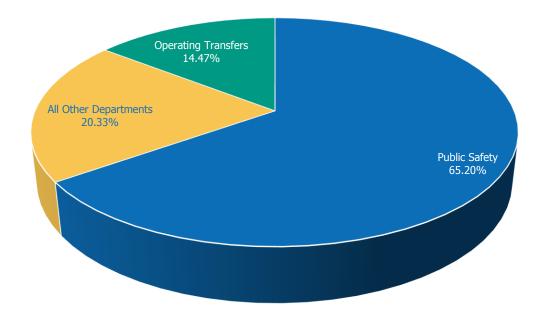




Total Expenditures – General Fund – By Department

				2020	2020	2021
Department	2017 Actual	2018 Actual	2019 Actual	Approved	Amended	Proposed
City Council and Auditor	1,496,505	1,087,312	1,692,491	2,140,437	1,766,942	1,930,397
Office of the Mayor	762,425	1,101,343	1,221,936	1,385,404	1,208,603	1,622,392
Toledo-Lucas County Plan Commission	428,972	474,549	586,865	963,942	708,793	912,658
Board of Community Relations	100,550	24,978	-	-	-	-
Human Relations Commission	-	1,437	132,110	154,639	135,911	235,201
Youth Commission	94,695	98	-	-	-	-
Diversity & Inclusion	374,659	370,022	503,962	733,042	860,474	1,023,078
Municipal Court	13,989,532	14,700,094	14,848,818	16,760,527	15,761,584	18,735,655
Law Department	2,561,640	2,168,113	2,336,546	2,658,725	2,067,176	2,262,150
Finance Department	9,253,543	5,811,281	6,223,149	7,706,593	7,079,182	6,796,453
Human Resources	1,165,562	1,110,321	1,068,934	1,834,109	1,530,627	2,110,840
Information & Communications Technology	-	-	-	596,214	489,469	285,317
Department of Neighborhoods	1,423,595	1,635,284	1,936,251	1,999,809	1,804,063	3,198,511
Department of Economic Development	3,280,252	3,260,452	3,882,147	4,648,538	4,161,029	4,485,614
Department of Public Service	8,616,676	9,300,961	10,924,110	12,967,905	11,879,627	13,314,656
Department of Public Utilities	368,878	383,040	566,609	678,751	512,144	616,015
Safety Administration	2,439,164	(1,849,269)	2,220,557	2,533,207	2,403,207	2,453,703
Police Department	77,931,875	75,715,109	81,256,016	86,918,214	84,434,010	84,030,006
Fire & Rescue Department	68,605,856	70,610,154	75,444,136	76,410,296	75,499,860	79,376,868
Non-Departmental	57,247,534	55,758,881	56,361,758	60,105,304	56,662,186	59,729,062
Total	250,141,913	241,664,161	261,206,391	281,195,656	268,964,888	283,118,577

2021 Proposed Expenditures & Other Uses





General Fund Full-Time Equivalent Positions

Department	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
City Council and Auditor	23.10	23.00	23.00	26.50
Office of the Mayor	9.95	10.95	9.15	9.15
Toledo-Lucas County Plan Commission	5.75	9.25	6.25	7.92
Human Relations Commission	1.00	1.00	1.00	2.00
Diversity & Inclusion	5.00	6.25	4.42	7.00
Municipal Court	174.18	180.40	174.41	181.30
Law Department	24.15	25.30	19.50	20.26
Finance Department	59.85	64.60	58.43	57.86
Human Resources	10.85	13.85	11.85	12.85
Information & Communications Technology	-	18.50	15.00	13.27
Department of Neighborhoods	11.47	15.37	13.00	13.12
Department of Economic Development	29.75	30.00	25.08	24.75
Department of Public Service	31.66	34.45	30.63	26.11
Department of Public Utilities	7.20	5.39	3.26	4.28
Safety Administration	0.25	0.25	0.25	0.25
Police Department	705.35	715.76	681.26	677.46
Fire & Rescue Department	658.94	653.98	645.91	662.19
Total	1,758.44	1,808.28	1,722.39	1,746.28

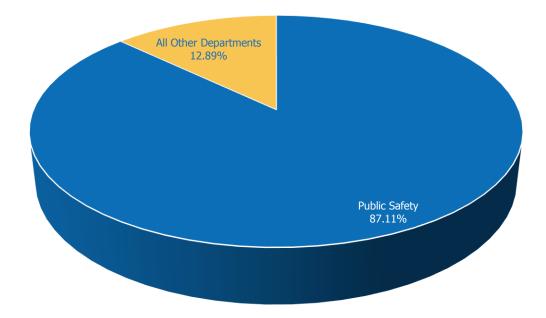


General Fund Full-Time Equivalent Positions – Public Safety Summary

Department	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Public Safety*	1,538.73	1,550.39	1,501.84	1,521.20
All Other Departments	219.72	257.90	220.56	225.08
Total	1,758.44	1,808.28	1,722.39	1,746.28

*Public Safety includes Municipal Court, Safety Administration, Police and Fire & Rescue

General Fund 2021 Proposed FTEs





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General Fund Fiscal Plan and Projection

City of Toledo - General Fund Projection

Revenues & Other Sources	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected 20	2025 Projected	2026 Projected	2027 Projected 2028 Pr	2028 Projected	2029 Projected
Income Taxes	175,500,000	178,400,000	181,373,786	185,271,262	189,246,687	194,924,088	200,771,810	206,794,964	212,998,813	219,388,778
Other Revenues	66,021,500	69,218,154	70,602,517	72,385,567	73,833,279	75,309,944	76,816,143	78,352,466	79,919,515	81,517,906
Operating Transfer	26,832,458	12,601,511	18,133,541	18,166,212	18,199,536	18,233,527	18,268,198	18,303,562	18,339,633	18,376,425

Expenditures & Other Uses	2020 Projected 2021		2022 Projected	2023 Projected	2024 Projected	Projected 2022 Projected 2023 Projected 2024 Projected 2025 Projected 2026 Projected 2027 Projected 2028 Projected 2029 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Wages	109,770,851	130,126,709	131,337,508	132,560,415	133,795,552	135,043,039	136,303,002	137,575,564	138,860,852	140,158,992
Fringes	42,524,966	50,335,833	53,839,192	54,377,584	54,921,359	55,470,573	56,025,279	56,585,531	57,151,387	57,722,901
Supplies & Services	52,634,007	61,370,071	58,570,071	58,570,071	58,570,071	58,570,071	58,570,071	58,570,071	58,570,071	58,570,071
Debt	721,000	151,000								
Operating Transfers	38,872,333	41,134,964	39,851,657	40,717,763	41,601,190	42,862,835	44,162,329	45,500,808	46,879,441	48,299,433
Total Expenditures	244,523,157	283,118,577	283,598,427	286,225,832	288,888,172	291,946,518	295,060,680	298,231,974	301,461,750	304,751,396

303,450,992 311,257,962 319,283,109

295,856,151

288,467,559

268,353,958 260,219,665 270,109,844 275,823,041 281,279,502

Total Revenues

Projected Fund Balance*	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Projected Starting Fund Balance	46,622,000	70,452,801	47,553,889	34,065,306	23,662,516	16,053,846	12,574,887	13,370,358	18,589,376	28,385,588
Change in Fund Balance	23,830,801	(22,898,912)	(13,488,583)	(10,402,791)	(7,608,670)	(3,478,959)	795,471	5,219,018	9,796,212	14,531,712
Projected Ending Fund Balance	70,452,801	47,553,889	34,065,306	23,662,516	16,053,846	12,574,887	13,370,358	18,589,376	28,385,588	42,917,300

*Total General Fund Balance excluding Non-Spendable & Restricted Portions

**The 2020 projected revenues and exependitures reflect the estimated impact of CARES Act funds and State of Ohio workers' compensation rebates. Please see Appendix A for additional information on the Fiscal Plan & Projection.



Capital Improvement Fund Fiscal Plan and Projection

Capital Improvement Fiscal Plan and Projection

Projected Sources	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2020 Projected 2021 Projected 2022 Projected 2023 Projected 2024 Projected 2025 Projected 2026 Projected 2027 Projected 2028 Projected 2029 Projected	2029 Projected
Income Taxes Allocated for CIP and Road Improvements*	38, 333, 333	55,745,787	58,840,908	60,125,698	61,436,184	63,306,227	65,232,372	67,216,300	69,259,747	71,364,497
Other Revenues and Transfers	1,281,878	5,858,655	3,908,686	3,841,161	3,844,111	3,378,638	1,748,513	379,800	380,250	379,950
New Debt Issuance - Leopardo Project**		39,000,000								
New Debt Issuance & Other Obligations - Capital Projects	16,778,257	11,300,000	10,460,000	6,365,000	9,457,000	11,645,000	11,750,000	10,450,000	000'000'6	9,000,000
Total Sources	56,393,468	111,904,442	73,209,594	70,331,859	74,737,295	78,329,864	78,730,884	78,046,100	78,639,997	80,744,447
Projected Uses	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2020 Projected 2021 Projected 2022 Projected 2023 Projected 2024 Projected 2025 Projected 2026 Projected 2027 Projected 2028 Projected 2029 Projected	2029 Projected
Existing Debt Service	19,330,156	20,924,230	20,536,572	20,201,586	16,521,540	15,993,902	13,733,983	13,007,645	12,644,267	8,619,682
Projected New Debt Service		,	998,003	2,051,318	6,202,832	7,339,954	8,740,165	9,792,277	10,844,389	11,926,561
Project Support	5,127,435	5,305,447	5,305,447	5,305,447	5,305,447	5,305,447	5,305,447	5,305,447	5,305,447	5,305,447
Major Road & Bridge Projects - City Match	11,521,455	8,300,000	6,760,000	4,865,000	7,957,000	10,145,000	7,500,000	7,500,000	7,500,000	7,500,000
Residential Roads - New Funding*	1	19,230,001	19,464,511	19,583,195	20,010,253	20,618,652	21,245,303	21,890,753	22,555,566	23,240,325
New Leopardo Capital Projects**	•	39,000,000	•					,	•	
Buildings, Improvements & Equipment	37,789,907	11,091,000	5,700,000	3,000,000	3,000,000	3,000,000	5,500,000	4,200,000	3,000,000	3,000,000
1% for the Arts Contribution	339,143	333,057	325,105	284,958	320,027	343,774	350,114	333,554	325,958	369,579
Transfer to General Fund	8,462,106	11,000,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000
Total Uses	82,570,202	115,183,735	75,589,638	71,791,503	75,817,098	79,246,728	78,875,012	78,529,676	78,675,627	76,461,593
Projected fund Balance	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2020 Projected 2021 Projected 2022 Projected 2023 Projected 2025 Projected 2026 Projected 2027 Projected 2028 Projected 2029 Projected	2029 Projected
Projected Starting Fund Balance	38,296,633	12,119,899	8,840,606	6,460,562	5,000,917	3,921,114	3,004,250	2,860,122	2,376,547	2,340,917
- 1 - 1			1110 000 07		1000 010 17	1100 0101	1001 1111	1111 0017	1007 107	10000

Change in Fund Balance Projected Ending Fund Balance

For presentation purposes: *The new 1/4% income tax revenue and roadway projects are included in the fiscal plan and projection. Budgeted and actual revenues and expenditures will be recorded in the new Road Improvements Fund. **The proposed Leopardo project funding and project appropriation are reflected. Separate legislation will be presented to authorize same.

4,282,854 **6,623,771**

2,340,917

(483,575) **2,376,547**

(144,128) **2,860,122**

(916,864) **3,004,250**

(1,079,803) 3,921,114

(1,459,645) 5,000,917

(2,380,044) 6,460,562

(3,279,293) **8,840,606**

(26,176,734) **12,119,899**

(35,



Street Construction, Maintenance & Repair Fund Fiscal Plan and Projection City of Toledo -Street Construction, Maintenance & Repair (SCMR) Fund

Revenues & Other Sources	2020 Droiacted	2020 Drojected 2021 Drojected	2022 Droiocted	2023 Droiocted	2024 Droiocted	2025 Droiacted	2026 Droiocted	2027 Droiocted	2028 Droiected	2029 Drojected
NOVCINCO & OUNCI JUNICO	EVEN FIUJOCICA	EVET LIVICUE	1	EVEN FINDERED	TAVET II UJCCCC	השכירכת	EVEN FLUJELLE	TALL FUCCES	EVEN LI UJCCCC	TOTO LI OCCO
Intergovernmental Revenues	16,196,000	17,088,000	17,429,760	17,778,355	18,133,922	18,496,601	18,866,533	19,243,863	19,628,741	20,021,316
Other Revenues	163,335	179,500	183,090	186,752	190,487	194,297	198,183	202,146	206,189	210,313
Operating Transfer	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Total Revenues	16,584,335	17,492,500	17,837,850	18,190,107	18,549,409	18,915,897	19,289,715	19,671,010	20,059,930	20,456,628

Expenditures & Other Uses	2020 Projected	2020 Projected 2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Wages	5,564,322	6,683,739	6,714,698	6,745,812	6,777,081	6,808,507	6,840,090	6,871,831	6,903,730	6,935,789
Fringes	2,748,097	3,205,889	3,221,918	3,238,028	3,254,218	3,270,489	3,286,842	3,303,276	3,319,792	3,336,391
Supplies & Services	7,208,324	8,030,819	8,070,973	8,111,328	8,151,885	8,192,644	8,233,608	8,274,776	8,316,149	8,357,730
Capital	413,229	490,000								
Operating Transfers	862,202	797,960	797,960	797,960	797,960	797,960	334,837	334,837	334,837	334,837
Total Expenditures	16,796,173	19,208,407	18,805,550	18,893,128	18,981,144	19,069,601	18,695,376	18,784,719	18,874,509	18,964,748

Projected Fund Balance	2020 Projected	020 Projected 2021 Projected 2022	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Projected Starting Fund Balance*	4,702,000	4,490,162	2,774,255	1,806,555	1,103,533	671,798	518,095	1,112,434	1,998,724	3,184,145
Change in Fund Balance	(211,838)	(1,715,907)	(967,700)	(703,021)	(431,735)	(153,703)	594,339	886,290	1,185,421	1,491,881
Projected Ending Fund Balance	4,490,162	2,774,255	1,806,555	1,103,533	671,798	518,095	1,112,434	1,998,724	3,184,145	4,676,025

*2020 Projected Starting Fund Balance Excludes Non-Spendable Portion of SCMR Balance

Departmental Overviews

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 the functions of Toledo City Council in the proposed 2021 budget.

2021 Highlights

The 2021 budget supports all members of the City Council office. In addition to the 12 serving Council members, there are ten staff employees who assist the members.

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant	-	2.00	2.00	2.00
Administrative Specialist 3	4.50	4.50	4.50	4.50
Assistant Clerk Of Council	1.00	1.00	1.00	1.00
Clerk Of Council	1.00	1.00	1.00	1.00
Constituent Services Coordinator	0.60	0.50	0.50	-
Councilman	11.00	11.00	11.00	15.00
Manager-Administrative Services	1.00	-	-	-
Manager-Legislative Operations	-	1.00	1.00	1.00
President Of Council	1.00	1.00	1.00	1.00
Secretary 3	2.00	-	-	-
Total	22.10	22.00	22.00	25.50

Toledo City Council

2021 Proposed Budget - City Council & Auditor

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds		Internal Service Funds	Total
Labor	1,171,174	-	-	-	-	-	1,171,174
Overtime	-	-	-	-	-	-	-
Pension	163,400	-	-	-	-	-	163,400
Employment Taxes & Medical	369,035	-	-	-	-	-	369,035
Other Personnel	3,575	-	-	-	-	-	3,575
Supplies	19,600	-	-	-	-	-	19,600
Services	203,612	-	-	-	-	-	203,612
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	1,930,397	-	-	-	-	-	1,930,397

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	786,878	448,205	930,615	1,006,238	993,867	1,083,850
Overtime	-	-	-	-	-	-
Pension	109,353	121,355	129,876	140,309	138,577	151,174
Employment Taxes & Medical	266,414	254,987	286,350	306,312	306,133	354,429
Other Personnel	3,300	3,300	3,850	3,575	3,575	3,575
Supplies	15,144	19,633	22,797	20,140	20,140	19,600
Services	210,119	134,353	207,638	249,805	192,724	201,428
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	300,000	-	-
Total	1,391,209	981,833	1,581,125	2,026,379	1,655,015	1,814,056



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.

2021 Highlights:

The 2021 budget funds one FTE in the Auditor's office. Labor represents 98.12% of total budget.

Auditor

Position Title	2019 Budget	2020 Amended	2020 Approved	2021 Proposed
City Auditor	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	78,244	80,304	82,640	85,106	83,417	87,324
Overtime	-	-	-	-	-	-
Pension	10,954	11,243	11,570	11,915	11,679	12,225
Employment Taxes & Medical	14,085	12,306	13,406	14,777	14,753	14,606
Other Personnel	-	-	-	-	-	-
Supplies	-	-	1,295	-	-	-
Services	2,013	1,625	2,455	2,260	2,079	2,185
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	105,296	105,479	111,366	114,058	111,927	116,341



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.

2021 Highlights

The 2021 budget supports 10.25 FTEs including the Mayor and administrative support staff. Labor expenditures account for 69.58% of total expenditures.

In 2021 the Mayor's Office proposed budget includes funding to support community policing efforts and the implementation of a gun violence reduction strategy.

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant To The Mayor	1.00	1.00	1.00	1.00
Administrative Specialist 3	0.50	0.50	0.50	0.50
Chief Of Staff	1.00	1.00	1.00	1.00
Deputy Chief Of Staff	1.75	1.75	1.75	1.75
Mayor	1.00	1.00	1.00	1.00
Mayor's Assistant 1	2.00	2.00	2.00	-
Mayor's Assistant 2	2.00	3.00	1.00	3.00
Mayor's Executive Assistant	1.00	1.00	1.00	1.00
Public Information Coordinator	1.00	1.00	1.00	1.00
Total	11.25	12.25	10.25	10.25

Office of the Mayor



2021 Proposed Budget - Office of the Mayor

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	828,020	23,227	-	11,613	90,224	-	953,084
Overtime	-	-	-	-	-	-	-
Pension	115,923	3,252	-	1,626	12,631	-	133,432
Employment Taxes & Medical	134,134	2,995	-	1,497	12,003	-	150,629
Other Personnel	2,475	-	-	-	-	-	2,475
Supplies	18,400	-	-	-	-	-	18,400
Services	488,440	-	-	-	-	-	488,440
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	35,000	-	-	-	-	-	35,000
Total	1,622,392	29,473	-	14,737	114,858	-	1,781,460

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	483,925	738,563	802,061	871,697	752,761	828,020
Overtime	-	-	-	-	-	-
Pension	67,642	101,418	111,341	122,033	105,382	115,923
Employment Taxes & Medical	106,665	111,164	133,588	160,617	134,804	134,134
Other Personnel	2,145	2,695	2,750	3,465	2,915	2,475
Supplies	12,788	11,755	17,244	18,420	18,420	18,400
Services	70,760	115,178	124,251	174,172	159,321	488,440
Capital	-	-	-	-	-	-
Debt, Transfers & Other	18,500	20,570	30,700	35,000	35,000	35,000
Total	762,425	1,101,343	1,221,936	1,385,404	1,208,603	1,622,392

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	11,364	11,669	11,669	11,613
Overtime	-	-	-	-	-	-
Pension	-	-	1,603	1,634	1,634	1,626
Employment Taxes & Medical	-	931	1,422	1,537	1,537	1,497
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	931	14,389	14,840	14,840	14,737



Special Assessment Services

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	9,224	10,481	11,364	11,669	11,669	11,613
Overtime	-	-	-	-	-	-
Pension	1,290	1,454	1,589	1,634	1,634	1,626
Employment Taxes & Medical	1,428	1,270	1,421	1,537	1,537	1,497
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	11,943	13,204	14,374	14,840	14,840	14,737

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	9,224	10,481	11,364	11,669	11,669	11,613
Overtime	-	-	-	-	-	-
Pension	1,290	1,454	1,589	1,634	1,634	1,626
Employment Taxes & Medical	1,428	1,270	1,421	1,537	1,537	1,497
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	35,714	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	47,657	13,204	14,374	14,840	14,840	14,737

Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	52,579	48,965	52,685	66,927	66,927	55,160
Overtime	-	-	-	-	-	-
Pension	7,353	6,778	7,371	9,370	9,370	7,722
Employment Taxes & Medical	9,843	8,528	9,608	10,535	10,535	7,483
Other Personnel	110	-	-	110	110	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	69,886	64,271	69,664	86,942	86,942	70,365



<u>Sewer</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	27,675	31,442	34,090	35,175	35,175	35,064
Overtime	-	-	-	-	-	-
Pension	3,870	4,361	4,768	4,925	4,925	4,909
Employment Taxes & Medical	4,287	3,826	4,283	4,633	4,633	4,521
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	35,832	39,629	43,141	44,733	44,733	44,493



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 Plan Commission 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.

2021 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 71.57% of funding for the Plan Commission, while the remaining funding is provided by Lucas County, federal block grants and capital improvement funds.

Labor expenditures for the Plan Commission constitute 89.52% of total budget. In 2021, the proposed budget funds additional planning positions to support sign code compliance efforts and upcoming new planning projects, including the Comprehensive Plan.

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant	-	1.00	1.00	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00	1.00
Associate Planner	2.00	4.00	2.00	2.00
Clerk Specialist 1	1.00	1.00	1.00	-
Clerk Specialist 2	-	-	-	1.00
Director-Toledo Lucas County Plan Commission	1.00	1.00	1.00	1.00
Landscape & Site Plan Inspector	0.50	1.00	-	-
Planner	2.00	3.00	3.00	4.00
Planning Technician	0.50	-	-	-
Principal Planner	2.00	2.00	2.00	2.00
Secretary 3	1.00	-	-	-
Sign & Zoning Compliance Officer	-	-	-	0.67
Total	11.00	14.00	11.00	12.67

Plan Commission



Toledo-Lucas County Plan Commission

2021 Proposed Budget - Plan Commission

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	570,553	196,554	-	60,863	-	-	827,970
Overtime	10,000	-	-	-	-	-	10,000
Pension	81,277	27,518	-	8,521	-	-	117,316
Employment Taxes & Medical	114,121	52,895	-	14,230	-	-	181,247
Other Personnel	3,025	1,375	-	550	-	-	4,950
Supplies	19,700	-	-	-	-	-	19,700
Services	113,982	-	-	-	-	-	113,982
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	912,658	278,341	-	84,164	-	-	1,275,164

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	280,279	313,150	367,689	604,882	427,202	570,553
Overtime	6,651	15,109	18,323	5,600	5,600	10,000
Pension	39,812	44,899	53,112	85,468	60,592	81,277
Employment Taxes & Medical	58,658	56,782	76,074	133,101	90,341	114,121
Other Personnel	2,380	2,480	3,570	3,025	3,025	3,025
Supplies	8,881	10,158	12,467	11,800	10,995	19,700
Services	32,310	31,971	55,630	120,066	111,037	113,982
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	428,972	474,549	586,865	963,942	708,793	912,658

Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	64,144	63,443	63,917	70,910	83,247	68,232
Overtime	468	(305)	261	-	(261)	-
Pension	8,913	8,968	9,459	9,927	11,190	9,552
Employment Taxes & Medical	15,892	15,502	18,561	14,501	26,398	14,337
Other Personnel	550	550	577	550	1,051	550
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	89,966	88,158	92,775	95,888	121,624	92,671



Toledo-Lucas County Plan Commission

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	155,329	165,813	203,985	157,490	170,826	128,322
Overtime	2,625	4,189	5,415	-	-	-
Pension	21,874	22,874	23,021	22,049	23,800	17,965
Employment Taxes & Medical	38,483	44,445	52,445	39,168	37,844	38,558
Other Personnel	968	825	1,055	825	-	825
Supplies	7,557	9,277	-	-	-	-
Services	1,302	3,917	-	-	25,000	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	228,138	251,340	285,921	219,531	257,470	185,670

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	55,895	56,779	50,542	62,656	62,656	60,863
Overtime	2,424	1,605	409	-	-	-
Pension	7,791	7,956	6,985	8,772	8,772	8,521
Employment Taxes & Medical	13,786	11,939	13,363	14,336	14,336	14,230
Other Personnel	550	550	550	550	550	550
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	80,447	78,829	71,849	86,314	86,314	84,164



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 exofficio 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 labor, service and supply costs for the Human Relations Commission are supported by the General Fund.

2021 Highlights

The 2021 budget for services and supplies totals \$87,655 of which 94.30% is dedicated to services.

HRC

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Manager-Administrative Services	1.00	1.00	1.00	1.00
Mayor's Assistant 1	-	-	-	1.00
Total	1.00	1.00	1.00	2.00



Human Relations Commission

2021 Proposed Budget -Human Relations Commission

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds		Internal Service Funds	Total
Labor	104,208	-	-	-	-	-	104,208
Overtime	-	-	-	-	-	-	-
Pension	14,589	-	-	-	-	-	14,589
Employment Taxes & Medical	28,199	-	-	-	-	-	28,199
Other Personnel	550	-	-	-	-	-	550
Supplies	5,000	-	-	-	-	-	5,000
Services	82,655	-	-	-	-	-	82,655
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	235,201	-	-	-	-	-	235,201

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	67,846	65,500	65,500	104,208
Overtime	-	-	-	-	-	-
Pension	-	-	9,544	9,170	9,170	14,589
Employment Taxes & Medical	-	231	13,219	14,385	14,385	28,199
Other Personnel	-	-	-	-	-	550
Supplies	-	-	1,473	9,000	9,000	5,000
Services	-	1,207	40,027	56,584	37,856	82,655
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	1,437	132,110	154,639	135,911	235,201



The Office of Diversity & Inclusion was created 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

The Office of Diversity & Inclusion is supported 70.58% General Fund. Additional funding in the 2021 proposed budget is provided by the Water, Sewer and Storm Water utility funds, the Street Construction, Maintenance & Repair Fund and the Special Assessment Services Fund.

2021 Highlights

The 2021 budget supports 9.00 FTEs. Personnel costs account for 56.26% of the department's budget.

The 2021 budget for services and supplies totals \$584,053 and will support initiatives surrounding the City's diversity and inclusion programs, including a disparity study to be completed in 2021.

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 1	1.00	1.00	1.00	-
Administrative Analyst 2	-	-	-	4.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Specialist 1	-	-	-	1.00
Administrative Specialist 3	2.75	2.00	1.17	-
Director-Administrative Services	1.00	1.00	1.00	1.00
Manager-Administrative Services	-	2.00	1.00	2.00
Secretary 3	1.00	-	-	-
Total	5.75	7.00	5.17	9.00

Diversity & Inclusion



2021 Proposed Budget - Diversity & Inclusion

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	479,353	60,064	-	-	60,064	-	599,481
Overtime	-	-	-	-	-	-	-
Pension	67,109	8,410	-	-	8,409	-	83,928
Employment Taxes & Medical	100,363	14,218	-	-	14,219	-	128,800
Other Personnel	2,200	550	-	-	550	-	3,300
Supplies	170	-	-	-	-	-	170
Services	323,883	-	-	-	260,000	-	583,883
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	50,000	-	-	-	-	-	50,000
Total	1,023,078	83,242	-	-	343,242	-	1,449,563

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	253,691	262,510	329,838	465,148	316,481	479,353
Overtime	-	-	-	-	-	-
Pension	35,493	36,654	46,119	65,121	43,187	67,109
Employment Taxes & Medical	58,579	51,144	66,393	91,168	95,930	100,363
Other Personnel	1,788	1,788	1,788	2,200	2,200	2,200
Supplies	984	1,034	10,554	270	770	170
Services	24,125	16,893	49,270	84,135	376,906	323,883
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	25,000	25,000	50,000
Total	374,659	370,022	503,962	733,042	860,474	1,023,078

Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	133,007
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	133,007



Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	9,745
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	9,745

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	67,248
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	67,248

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	28,280	28,673	29,100	29,955	29,955	60,064
Overtime	-	-	-	-	-	-
Pension	3,954	4,014	4,073	4,194	4,194	8,409
Employment Taxes & Medical	6,887	5,964	6,736	7,137	7,137	14,219
Other Personnel	275	275	275	-	-	550
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	50,000
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	39,395	38,926	40,183	41,285	41,285	133,242



Street Construction, Maintenance & Repair Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	30,032
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	4,205
Employment Taxes & Medical	-	-	-	-	-	7,109
Other Personnel	-	-	-	-	-	276
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	41,622

Special Assessment Services Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	30,032
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	4,205
Employment Taxes & Medical	-	-	-	-	-	7,109
Other Personnel	-	-	-	-	-	274
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	41,620



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 Bailiff's 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 97.77% of labor, service and supply costs are supported by the General Fund, while remaining expenses are funded with projected grant dollars in the 2021 proposed budget.

2021 Highlights

The 2021 budget allocates \$3,293,789 for services and supplies. This includes funding for court security services.

Personnel expenditures account for 71.33% of total 2021 proposed budget.



TMC Judges

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Acting Administrative Assistant	1.00	-	-	-
Acting Assignment Commissioner	1.00	-	-	-
Administrative Assistant	-	1.00	1.00	1.00
Assignment Clerk	5.25	5.00	5.00	2.00
Assistant Chief Bailiff	N N	1.00	1.00	1.00
Assistant Chief Probation Officer	1.00	1.00	1.00	1.00
Assistant Court Services Commissioner	-	1.00	1.00	1.00
Bailiff-Chief Courtroom	1.00	1.00	1.00	1.00
Bailiff-Courtroom	7.15	7.65	7.65	7.65
Bookkeeper/Payroll Clerk	1.00	1.00	0.60	1.00
Building Operations Chief	0.50	1.00	1.00	1.00
Chief Bailiff	1.00	1.00	1.00	1.00
Chief Probation Officer	1.00	1.00	1.00	1.00
Community Service Officer	2.00	-	-	-
Court Administrator	1.00	1.00	1.00	1.00
Court Reporter	2.00	2.00	2.00	2.00
Court Security Bailiff	1.25	2.63	2.63	2.63
Court Services Commissioner	-	1.00	1.00	1.00
Court Services Specialist	5.00	8.50	8.50	12.00
Deputy Bailiff	7.50	7.25	5.50	8.00
Deputy Court Administrator	1.00	1.00	1.00	1.00
Finance Officer	1.00	1.00	1.00	1.00
Housing Magistrate	1.00	1.00	1.00	1.00
Housing Specialist	-	2.00	2.00	2.00



TMC Judges

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Housing Specialist Bailiff	2.00	-	-	-
Human Resource Officer	1.50	2.00	2.00	2.00
Information Technology Specialist	0.50	0.50	-	0.50
Intake Secretary	1.00	1.00	1.00	1.00
It Officer	1.00	1.00	1.00	1.00
Judge	6.00	6.00	6.00	6.00
Judge Visiting	0.46	-	-	-
Judges Secretary	3.00	3.00	3.00	3.00
License Intervention Specialist	1.00	1.00	1.00	1.00
Magistrate	1.50	2.00	2.00	2.00
Magistrate - Standby	0.25	0.25	0.25	0.25
Mediator	1.00	-	-	-
Mediator - Job Share	-	1.00	1.00	1.00
Presiding/Administrative Judge	1.00	1.00	1.00	1.00
Probation Officer	19.00	19.00	19.00	19.00
Probation Officer (Fellow) (Pilot Program)	-	2.00	2.00	2.00
Probation Secretary	6.00	6.00	5.00	5.69
Research Law Clerk	0.29	-	-	-
Senior Assignment Clerk	0.50	-	-	-
Senior Housing Specialist	1.00	1.00	1.00	1.00
Senior Mediator	1.00	1.00	1.00	1.00
Small Claims Assistant	1.71	1.74	1.74	2.45
Small Claims Supervisor	0.42	0.42	0.42	0.42
Unit Supervisor	5.00	4.75	4.75	4.00
Unit Supervisor (OA Manager)	-	-	-	1.00
Total	97.78	103.70	100.05	105.60



General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,936,599	3,959,654	4,342,410	5,358,514	4,989,800	5,620,425
Overtime	-	-	-	-	-	-
Pension	544,477	551,182	602,778	749,997	698,377	786,859
Employment Taxes & Medical	1,197,233	1,078,356	1,229,511	1,420,366	1,366,293	1,447,307
Other Personnel	61,234	62,229	65,354	77,310	67,052	81,706
Supplies	111,680	125,551	94,163	181,300	151,300	162,250
Services	2,645,393	3,245,153	2,708,804	2,926,777	2,757,542	3,131,539
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	8,496,616	9,022,126	9,043,019	10,714,265	10,030,364	11,230,087

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	181,601	173,918	160,687	179,530	238,719	184,233
Overtime	-	-	-	-	-	-
Pension	22,292	24,246	23,798	25,134	32,672	25,793
Employment Taxes & Medical	53,485	47,491	73,255	46,733	58,656	46,693
Other Personnel	-	-	-	-	-	-
Supplies	16,877	21,814	4,150	-	28,785	-
Services	529,558	480,489	836,994	-	933,660	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	803,812	747,959	1,098,884	251,397	1,292,492	256,719



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 2021 proposed operating budget is supported 100% by the General Fund.

2021 Highlights

The 2021 proposed budget supports 79.00 FTEs with a total labor cost of \$5,110,308 and \$2,395,260 for services and supplies.

The proposed budget for services has increased compared to prior years as a result of changes in the City's traffic citation photo enforcement program, which will be coordinated through the Clerk of Court's beginning in 2021.

TMC Clerk

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Clerk Of Court	1.00	1.00	1.00	1.00
Deputy Clerk	79.00	79.00	76.67	78.00
Total	80.00	80.00	77.67	79.00

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,111,635	3,132,046	3,236,982	3,421,869	3,239,887	3,467,911
Overtime	21,945	23,654	24,813	50,040	50,040	50,040
Pension	430,606	438,237	452,293	481,041	455,564	487,487
Employment Taxes & Medical	1,113,171	969,675	1,040,504	1,115,082	1,081,451	1,104,870
Other Personnel	-	-	-	-	-	-
Supplies	353,422	578,412	510,502	491,200	479,500	447,100
Services	462,137	535,943	540,704	487,030	424,779	1,948,160
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	5,492,916	5,677,968	5,805,798	6,046,262	5,731,220	7,505,568



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.

Economic Development

Division	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
16400-Economic Development	7.75	8.00	5.50	7.75
56300-Building Inspection	23.00	23.00	20.58	18.00
Total	30.75	31.00	26.08	25.75

Development

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	0.75	-	-	-
Administrative Specialist 2	-	2.00	0.50	-
Administrative Specialist 3	1.00	1.00	1.00	1.00
Clerk Specialist 2	1.00	-	-	1.00
Commissioner-Administrative Services	1.00	2.00	2.00	2.00
Director-Administrative Services	-	1.00	-	0.75
Director-Neighborhoods & Business Development	1.00	-	-	-
Manager-Administrative Services	2.00	2.00	2.00	2.00
Mayor's Assistant 2	1.00	-	-	1.00
Total	7.75	8.00	5.50	7.75
Building Inspection	•	-	-	•

Building Inspection

Position Title	2019 Budget	2020 Approved	2020 A mended	2021 Proposed
Administrative Assistant	-	1.00	1.00	1.00
Assistant Building Official	-	1.00	1.00	1.00
Certified Building Official	-	-	-	1.00
Certified Inspector 1	5.00	3.00	2.00	4.00
Certified Inspector 2	3.00	6.00	6.00	4.00
Chief Building Official	1.00	1.00	1.00	-
Clerk Specialist 1	2.00	-	-	-
Clerk Specialist 2	3.00	5.00	4.58	3.00
Commissioner-Public Services	1.00	-	-	1.00
Director-Public Services	-	1.00	1.00	-
Permit Database Specialist	1.00	1.00	1.00	-
Permit Technician	3.00	3.00	2.00	2.00
Plans Examiner	1.00	-	-	-
Secretary 3	1.00	-	-	-
Sign Inspector	1.00	-	-	-
Supervisor-Building Inspection	1.00	1.00	1.00	1.00
Total	23.00	23.00	20.58	18.00



Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	1,712,896	9,188	-	-	51,715	-	1,773,798
Overtime	70,000	-	-	-	-	-	70,000
Pension	249,605	1,286	-	-	7,240	-	258,132
Employment Taxes & Medical	356,137	2,146	-	-	12,077	-	370,360
Other Personnel	3,850	-	-	-	-	-	3,850
Supplies	35,400	-	-	-	-	-	35,400
Services	2,057,726	-	-	-	-	-	2,057,726
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	4,485,614	12,620	-	-	71,032	-	4,569,266

2021 Proposed Budget - Economic Development

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.

2021 Highlights

The 2021 budget funds 8.00 FTEs with a total personnel cost of \$811,348.

Funding for non-personnel expenditures totals \$1,748,257 and supports costs for property tax payments and business incentive payments.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	338,996	333,550	436,566	670,776	449,514	611,715
Overtime	-	-	-	6,500	6,500	-
Pension	47,559	44,767	59,879	92,982	62,005	85,640
Employment Taxes & Medical	69,348	73,008	101,057	118,062	80,995	112,343
Other Personnel	770	1,100	1,100	1,650	1,100	1,650
Supplies	3,289	5,555	4,701	5,770	5,770	7,400
Services	793,457	798,444	1,173,566	1,427,709	1,529,286	1,740,857
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	1,253,418	1,256,423	1,776,871	2,323,448	2,135,170	2,559,605



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.

2021 Highlights

The 2021 proposed budget funds 18.00 FTEs with a total personnel cost of \$1,618,999.

Inspection is continuing to implement a new licensing and permitting system in 2021 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 are supported by the CIP fund.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,009,373	1,017,299	1,155,218	1,299,573	1,087,321	1,101,180
Overtime	82,503	67,940	76,047	71,500	71,500	70,000
Pension	155,590	170,188	164,288	200,042	168,647	163,965
Employment Taxes & Medical	294,061	284,551	290,931	315,858	316,373	243,794
Other Personnel	2,298	2,346	1,708	1,650	1,650	2,200
Supplies	36,134	31,751	25,563	36,500	36,500	28,000
Services	446,875	429,954	391,522	399,967	343,869	316,869
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	(1)	-	-	-	-
Total	2,026,834	2,004,028	2,105,277	2,325,090	2,025,859	1,926,009

General Fund

Street Construction Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	7,786	7,898	8,015	8,266	8,266	9,188
Overtime	90	-	292	-	-	-
Pension	1,089	1,106	1,122	1,157	1,157	1,286
Employment Taxes & Medical	2,042	1,774	2,012	2,130	2,130	2,146
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	11,007	10,777	11,441	11,554	11,554	12,620



Building Inspection

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	7,786	7,898	8,015	8,266	8,266	9,188
Overtime	90	-	292	-	-	-
Pension	1,089	1,106	1,122	1,157	1,157	1,286
Employment Taxes & Medical	2,042	1,774	2,012	2,130	2,130	2,146
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	11,007	10,777	11,441	11,554	11,554	12,620

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	36,334	7,898	8,015	8,266	8,266	9,188
Overtime	90	-	292	-	-	-
Pension	1,089	1,106	1,122	1,157	1,157	1,286
Employment Taxes & Medical	2,042	1,774	2,012	2,130	2,130	2,146
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	39,555	10,777	11,441	11,554	11,554	12,620



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.

Finance

Funds Center Name	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
11100-Financial Analysis	4.00	4.00	3.58	3.00
14100-Finance Administration	1.75	2.00	2.00	2.00
14200-Treasury	5.00	5.00	5.00	6.76
14400-Taxation	34.00	33.75	32.50	31.75
14600-Accounts	11.50	13.50	11.00	11.00
14700-Finance ERP	1.50	2.00	1.00	1.00
14800-Debt Management	2.00	2.00	2.00	1.25
17700-Purchasing & Supplies	5.10	6.85	5.43	4.75
Total	64.84	69.10	62.51	61.51

Financial Analysis

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 3	2.00	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	1.00	1.00	-
Deputy Director	-	-	-	1.00
Manager-Administrative Services	1.00	1.00	0.58	-
Total	4.00	4.00	3.58	3.00

Finance Administration

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 3	-	1.00	1.00	-
Administrative Assistant	-	-	-	1.00
Director-Administrative Services	1.00	1.00	1.00	1.00
Secretary 3	0.75	-	-	-
Total	1.75	2.00	2.00	2.00



Treasury

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 1	-	-	-	0.75
Administrative Analyst 4	1.00	-	-	-
Administrative Services Officer 2	1.00	2.00	2.00	2.00
Administrative Specialist 3	1.00	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00	2.00
Commissioner-Administrative Services	-	-	-	1.00
Total	5.00	5.00	5.00	6.76

Taxation

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 1	-	0.75	0.75	1.00
Administrative Services Officer 1	1.00	1.00	1.00	3.00
Administrative Specialist	2.00	2.00	2.00	-
Administrative Specialist 2	10.00	18.00	18.00	20.75
Administrative Technician 1	1.00	1.00	1.00	-
Administrator-Administrative Services 1	1.00	1.00	1.00	1.00
Clerk Specialist 1	2.00	-	-	-
Clerk Specialist 2	5.00	-	-	-
Collector-Investigator	3.00	9.00	7.75	5.00
Commissioner-Administrative Services	1.00	1.00	1.00	1.00
Tax Auditor	8.00	-	-	-
Total	34.00	33.75	32.50	31.75

Accounts

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 3	2.50	3.00	2.33	2.00
Administrative Analyst 4	-	-	-	1.00
Administrative Services Officer 2	1.00	1.00	1.00	-
Administrative Specialist 1	1.00	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00	1.00
Clerk Specialist 2	4.00	4.83	3.00	3.00
Commissioner-Administrative Services	1.00	1.00	1.00	1.00
Manager-Administrative Services	1.00	1.67	1.67	2.00
Total	11.50	13.50	11.00	11.00



Finance ERP

Position Title	2019 Budget 2020 Approved		2020 Amended	2021 Proposed	
Administrative Analyst 2	0.50	1.00	-	-	
Administrative Analyst 4	1.00	1.00	1.00	1.00	
Total	1.50	2.00	1.00	1.00	

Debt Management

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 3	-	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	-	-	-
Commissioner-Administrative Services	1.00	1.00	1.00	0.25
Total	2.00	2.00	2.00	1.25

Purchasing

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	1.00	0.25	0.25	-
Administrative Analyst 3	-	-	-	2.00
Administrative Analyst 4	-	3.00	2.00	-
Buyer	1.00	1.00	1.00	1.00
Clerk Specialist 2	1.50	1.00	1.00	1.00
Commissioner-Administrative Services	1.00	1.00	1.00	0.75
Duplicating Technician	0.60	0.60	0.18	-
Total	5.10	6.85	5.43	4.75

2021 Proposed Budget -Finance

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	3,721,052	218,375	-	55,129	-	-	3,994,556
Overtime	49,440	7,500	-	-	-	-	56,940
Pension	514,590	31,623	-	7,718	-	-	553,930
Employment Taxes & Medical	825,169	41,978	-	10,816	-	-	877,963
Other Personnel	14,905	1,265	-	330	-	-	16,500
Supplies	146,385	200,800	-	-	-	230,800	577,985
Services	1,373,912	883,543	-	286,804	205,455	304,903	3,054,617
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	151,000	25,808,624	17,247,569	33,470,501	68,027,678	287,713	144,993,085
Total	6,796,453	27,193,708	17,247,569	33,831,298	68,233,133	823,416	154,125,577



Finance Administration

The Division of Finance Administration is comprised of the Director of Finance and 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.

2021 Highlights

Labor accounts for 57.57% of the division's General Fund expenditures.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	151,504	161,906	159,481	196,277	192,585	187,035
Overtime	-	-	-	-	-	-
Pension	18,971	22,734	22,276	27,480	26,963	26,185
Employment Taxes & Medical	28,084	24,628	26,051	30,083	30,029	29,400
Other Personnel	495	55	-	550	550	550
Supplies	1,195	1,625	4,149	15,700	48,000	16,000
Services	125,359	84,592	50,046	107,097	69,251	163,201
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	325,609	295,541	262,004	377,187	367,378	422,370



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 3.00 FTEs.

2021 Highlights

Labor accounts for 94.80% of the division's expenditures.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	151,504	161,906	159,481	196,277	192,585	187,035
Overtime	-	-	-	-	-	-
Pension	18,971	22,734	22,276	27,480	26,963	26,185
Employment Taxes & Medical	28,084	24,628	26,051	30,083	30,029	29,400
Other Personnel	495	55	-	550	550	550
Supplies	1,195	1,625	4,149	15,700	48,000	16,000
Services	125,359	84,592	50,046	107,097	69,251	163,201
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	325,609	295,541	262,004	377,187	367,378	422,370



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 38.51 FTEs.

2021 Highlights

Labor accounts for 62.55% of Treasury's General Fund expenditures and 86.58% of Taxation's General Fund expenditures.

The budgeted transfer out of the Capital Improvements Fund is included in Treasury's 2021 proposed budget. this amount is \$11,000,000.

General	Fund

Treasury			I			
Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	143,045	160,852	161,686	168,309	166,667	252,515
Overtime	22,393	12,836	12,501	16,000	16,000	16,000
Pension	22,525	24,199	24,231	25,803	25,573	37,592
Employment Taxes & Medical	40,872	36,629	40,797	44,154	44,131	62,003
Other Personnel	550	605	605	605	605	605
Supplies	10,285	9,332	16,368	20,972	16,972	15,500
Services	69,624	36,435	50,480	237,972	188,290	205,286
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	309,295	280,888	306,669	513,815	458,238	589,501

Special Assessment

Treasury

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	127,679	116,151	120,450	130,583	130,583	181,692
Overtime	5,963	8,469	9,442	7,500	7,500	7,500
Pension	18,164	17,441	18,018	19,332	19,332	26,487
Employment Taxes & Medical	27,908	23,090	25,844	27,563	27,563	34,780
Other Personnel	1,100	1,595	1,045	1,045	1,045	1,045
Supplies	39,980	78,532	56,716	165,217	165,217	200,800
Services	331,627	585,470	543,742	957,270	957,270	806,150
Capital	-	-	-	2,400	2,400	-
Debt, Transfers & Other	2,006,424	2,206,254	2,347,327	2,850,000	2,850,000	3,700,000
Total	2,558,845	3,037,002	3,122,584	4,160,910	4,160,910	4,958,453



Treasury and Taxation

Capital Improvement

Treasury

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	8,012,106	8,462,106	11,000,000
Total	-	-	-	8,012,106	8,462,106	11,000,000

General Fund

Taxation

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	999,215	1,532,259	1,593,232	1,923,494	1,775,893	1,945,144
Overtime	14,299	12,905	13,188	10,291	10,291	14,940
Pension	141,452	209,920	218,272	259,566	236,662	261,133
Employment Taxes & Medical	334,775	378,904	443,677	478,467	516,834	450,576
Other Personnel	3,300	7,150	7,743	7,700	7,700	8,250
Supplies	118,230	125,743	82,929	126,925	105,925	106,125
Services	207,985	209,714	280,533	314,269	297,979	309,287
Capital	-	-	-	-	-	-
Debt, Transfers & Other	41	(1)	-	-	-	-
Total	1,819,298	2,476,595	2,639,573	3,120,712	2,951,284	3,095,455

Road Improvement Fund

Taxation

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	269,703
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	269,703



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 11.00 FTEs.

2021 Highlights

Labor accounts for 70.92% of the division's expenditures. The proposed annual budget for services includes funds for the City's annual financial audit.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	658,962	604,915	644,768	820,082	687,078	703,959
Overtime	12,847	4,529	3,464	11,000	11,000	11,000
Pension	82,224	83,343	90,562	113,476	94,856	100,094
Employment Taxes & Medical	164,961	141,683	151,185	189,512	154,209	157,139
Other Personnel	2,825	2,750	3,300	3,300	3,300	2,200
Supplies	2,455	5,619	5,604	2,820	3,020	3,500
Services	219,574	225,515	266,232	406,037	384,456	395,959
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	1,143,848	1,068,355	1,165,114	1,546,227	1,337,919	1,373,851



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.

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 4.75 FTEs.

2021 Highlights

Labor accounts for 87.97% of the division's General Fund expenditures.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	181,916	183,700	187,476	338,827	281,916	301,333
Overtime	-	-	-	-	-	-
Pension	25,468	25,718	26,200	47,436	39,468	42,187
Employment Taxes & Medical	41,366	45,096	52,072	88,535	74,331	67,758
Other Personnel	1,100	1,100	1,100	2,750	2,200	1,650
Supplies	6,069	1,457	4,082	5,260	4,760	4,560
Services	30,784	28,910	35,856	124,537	118,531	51,918
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	286,702	285,981	306,787	607,345	521,206	469,406

Storeroom & Printshop

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	24,343	24,221	25,951	25,541	17,579	-
Overtime	-	235	-	-	-	-
Pension	3,408	3,424	3,559	3,576	2,125	-
Employment Taxes & Medical	8,041	6,905	7,869	8,321	4,922	-
Other Personnel	-	-	-	-	-	-
Supplies	171,228	112,175	106,762	276,000	276,000	230,800
Services	260,017	218,101	105,317	190,093	190,093	196,316
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	467,037	365,062	249,460	503,530	490,718	427,116



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 1.25 FTEs.

2021 Highlights

Non-Debt expenditures for personnel and operating costs total \$129,230.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	4,656,575	722,927	711,195	721,000	721,000	151,000
Total	4,656,575	722,927	711,195	721,000	721,000	151,000

Right of Way

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	225,000	225,000	225,000	225,000	225,000	225,000
Total	225,000	225,000	225,000	225,000	225,000	225,000

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	462,202	463,123	462,200	862,202	862,202	797,960
Total	462,202	463,123	462,200	862,202	862,202	797,960



Department of Finance

Debt Management

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	87,070	80,552	87,763	89,799	89,799	55,129
Overtime	488	-	148	-	-	-
Pension	12,258	11,277	11,883	12,572	12,572	7,718
Employment Taxes & Medical	16,794	14,542	16,420	17,496	17,496	10,816
Other Personnel	330	330	330	330	330	330
Supplies	-	-	-	-	-	-
Services	(18,487)	40	2,617	7,000	27,000	6,000
Capital	-	-	-	-	-	-
Debt, Transfers & Other	24,125,556	23,788,023	31,387,031	19,177,156	19,157,156	19,980,981
Total	24,224,008	23,894,764	31,506,191	19,304,352	19,304,352	20,060,974

General Obligation Debt Service

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	15,788,078	15,779,643	20,601,926	15,988,400	15,988,400	16,612,859
Total	15,788,078	15,779,643	20,601,926	15,988,400	15,988,400	16,612,859

Jeep Municipal Improvement TIF

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	3,598,351	3,492,439	4,862,322	719,000	719,000	643,250
Total	3,598,351	3,492,439	4,862,322	719,000	719,000	643,250

Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	25,849,346	26,375,436	26,515,266	27,608,000	27,608,000	27,188,425
Total	25,849,346	26,375,436	26,515,266	27,608,000	27,608,000	27,188,425

<u>Sewer</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	30,947,582	29,661,614	32,846,217	37,787,000	37,787,000	39,269,477
Total	30,947,582	29,661,614	32,846,217	37,787,000	37,787,000	39,269,477



Department of Finance

Debt Management

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	248,858	251,300	251,300	253,000	253,000	238,905
Total	248,858	251,300	251,300	253,000	253,000	238,905

Municipal Garage

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	212,700	200,184	194,875	188,000	188,000	180,500
Total	212,700	200,184	194,875	188,000	188,000	180,500

Property Mangement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	1,303,404	1,249,639	1,270,435	1,333,000	1,333,000	1,150,371
Total	1,303,404	1,249,639	1,270,435	1,333,000	1,333,000	1,150,371

Facility Operations

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Debt, Transfers & Other	3,332,810	3,435,510	286,975	290,000	290,000	287,713
Total	3,332,810	3,435,510	286,975	290,000	290,000	287,713



Department of Finance

ERP

The ERP team operates, maintains and enhances the SAP-ERP 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 1.00 FTE.

2021 Highlights

Labor accounts for 34.22% of the division's expenditures.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	173,408	68,571	69,576	134,905	70,199	87,069
Overtime	5,102	4,375	11,949	1,050	1,050	5,000
Pension	20,585	10,069	11,002	19,034	9,975	12,890
Employment Taxes & Medical	46,651	25,675	19,663	28,879	14,510	14,683
Other Personnel	550	550	550	1,100	550	550
Supplies	3,848	59	494	-	-	-
Services	118,377	376,133	259,499	201,539	231,046	231,090
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	368,520	485,431	372,734	386,507	327,330	351,282

Finance ERP by Fund

Fund	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
General	368,520	485,431	372,734	386,507	327,330	351,282
Street Construction, Maintenance & Repair	23,096	15,767	16,302	20,919	20,919	26,152
Federal Grants	-	-	-	6,594	-	-
Special Assessment	90,094	64,503	54,331	69,718	69,718	51,241
Capital Improvement	77,599	54,336	30,601	39,267	39,267	11,101
Water	125,949	93,281	84,169	108,005	108,005	87,601
Sewer	123,556	89,972	86,582	111,102	111,102	76,029
Storm Water	12,806	9,908	9,538	12,239	12,239	15,335
Utility Administration	23,991	18,041	15,900	20,402	20,402	24,938
Municipal Tow Lot	4,146	2,934	2,799	3,592	3,592	1,552
Workers Compensation	14,672	9,471	7,035	9,027	9,027	10,250
Information & Communication Technology	8,575	6,956	5,475	7,026	7,026	10,452
Storeroom & Printshop	1,461	892	484	621	621	711
Municipal Garage	20,976	13,493	10,786	13,840	13,840	17,080
Facility Operations	11,298	7,937	3,267	4,192	4,192	4,675
Risk Management	3,279	2,684	2,175	2,791	2,791	4,553
Healthcare Internal Service	-	-	-	-	-	60,866
Total	910,018	875,605	702,177	815,842	750,071	753,818



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. Proposed capital projects are funded through the Capital Improvement Fund.

2021 Highlights

The 2021 budget funds 31.26 total FTEs across all sections.

In addition to personnel, the Law Department's General Fund budget allocates \$200,479 for services and supplies including funds for intern services, labor arbitration expenses, various publications and continuing legal education for attorneys. A budget of \$3,099,610 is allocated for risk management, which includes insurance premiums for insurance policies, and anticipation of potential settlements of pending cases.

Law

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant	-	1.00	1.00	1.00
Administrative Specialist 2	2.00	2.00	2.00	2.00
Attorney	10.00	10.00	9.00	9.00
Chief-Legal Section	2.00	3.00	3.00	3.00
Clerk 3	-	1.00	-	0.75
Director-Administrative Services	1.00	1.00	1.00	1.00
General Counsel	2.00	1.00	1.00	1.00
Mayor's Assistant 1	-	1.00	-	-
Mayor's Assistant 2	1.00	-	-	-
Secretary 2	3.00	3.00	3.00	2.00
Secretary 3	1.00	-	-	-
Senior Attorney	11.00	11.00	11.00	11.51
Total	33.00	34.00	31.00	31.26



Department of Law 2021 Proposed Budget -Law

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	1,550,331	39,678	-	-	188,316	653,074	2,431,399
Overtime	-	-	-	-	-	-	-
Pension	217,046	5,555	-	-	26,364	91,430	340,396
Employment Taxes & Medical	292,809	9,219	-	-	32,089	118,243	452,361
Other Personnel	1,485	-	-	-	-	1,265	2,750
Supplies	18,800	-	-	-	-	-	18,800
Services	181,679	-	-	-	-	2,235,597	2,417,276
Capital	-	-	-	200,000	-	-	200,000
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	2,262,150	54,453	-	200,000	246,769	3,099,610	5,862,981

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,769,457	1,563,588	1,614,321	1,838,075	1,413,145	1,550,331
Overtime	-	-	-	-	-	-
Pension	236,868	208,902	224,349	257,254	197,561	217,046
Employment Taxes & Medical	417,889	278,796	320,095	367,549	289,070	292,809
Other Personnel	6,160	1,210	1,375	1,760	1,760	1,485
Supplies	17,379	17,828	39,756	16,705	19,705	18,800
Services	113,888	97,789	136,649	177,382	145,936	181,679
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	2,561,640	2,168,113	2,336,546	2,658,725	2,067,176	2,262,150

Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	37,877	32,690	41,926	37,806	47,268	39,678
Overtime	-	-	-	-	-	-
Pension	5,276	4,660	5,806	5,293	17,203	5,555
Employment Taxes & Medical	9,368	8,520	14,878	9,246	24,936	9,219
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	52,521	45,870	62,610	52,345	89,406	54,453



Department of Law

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	100,000	-	200,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	100,000	-	200,000

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	175,274	203,207	211,254	179,469	179,469	188,316
Overtime	-	-	-	-	-	-
Pension	24,112	28,441	29,561	25,126	25,126	26,364
Employment Taxes & Medical	45,539	38,265	30,959	32,354	32,354	32,089
Other Personnel	550	550	550	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	245,474	270,463	272,325	236,949	236,949	246,769

Risk Management

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	201,464	241,147	294,432	405,238	581,689	653,074
Overtime	-	-	-	-	-	-
Pension	28,198	33,779	40,796	56,733	81,157	91,430
Employment Taxes & Medical	44,267	55,968	80,134	84,660	115,554	118,243
Other Personnel	990	990	825	1,540	1,540	1,265
Supplies	-	-	-	-	-	-
Services	779,150	1,583,650	1,209,314	1,627,210	2,106,940	2,235,597
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	1,054,069	1,915,534	1,625,501	2,175,381	2,886,880	3,099,610



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.

Neighborhoods	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
16100-Neighborhoods Administration	15.50	15.50	15.50	16.00
16200-Housing Division	24.50	25.00	25.00	23.00
56400-Code Enforcement	22.00	23.00	20.16	20.00
Department Total	62.00	63.50	60.66	59.00

Neighborhoods Administration

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	1.00	1.00	1.00	2.00
Administrative Analyst 4	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Technician	-	1.00	1.00	1.00
Administrative Technician 1	1.00	-	-	-
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist 2	4.00	4.00	4.00	3.00
Commissioner-Administrative Services	1.00	1.00	1.00	1.00
Director-Administrative Services	-	1.00	1.00	1.00
Planning Technician	0.50	0.50	0.50	-
Program Monitoring Specialist	3.00	2.50	2.50	3.00
Secretary 3	1.00	-	-	-
Senior Accountant	1.00	1.00	1.00	1.00
Staff Accountant	1.00	0.50	0.50	1.00
Total	15.50	15.50	15.50	16.00
Housing	-	-	-	-

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrator-Administrative Services 2	1.00	1.00	1.00	1.00
Administrative Specialist 2	-	-	-	1.00
Clerk Specialist 1	2.00	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	-	-	1.00
Deputy Director	-	1.00	1.00	-
Financial Assistance Specialist	1.00	1.00	1.00	1.00
Historical Review Specialist	1.00	1.00	1.00	1.00
Historical/Environmental Officer	1.00	1.00	1.00	1.00
Manager-Administrative Services	3.00	4.00	4.00	4.00
Neighborhood Development Specialist	5.00	5.00	5.00	4.00
Program Monitoring Specialist	-	-	-	1.00
Rehabilitation Projects Officer	1.00	1.00	1.00	1.00
Rehabilitation Specialist	2.00	2.00	2.00	1.00
Rehabilitation Technician	4.50	4.00	4.00	3.00
Relocation Officer	1.00	1.00	1.00	-
Secretary 2	1.00	1.00	1.00	1.00
Total	24.50	25.00	25.00	23.00



Code Enforcement

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Specialist 3	-	1.00	-	-
Administrative Technician 2	-	1.00	0.58	-
Building And Grounds Maintenance Worker	1.00	-	-	-
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	1.58	1.00
Code Compliance Inspector 1	6.00	6.00	6.00	6.00
Code Compliance Inspector 2	5.00	5.00	4.00	5.00
Commissioner-Public Services	1.00	1.00	1.00	1.00
Maintenance Worker 2	-	-	-	2.00
Maintenance Worker I	2.00	2.00	2.00	-
Manager-Public Services	1.00	1.00	1.00	1.00
Supervisor-Code Compliance	1.00	3.00	3.00	3.00
Supervisor-Recreation	2.00	-	-	-
Total	22.00	23.00	20.16	20.00

2021 Proposed Budget - Neighborhoods

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	829,570	2,668,252	-	-	-	-	3,497,822
Overtime	5,000	-	-	-	-	-	5,000
Pension	116,840	370,992	-	-	-	-	487,832
Employment Taxes & Medical	187,147	650,929	-	-	-	-	838,076
Other Personnel	1,056	12,694	-	-	-	-	13,750
Supplies	48,099	38,930	-	-	-	-	87,029
Services	1,522,836	1,003,150	-	-	-	-	2,525,986
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	500,000	15,995,849	-	-	-	-	16,495,849
Total	3,210,548	20,740,796	-	-	-	-	23,951,344



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 partner agencies to provide 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 16.00 FTEs.

2021 Highlights

Labor accounts for 33.20% of the division's proposed 2021 General Fund expenditures.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	7,896	9,627	7,572	125,506	125,416	139,036
Overtime	-	-	-	-	-	-
Pension	1,105	1,346	1,054	17,571	17,558	19,465
Employment Taxes & Medical	1,448	1,241	716	16,259	16,258	16,020
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	6,000	6,000	6,000
Services	-	-	-	45,000	45,000	363,291
Capital	-	-	-	-	-	-
Debt, Transfers & Other	35,000	(35,000)	-	-	-	-
Total	45,450	(22,786)	9,342	210,336	210,232	543,812

General Fund

Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	749,573	687,556	620,366	823,069	1,612,408	887,667
Overtime	1,023	(30)	290	-	397	-
Pension	105,677	95,350	86,308	114,100	421,086	121,710
Employment Taxes & Medical	188,915	200,407	174,103	205,424	547,019	212,378
Other Personnel	2,910	3,828	3,214	4,400	11,072	4,950
Supplies	15,091	5,026	(8,395)	4,200	21,229	3,113
Services	281,408	114,573	50,245	112,242	703,926	3,750
Capital	-	-	-	-	-	-
Debt, Transfers & Other	26,472	310	71	1,338,338	655,003	341,567
Total	1,371,069	1,107,021	926,202	2,601,773	3,972,140	1,575,135



Neighborhood Administration

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	4,886	2,471	42	-	-	-
Overtime	11	5	-	-	-	-
Pension	685	346	6	-	-	-
Employment Taxes & Medical	1,210	809	30	-	-	-
Other Personnel	22	22	11	-	(11)	-
Supplies	-	-	-	-	-	-
Services	-	8,750	-	-	122,643	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	473,541	925,489	655,069	632,768	3,585,147	4,352,295
Total	480,355	937,893	655,157	632,768	3,707,779	4,352,295



<u>Housing</u>

Housing provides low-to-moderate residents housing opportunities. 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 23.00 FTEs.

2021 Highlights

The proposed budget includes funding to support lead related activates, including \$500,000 for lead programs and outreach activities.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	95	-	1,066	80,019	79,929	81,182
Overtime	-	-	-	-	-	-
Pension	14	-	149	11,203	11,190	11,366
Employment Taxes & Medical	1,119	444	508	15,199	15,198	15,054
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	25,000	25,000	25,000
Services	-	-	25,000	25,000	25,000	357,023
Capital	-	-	-	-	-	-
Debt, Transfers & Other	218,574	-	-	-	-	500,000
Total	219,803	444	26,723	156,421	156,317	989,625

Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	955,312	663,716	812,563	1,163,368	1,315,619	971,653
Overtime	-	-	1,241	-	-	-
Pension	134,128	92,813	104,090	162,871	292,190	136,031
Employment Taxes & Medical	246,169	224,365	228,827	269,946	529,112	238,149
Other Personnel	4,654	4,906	4,030	6,470	9,000	5,875
Supplies	4,679	21,591	12,557	300	78,803	-
Services	72,466	182,281	262,995	340,407	1,252,105	10,583
Capital	-	-	-	-	-	-
Debt, Transfers & Other	854,091	585,798	371,477	473,805	2,834,336	500,000
Total	2,271,498	1,775,470	1,797,779	2,417,167	6,311,164	1,862,291



<u>Housing</u>

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	32,529	431,201	194,682	220,181	255,239	203,046
Overtime	-	-	-	-	-	-
Pension	4,553	60,282	27,238	30,825	25,507	28,426
Employment Taxes & Medical	8,050	56,710	60,145	48,084	77,687	44,307
Other Personnel	259	776	627	77	627	495
Supplies	-	5,916	4,089	30,782	34,653	21,217
Services	-	13,049	16,452	192,346	203,121	178,596
Capital	-	-	-	-	-	-
Debt, Transfers & Other	291,132	370,481	674,951	1,182,029	2,644,858	518,023
Total	336,523	938,415	978,184	1,704,323	3,241,692	994,110

Toledo Home Program

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	66,693	67,727	72,970	111,384	219,642	133,858
Overtime	-	-	140	-	(76)	-
Pension	8,984	9,483	10,207	15,594	75,351	18,740
Employment Taxes & Medical	17,026	18,289	20,744	25,250	67,762	29,565
Other Personnel	339	369	369	603	1,386	780
Supplies	16,490	2,272	6,163	17,000	21,865	2,100
Services	15,713	3,352	2,845	21,421	31,229	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	1,584,185	2,302,558	1,275,516	1,872,068	7,433,142	3,084,099
Total	1,709,430	2,404,049	1,388,954	2,063,320	7,850,301	3,269,142



Code Enforcement

Code Enforcement manages the inspection, citation and remediation of code enforcement violations within the City of Toledo. This includes assisting with grass cutting program management, boardup and trash cleanup of properties in violation, and coordination of community cleanup and recycling events with community groups and organizational partners. Code Enforcement staff also provide administrative support for demolition activities.

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 20.00 FTEs.

2021 Highlights

The Division's General Fund budget for labor expenditures totals 51.50% of its total operating budget. Code Enforcement's non-labor budget includes funds for blight remediation and demolition activities.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	467,896	493,626	630,495	712,791	595,497	609,352
Overtime	6,348	7,643	7,407	15,000	15,000	5,000
Pension	55,587	66,406	87,976	101,891	85,217	86,009
Employment Taxes & Medical	117,817	123,129	151,989	188,064	169,092	156,072
Other Personnel	55	385	462	1,562	1,012	1,056
Supplies	17,611	19,565	16,779	19,623	19,123	17,099
Services	375,231	946,872	1,005,077	594,122	552,572	790,485
Capital	-	-	-	-	-	-
Debt, Transfers & Other	117,797	-	-	-	-	-
Total	1,158,342	1,657,626	1,900,186	1,633,052	1,437,514	1,665,073

Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	520,405	478,323	337,691	468,852	800,379	461,381
Overtime	6,644	3,792	5,093	-	980	-
Pension	74,458	67,791	29,553	65,639	303,085	64,593
Employment Taxes & Medical	127,947	128,587	118,818	130,014	312,385	123,040
Other Personnel	1,045	1,265	1,188	1,188	2,376	594
Supplies	25,101	15,323	5,635	12,500	33,010	12,500
Services	735,956	347,227	504,360	442,477	1,208,302	822,258
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	366,023	-	-	289,149	-
Total	1,491,555	1,408,330	1,002,338	1,120,670	2,949,665	1,484,366



Code Enforcement

Expendable Trusts

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	18,707	-	10,649
Overtime	-	-	-	-	-	-
Pension	-	-	-	2,619	-	1,491
Employment Taxes & Medical	-	-	-	6,912	-	3,489
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	28,238	-	15,629

Third Party Partners

Third Party Partners - Federal Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	1,664,815	2,082,871	2,400,582	2,587,638	7,672,087	7,199,865
Total	1,664,815	2,082,871	2,400,582	2,587,638	7,672,087	7,199,865



The Human Resources Department supports its sister departments in all aspects of the employeremployee 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.

2021 Highlights

The 2021 budget funds 19.00 FTEs for the Department of Human Resources, including 3 members of the Civil Service Commission. Labor expenditures are 50.79% of the department's General Fund Budget.

Non-personnel budget in the General Fund totals \$1,038,763 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.

HR

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 1	-	4.00	3.00	-
Administrative Analyst 2	7.00	2.00	2.00	4.00
Administrative Analyst 3	1.00	2.00	2.00	2.00
Administrative Analyst 4	-	-	-	1.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Specialist 1	1.00	-	-	-
Administrative Specialist 2	-	1.00	1.00	-
Administrative Specialist 3	-	-	-	1.00
Administrative Technician 2	1.00	1.00	0.58	-
Board Member-Civil Service Commission	3.00	3.00	3.00	3.00
Chief-Bargaining & Representation	1.00	1.00	1.00	-
Clerk 3	-	-	-	1.00
Deputy Director	-	-	-	1.00
Director-Administrative Services	1.00	1.00	1.00	1.00
Manager-Administrative Services	2.00	4.00	3.00	3.00
Senior Attorney	-	-	-	1.00
Total	17.00	20.00	17.58	19.00



2021 Proposed Budget - Human Resources

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	776,229	24,938	-	-	49,875	336,540	1,187,582
Overtime	1,000	-	-	-	-	-	1,000
Pension	108,812	3,491	-	-	6,983	47,116	166,402
Employment Taxes & Medical	182,737	4,364	-	-	8,727	74,947	270,774
Other Personnel	3,300	-	-	-	-	2,200	5,500
Supplies	41,550	-	-	-	-	3,450	45,000
Services	997,213	-	-	-	-	49,077,357	50,074,570
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	2,110,840	32,792	-	-	65,585	49,541,610	51,750,827

General

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	554,512	476,475	471,734	748,114	612,318	776,229
Overtime	199	21	200	1,000	1,000	1,000
Pension	69,081	66,214	65,146	104,876	85,865	108,812
Employment Taxes & Medical	166,338	129,696	140,984	196,092	167,314	182,737
Other Personnel	3,740	2,420	3,300	4,400	3,850	3,300
Supplies	10,512	12,499	16,170	25,620	37,132	41,550
Services	361,179	422,996	371,399	754,006	623,149	997,213
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	1,165,562	1,110,321	1,068,934	1,834,109	1,530,627	2,110,840

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	11,949	12,643	14,393	14,695	14,695	16,625
Overtime	-	-	-	-	-	-
Pension	1,670	1,735	1,996	2,057	2,057	2,328
Employment Taxes & Medical	2,782	4,639	2,727	2,911	2,911	2,909
Other Personnel	110	110	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	16,511	19,127	19,115	19,664	19,664	21,862



Special Assessment

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	5,974	6,322	7,196	7,341	7,341	8,313
Overtime	-	-	-	-	-	-
Pension	835	867	998	1,028	1,028	1,164
Employment Taxes & Medical	1,359	1,197	1,364	1,454	1,454	1,455
Other Personnel	55	55	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	8,224	8,441	9,558	9,823	9,823	10,931

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	35,848	37,930	43,178	44,044	44,044	49,875
Overtime	-	-	-	-	-	-
Pension	5,010	5,204	5,987	6,166	6,166	6,983
Employment Taxes & Medical	8,296	9,440	8,183	8,726	8,726	8,727
Other Personnel	330	330	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	49,484	52,904	57,348	58,936	58,936	65,585

Workers' Compensation

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	258,306	279,232	340,281	342,286	320,750	267,621
Overtime	802	-	-	-	-	-
Pension	27,624	35,914	41,577	47,920	44,345	37,467
Employment Taxes & Medical	46,475	49,357	71,995	75,509	69,724	60,599
Other Personnel	1,815	1,485	1,650	2,200	2,200	1,650
Supplies	-	1,492	4,252	8,950	8,950	3,450
Services	6,615,740	5,491,385	5,555,413	6,923,164	6,923,164	6,608,099
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	6,950,762	5,858,865	6,015,168	7,400,029	7,369,132	6,978,886



Healthcare Internal Service

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	68,919
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	9,649
Employment Taxes & Medical	-	-	-	-	-	14,347
Other Personnel	-	-	-	-	-	550
Supplies	-	-	-	-	-	-
Services	-	-	-	42,450,000	42,450,000	42,469,258
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	42,450,000	42,450,000	42,562,723



Department of Information & Communications Technology

The Department of Information and Communications Technology (ICT) delivers enterprise software, infrastructure and security services for all City departments. Since 2020 the department has also included 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.

2021 Highlights

The ICT 2021 budget supports 33.77 FTEs. ICT staff provide 24 hour support to the City's departments and divisions that support the citizens of Toledo. The Engage Toledo staff provide 24/7/365 customer service for City service requests and issues.

Funds Center Name	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
17500-Information & Communications Technology	17.75	23.08	19.50	20.50
17600-Engage Toledo	-	18.50	15.00	13.27
Total	17.75	41.59	34.50	33.77

Information & Communications Technology

Department of Information & Communications Technology Total

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant	-	1.00	1.00	1.00
Administrator-Administrative Services 1	-	0.75	-	-
Administrator-Administrative Services 2	3.00	3.00	3.00	3.00
Administrator-Administrative Services 3	-	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00	2.00
Commissioner-Administrative Services	1.00	-	-	-
Data Communications Specialist	2.00	2.00	2.00	3.00
Data Communications Technician	1.00	1.00	1.00	-
Deputy Director	-	0.83	-	-
Director-Administrative Services	1.00	1.00	1.00	1.00
End User Support Technician	-	0.50	0.50	0.50
Gis Analyst 1	3.00	3.00	2.00	2.00
Manager-Administrative Services	0.75	4.00	3.00	3.00
Manager-Public Services	1.00	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00	1.00
Secretary 3	1.00	-	-	-
Senior Professional Engineer	1.00	1.00	1.00	1.00
Software Support Specialist	-	-	-	1.00
Total	17.75	23.08	19.50	20.50



Department of Information & Communications Technology

Engage Toledo

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Commissioner-Public Services	-	1.00	1.00	0.50
Customer Service Contact Center Representative-Et	-	15.00	13.00	11.77
Customer Service Contact Center Supervisor-Et	-	2.00	1.00	1.00
Manager-Public Services	-	0.50	-	-
Total	-	18.50	15.00	13.27

2021 Proposed Budget - Information & Communications Technology

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	122,429	-	-	-	-	1,476,410	1,598,839
Overtime	50,000	-	-	-	-	25,000	75,000
Pension	24,540	-	-	-	-	210,197	234,737
Employment Taxes & Medical	57,592	-	-	-	-	295,332	352,924
Other Personnel	3,950	-	-	-	-	6,338	10,288
Supplies	19,850	-	-	-	-	304,600	324,450
Services	6,956	-	-	-	-	4,820,979	4,827,935
Capital	-	-	-	4,030,000	-	-	4,030,000
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	285,317	-	-	4,030,000	-	7,138,857	11,454,174

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	197,038	263,043	653,292	-	2,829,409	-
Capital	-	-	-	1,900,000	-	4,030,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	197,038	263,043	653,292	1,900,000	2,829,409	4,030,000



Department of Information & Communications Technology

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,013,144	885,839	1,008,973	1,620,757	1,350,484	1,476,410
Overtime	5,407	3,995	17,889	25,000	25,000	25,000
Pension	141,233	123,388	142,736	230,406	192,568	210,197
Employment Taxes & Medical	235,991	192,962	226,204	334,669	282,447	295,332
Other Personnel	6,101	5,500	5,500	6,338	5,788	6,338
Supplies	195,635	255,502	213,943	415,300	355,700	304,600
Services	3,271,694	2,962,641	2,798,048	4,841,905	4,620,905	4,820,979
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	4,869,206	4,429,828	4,413,293	7,474,375	6,832,892	7,138,857

Information & Communications Technology Fund

Engage Toledo

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	91,373	64,533	122,429
Overtime	-	-	-	44,839	44,839	50,000
Pension	-	-	-	139,865	112,616	24,540
Employment Taxes & Medical	-	-	-	262,066	212,390	57,592
Other Personnel	-	-	-	3,950	3,950	3,950
Supplies	-	-	-	9,980	8,500	19,850
Services	-	-	-	44,141	42,641	6,956
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	596,214	489,469	285,317



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.

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	1,603,166	13,803,205	-	765,467	255,571	4,484,813	20,912,223
Overtime	102,969	1,887,503	-	21,508	22,330	351,787	2,386,097
Pension	223,175	2,341,555	-	108,784	38,906	643,510	3,355,931
Employment Taxes & Medical	372,646	4,273,724	-	174,870	84,079	1,238,721	6,144,041
Other Personnel	9,417	137,902	-	4,905	675	41,346	194,245
Supplies	270,124	6,319,784	-	36,394	-	5,748,441	12,374,743
Services	10,520,449	15,256,682	-	157,256	-	2,291,634	28,226,021
Capital	-	495,000	-	5,218,002	-	-	5,713,002
Debt, Transfers & Other	215,260	-	-	-	-	349,000	564,260
Total	13,317,206	44,515,356	-	6,487,186	401,562	15,149,253	79,870,563

2021 Proposed Budget - Public Service

Department of Public Service

Division	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
22500-Transportation	48.00	48.00	48.00	48.00
23100-Streets, Bridges & Harbor	185.63	203.00	200.00	205.52
24500-Waste Disposal	14.00	14.00	14.00	14.00
25000-Fleet Operations	65.40	66.40	60.82	65.20
26100-Facility Operations	22.60	22.60	19.68	22.60
60300-Recreation	5.75	5.50	5.08	4.00
60500-Parks & Forestry	73.51	80.25	76.75	74.75
Total	414.89	439.74	424.32	434.07



Transportation

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	1.00	1.00	1.00	1.00
Administrative Specialist	-	-	-	1.00
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist Ii	-	-	-	1.00
Commissioner-Public Services	1.00	1.00	1.00	1.00
Drafter	1.00	-	-	-
Engineering Associate	2.00	2.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00	2.00
Intermediate Traffic Technician	1.00	1.00	1.00	1.00
Painter	3.00	3.00	3.00	3.00
Professional Engineer	1.00	-	-	-
Secretary 2	1.00	1.00	1.00	-
Senior Professional Engineer	2.00	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Traffic Signal Technician	3.00	3.00	3.00	3.00
Senior Traffic Technician	3.00	3.00	3.00	3.00
Sign Painter	2.00	2.00	2.00	2.00
Sign Poster	2.00	2.00	2.00	2.00
Staff Professional Engineer	1.00	2.00	2.00	2.00
Superintendent-Sign Shop	1.00	1.00	1.00	1.00
Superintendent-Traffic Signals	1.00	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00	1.00
Supervisor-Traffic Signs And Painting	1.00	1.00	1.00	1.00
Traffic Signal Technician	11.00	11.00	11.00	11.00
Traffic Technician	2.00	2.00	2.00	2.00
Utility Worker	3.00	4.00	4.00	3.00
Total	48.00	48.00	48.00	48.00

Streets, Bridges & Harbor

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Assistant	-	1.00	1.00	1.00
Administrative Operations Officer	1.00	1.00	1.00	1.00
Administrator-Public Services 1	1.00	-	-	-
Bridge Mechanic	9.00	9.00	9.00	9.00
Bridge Operator	5.00	5.00	5.00	5.00
Building & Grounds Maintenance	1.00	2.00	2.00	2.00
Clerk Specialist 1	5.00	2.00	2.00	2.00
Clerk Specialist 2	1.00	1.00	1.00	2.00
Commissioner-Public Services	1.00	1.00	1.00	1.00
Deputy Director-Public Services	-	1.00	-	1.00
Director-Public Services	1.00	1.00	1.00	1.00
Engineering Associate	1.00	1.00	1.00	1.00
Equipment And Records Technician	1.00	1.00	1.00	1.00
General Foreman-Streets	10.12	11.00	11.00	11.00
Gis Analyst 1	1.00	1.00	1.00	1.00
Heavy Equipment Operator 1	6.00	15.00	15.00	15.00
Heavy Equipment Operator 2	40.00	31.00	31.00	31.00



Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Mail Clerk	-	1.00	1.00	1.00
Maintenance Worker 2	-	84.00	84.00	84.00
Maintenance Worker I	69.40	-	-	1.00
Manager-Administrative Services	1.00	1.00	-	-
Manager-Public Services	4.00	4.00	4.00	3.00
Professional Engineer	1.00	1.00	1.00	1.00
Public Information Officer	-	-	-	0.50
Safety & Training Specialist	1.00	2.00	1.00	2.00
Secretary 2	1.00	1.00	1.00	1.00
Secretary 3	1.00	-	-	-
Senior Bridge Mechanic	3.00	3.00	3.00	3.00
Senior Building And Grounds Maintenance Worker	1.00	1.00	1.00	1.00
Senior Construction Technician	-	2.00	2.00	2.00
Senior Professional Engineer	1.00	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Staff Professional Engineer	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Street Maintenance Technician	11.11	11.00	11.00	12.00
Superintendent-Streets	1.00	1.00	1.00	1.00
Supervisor-Bridge Maintenance	1.00	1.00	1.00	1.00
Supervisor-Storeroom	-	-	-	1.00
Supervisor-Street Operations	1.00	1.00	1.00	1.00
Total	185.63	203.00	200.00	205.52

Waste Disposal

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Specialist	1.00	1.00	1.00	1.00
Heavy Equipment Mechanic	1.00	1.00	1.00	1.00
Intermediate Clerk	1.00	1.00	1.00	1.00
Landfill Equipment Operator	6.00	6.00	6.00	6.00
Lead Landfill Equipment Operator	-	-	-	0.50
Manager-Public Services	1.00	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00	1.00
Superintendent-Waste Disposal	1.00	1.00	1.00	0.50
Tandem Truck Driver	1.00	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00	1.00
Total	14.00	14.00	14.00	14.00



Fleet Operations				
Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	-	0.60	0.60	0.60
Administrative Specialist	0.60	-	-	-
Administrator-Public Services 1	1.00	1.00	1.00	1.00
Automotive Repair Technician	29.00	29.00	29.00	29.00
Automotive Service Worker	16.00	17.00	12.00	16.00
Clerk Specialist 1	1.60	1.60	1.18	1.00
Clerk Specialist 2	2.00	2.00	2.00	3.00
Commissioner-Public Services	0.60	0.60	0.60	0.60
Equipment And Records Technician	1.00	1.00	1.00	1.00
Motor Equipment Technician	2.00	2.00	2.00	2.00
Secretary 2	0.60	0.60	0.44	-
Supervisor-Automotive Maintenance	5.00	5.00	5.00	5.00
Supervisor-Vehicle Parts	1.00	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00	1.00
Vehicle Parts Storekeeper	3.00	3.00	3.00	3.00
Welder-Blacksmith	1.00	1.00	1.00	1.00
Total	65.40	66.40	60.82	65.20

Facility Operations 2019 Budget 2020 Approved 2020 Amended Position Title 2021 Proposed Administrative Operations Officer 0.40 0.40 0.40 0.40 Administrative Specialist ---Administrator-Public Services 1 1.00 1.00 1.00 1.00 Building And Grounds Maintenance Worker 3.00 3.00 2.16 3.00 Carpenter 3.00 3.00 2.58 3.00 Clerk Specialist 1 0.40 0.40 0.40 0.40 Clerk Specialist 2 1.00 1.00 1.00 1.00 Commissioner-Public Services 0.40 0.40 0.40 0.40 2.00 2.00 1.00 2.00 Electrician Painter 2.00 2.00 1.58 2.00 Plumber-Steamfitter 2.00 2.00 2.00 2.00 Secretary 2 0.40 0.40 0.16 0.40 Senior Building And Grounds Maintenance Worker 1.00 1.00 1.00 1.00 Senior Storekeeper 1.00 1.00 1.00 1.00 2.00 2.00 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 1.00 22.60 Total 22.60 19.68 22.60

Recreation

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Technician 2	1.00	0.50	0.50	0.50
Athletic Activities Coordinator	1.00	1.00	0.58	-
Building And Grounds Maintenance Worker	1.75	2.00	2.00	2.00
Manager-Public Services	1.00	1.00	1.00	0.50
Supervisor-Recreation	1.00	1.00	1.00	1.00
Total	5.75	5.50	5.08	4.00



Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	-	-	-	1.00
Administrative Services Officer 1	0.77	-	-	-
Administrative Specialist	1.00	1.00	1.00	-
Administrative Specialist 2	-	1.00	1.00	1.00
Administrative Technician	0.75	1.00	0.58	-
Administrative Technician 2	1.00	1.50	1.10	0.50
Building And Grounds Maintenance Worker	8.00	9.00	9.00	9.00
Cemeteries Maintenance Worker	2.00	2.00	1.16	-
Clerk Specialist 1	-	(1.00)	(1.00)	-
Clerk Specialist 2	2.00	3.00	3.00	3.00
Commissioner-Public Services	1.00	1.00	1.00	1.00
Equipment Repair Technician	3.00	1.00	0.58	1.00
Foreman-Cemeteries	1.00	1.00	0.58	-
Foreman-Forestry	-	2.00	2.00	2.00
Foreman-Parks	3.00	3.00	3.00	3.00
Forestry Crew Leader	9.00	10.00	10.00	10.00
Forestry Inspector	1.00	1.00	1.00	1.00
General Foreman-Forestry	-	1.00	1.00	1.00
Landscape Maintenance Worker	4.00	6.00	6.00	6.00
Manager-Public Services	1.00	1.75	1.75	1.50
Public Services Officer 1	-	1.00	-	0.75
Public Services Officer 3	-	1.00	1.00	1.00
Secretary 2	1.00	-	-	-
Senior Building And Grounds Maintenance Worker	-	1.00	1.00	1.00
Senior Equipment Repair Technician	1.00	1.00	1.00	1.00
Senior Landscape Maintenance Worker	2.00	2.00	2.00	2.00
Senior Park Planner	-	1.00	1.00	1.00
Superintendent-Parks	1.00	1.00	1.00	1.00
Supervisor-Forestry	3.00	-	-	-
Tandem Truck Driver	1.00	1.00	1.00	1.00
Tree Maintenance Worker	1.00	1.00	1.00	1.00
Tree Service Worker	20.00	20.00	20.00	20.00
Utility Worker	5.00	5.00	5.00	4.00
Total	73.51	80.25	76.75	74.75



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.

2021 Highlights

The Division of Transportation budget supports 48.00 FTEs with a total labor cost of \$3,986,685 proposed for 2021.

Transportation's 2021 proposed budget includes \$150,000 for continuing the ToleGO bike share program.

General	Fund
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Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	112,500	200,000	150,000	150,000	150,000
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	112,500	200,000	150,000	150,000	150,000

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,772,598	1,851,585	1,830,815	2,409,244	2,409,244	2,277,878
Overtime	82,063	71,955	89,636	90,464	90,464	88,548
Pension	245,272	258,626	273,097	318,371	318,371	317,052
Employment Taxes & Medical	546,727	475,981	543,537	584,716	584,716	568,055
Other Personnel	6,637	9,212	9,501	15,127	15,127	14,907
Supplies	442,794	382,213	444,726	542,420	568,955	542,420
Services	1,047,596	929,352	999,862	1,034,861	1,034,861	1,159,068
Capital	-	390,665	75,507	30,000	31,300	30,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	4,143,687	4,369,587	4,266,681	5,025,203	5,053,038	4,997,928



Division of Transportation

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	302,400	355,740	352,668	461,151	461,151	508,435
Overtime	9,694	9,522	10,617	22,539	22,539	21,508
Pension	43,450	50,907	50,665	63,963	63,963	72,800
Employment Taxes & Medical	97,744	87,209	94,770	97,780	97,780	113,780
Other Personnel	1,773	2,559	2,610	3,503	3,503	3,723
Supplies	66,268	286,463	3,547	7,594	8,694	7,594
Services	522	474,062	524,579	4,750	492,949	4,750
Capital	-	-	12,094	400,000	187,906	250,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	521,850	1,266,462	1,051,551	1,061,281	1,338,485	982,589



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.

2021 Highlights

The 2021 budget for SB&H allocates \$14,760,747 for labor expenditures and \$16,394,439 for operating services and supplies and capital. The budget supports 205.52 FTEs who rotate seasonally between street maintenance and pothole repair, street sweeping, leaf collection and snow and ice control.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	34,721	27,922	89,874	138,630	87,158	117,556
Overtime	-	-	137	-	-	-
Pension	5,406	5,311	12,043	19,408	12,202	16,458
Employment Taxes & Medical	5,731	7,050	18,449	26,315	17,461	21,761
Other Personnel	110	110	330	550	440	550
Supplies	-	-	-	-	-	-
Services	139	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	46,106	40,394	120,834	184,903	117,261	156,325

General Fund

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	2,203,281	2,243,482	2,939,912	2,380,893	2,380,893	3,208,015
Overtime	432,136	624,362	820,327	327,385	327,385	324,445
Pension	360,763	394,980	563,373	653,070	653,070	702,049
Employment Taxes & Medical	748,128	645,035	982,727	1,265,963	1,265,963	1,369,315
Other Personnel	11,334	8,487	18,880	13,914	13,914	14,381
Supplies	788,299	1,840,020	2,200,407	2,432,235	2,432,235	2,446,042
Services	1,662,952	1,814,300	2,133,569	2,528,947	2,513,947	3,068,707
Capital	661,169	1,110	3,823	366,929	381,929	460,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	6,868,063	7,571,776	9,663,019	9,969,337	9,969,337	11,592,953



Division of Streets, Bridges and Harbor

Special Assessment

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,578,649	3,298,176	3,601,464	4,859,275	4,859,275	4,884,083
Overtime	966,119	1,009,172	1,431,653	1,214,804	1,214,804	1,200,542
Pension	663,238	651,882	661,395	818,704	818,704	830,740
Employment Taxes & Medical	1,358,862	1,203,191	1,221,703	1,379,763	1,379,763	1,403,211
Other Personnel	32,785	44,853	54,330	97,662	97,662	97,662
Supplies	489,827	2,426,200	2,487,882	2,666,098	2,249,398	2,624,085
Services	6,766,375	6,529,293	6,697,036	7,038,641	7,455,341	7,201,356
Capital	620	256	416	5,842	5,842	5,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	13,856,474	15,163,023	16,155,879	18,080,789	18,080,789	18,246,678

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	88,713	170,042	89,121	112,034	112,034	119,245
Overtime	21,725	45,931	39,967	-	-	-
Pension	25,581	24,286	17,930	15,685	15,685	16,694
Employment Taxes & Medical	66,529	37,756	29,652	31,007	31,007	32,397
Other Personnel	207	368	477	83	83	83
Supplies	550,798	102,518	36,886	28,800	91,218	28,800
Services	3,403,573	1,212,070	3,334,681	10,450	3,712,117	10,450
Capital	-	547,239	929,348	1,600,000	502,606	550,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	4,157,128	2,140,210	4,478,062	1,798,058	4,464,749	757,668

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	281,585	312,892	159,456	256,550	256,550	255,571
Overtime	118,502	132,436	35,954	22,330	22,330	22,330
Pension	41,040	58,146	27,888	39,043	39,043	38,906
Employment Taxes & Medical	137,392	121,743	66,686	83,915	83,915	84,079
Other Personnel	3,651	1,508	866	675	675	675
Supplies	138,000	145,947	70,077	1,100	1,100	-
Services	13,388	18,101	7,996	7,500	7,500	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	733,559	790,774	368,923	411,113	411,113	401,562



Division of Streets, Bridges and Harbor

Capital Replacement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	1,154,127	1,154,127	990,691	772,000	772,000	349,000
Total	1,154,127	1,154,127	990,691	772,000	772,000	349,000



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.

2021 Highlights

The Division of Solid Waste has proposed \$5,203,935 in operating service and supply funds in 2021 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 \$1,268,758.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	669,784	685,282	720,594	859,583	842,231	882,180
Overtime	33,574	34,837	35,780	40,359	40,359	60,020
Pension	92,466	96,661	100,288	113,499	111,070	119,388
Employment Taxes & Medical	190,341	156,597	183,934	200,549	200,297	200,518
Other Personnel	10,518	6,468	7,190	6,650	6,650	6,650
Supplies	138,196	45,411	53,415	58,780	58,780	181,545
Services	3,718,181	3,777,095	4,311,281	4,420,510	3,877,812	5,022,390
Capital	-	-	-	-	-	-
Debt, Transfers & Other	(6)	-	-	-	-	-
Total	4,853,054	4,802,352	5,412,483	5,699,930	5,137,198	6,472,693

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	389,139	122,324	-	1,358,942	-
Capital	-	358,829	263,986	475,000	-	303,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	747,968	386,310	475,000	1,358,942	303,000



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.

2021 Highlights

The 2021 budget for fleet operations provides \$6,548,943 for fuel, equipment, supplies and services to maintain the City's fleet. In addition to this non-personnel budget, the budget also supports 65.20 FTEs with a total labor cost of \$5,075,789.

The internal service fund budget for facility operations allocates \$1,684,389 for labor expenditures, covering 22.60 FTEs and allocates \$1,491,132 for services and supplies.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	2,624,391	2,749,694	2,968,633	2,848,415	2,588,817	3,339,022
Overtime	302,656	343,250	350,605	302,100	302,100	301,597
Pension	399,486	412,786	453,576	490,464	452,664	481,193
Employment Taxes & Medical	858,391	762,204	871,053	937,105	893,260	919,796
Other Personnel	23,735	30,587	33,223	34,510	34,510	34,180
Supplies	4,310,831	5,133,985	5,189,503	5,127,525	4,851,525	5,427,075
Services	907,460	950,576	1,017,483	1,109,818	1,070,818	1,121,868
Capital	-	-	-	-	120,000	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	9,426,952	10,383,082	10,884,077	10,849,937	10,313,695	11,624,732

Municipal Garage

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	518,567	560,212	456,752	699,475	664,965	696,600
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	518,567	560,212	456,752	699,475	664,965	696,600



Division of Facility and Fleet Operations

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	17,780	-	(5,530)	-	54,535	-
Services	525,961	455,853	891,824	127,582	567,778	142,056
Capital	-	-	-	250,000	14,984	2,600,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	543,741	455,853	886,294	377,582	637,297	2,742,056

Facility Operations

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	839,253	895,004	996,025	1,213,591	1,040,636	1,145,791
Overtime	51,837	56,431	48,713	50,325	50,325	50,190
Pension	121,584	131,984	144,718	164,219	137,541	162,317
Employment Taxes & Medical	286,333	252,045	300,159	320,117	348,831	318,925
Other Personnel	4,617	4,035	6,066	5,666	5,666	7,166
Supplies	320,959	343,285	296,010	327,354	298,723	321,366
Services	1,151,524	1,162,544	1,067,549	1,147,313	1,104,010	1,169,766
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	2,776,107	2,845,327	2,859,240	3,228,585	2,985,733	3,175,521



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.

2021 Highlights

The 2021 proposed budget for the Division of Parks, Recreation & Forestry includes \$6,216,170 for labor related expenditures and \$9,274,826 for operating service and supply expenditures, including contractual and seasonal budget for mowing parks, boulevards, and triangles.

General Fund						
Parks & Forestry						
Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	264,725	291,161	318,093	658,470	408,712	393,497
Overtime	19,924	18,792	23,505	23,915	23,915	15,949
Pension	39,408	42,862	50,066	93,647	56,933	54,158
Employment Taxes & Medical	60,979	62,136	135,574	184,649	233,804	93,554
Other Personnel	346	896	1,686	2,108	2,108	992
Supplies	63,474	60,672	58,474	54,750	54,750	39,341
Services	1,599,807	2,165,592	2,179,707	3,603,748	3,622,338	3,919,306
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	40,000	115,000	40,000
Total	2,048,664	2,642,111	2,767,104	4,661,286	4,517,560	4,556,797
Special Assessment						
Parks & Forestry						
Expenditure Category						-
	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	2017 Actual 2,182,649	2018 Actual 2,215,586	2019 Actual 2,447,445	2020 Approved 3,120,122	2020 Amended 3,120,122	2021 Proposed 3,433,228
Labor Overtime						
	2,182,649	2,215,586	2,447,445	3,120,122	3,120,122	3,433,228
Overtime	2,182,649 262,685	2,215,586 214,406	2,447,445 350,824	3,120,122 256,944	3,120,122 256,944	3,433,228 273,969
Overtime Pension	2,182,649 262,685 344,043	2,215,586 214,406 357,874	2,447,445 350,824 396,883	3,120,122 256,944 457,000	3,120,122 256,944 457,000	3,433,228 273,969 491,715
Overtime Pension Employment Taxes & Medical	2,182,649 262,685 344,043 916,319	2,215,586 214,406 357,874 748,834	2,447,445 350,824 396,883 834,059	3,120,122 256,944 457,000 907,208	3,120,122 256,944 457,000 907,208	3,433,228 273,969 491,715 933,144
Overtime Pension Employment Taxes & Medical Other Personnel	2,182,649 262,685 344,043 916,319 7,246	2,215,586 214,406 357,874 748,834 10,377	2,447,445 350,824 396,883 834,059 11,700	3,120,122 256,944 457,000 907,208 5,313	3,120,122 256,944 457,000 907,208 5,313	3,433,228 273,969 491,715 933,144 10,952
Overtime Pension Employment Taxes & Medical Other Personnel Supplies	2,182,649 262,685 344,043 916,319 7,246 107,056	2,215,586 214,406 357,874 748,834 10,377 140,403	2,447,445 350,824 396,883 834,059 11,700 219,545	3,120,122 256,944 457,000 907,208 5,313 240,902	3,120,122 256,944 457,000 907,208 5,313 240,902	3,433,228 273,969 491,715 933,144 10,952 251,487
Overtime Pension Employment Taxes & Medical Other Personnel Supplies Services	2,182,649 262,685 344,043 916,319 7,246 107,056 2,217,867	2,215,586 214,406 357,874 748,834 10,377 140,403	2,447,445 350,824 396,883 834,059 11,700 219,545	3,120,122 256,944 457,000 907,208 5,313 240,902	3,120,122 256,944 457,000 907,208 5,313 240,902	3,433,228 273,969 491,715 933,144 10,952 251,487



Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	58,845	-	134,276	134,276	137,787
Overtime	-	-	-	-	-	-
Pension	-	-	-	18,799	18,799	19,290
Employment Taxes & Medical	-	-	-	28,852	28,852	28,694
Other Personnel	-	-	-	1,100	1,100	1,100
Supplies	4,373	115,725	460	-	36,079	-
Services	12,229	210,318	943,586	-	1,195,831	-
Capital	-	103,268	104,553	894,143	22,820	1,115,002
Debt, Transfers & Other	-	-	-	-	-	-
Total	16,603	488,157	1,048,600	1,077,170	1,437,757	1,301,873



Department of Public Service

General Fund

Recreation

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	237,395	272,649	192,585	285,644	220,874	209,932
Overtime	20,792	19,019	4,248	27,000	27,000	27,000
Pension	35,139	38,964	27,248	43,770	33,582	33,171
Employment Taxes & Medical	95,626	73,912	74,116	76,657	95,972	56,813
Other Personnel	1,289	1,315	594	1,275	1,275	1,225
Supplies	29,702	39,099	46,219	49,787	17,287	49,238
Services	730,343	698,434	920,517	619,178	427,653	729,603
Capital	-	-	-	-	-	-
Debt, Transfers & Other	(1)	-	701,410	469,000	469,000	175,260
Total	1,150,284	1,143,392	1,966,937	1,572,312	1,292,643	1,282,241

Golf Improvements

Recreation						
Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	50,893	47,288	163,692	619,247	619,247	455,750
Services	-	10,000	1,237,190	1,373,769	1,373,769	1,229,510
Capital	-	-	-	-	-	-
Debt, Transfers & Other	300,000	-	-	-	-	-
Total	350,893	57,288	1,400,882	1,993,016	1,993,016	1,685,260

Marina Development

Recreation					_	_
Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	10,831	15,622	15,867	9,097	9,097	19,220
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	10,831	15,622	15,867	9,097	9,097	19,220



Department of Public Service

Capital Improvement

Recreation

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	22,182	26,387	-	10,456	-
Services	395,869	846,871	237,546	-	967,751	-
Capital	-	-	-	637,000	-	400,000
Debt, Transfers & Other	-	-	-	-	-	-
Total	395,869	869,054	263,933	637,000	978,206	400,000



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 2019 produced an average of 73.4 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 130 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 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 \$34.2 million annually for replacements, improvements and extensions for the Water System over the past 10 years.

The City owns and operates a sanitary sewage collection and treatment system (the Sewer System) as a self-supporting enterprise that in 2019 collected and treated approximately 73.4 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 77% of the City's sewered area carry only sanitary sewage, while the remaining 23% 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 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.

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds		Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	354,093	1,252,160	-	2,214,951	35,645,524	-	39,466,728
Overtime	14,990	47,500	-	158,717	2,692,590	-	2,913,797
Pension	38,990	181,179	-	312,110	5,063,339	-	5,595,618
Employment Taxes & Medical	62,461	262,691	-	329,145	9,155,037	-	9,809,333
Other Personnel	1,252	9,586	-	7,544	264,630	-	283,012
Supplies	14,655	12,625	-	216,330	20,718,111	-	20,961,721
Services	129,574	417,275	-	1,342,371	57,099,060	-	58,988,280
Capital	-	-	-	28,045,101	6,107,280	-	34,152,381
Debt, Transfers & Other	-	-	-	-	75,794,399	-	75,794,399
Total	616,015	2,183,016	-	32,626,269	212,539,970	-	247,965,270

2021 Proposed Budget -Public Utilities



Department of Public Utilities Water, Sewer, and Storm Water Revenue

Fund	Revenue Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
	Charges for Services	80,065,090	81,270,178	80,145,882	87,005,139	87,005,139	89,262,500
	Investment Earnings	2,602,163	3,976,195	4,695,289	1,785,000	1,785,000	408,000
	Grants	-	-	-	-	120,487	-
Water	Other Revenue	380	52,528	11,627	-	120,000	-
water	Issuance of Debt	1,511,425	800,000	46,795,188	-	165,774,044	-
	Premium (discount) on Bond	1,164,635	1,090,751	2,168,170	-	-	-
	Operating Transfers (net)	2,601,455	74,850	2,428,052	(147,910)	(280,180)	(145,481)
	Use of Fund Balance	-	-	-	-	81,395,782	-
Water Total		87,945,147	87,264,503	136,244,208	88,642,229	335,920,272	89,525,019
Fund	Revenue Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
	Special Assesments	7,913	2,954	2,375	2,400	2,400	-
	Licenses and Permits	83,810	81,130	57,625	76,500	76,500	68,500
	Charges for Services	78,165,875	82,476,729	88,382,628	93,742,475	93,742,475	92,804,000
	Investment Earnings	366,922	1,084,405	1,608,211	986,000	986,000	408,000
Sewer	Grants	1,006,305	1,611,321	1,150,635	-	1,206,849	-
Sewer	Other Revenue	66,973	136,067	45,742	1,000	196,000	18,000
	Issuance of Debt	25,639,782	44,917,384	24,992,353	-	86,876,074	-
	Premium (discount) on Bond	132,205	58,906	69,583	-	-	-
	Operating Transfers (net)	2,605,927	(30,200)	2,800,326	(75,000)	873,590	(75,000)
	Use of Fund Balance	-	-	-	-	498,713	-
Sewer Total	T	108,075,710	130,338,697	119,109,477	94,733,375	184,458,601	93,223,500
Fund	Revenue Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
	Special Assesments	3,014	2,346	2,346	2,800	2,800	-
	Charges for Services	10,098,833	9,986,946	10,255,255	9,652,490	9,652,490	9,803,000
	Investment Earnings	138,423	455,137	810,658	510,000	510,000	204,000
C1	Grants	172,396	76,875	556,967	-	290,000	-
Storm Water	Other Revenue	12,835	12,886	8,361	13,000	17,884	13,000
	Issuance of Debt	140,908	58,734	126,164	-	-	-
	Operating Transfers (net)	271,149	(75,000)	257,725	(75,000)	(80,820)	(75,000)
	Use of Fund Balance	-	-	-	-	4,825,701	1,243,316
Storm Water Total		10,837,558	10,517,923	12,017,477	10,103,290	15,218,055	11,188,316

*For presentation purposes, revenue from Operating Transfers In is reflected net of Operating Transfers Out



Division	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
31000-Utility Administrative Services	97.65	90.50	90.50	91.00
32000-Water Treatment	104.00	104.00	104.00	104.00
34000-Water Distribution	134.00	150.83	150.83	145.00
35000-Engineering Services	67.00	65.00	62.87	64.00
36000-Water Reclamation	117.00	117.00	117.00	117.00
37000-Sewer & Drainage Services	124.00	121.00	121.00	121.00
38000-Environmental Services	47.00	47.00	47.00	47.00
Total	690.65	695.33	693.20	689.00

Utility Administration

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	1.00	1.00	1.00	1.00
Administrative Analyst 3	5.00	6.00	6.00	4.00
Administrative Analyst 4	5.00	5.00	5.00	5.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Operations Officer	1.00	1.00	1.00	-
Administrative Specialist	-	-	-	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00	-
Administrator-Public Services 1	1.00	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00	1.00
Clerk Specialist 1	20.00	21.00	21.00	-
Clerk Specialist 2	34.65	27.00	27.00	28.00
Commissioner-Administrative Services	1.00	1.00	1.00	1.00
Commissioner-Public Services	2.00	2.00	2.00	2.50
Customer Service Contact Center Representative	-	-	-	20.00
Customer Service Contact Center Team Leader	3.00	3.00	3.00	3.00
Deputy Director-Public Services	1.00	1.00	1.00	1.00
Director-Public Services	1.00	1.00	1.00	1.00
Industrial Accounts Clerk	2.00	2.00	2.00	2.00
Legal Technician	4.00	4.00	4.00	4.00
Mail Clerk	1.00	1.00	1.00	1.00
Manager-Administrative Services	-	-	-	3.00
Manager-Public Services	2.00	1.50	1.50	1.00
Public Information Officer	-	-	-	0.50
Safety & Training Technician	2.00	2.00	2.00	2.00
Secretary 2	1.00	1.00	1.00	1.00
Secretary 3	1.00	-	-	-
Senior Real Estate Specialist	1.00	1.00	1.00	1.00
Supervisor-Utility Accounting	1.00	1.00	1.00	1.00
Supervisor-Utility Administration	4.00	3.00	3.00	3.00
Utility Accounts Technician	1.00	1.00	1.00	1.00
Total	97.65	90.50	90.50	91.00



Water Treatment

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	1.00	1.00	1.00	1.00
Administrator-Public Services 1	1.00	1.00	1.00	1.00
Administrator-Public Services 2	6.00	6.00	6.00	6.00
Chief Chemist/Bacteriologist	1.00	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist 2	2.00	2.00	2.00	2.00
Electrician	2.00	2.00	2.00	2.00
Engineering Technician	-	1.00	1.00	1.00
Gis Analyst 1	1.00	-	-	-
Instrumentation Technician	2.00	2.00	2.00	2.00
Laboratory Technician	1.00	1.00	1.00	1.00
Millwright	3.00	3.00	3.00	3.00
Painter	2.00	2.00	2.00	2.00
Plumber-Steamfitter	2.00	2.00	2.00	2.00
Secretary 2	1.00	1.00	1.00	1.00
Senior Chemist/Bacteriologist	10.00	10.00	10.00	10.00
Senior Electrician	3.00	3.00	3.00	3.00
Senior Professional Engineer	2.00	2.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Trades Mechanic	1.00	1.00	1.00	1.00
Senior Water Control Room Operator	8.00	7.00	7.00	7.00
Senior Water Treatment Maintenance Worker	6.00	6.00	6.00	6.00
Staff Professional Engineer	2.00	2.00	2.00	2.00
Storekeeper	1.00	1.00	1.00	1.00
Superintendent-Pump Station	1.00	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00	1.00
Supervisor-Storeroom	1.00	1.00	1.00	1.00
Supervisor-Waterworks Maintenance	2.00	2.00	2.00	2.00
Systems Specialist	1.00	1.00	1.00	1.00
Utility Worker	12.00	12.00	12.00	12.00
Water Control Room Operator	19.00	20.00	20.00	20.00
Water Treatment Maintenance Worker	7.00	7.00	7.00	7.00
Total	104.00	104.00	104.00	104.00



Water Distribution

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Specialist	1.00	1.00	1.00	1.00
Administrator-A.S.	-	-	-	1.00
Administrator-Administrative Services 2	1.00	1.00	1.00	-
Administrator-Public Services 2	1.00	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist 2	9.00	11.00	11.00	10.00
Construction Technician	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00
Equipment Repair Technician	1.00	1.00	1.00	1.00
Foreman-Field Services	-	1.00	1.00	1.00
Foreman-Tapping And Construction	-	5.00	5.00	5.00
Foreman-Water Distribution System	5.00	-	-	-
General Foreman-Tapping And Construction	-	3.00	3.00	3.00
General Foreman-Water Distribution System	3.00	-	-	-
Heavy Equipment Operator 2	9.00	10.00	10.00	10.00
Manager-Public Services	1.00	1.00	1.00	1.00
Meter Reader	11.00	11.00	11.00	11.00
Professional Engineer	1.00	0.83	0.83	1.00
Secretary 2	1.00	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Supervisor-Collections	-	1.00	1.00	1.00
Supervisor-Field Services	-	1.00	1.00	1.00
Supervisor-Meter Reading And Inspection	1.00	-	-	-
Supervisor-Utility Administration	1.00	-	-	-
Supervisor-Utility Field Services	1.00	-	-	-
Utility Service Locator	1.00	7.00	7.00	4.00
Water Emergency Repair Worker	5.00	5.00	5.00	5.00
Water Loss Equipment Technician	14.00	16.00	16.00	17.00
Water Service Technician	22.00	22.00	22.00	21.00
Watermain And Service Repair Worker	40.00	46.00	46.00	44.00
Total	134.00	150.83	150.83	145.00



Engineering Services		_	_	_
Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Specialist	1.00	1.00	1.00	1.00
Administrator-Administrative Services 1	1.00	1.00	1.00	1.00
Administrator-Public Services 2	4.00	4.00	4.00	4.00
Clerk Specialist 2	2.00	2.00	1.87	2.00
Construction Technician	12.00	12.00	10.00	11.00
Engineering Associate	6.00	6.00	6.00	6.00
Engineering Technician	4.00	4.00	4.00	4.00
Gis Analyst 1	3.00	3.00	3.00	3.00
Professional Engineer	3.00	3.00	3.00	3.00
Public Services Officer 3	1.00	-	-	-
Secretary 2	1.00	1.00	1.00	1.00
Senior Construction Technician	5.00	5.00	5.00	5.00
Senior Drafter	4.00	4.00	4.00	4.00
Senior Engineering Aide	2.00	2.00	2.00	2.00
Senior Park Planner	1.00	-	-	-
Senior Professional Engineer	6.00	6.00	6.00	6.00
Staff Professional Engineer	7.00	7.00	7.00	7.00
Supervisor-Surveyor	1.00	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Surveyor Associate	1.00	1.00	1.00	1.00
Total	67.00	65.00	62.87	64.00



Water Reclamation

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	1.00	1.00	1.00	1.00
Administrator-Public Services 2	3.00	3.00	3.00	3.00
Automotive Repair Technician	1.00	1.00	1.00	1.00
Chemist-Bacteriologist	3.00	3.00	3.00	3.00
Data Communications Specialist	3.00	3.00	3.00	3.00
Electrician	3.00	3.00	3.00	3.00
Intermediate Clerk	1.00	1.00	1.00	1.00
Process Control Analyst	1.00	1.00	1.00	1.00
Professional Engineer	2.00	2.00	2.00	2.00
Safety And Training Specialist	1.00	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00	1.00
Senior Chemist/Bacteriologist	1.00	1.00	1.00	1.00
Senior Clerk	1.00	1.00	1.00	1.00
Senior Electrician	3.00	3.00	3.00	3.00
Senior Process Control Analyst	1.00	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Supervisor-Water Reclamation Maintenance	3.00	3.00	3.00	3.00
Senior Water Reclamation Maintenance Worker	14.00	14.00	14.00	14.00
Staff Professional Engineer	2.00	2.00	2.00	2.00
Storekeeper	1.00	1.00	1.00	1.00
Superintendent-Water Treatment Plant	1.00	1.00	1.00	1.00
Supervisor-Instrumentation	1.00	1.00	1.00	1.00
Supervisor-Water Reclamation Operations	5.00	5.00	5.00	5.00
Supervisor-Water Reclamation Storeroom	1.00	1.00	1.00	1.00
Systems Specialist	1.00	1.00	1.00	1.00
Tandem Truck Driver	1.00	1.00	1.00	1.00
Trades Mechanic	1.00	1.00	1.00	1.00
Utility Worker	8.00	8.00	8.00	8.00
Water Reclamation Crane Opertor	1.00	1.00	1.00	1.00
Water Reclamation Maintenance Worker	14.00	14.00	14.00	14.00
Water Reclamation Operator	35.00	35.00	35.00	35.00
Total	117.00	117.00	117.00	117.00



Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Operations Officer	1.00	1.00	1.00	1.00
Administrator-Public Services 2	1.00	1.00	1.00	1.00
Building And Grounds Maintenance Worker	1.00	2.00	2.00	2.00
Clerk Specialist 1	4.00	4.00	4.00	4.00
Clerk Specialist 2	1.00	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00	3.00
Crane Operator	-	-	-	1.00
Engineering Technician	1.00	1.00	1.00	1.00
Foreman-Sewer Construction And Maintenance	8.00	8.00	8.00	8.00
General Foreman-Sewer Maintenance	2.00	2.00	2.00	2.00
Gis Analyst 1	1.00	-	-	-
Gis Technician	-	1.00	1.00	1.00
Heavy Equipment Operator 2	20.00	20.00	20.00	19.00
Manager-Public Services	1.00	1.00	1.00	1.00
Public Services Officer 3	1.00	1.00	1.00	1.00
Secretary 2	1.00	1.00	1.00	1.00
Senior Professional Engineer	1.00	1.00	1.00	1.00
Senior Sewer & Drainage Service Worker	14.00	14.00	14.00	14.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Sewer & Drainage Service Worker	51.00	48.00	48.00	48.00
Storekeeper	1.00	1.00	1.00	1.00
Supervisor-Utilities	1.00	1.00	1.00	1.00
Telespection Technician	2.00	2.00	2.00	2.00
Utility Service Locator	1.00	-	-	-
Utility Worker	6.00	6.00	6.00	6.00
Total	124.00	121.00	121.00	121.00
Environmental Services				
Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Administrator-Public Services 2	2.00	2.00	2.00	2.00
Chemist-Bacteriologist	1.00	1.00	1.00	1.00
Clerk Specialist 1	1.00	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00	1.00
Engineering Associate	5.00	4.00	4.00	4.00
Environmental Services Technician	6.00	6.00	6.00	6.00
Environmental Specialist	7.00	7.00	7.00	7.00

2.00

4.00

1.00

3.00

9.00

2.00

1.00

47.00

2.00

4.00

1.00

3.00

10.00

2.00

1.00

47.00

2.00

4.00

1.00

3.00

10.00

2.00

1.00

47.00

Department of Public Utilities



Industrial Waste Control Specialist

Public Services Officer 3

Senior Chemist/Bacteriologist

Staff Professional Engineer

Supervisor-Utility Accounting

Senior Environmental Specialist

Secretary 2

Total

2.00

4.00

1.00

3.00

10.00

2.00

1.00

47.00

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.

2021 Highlights

The 2021 budget supports 91.00 FTEs with a total labor cost of \$7,693,552. Non-labor operating budget for supplies and services totals \$18,659,821 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."

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	11,755
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	1,646
Employment Taxes & Medical	-	-	-	-	-	2,304
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	15,705

Capital Improvement



Utilities Administration

<u>Water</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	61,374	16,441	82,863	-	-	12,494
Overtime	6,806	5,361	11,139	-	-	7,900
Pension	9,214	10,215	13,050	-	-	2,855
Employment Taxes & Medical	26,296	25,119	37,546	-	-	2,571
Other Personnel	303	242	636	-	-	500
Supplies	-	-	38	-	-	-
Services	6,369,618	6,198,091	6,854,846	6,182,084	6,625,246	6,189,042
Capital	-	15,262	12,407	17,000	35,331	-
Debt, Transfers & Other	-	5,100	-	-	1,089,770	-
Total	6,473,610	6,275,831	7,012,525	6,199,084	7,750,347	6,215,362

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	73,796	77,753	96,305	59,317	59,317	71,585
Overtime	6,885	5,361	11,139	-	-	-
Pension	17,039	18,161	21,117	8,304	8,304	10,022
Employment Taxes & Medical	39,901	36,870	42,596	14,269	14,269	16,654
Other Personnel	853	792	1,186	550	550	550
Supplies	-	-	30	60	60	66
Services	6,491,748	6,510,981	6,956,408	6,358,349	7,051,130	6,389,913
Capital	-	10,073	8,332	12,750	24,812	-
Debt, Transfers & Other	-	5,100	-	-	551,410	-
Total	6,630,222	6,665,091	7,137,112	6,453,599	7,709,852	6,488,789

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	803,096	803,401	1,310,994	803,000	999,836	803,000
Capital	-	5,189	4,282	4,250	10,312	-
Debt, Transfers & Other	-	645,000	-	-	55,820	-
Total	803,096	1,453,590	1,315,276	807,250	1,065,968	803,000



Utilities Administration

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,519,656	3,549,061	3,616,542	5,173,825	5,173,825	5,466,703
Overtime	49,298	42,256	55,259	83,011	83,011	85,956
Pension	455,323	498,418	508,619	682,166	682,166	714,454
Employment Taxes & Medical	1,194,044	1,040,593	1,139,536	1,272,611	1,272,611	1,274,603
Other Personnel	10,795	10,668	9,922	12,650	12,650	11,000
Supplies	435,544	532,925	721,487	1,673,831	1,683,831	1,674,762
Services	2,492,055	2,381,153	2,837,134	3,050,769	3,040,669	2,896,888
Capital	31,066	-	-	-	-	-
Debt, Transfers & Other	5,768,389	(155)	5,786,456	-	100	-
Total	13,956,170	8,054,918	14,674,955	11,948,864	11,948,864	12,124,366

Toledo Public Power

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	698,745	774,678	689,533	671,500	671,500	706,150
Capital	-	-	-	-	-	-
Debt, Transfers & Other	11,313	11,313	11,340	11,340	11,340	11,340
Total	710,058	785,991	700,872	682,840	682,840	717,490



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 planton 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.

2021 Highlights

The division's 2021 proposed budget supports 104.00 FTEs with a total labor cost of \$8,954,234. The division's operating budget for supplies and services totals \$24,891,797, which includes funds for chemicals and spent lime disposal.

<u>Water</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	4,469,413	4,384,861	4,379,318	5,780,092	5,780,092	5,967,796
Overtime	569,635	504,882	655,450	568,296	568,296	566,105
Pension	668,345	683,451	677,409	857,440	857,440	877,633
Employment Taxes & Medical	1,406,842	1,221,905	1,384,799	1,480,348	1,480,348	1,482,960
Other Personnel	45,690	45,155	48,249	60,114	60,114	59,741
Supplies	6,105,954	6,707,604	6,730,620	8,868,948	8,901,967	11,194,650
Services	46,694,249	67,237,404	82,646,687	14,057,330	251,157,707	13,697,147
Capital	591,409	112,693	161,672	182,000	605,563	302,000
Debt, Transfers & Other	174,230,473	180,111,710	325,042,584	30,235,910	30,328,410	30,093,906
Total	234,782,009	261,009,664	421,726,787	62,090,478	299,739,936	64,241,937



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 and the Storm Water Operating Fund.

2021 Highlights

In 2021, the Division of Water Distribution's labor costs total \$10,512,439 across all funds, which includes positions for to lead service line replacement.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,431,624	3,407,556	3,714,520	5,045,985	5,045,985	4,670,467
Overtime	382,654	503,175	537,702	583,662	583,662	565,253
Pension	537,253	529,005	574,573	763,831	763,831	725,841
Employment Taxes & Medical	1,237,372	1,062,803	1,207,908	1,453,566	1,453,566	1,412,213
Other Personnel	19,453	26,847	27,464	7,700	7,700	8,250
Supplies	2,273,912	1,505,755	1,219,965	2,950,653	3,000,653	1,808,294
Services	1,648,330	2,019,863	2,519,913	3,295,303	3,818,435	3,452,920
Capital	1,985,499	908,430	777,952	1,152,000	3,217,677	3,905,000
Debt, Transfers & Other	-	7,500	-	-	-	-
Total	11,516,098	9,970,933	10,579,997	15,252,701	17,891,510	16,548,237

Water

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	64,138	64,138	64,532
Overtime	-	-	-	-	-	-
Pension	-	-	-	8,979	8,979	9,034
Employment Taxes & Medical	-	-	-	20,896	20,896	20,946
Other Personnel	-	-	-	-	-	-
Supplies	-	-	256,109	1,863,531	1,863,531	-
Services	-	27,000	-	369,600	721,990	8,712
Capital	444,224	273,847	-	92,000	92,000	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	444,224	300,847	256,109	2,419,143	2,771,534	103,224



Water Distribution

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	64,137	64,137	64,532
Overtime	-	-	-	-	-	-
Pension	-	-	-	8,980	8,980	9,034
Employment Taxes & Medical	-	-	-	20,895	20,895	20,946
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	95	95	-
Services	-	-	-	-	-	8,712
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	94,107	94,107	103,224

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,573,164	1,605,300	1,598,012	2,166,878	2,166,878	2,044,956
Overtime	3,030	21,557	12,806	50,058	50,058	39,425
Pension	209,822	215,303	223,361	283,256	283,256	266,514
Employment Taxes & Medical	575,344	497,521	565,108	630,096	630,096	588,848
Other Personnel	24,742	22,595	25,496	1,650	1,650	1,650
Supplies	22,952	28,419	16,400	728,325	723,325	747,356
Services	157,474	155,469	162,173	233,724	238,724	533,390
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	2,566,528	2,546,163	2,603,357	4,093,987	4,093,987	4,222,138



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.

2021 Highlights

The budget for Engineering Service funds supports 64.00 FTEs with a total labor cost of \$7,140,871. Non personnel expenditures for supplies and services total \$3,916,224. In 2021, the proposed budget includes \$28,177,781 for capital expenditures including major and residential road paving.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	68,352	71,050	161,112	232,564	123,718	180,159
Overtime	421	2,186	4,600	2,725	2,725	4,500
Pension	7,692	10,265	22,999	32,526	17,702	25,498
Employment Taxes & Medical	14,332	20,869	51,950	62,116	32,092	46,439
Other Personnel	248	271	578	694	694	702
Supplies	-	-	-	9,455	9,623	9,455
Services	30,346	29,014	51,968	114,521	104,373	117,074
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	121,390	133,655	293,206	454,601	290,927	383,827

General Fund

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	431,937	409,790	425,276	654,700	654,700	598,953
Overtime	37,031	55,690	42,080	46,600	46,600	45,000
Pension	64,579	64,183	64,130	87,486	87,486	89,490
Employment Taxes & Medical	94,032	83,175	99,012	117,437	117,437	117,379
Other Personnel	3,178	3,227	3,796	4,361	4,361	4,372
Supplies	-	-	-	12,625	12,935	12,625
Services	311,083	221,837	213,783	287,281	1,886,971	397,275
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	941,841	837,902	848,077	1,210,490	2,810,490	1,265,095



Engineering Services

Special Assessment

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	53,884	56,779	57,624	65,716	65,716	68,981
Overtime	4	424	1,077	585	585	2,500
Pension	7,466	7,979	8,191	9,178	9,178	9,897
Employment Taxes & Medical	13,667	11,909	13,462	15,676	15,676	16,046
Other Personnel	550	550	550	586	586	594
Supplies	-	-	-	-	-	-
Services	31,941	28,214	23,650	10,000	10,000	20,000
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	107,511	105,855	104,553	101,741	101,741	118,018

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	928,416	965,580	940,092	2,147,053	2,139,847	2,203,196
Overtime	89,410	151,164	146,520	126,924	126,924	158,717
Pension	140,067	152,915	147,452	291,793	291,793	310,464
Employment Taxes & Medical	264,900	241,066	265,498	309,375	309,375	326,840
Other Personnel	4,718	5,695	6,607	6,771	6,771	7,544
Supplies	-	-	-	36,210	37,022	216,330
Services	21,175,891	31,933,490	29,581,713	751,101	76,327,047	592,371
Capital	-	-	1,224,866	12,025,000	55,050	9,370,590
Debt, Transfers & Other	-	-	-	-	-	-
Total	22,603,403	33,449,910	32,312,747	15,694,227	79,293,828	13,186,052

Special Assessment Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	57,524	73,895	76,094	89,094	89,094	-
Overtime	546	-	472	-	-	-
Pension	14,293	10,382	11,024	12,318	12,318	-
Employment Taxes & Medical	21,982	17,233	20,076	23,341	23,341	-
Other Personnel	581	275	286	331	331	-
Supplies	-	-	-	-	-	-
Services	249,529	358,845	468,147	500,000	1,906,309	750,000
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	344,456	460,629	576,099	625,084	2,031,392	750,000



Engineering Services

<u>Water</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	395,292	446,046	473,774	623,149	623,149	638,877
Overtime	24,515	35,607	26,372	32,000	32,000	25,351
Pension	58,058	61,088	68,412	90,808	90,808	91,625
Employment Taxes & Medical	92,180	87,430	118,284	139,305	139,305	138,646
Other Personnel	2,059	2,123	2,911	3,209	3,209	3,333
Supplies	-	-	-	95,725	96,084	135,785
Services	5,725,687	9,385,265	8,588,028	336,242	11,098,372	353,425
Capital	-	-	60,193	-	46,851	57,100
Debt, Transfers & Other	-	-	-	-	-	-
Total	6,297,791	10,017,560	9,337,974	1,320,437	12,129,777	1,444,142

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	959,940	1,045,513	1,111,606	514,019	514,019	997,415
Overtime	54,916	63,650	77,423	46,028	46,028	76,537
Pension	128,181	150,443	163,400	135,377	135,377	143,992
Employment Taxes & Medical	229,294	246,509	258,332	202,728	202,728	201,761
Other Personnel	5,530	6,940	7,503	6,094	6,094	5,970
Supplies	98,260	108,820	119,284	158,580	159,106	157,560
Services	5,148,780	8,684,020	1,946,820	687,137	23,356,529	529,708
Capital	-	-	20,284	-	22,065	34,900
Debt, Transfers & Other	266,554	81,851	147,879	100,000	985,891	100,000
Total	6,891,455	10,387,747	3,852,531	1,849,962	25,427,837	2,247,843

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	271,653	268,145	244,497	425,253	425,253	435,955
Overtime	4,639	4,098	10,438	3,185	3,185	13,000
Pension	38,050	37,821	42,578	59,421	59,421	62,356
Employment Taxes & Medical	67,054	61,037	72,610	86,151	86,151	86,028
Other Personnel	1,796	1,796	1,870	2,748	2,748	2,752
Supplies	-	-	-	63,585	63,788	126,580
Services	1,168,782	2,263,062	2,730,102	206,700	3,981,849	498,036
Capital	-	-	2,205,868	-	26,022	40,680
Debt, Transfers & Other	237,361	53,269	615,115	200,000	200,000	400,000
Total	1,789,335	2,689,227	5,923,077	1,047,044	4,848,417	1,665,387



Engineering Services

Road Improvements

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	-	-	-	-	-	-
Capital	-	-	-	-	-	18,674,511
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	-	-	-	-	18,674,511



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 portion of funding comes from the Storm Water Fund.

2021 Highlights

The 2021 budget for Water Reclamation supports 117.00 FTEs with a total labor cost of \$9,498,560. Non- personnel expenditures for operating supplies and services totals \$13,243,719 of total budget and includes bulk treatment chemicals, spent lime disposal and electricity costs for the plant.

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	4,948,122	5,100,298	4,981,261	6,218,054	6,540,213	6,218,054
Overtime	453,021	435,932	552,001	515,129	523,881	515,129
Pension	722,142	743,032	758,117	913,129	979,554	913,129
Employment Taxes & Medical	1,568,558	1,427,042	1,545,588	1,648,703	1,761,009	1,645,897
Other Personnel	122,743	106,112	110,410	127,818	127,818	127,818
Supplies	1,644,307	1,559,486	1,729,158	2,697,926	2,697,926	2,697,926
Services	41,547,274	39,840,244	33,339,730	10,467,090	64,446,756	10,538,994
Capital	96,201	100,468	4,390,161	234,750	632,587	-
Debt, Transfers & Other	304,696,332	361,305,605	723,512,259	41,090,010	51,009,661	43,475,248
Total	355,798,699	410,618,219	770,918,685	63,912,609	128,719,405	66,132,195

Sewer

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	45,863	134,716	21,832	50,360	50,360	50,360
Overtime	3,026	-	1,957	5,000	5,000	5,000
Pension	7,111	2,307	5,760	7,610	7,610	7,610
Employment Taxes & Medical	13,665	11,342	13,216	14,175	14,175	14,163
Other Personnel	1,800	1,000	400	1,400	1,400	1,400
Supplies	-	-	-	-	-	-
Services	6,668	2,386	5,323	6,799	6,799	6,799
Capital	-	-	61,702	97,250	274,181	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	78,133	151,752	110,192	182,594	359,525	85,333



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 personal 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.

2021 Highlights

The Division of Sewer and Drainage Services 2021 budget supports 121.00 FTEs. Labor expenditures total \$10,007,417 in the proposed budget.

<u>Water</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	82	21,817	24,682	24,682	35,375
Overtime	-	11	1,752	1,635	1,635	3,040
Pension	-	-	3,201	3,684	3,684	3,749
Employment Taxes & Medical	-	99	5,119	6,139	6,139	6,289
Other Personnel	-	-	66	96	96	96
Supplies	-	-	-	-	-	-
Services	61,630	290,340	82,688	190,399	190,399	190,779
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	61,630	290,532	114,643	226,635	226,635	239,328

<u>Sewer</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	3,125,403	3,355,747	3,508,210	3,834,465	3,834,465	4,042,333
Overtime	453,352	475,032	503,254	375,104	375,104	481,613
Pension	445,451	421,793	499,516	546,980	546,981	566,127
Employment Taxes & Medical	998,997	866,385	875,846	1,030,367	1,030,367	1,030,041
Other Personnel	11,269	15,410	11,299	18,335	18,335	18,335
Supplies	581,324	500,703	695,475	1,310,060	1,336,490	1,469,674
Services	3,149,586	3,360,424	4,004,107	9,934,444	10,114,944	8,199,475
Capital	790,359	787,617	1,504,826	903,210	2,144,403	1,223,660
Debt, Transfers & Other	-	7,500	-	-	-	-
Total	9,555,741	9,790,611	11,602,534	17,952,966	19,401,089	17,031,258



Sewer & Drainage Services

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	1,342,992	1,281,573	1,576,177	2,437,929	2,437,929	2,495,762
Overtime	114,174	86,207	108,056	257,974	257,974	276,375
Pension	237,467	288,775	273,645	344,832	344,832	352,343
Employment Taxes & Medical	616,617	543,453	476,532	678,405	678,405	684,584
Other Personnel	3,523	2,894	4,037	11,355	11,355	11,355
Supplies	413,787	208,693	193,788	365,435	365,435	471,758
Services	322,815	273,601	418,526	647,093	938,833	783,672
Capital	261,127	372,518	707,614	476,170	974,790	513,940
Debt, Transfers & Other	37,943,805	42,230,942	83,825,664	1,228,000	1,228,000	1,713,905
Total	41,256,308	45,288,656	87,584,038	6,447,192	7,237,553	7,303,693



Environmental Services

The Environmental Services' 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.

2021 Highlights

The 2021 Environmental Services budget funds 47.00 FTEs across several funds. Labor expenditures account for \$4,261,416 of the division's total proposed budget.

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	113,361	112,427	110,135	166,483	164,677	173,934
Overtime	22	26	469	10,272	10,272	10,490
Pension	15,869	15,703	15,517	13,710	13,457	13,492
Employment Taxes & Medical	24,493	26,438	27,342	16,136	16,110	16,022
Other Personnel	606	688	688	550	550	550
Supplies	-	-	-	6,500	5,651	5,200
Services	12,600	14,900	17,000	10,500	10,500	12,500
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	166,951	170,182	171,152	224,151	221,217	232,188

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	523,680	529,425	536,521	608,483	993,377	584,226
Overtime	5,576	2,934	2,327	1,276	9,595	-
Pension	73,673	74,336	82,945	79,801	144,999	81,792
Employment Taxes & Medical	129,857	53,637	170,459	130,396	347,777	129,265
Other Personnel	5,022	4,373	4,923	4,620	10,639	4,620
Supplies	13,713	20,278	36,280	-	123,244	-
Services	766,962	474,682	964,911	-	2,431,181	-
Capital	-	-	-	-	235,301	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	1,518,483	1,159,664	1,798,365	824,576	4,296,112	799,903



Environmental Services

<u>Water</u>

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	213,147	263,571	234,974	651,528	651,528	684,780
Overtime	181	636	2,594	5,804	5,804	9,349
Pension	32,843	34,471	34,858	84,261	84,261	86,532
Employment Taxes & Medical	57,489	58,699	63,973	150,924	150,924	151,069
Other Personnel	1,595	1,210	1,661	3,085	3,085	3,085
Supplies	-	1,159	18,970	213,630	213,550	68,445
Services	174,274	203,133	41,940	145,453	145,533	154,242
Capital	-	-	-	-	17,615	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	479,528	562,880	398,970	1,254,685	1,272,300	1,157,502

Sewer

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	849,356	956,894	800,441	804,563	804,563	826,476
Overtime	6,402	11,805	17,341	28,515	28,515	12,246
Pension	122,900	121,547	109,007	109,427	109,427	109,077
Employment Taxes & Medical	228,478	198,028	211,314	188,136	188,136	187,869
Other Personnel	6,385	5,698	6,144	4,410	4,410	4,410
Supplies	66,118	66,802	50,918	72,550	72,970	67,950
Services	(98,644)	(41,545)	461,607	588,583	588,163	617,085
Capital	-	-	36,208	45,540	120,607	22,500
Debt, Transfers & Other	-	7,500	-	-	-	-
Total	1,180,994	1,326,729	1,692,980	1,841,725	1,916,792	1,847,613

Storm Water

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	476,964	564,833	654,732	765,225	773,644	792,137
Overtime	8,088	10,839	12,175	23,171	23,171	10,314
Pension	70,304	80,519	89,894	102,302	103,481	102,320
Employment Taxes & Medical	121,389	123,385	161,161	174,884	177,302	174,661
Other Personnel	1,820	2,893	3,702	3,835	3,835	3,835
Supplies	-	-	30,490	93,080	93,080	94,555
Services	513,352	531,414	226,956	473,411	884,564	492,278
Capital	-	-	18,120	-	46,990	7,500
Debt, Transfers & Other	-	74,200	55,000	-	-	-
Total	1,191,917	1,388,084	1,252,229	1,635,908	2,106,067	1,677,600



Environmental Services

Utility Administration

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	42,889	63,285	63,285	64,934
Overtime	-	-	-	-	-	-
Pension	-	-	5,935	8,860	8,860	9,091
Employment Taxes & Medical	-	1,004	10,636	14,349	14,349	14,290
Other Personnel	-	-	-	550	550	550
Supplies	-	-	(1,578)	2,000	2,000	2,750
Services	-	-	4,755	17,644	17,644	48,693
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	-	1,004	62,638	106,688	106,688	140,308



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.

2021 Highlights

The 2021 proposed budget for Safety Administration funds 25.00% of the salary for the Deputy Chief of Staff who is also the Safety Director.

Safety Administration

Position Title	2019 Budget 2020		2020 Amended	2021 Proposed	
Deputy Chief of Staff	0.25	0.25	0.25	0.25	
Total	0.25	0.25	0.25	0.25	

2021 Proposed Budget - Safety Administration

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds		Internal Service Funds	Total
Labor	28,810	-	-	-	-	-	28,810
Overtime	-	-	-	-	-	-	-
Pension	4,033	-	-	-	-	-	4,033
Employment Taxes & Medical	3,714	-	-	-	-	-	3,714
Other Personnel	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-
Services	2,417,145	-	-	-	-	-	2,417,145
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	2,453,703	-	-	-	-	-	2,453,703

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	9,225	10,481	-	29,257	29,257	28,810
Overtime	-	-	-	-	-	-
Pension	1,295	1,454	(13)	4,096	4,096	4,033
Employment Taxes & Medical	2,338	2,675	3,019	3,854	3,854	3,714
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	2,426,305	(1,863,879)	2,217,551	2,496,000	2,366,000	2,417,145
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	2,439,164	(1,849,269)	2,220,557	2,533,207	2,403,207	2,453,703



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.

2021 Highlights

The 2021 Police Department budget supports 679.46 FTEs, including a budgeted class of 31 new officers scheduled to start in October. Labor costs constitute the largest portion of the department's proposed budget, with a total cost of \$76,359,151

The 2021 proposed General Fund supplies and services budget of \$7,670,856 will support current operations, as well as programs and initiatives such as continued support of Data Driven Policing.



Police

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 1	1.00	2.00	2.00	2.00
Administrative Analyst 4	1.00	1.00	1.00	1.00
Administrative Assistant	-	0.62	0.62	0.62
Administrative Specialist	2.00	2.00	2.00	2.00
Administrative Technician 1	2.00	2.00	2.00	2.00
Administrator-Administrative Services 2	-	0.67	-	-
Administrator-Public Services 2	1.00	1.00	1.00	1.00
Clerk Specialist 2	1.00	1.00	1.00	1.00
Criminalist	2.00	2.00	1.42	-
Director-Public Services	1.00	1.00	1.00	1.00
Police - Secretary	1.00	1.00	1.00	1.00
Police Captain	6.00	7.00	7.00	7.00
Police Data Control Clerk	1.00	1.00	1.00	1.00
Police Data Entry Clerk	6.00	6.00	4.58	4.00
Police Deputy Chief - Pro Tem	3.00	3.00	3.00	3.00
Police Lieutenant	28.00	28.00	28.00	28.00
Police Officer	506.73	515.85	495.43	493.84
Police Records Clerk	42.00	42.00	31.00	31.00
Police Sergeant	97.00	96.00	96.00	96.00
Secretary 1	1.00	0.62	0.21	-
Secretary 3	0.62	-	-	-
Senior Criminalist	1.00	1.00	1.00	1.00
Staff Criminalist	-	-	-	1.00
Traffic Aide	3.00	3.00	2.16	1.00
Utility Worker	1.00	1.00	1.00	1.00
Grand Total	708.35	718.76	683.42	679.46

2021 Proposed Budget - Police

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	52,465,374	97,902	-	-	-	-	52,563,276
Overtime	3,127,190	-	-	-	-	-	3,127,190
Pension	10,360,515	13,706	-	-	-	-	10,374,221
Employment Taxes & Medical	9,848,502	28,100	-	-	-	-	9,876,602
Other Personnel	557,570	-	-	-	-	-	557,570
Supplies	1,000,533	-	-	-	41,610	-	1,042,143
Services	8,120,323	-	-	-	1,012,599	-	9,132,922
Capital	-	-	-	1,105,500	-	-	1,105,500
Debt, Transfers & Other	-	-	-	300,000	1,601,511	-	1,901,511
Total	85,480,006	139,708	-	1,405,500	2,655,720	-	89,680,934



General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	49,070,520	48,364,106	51,289,302	54,823,256	53,565,214	52,465,374
Overtime	3,049,610	2,968,685	2,936,356	3,042,720	3,042,720	3,127,190
Pension	9,528,958	9,721,236	10,101,507	10,766,353	10,551,144	10,360,515
Employment Taxes & Medical	9,256,906	8,237,104	9,429,735	10,513,864	10,197,887	9,848,502
Other Personnel	421,688	422,365	436,705	557,570	497,570	557,570
Supplies	1,681,772	1,300,026	1,167,114	1,257,300	937,077	1,000,533
Services	4,922,422	4,666,587	5,895,296	5,957,151	5,642,398	8,120,323
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	35,000	-	-	-	-
Total	77,931,875	75,715,109	81,256,016	86,918,214	84,434,010	85,480,006

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	68,520	54,391	38,142	115,003	115,003	39,505
Overtime	1,102	313	-	-	-	-
Pension	9,747	7,181	5,340	16,100	16,100	5,531
Employment Taxes & Medical	39,221	33,891	38,421	41,525	41,525	13,913
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	5,200	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	123,789	95,777	81,903	172,629	172,629	58,948

Operation Grants

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	119,023	(139,636)	-	-	124,127	58,397
Overtime	196,398	158,297	107,228	-	315,119	-
Pension	46,435	4,729	24,154	-	44,516	8,176
Employment Taxes & Medical	45,226	78,740	5,895	-	39,422	14,187
Other Personnel	-	-	-	-	-	-
Supplies	300,484	242,470	604,373	-	756,027	-
Services	154,247	132,272	74,057	-	445,113	-
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	861,813	476,872	815,708	-	1,724,323	80,760



Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	77,641	228,332	114,002	-	168,998	-
Services	71,664	-	430,033	-	1,557,768	-
Capital	1,285,872	21,394	763,656	1,796,320	65,747	1,105,500
Debt, Transfers & Other	748,183	748,183	748,183	-	-	300,000
Total	2,183,360	997,909	2,055,874	1,796,320	1,792,513	1,405,500

Municipal Tow Low

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	31,866	43,941	41,700	39,910	39,910	41,610
Services	865,945	885,982	962,061	1,061,582	1,061,582	1,012,599
Capital	-	-	-	-	-	-
Debt, Transfers & Other	1,064,800	1,288,134	1,469,693	1,396,916	1,396,916	1,601,511
Total	1,962,612	2,218,057	2,473,453	2,498,408	2,498,408	2,655,720



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. In addition to responding to fires, all Toledo firefighters are trained Emergency Medical Technicians and many are also 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.

<u>Field Operations</u> - 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.



<u>Safety Bureau</u> – Responsible for keeping Toledo firefighters safe in the dynamic and everevolving 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.



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.



<u>**Community Engagement**</u> – 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.

<u>Support Services Bureau</u> – 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 99.54% by the General Fund.

2021 Highlights

The 2021 Fire & Rescue Department budget supports 662.19 FTEs, including a class of 50 firefighters budgeted to start in March. Labor costs constitute the largest portion of the department's General Fund budget with a proposed total of \$70,374,268.

Budget for supplies and services totals \$6,002,600 and supports current operating expenditures including equipment and clothing purchase, training, contractual tuition obligations, building maintenance and fleet and fuel costs.



Fire

Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Administrative Analyst 2	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Administrative Technician 1	1.00	1.00	-	-
Administrative Technician 2	-	0.50	0.50	0.50
Building And Grounds Maintenance Worker	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Clerk Specialist 2	3.00	3.00	2.58	2.00
Director-Public Services	1.00	1.00	1.00	1.00
Fire - Maintenance Bureau	1.00	-	-	-
Fire - Maintenance Bureau Supervisor	-	1.00	1.00	1.00
Fire Battalion Chief	16.00	18.00	18.00	18.00
Fire Captain	13.00	16.00	16.00	13.00
Fire Captain (Medic 8%)	1.00	1.00	1.00	1.00
Fire Captain (Medic)	19.00	21.00	21.00	19.00
Fire Captain Maintenance Supervisor (Medic)	1.00	1.00	1.00	1.00
Position Title	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
Fire Communications Specialist	2019 Budget 22.00	2020 Approved 21.00	2020 Amerided 21.00	2021 Proposed 21.00
Fire Deputy Chief	4.00	4.00	4.00	4.00
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Fire Fighter	209.94 194.00	203.49	199.10	212.69
Fire Fighter/Paramedic	-	181.99	181.99	189.00
Fire Fighter/Paramedic (8%)	3.00 6.00	2.00 8.00	2.00 6.58	2.00 6.00
Fire Inspector Fire Lieutenant	43.00	36.00	36.00	33.00
Fire Lieutenant (Medic)	42.00	41.00	41.00	53.00
Fire Lieutenant/Paramedic	-	6.00	6.00	
Fire Plans Examiner 1	1.00	1.00	1.00	1.00
Fire Plans Examiner 2	1.00	1.00	1.00	1.00
Manager-Administrative Services	-	1.00	1.00	1.00
Medical Quality Control Billing Clerk	1.00	1.00	0.58	-
Police Communications Specialist 1	31.00	32.00	32.00	32.00
Police Communications Specialist 2	30.00	30.00	30.00	30.00
Secretary 2	1.00	1.00	0.58	-
Secretary 3	1.00	-	-	-
Senior Trades Mechanic	-	1.00	1.00	1.00
Supervisor-Communications	8.00	-	-	-
Supervisor-Fire Communications	-	6.00	6.00	6.00
Supervisor-Police Communications	-	8.00	8.00	8.00
Trades Mechanic	1.00	-	-	-



Toledo Fire and Rescue

2021 Proposed Budget - Fire & Rescue

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	47,324,330	-	-	-	-	-	47,324,330
Overtime	4,310,914	-	-	-	-	-	4,310,914
Pension	11,576,207	-	-	-	-	-	11,576,207
Employment Taxes & Medical	9,597,892	-	-	-	-	-	9,597,892
Other Personnel	564,925	-	-	-	-	-	564,925
Supplies	1,523,006	-	-	-	-	-	1,523,006
Services	4,479,594	-	-	-	-	-	4,479,594
Capital	-	-	-	365,000	-	-	365,000
Debt, Transfers & Other	-	-	-	-	-	-	-
Total	79,376,868	-	-	365,000	-	-	79,741,868

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	42,484,003	42,466,871	45,587,285	47,558,814	47,069,828	47,324,330
Overtime	2,956,282	3,894,165	4,083,875	2,806,774	2,806,774	4,310,914
Pension	9,966,879	10,399,586	10,819,134	11,063,804	10,971,530	11,576,207
Employment Taxes & Medical	8,489,046	8,979,523	9,591,951	9,540,669	9,519,349	9,597,892
Other Personnel	573,211	547,207	541,411	602,275	593,725	564,925
Supplies	886,886	885,134	1,048,036	806,505	752,505	1,523,006
Services	3,249,548	3,437,668	3,772,444	4,031,455	3,786,148	4,479,594
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	68,605,856	70,610,154	75,444,136	76,410,296	75,499,860	79,376,868

Capital Improvement

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	489,862	-	1,738,421	-
Services	-	-	95,850	-	377,405	-
Capital	-	290,276	2,285,077	350,000	2,718,630	365,000
Debt, Transfers & Other	1,481,024	1,139,990	943,683	153,000	153,000	-
Total	1,481,024	1,430,266	3,814,472	503,000	4,987,455	365,000



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.

2021Hilights:

The proposed general Fund budget includes \$2.3 million dollars for the second phase LED street lighting conversion.

Expenditure Category & Source of Funds	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Labor	(1,650,000)	-	-	-	-	-	(1,650,000)
Overtime	-	-	-	-	-	-	-
Pension	-	-	-	-	-	-	-
Employment Taxes & Medical	100,000	-	-	-	-	-	100,000
Other Personnel	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-
Services	20,319,358	3,839,330	-	-	-	-	24,158,688
Capital	-	-	-	-	-	-	-
Debt, Transfers & Other	40,959,704	-	-	-	-	-	40,959,704
Total	59,729,062	3,839,330	-	-	-	-	63,568,392

2021 Proposed Budget -Non-Departmental

General Fund

Non-Departmental					_	_
Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	(39,403)	(29,489)	(9,741)	(1,650,000)	(1,650,000)	(1,650,000)
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	27,713	76,271	55,398	100,000	100,000	100,000
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	13,025,281	12,733,844	14,238,095	15,673,963	15,273,963	15,325,248
Capital	-	-	-	-	-	-
Debt, Transfers & Other	41,567,074	40,284,595	39,459,080	41,701,556	37,372,427	40,959,704
Total	54,580,665	53,065,220	53,742,831	55,825,519	51,096,390	54,734,952



Non – Departmental

General Fund Utilities

General Fund

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	2,666,869	2,693,660	2,618,927	4,279,785	5,565,796	4,994,110
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	2,666,869	2,693,660	2,618,927	4,279,785	5,565,796	4,994,110

Street Construction, Maintenance & Repair

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	346,598	347,741	315,123	360,500	360,500	378,530
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	346,598	347,741	315,123	360,500	360,500	378,530

Special Assessment

Expenditure Category	2017 Actual	2018 Actual	2019 Actual	2020 Approved	2020 Amended	2021 Proposed
Labor	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Pension	-	-	-	-	-	-
Employment Taxes & Medical	-	-	-	-	-	-
Other Personnel	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Services	3,240,519	3,140,796	3,417,951	3,326,000	3,326,000	3,460,800
Capital	-	-	-	-	-	-
Debt, Transfers & Other	-	-	-	-	-	-
Total	3,240,519	3,140,796	3,417,951	3,326,000	3,326,000	3,460,800





Fiscal Plan & Projections



Introduction

The City's first long-term Fiscal Plan and Projection (The Plan) was instituted with the Approved FY 2020 Budget. The Plan is intended to guide decision-making around the achievement of balanced annual budgets, establishment and maintenance of strategic, prudent reserve funds, responsible reinvestment in capital infrastructure, and efficient use of resources.

The Plan was updated during the summer of 2020 to reflect revised revenue and expenditure projections necessitated by the economic impacts of the COVID-19 pandemic.

The Fiscal Plan and Projection included in this Proposed FY 2021 Budget builds on the planning efforts started in 2020, while recognizing the challenges of optimizing service delivery during a period of economic uncertainty and scare resources.

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 a summary key process descriptions, assumptions, guiding principles, and forecasts.

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

Revenue and Expenditure Assumptions

2020 Summary: Revenues and expenditures forecasts for fiscal year 2020 are based on analysis of prior year and year-to-date performance (through September 2020) and incorporate the projected positive impacts of CARES Act funding and State of Ohio workers' compensation rebates received in 2020. The General Fund budget, amended in July, projected a spend-down of fund balance of approximately \$19.1 million. As a result of the CARES Act funds and workers' compensation rebates, the current General Fund projections estimate an *increase* to fund balance of approximately \$23.8 million.



2021 Summary: Revenues and expenditures have been forecasted based on prior year and year-to-date analysis, while also reflecting the new 1/4% income tax rate and projected collections, which will be used for roadway improvements.

Income Tax revenues are expected to grow approximately 1.7% in total over current year projections, prior to accounting for the new ¼% income tax. This estimate reflects projected growth in withholding collections, while decreases are estimated in business net profit and individual collections compared to 2020 projections.

Factoring in the new ¼% income tax, which is expected to generate in excess of \$19.0 million annually for road improvements beginning in 2022, total income tax collections in 2021 are projected to exceed currently estimated 2020 collections by 11.3%.

Other revenues are expected to grow approximately 4% over current year projections, which reflects a partial rebound in revenues from the levels experienced during the COVID-19 pandemic in spring and early summer 2020.

Operating Transfer revenues projected for 2021 include a transfer in from the Capital Improvement Fund of \$11.0 million.

2022-2029 Summary:

Income Tax revenue is projected to grow by an average of approximately 2.8%. 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% or more can be realized from a more effective approach.

Other revenue is slated to grow at a pace of approximately 2%.

Operating Transfer from the Capital Improvement Fund is expected to be \$16.5 million annually to provide sufficient resources to maintain City operations, including essential public safety services.

Salary and fringe expenses are projected to grow by 1% annually in order to maintain reserves in the fund balance.

Supplies and services expenses are anticipated to grow at a pace of approximately 1% in order to maintain reserves in the fund balance.



Financial Targets and Other 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.

Fund Balance: the City'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 expenditures occur. The targeted metric is equivalent to approximately 1½ months of operating expense, consistent with sound financial planning for many entities. Although current projections for 2020 indicate a year-ending fund balance in excess of the target, a spend-down in reserves is expected through 2025.

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 Plan reflects currently expected Matches & Planning funds for 2021-2025.

<u>Annual New Buildings, Machinery and Equipment Projects:</u> the costeffective 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.



Financial Targets and Other Considerations

CIP Funding (continued):

<u>Annual New Residential Road Projects:</u> the City's Residential Road system is currently declining due to a lack of adequate repair and replacement. The passage of an additional ¼% income tax in November 2020 will provide over \$19.0 million for roadway improvements. The Plan assumes renewal of the temporary ¼% in future years in order to continue critical investments in road infrastructure.

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. 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.

Bond Ratings: One of the overarching principles embedded within The Plan 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.





Priority No.	Department	Strategic Priority	Basic Ser	Activity	Performance Indicator
1	D&I	Basic Services	Ensure prompt response to employee concerns of harassment and discrimination.	Hire investigative staff to reduce complaint investigation period.	Investigate new complaints within 45 days
1	D&I	Basic Services	Ensure prompt response to calls for accessible services across the city.	Investigate and coordinate city resources to ensure compliance with Title II	Investigate new requests and resolve within 45 days
1	D&I	Basic Services	Ensure prompt response to employee concerns of harassment and discrimination.	Hire investigative staff to reduce complaint investigation period.	Resolve outstanding complaints b December 2021
1	DPS	Basic Services	Prove quality city services such as trash collection and solid waste management services that encourage community-wide recycling, reuse, and waste reduction.	Solid waste recycling and waste collection	.05% increase in waste compacted
1	DPS	Basic Services	Prove quality city services such as trash collection and solid waste management services that encourage community-wide recycling, reuse, and waste reduction.	Solid waste recycling and waste collection	0.86 AUF waste compacted
1	DPS	Basic Services	Prove quality city services such as trash collection and solid waste management services that encourage community-wide recycling, reuse, and waste reduction.	Solid waste recycling and waste collection	10% decrease in contaminated recyclable shipped for processing from a baseline of 4,312
1	DPS	Basic Services	Ensure prompt response to calls for service across the city.	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	2 day decrease response time to service requests
1	DPS	Basic Services	Ensure prompt response to calls for service across the city.	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	5% decrease grass related code enforcement complaints
1	DPU	Basic Services	Predict locations of lead service lines for future replacement.	Complete lead line replacement study.	100% completion of lead line replacement study by 2 nd quarter.
1	DPU	Basic Services	Ensure customers have easy access to their accounts and several bill paying methods.	Implement Customer Self Service Portal which will open up several communication channels to both provide and gather information from customers to improve service.	Decrease average calls per call center representative by 10%
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Implement CityWorks PLL into Building Inspection	June-22
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Cross train employee to reduce delays	100% of employees cross trained by December 2021
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	12 average number of days for building plan review
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	90% of office calls answered within 3 minutes
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	90% of voicemails and emails responded to within 3 days
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	98% of building plans reviewed within 12 days
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	98% of commercial inspections complete within 3 days
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	98% of inspections complete within 1 hours (drive time, inspection & results)
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	98% of inspections completed within 4 days



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
1	Economic Development	Basic Services	Ensure prompt response to calls for service across the city.	Ensure development and construction timeframes are as short as possible to support ease of doing business with the city	98% of resident inspections complete within 3 days
1	Finance	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing city services.	Develop and implement plan to respond to audit findings	March-21
1	Finance	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing city services.	Support implementation of OpenGov budget and performance tracking software for greater transparency, performance management, and reporting.	June-21
1	Finance	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing city services.	Conduct cost allocation study of City- wide internal support services and related costs to determine most appropriate allocation on indirect costs to various city funds	September-21
1	Finance	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing city services.	Reclassify positions to maximize income tax collections and grow General Fund balance	\$500,000 in additional income tax revenue (contingent upon division reclassification)
1	Fire	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing City services.	Disaggregate BLS data to identify opportunities to reduce runs to provide more efficient and effective service.	June-21
1	Fire	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing City services.	Insure working smoke alarms are installed in all occupied homes	# of functional smoke detectors found in structure fires
1	Fire	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing City services.	Insure working smoke alarms are installed in all occupied homes	60% increase in the number of functional smoke detectors found in structure fires
1	Fire	Basic Services	Ensure response to calls for service across the city.	Achieve a satisfactory level of performance relating to the organization and deployment of Advanced Life Support (ALS) Incidents at the 90th percentile	90% of Advanced Life Support runs arrive 5 minutes or less (dispatch to arrival)
1	Fire	Basic Services	Ensure response to calls for service across the city.	Achieve a satisfactory level of performance relating to the organization and deployment of Basic Life Support (BLS) Incidents at the 90th percentile	90% of Basic Life Support runs arrive 5 minutes or less (dispatch to arrival)
1	ICT	Basic services	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.	Manage risk (security and reliability) by implementing secondary data center.	September-21
1	ICT	Basic services	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.	Manage risk by eliminating W7 extended support	December-21
1	ICT	Basic services	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.	Manage Risk through continued Cybersecurity awareness and testing program	December-21
1	ICT	Basic services	Ensure prompt response to calls for service across the city.	Establish a plan to improve application support beyond Cityworks/GIS & End User Support Staff levels	December-21
1	ICT	Basic services	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.	Manage risk by eliminating W7 extended support	85% of W7 machines replaced
1	ICT	Basic services	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.	Manage Risk through continued Cybersecurity awareness and testing program	90% of employees pass phishing test"
1	ICT	Basic services	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.	Manage risk (security and reliability) by implementing secondary data center.	Annual recovery test completed



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
1	ICT	Basic services	Ensure prompt response to calls for service across the city.	Establish a plan to improve application support beyond Cityworks/GIS & End User Support Staff levels	Staffing model and job descriptions complete
1	Neighborhood s	Basic Services	Ensure prompt response to calls for service across the city	Revise EngageToledo Service Level Agreement (SLA) to streamline constituent calls for service	January-21
1	Neighborhood s	Basic Services	Ensure prompt response to calls for service across the city	Implement call-tracking software for the Division of Code Enforcement for prompt intake and communication to citizens	July-21
1	Neighborhood S	Basic Services	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	Interface with other Divisions on the platform consistent with safe data- sharing	December-21
1	Neighborhood S	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing City services.	Continue to closely monitor all CDBG and ESG funded activities on a monthly basis for HUD compliance.	Clean annual audit review from HUD/June 2021
1	Neighborhood S	Basic Services	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	Develop external dashboards for greater transparency of performance outcomes	Dashboards March 2021
1	Neighborhood S	Basic Services	Ensure the efficient and effective use of tax-payer dollars in providing City services.	Continue to account for all federal dollars, draw down from HUD timely and reconcile all grants on an annual basis.	Zero Findings from the City outside auditor/June 2021
1	Plan Commission	Basic Services	Ensure prompt response to calls for service	Perform research, conduct data analysis, and create maps to convey planning information.	25 request for maps or research topics for various City department and neighborhood groups
1	Plan Commission	Basic Services	Ensure prompt response to calls for service	Review compliance with the zoning code and any applicable case requirements which require involves communication with developers, property owners, and other city agencies	70% of agency reviews within 1- days average business days fo agency review comments
1	Plan Commission	Basic Services	Ensure prompt response to calls for service	Review compliance with the zoning code and any applicable case requirements which require involves communication with developers, property owners, and other city agencies	75% of applications review within 14 business days
1	Plan Commission	Basic Services	Ensure prompt response to calls for service	Review compliance with the zoning code and any applicable case requirements which require involves communication with developers, property owners, and other city aqencies	average processing days by application type
1	Plan Commission	Basic Services	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.	Comprehensive plan	May 2023 completion
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Purchase body warn cameras	June-21
1	Police	Basic Services	Ensure prompt response to calls for service	Introduce false alarm ordinance to reduce burglary and robbery alarms	December-21
1	Police	Basic Services	Ensure prompt response to calls for service	Purchase 13 new vehicles	% of vehicles over five years old
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Work with the program manager for the Mayor's Initiative to Reduce Gun Violence on strategies to reduce gun violence.	1% decrease in ShotSpotter notifications
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Invest resources into officer training and development	10 cadet volunteer training hours per week in high risk neighborhoods
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Purchase body warn cameras	100% of officers with cameras



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
1	Police	Basic Services	Ensure prompt response to calls for service	Utilize real time information to determine where crime is happening to quickly deploy officers	2% decrease in response times for Priority 1 and 2 calls for service (2019 Priority 1 – 6.10/Priority 2 – 20.4)
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Increase interactions with the community (walk/ride)	2-5 of community engagements in high risk communities per week
1	Police	Basic Services	Ensure prompt response to calls for service	Purchase 13 new vehicles	25% reduction in the time vehicles are out for service
1	Police	Basic Services	Ensure prompt response to calls for service	Reintroduce Red Flex program	3% reduction in traffic accidents
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Work with the program manager for the Mayor's Initiative to Reduce Gun Violence on strategies to reduce gun violence.	5% decrease in gun violence homicides
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Work with the program manager for the Mayor's Initiative to Reduce Gun Violence on strategies to reduce gun violence.	5% decrease in gun violence injuries
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Increase interactions with the community (walk/ride)	Average number of TPD officers on foot patrol per week : 1 st quarter 10/week, 2 nd and 3 rd quarter 40/week, 4 th quarter 10/week
1	Police	Basic Services	Ensure prompt response to calls for service	Purchase 13 new vehicles	Average time vehicles are out for service
1	Police	Basic Services	Ensure prompt response to calls for service	Purchase 13 new vehicles	Average vehicle age
1	Police	Basic Services	Ensure prompt response to calls for service	2020 academy class of 25	Ratio of officers to citizens (GOAL: 2.4 officers per 1,000 residents)
1	Police	Basic Services	Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.	Work with consultant to review police data and make recommendations	Report by June 2021 (Contingent upon consultant timeline)



	Environment								
Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator				
2	DPS	Environmen t	Promote conservation of natural resources by incentivizing and implementing sustainable practices, energy efficiency, and alternative energy solutions.	Incorporate environmental resource conservation messaging in city parks.	2% of park space				
2	DPS	Environmen t	Promote and implement sustainability practices within the organization.	Improve health of tree canopy while also addressing residents' concerns.	5% increase year-over-year in trees planted				
2	DPS	Environmen t	Promote and implement sustainability practices within the organization.	Improve health of tree canopy while also addressing residents' concerns.	665 trees planted				
2	DPS	Environmen t	Promote and implement sustainability practices within the organization.	Maintain the Hoffman Road Landfill within Ohio EPA and Lucas County HD regulatory requirements within Notice of Violations (NOVs)	Tons of cubic yards 0.86				
2	DPU	Environmen t	Maintain reliable utility infrastructure to deliver safe and clean water to all residents and facilitate wastewater treatment and storm water management.	Continue to target a reduction in total phosphorus and e-coli count in the plant's final effluent	<0.6 mg/l for phosphorous (limit 1.0) <100 count per 100 ml for e-coli (limit 126 for the month)				
2	DPU	Environmen t	Maintain public infrastructure that serves the needs of the community including utilities and water supply.	Reduce backlog of jobs in the Division of Sewers and Water Distribution to address Top 3 City Works complaints	10% reduction in work order backlog in both divisions				
2	DPU	Environmen t	Operate water, sewer, and storm water utilities in a manner which provides for the health of the community and protects and promotes environmental sustainability.	Implement current Green Infrastructure Maintenance	100% complete by 4 th quarter				



Driority	Dopartmont	Stratogic	Quality Inve		Porformanco Indicator
Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	D&I	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to contracting opportunities and counseling services within the City.	Complete disparity study	December-21
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	119.52 miles of alleys cleaned
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	1,660.09 centerline miles of leaf removal - 100% of lane miles of leaf removal
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	100% alleys cleaned
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	100% of utility restorations complete
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Convert all Toledo Edison and COT owned streetlights to LED	28,000 streetlight converted by December 2021
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Update city buildings, procurement and equipment through energy efficiencies and savings	5% decrease in annual utility bi expenses based on pending contract with Leopardo
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	5% decrease of grass related code enforcement complaints
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	850 of utility restorations
3	DPS	Quality Investment	Develop and sustain public infrastructure that services the needs of the community including roads, parks, green spaces, facilities, and Wi- Fi	Continue the expansion and effective mobilization of programming/services (mowing, potholes, cleaning, compaction)	Decrease response time to service requests by two days
3	DPS	Quality Investment	Provide and support availability of high quality, affordable recreational programming and activities that appeal to people of all demographics.	Maintain current, and increase new program partner relationships	Increase from 14 to 18 collaborative partners. (29%)
3	DPU	Quality Investment	Implement a \$19.5 million residential road resurfacing program	Complete the construction program in 2021.	Complete resurfacing, reconstruction or reclamation o 42 miles of residential roads
3	Economic Development	Quality Investment	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.	Invest in due diligence items for the Spitzer and Nicholas buildings with economic development partners to position them for redevelopment.	December-21
3	Economic Development	Quality Investment	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.	Create an economic development strategic plan	December-21



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	Economic Development	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being	Work with sign code taskforce to complete a new draft sign code, permit forms, and procedures, and enforcement policies.	December-21
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Complete the Disparity Study	December-21
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Support NRSA by identifying, mapping, and conducting outreach to businesses in target areas, connecting businesses to COT and community programs and incentives that support retention and growth	# of businesses served by target area
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Support NRSA by identifying, mapping, and conducting outreach to businesses in target areas, connecting businesses to COT and community programs and incentives that support retention and growth	\$ invested to support business growth
3	Economic Development	Quality Investment	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.	Leverage City incentives and resources to drive job creation, retention and capital investment	\$1,065,365 investment from the Toledo Expansion Incentive program created 4,365 new jobs and generated \$4,102,690 in new income tax. (2020 Baseline)
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Provide technical assistance to local W/MBE companies	\$1,347,500 of EDL loans
3	Economic Development	Quality Investment	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.	Leverage City incentives and resources to drive capital investment, eliminate blight, decrease vacancy, and improve the condition of the commercial and industrial building stock.	\$353,462 investment from the Business Incentive Grant program leveraged \$706,924 in private investment. (2020 Baseline)
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Support NRSA by identifying, mapping, and conducting outreach to businesses in target areas, connecting businesses to COT and community programs and incentives that support retention and growth	% revenue growth as a result of assistance (2021 Baseline)
3	Economic Development	Quality Investment	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.	Leverage city-owned real estate, not needed for a municipal purpose, to attract new jobs and investment.	10 of acres of properties sold
3	Economic Development	Quality Investment	Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.	Provide technical assistance to local W/MBE companies	21 small business expand their operations
3	Economic Development	Quality Investment	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.	Proactively conduct Business Retention and Expansion (BRE) visits with existing companies	25 of BRE Visits
3	Economic Development	Quality Investment	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.	Leverage city-owned real estate, not needed for a municipal purpose, to attract new jobs and investment.	3 of properties sold



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	Neighborhood S	Quality Investment	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.	Complete City of Toledo Neighborhood Capacity Building Institute (NCBI) curriculum and framework.	January-21
3	Neighborhood S	Quality Investment	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.	Lead Poisoning Prevention Communication Plan	January-21
3	Neighborhood S	Quality Investment	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.	Partner with Division of Housing to coordinate education and outreach activities to educate property owners on available resources	January-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Center for Community Progress Code Enforcement Assessment	January-21
3	Neighborhood s	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Establish workgroup including mayoral staff, Council, DON and Land Bank to implement CCP Assessment Recommendations	January-21
3	Neighborhood S	Quality Investment	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.	Recruit and begin yearlong training for first NCBI cohort (18 organizations and leaders)	March-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Coordinate with stakeholder organizations to develop a community focused approach to nuisance abatement	March-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Update Code Enforcement legislation for greater enforcement capacity	March-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	-part of the review & assessment from the CCP	March-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	-review current registration & enforcement non-lead property maintenance code for re-assignment to other Divisions	March-21
3	Neighborhood S	Quality Investment	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.	Complete capacity building plan and strategy for the Frederick Douglas Center Board.	July-21
3	Neighborhood S	Quality Investment	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.	Comprehensive Housing Study completion	July-21



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Complete and fund proactive dumping " <i>hot spots</i> " plan including cameras, monitoring, dumpsters, scheduled pick-ups, etc.	July-21
3	Neighborhood S	Quality Investment	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.	Establishment of Comprehensive Housing Study Action Plan work group.	August-21
3	Neighborhood S	Quality Investment	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.	Complete NRSA plan development and HUD approval process (Junction/Englewood/East Toledo/Old South End)	December-21
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Develop a strategy for enforcement on the Lead Safe Ordinance and rental registry program	December-21
3	Neighborhood S	Quality Investment	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.	Develop vacant land strategy in partnership with Land Bank, Economic Development, Code Enforcement and Plan Commission to be included in Comprehensive Housing Strategy and Comprehensive Plan.	July-22
3	Neighborhood S	Quality Investment	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.	HOME and CDBG gap financing for construction and rehabilitation of rental and homebuyer units	10 homebuyer units/December 2021
3	Neighborhood S	Quality Investment	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.	HOME funding for Tenant Based Rental Assistance TPS homeless families	10 Homeless families assisted with TBRA/December 2021
3	Neighborhood S	Quality Investment	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.	Blight removal through strategic residential property demolition	10 units/ December 2021
3	Neighborhood S	Quality Investment	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.	Continued implementation of the HOME At Last down payment and closing costs assistance program.	100 new homeowners assisted
3	Neighborhood S	Quality Investment	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.	Funding homeownership counseling in partnership with NODA and NTR	100 new homeowners assisted
3	Neighborhood S	Quality Investment	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.	Elimination of lead-based paint through the Lead Paint Hazard Control Grant.	125 properties receiving lead remediation/ December 2021



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	Neighborhood S	Quality Investment	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.	Implement <i>In Rem</i> Housing Repair (tax-foreclosed housing) in partnership with Lucas County Land Bank.	15 units/December 2021
3	Neighborhood S	Quality Investment	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.	Fund programs/activities with the use of CDBG and ESG that address community (re) development, rehabilitation and blight in neighborhoods, youth programming, homelessness and other public services.	19,000 persons/July 2021
3	Neighborhood S	Quality Investment	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.	Fund programs/activities with the use of CDBG and ESG that address community (re) development, rehabilitation and blight in neighborhoods, youth programming, homelessness and other public services.	19,000 persons/July 2021
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Increase staff training opportunities	2 of staff training opportunities each
3	Neighborhood S	Quality Investment	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.	Blight removal through strategic industrial/commercial property demolition	2 structures (Driggs Diary N and one other TBD)
3	Neighborhood S	Quality Investment	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.	Implement City of Toledo Net Zero Energy Design Build competition for Junction and Old South End	2 units/December 2021
3	Neighborhood S	Quality Investment	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.	Lead worker/contractor outreach and training initiative with TPS.	20 new lead workers recruited and trained in partnership with TPS construction trades curriculum/December 2021
3	Neighborhood S	Quality Investment	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.	Implementation of Emergency Repair Program for Seniors in partnership with East Toledo Senior Center.	25 units/December 2021
3	Neighborhood S	Quality Investment	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.	HOME and CDBG gap financing for construction and rehabilitation of rental and homebuyer units	60 rental units/July 2022
3	Neighborhood S	Quality Investment	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.	Elimination of lead based paint hazard through the DON Landlord Early Bird Lead Grant	75 rental properties assisted /December 2021



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	Neighborhood S	Quality Investment	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.	Implementation of enhanced owner occupied rehabilitation program (HOME Rescue) in partnership with Maumee Valley Habitat for Humanity, DON and NTR. Enhancements to include layering of roofing and painting and siding fund to create comprehensive upgrade of properties.	75 residents assisted with housing preservation programs/ December 2021
3	Neighborhood S	Quality Investment	Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.	Continue our partnership with various agencies and other City departments through the Code Enforcement Response Team (CERT) to address chronic nuisance properties	Continuous
3	Neighborhood S	Quality Investment	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.	Implement Lead Poisoning Prevention Communication Plan	December 2021 and beyond depending on available funding
3	Neighborhood S	Quality Investment	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.	Develop strategic private sector funding partnerships	Ongoing
3	Neighborhood S	Quality Investment	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.	Identify and implement strategic investments for federal, state, and local funding to more effectively address housing and community development needs	Ongoing
3	Plan Commission	Quality Investment	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.	Perform research, conduct data analysis, and create maps to convey planning information.	25 request for maps or research topics for various City departments and neighborhood groups
3	Plan Commission	Quality Investment	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.	Process zone changes, special use permits, site plan reviews, street and alley vacations, preliminary and final plats and deed transfers.	85% of applications will take 30 45 days to complete
3	HRC	Quality Investment	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.	Coordination of efforts with City of Toledo and Department of Neighborhoods to promote the well being of neighbors and neighborhoods by investing in the neighbors themselves and the groups that do daily work to support	4 virtual meetings (quarterly)
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Plan and execute a series of park and neighborhood cleanups. These will be developed to improve prideful feelings about community, but also to support the efforts of the BUILT section of the Mayors Initiate to Reduce Gun Violence. The goal is to have at least one park and one neighborhood a quarter.	4 park/4 neighborhood clean ups
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Coordinate with the youth committee to recruit volunteers	25 of volunteers



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	HRC	Quality Investment	Facilitate timely and effective communication throughout the public through a variety of media modes.	Highlight residents of Toledo who are doing things for the community in Project Humanity video series. The series is being filmed by CREADIO and will consist of six videos.	6 videos
3	HRC	Quality Investment	Facilitate timely and effective communication throughout the public through a variety of media modes.	Highlight residents of Toledo who are doing things for the community to stop violence in Project Humanity video series. The series is being filmed by CREADIO and will consist of six videos.	5,000 of video views
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Collaborate with neighborhood leaders and former gang members to improve relationships with police and youth.	5 events (1 per day)
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Continued improvement of community/resident mediation program by marketing services to the community	200 of mediations
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Relaunch mediation program	March-21
3	HRC	Quality Investment	Provide access to high-quality education/resources to prepare residents including youth, for career/education beyond a high school diploma.	Work to develop programs for youth who are seeking employment. Partner with other agencies working with youth to coordinate efforts.	500 of youth employed
3	HRC	Quality Investment	Provide access to high-quality education/resources to prepare residents including youth, for career/education beyond a high school diploma.	Develop action plan in response to 2020 youth survey.	Dec-21
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	A TikTok challenge will be employed for the MLK day event in 2021. We goal is to double the number of essay submissions by including this technology.	15 of essay submissions
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Host additional web series on the YOUTH experience in Toledo. The video on this topic in 2020 has 4200 views on Facebook.	35% increase in viewer ship or number of episodes in series
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	The exec committee will host the National Night out event. It is a national event in August to improve the relationships between neighbors and police. The event was canceled in 2020 due to COVID, but the 2019 events were highly successful with 15 community partners participating.	15 of community partners
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	The exec committee will host Welcoming Week, in partnership with Welcome TLC. This event is in partnership with the TLCPL and will largely be virtual in 2021.	5 events sponsored by 5 community partners
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Continue the "what to do if" social media program. It discusses a variety of topics as we go through the year including voting, kindness awareness, or any community topic that comes up.	35% increase in viewer ship or number of episodes in series
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	The SJ committee will partner with organizations on LGBTQ issues, including PRIDE events	25 volunteers/5,000 participants



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
3	HRC	Quality Investment	Develop inclusive programming to service the needs and interests of the whole City, and partner with community organizations to create a fair, just, and welcoming community.	Work with community partners on Domestic Violence, community violence and all items to support the Mayor's Initiative to end Gun Violence	4 events (1 quarterly)



Priority	Department	Strategic	Customer S	Activity	Performance Indicator
No.	Department	Priority	Objective	Activity	Performance Indicator
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	119.52 miles of alleys cleaned
		Service	throughout the organization for efficient service delivery.	improved field management services	
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	119.52 miles of alleys cleaned
		Service	throughout the organization for efficient service delivery.	tracking	,
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	1,660.09 centerline miles of
		Service	throughout the organization for efficient service delivery.	tracking	leaf removal
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	1,660.09 centerline miles of
		Service	throughout the organization for efficient service delivery.	improved field management services	leaf removal - 100% of lane miles of leaf removal
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	100% alleys cleaned
		Service	throughout the organization for efficient service delivery.	improved field management services	
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	100% alleys cleaned
		Service	throughout the organization for efficient service delivery.	tracking	
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	100% of lane miles of leaf
		Service	throughout the organization for efficient service delivery.	tracking	removal
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	100% of utility restorations
		Service	throughout the organization for efficient service delivery.	improved field management services	complete
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	100% of utility restorations
		Service	throughout the organization for efficient service delivery.	tracking	complete
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	5% decrease of grass related
		Service	throughout the organization for efficient service delivery.	improved field management services	code enforcement complaints
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	5% decrease of grass related
		Service	throughout the organization for efficient service delivery.	tracking	code enforcement complaints
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	80% of repairs complete within
		Service	throughout the organization for efficient service delivery.	tracking	hours
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	850 of utility restorations
		Service	throughout the organization for efficient service delivery.	improved field management services	
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	850 of utility restorations
		Service	throughout the organization for efficient service delivery.	tracking	
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	Average repair time
		Service	throughout the organization for efficient service delivery.	tracking	
4	DPS	Customer	Leverage technology and data	Enable CityWorks tablets for	Decrease response time to
		Service	throughout the organization for efficient service delivery.	improved field management services	service requests by two days
4	DPS	Customer	Leverage technology and data	Provide equipment and service order	Decrease response time to
		Service	throughout the organization for efficient service delivery.	tracking	service requests by two days
4	DPU	Customer	Leverage technology and data	Complete infrastructure improvements	100% completion by 3 rd
		Service	throughout the organization for more efficient service delivery.	needed for AMI network – base stations and towers	quarter
4	DPU	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Complete installation of new large meters	100% completion by 4 th quarter
4	DPU	Customer	Respond to growing service demands	Work with Affordability Study consultant	5% decrease in monthly
		Service	through collaboration, innovation, and outcome management.	Assistance Program initiatives to improve water affordability and improve delinquency rates.	delinquency rate
4	Economic Development	Customer Service	Respond to growing service demand through collaboration, innovation, and	Invest in promotional and educational materials for City and department	December-21
			outcome management.	resources and processes.	
4	Economic Development	Customer Service	Respond to growing service demand through collaboration, innovation, and outcome management.	Utilize pre-development meetings to bring relevant departments and agencies together with developers, business owners and contractors to prevent delays and miscommunication and manage expectations.	10 of total projects assisted with predevelopment meetings



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
4	Finance	Customer Service	Identify and implement financial processes and improvements for greater efficiency and effective oversight of city financial resources	Improve purchasing processes	% of contracts approved in ten business days
4	Finance	Customer Service	Identify and implement financial processes and improvements for greater efficiency and effective oversight of city financial resources	Process vendor payments in a timely manner	% of payments processed in 20 business days
4	Fire	Customer Service	Respond to growing service demands through collaboration, innovation, and outcome management.	Provide fire safety education to the community through the neighborhood block watch program, senior citizen centers, Toledo Firefighters Museum, Toledo Public, Charter and Private schools	31,500 of fire safety education events
4	Fire	Customer Service	Respond to growing service demands through collaboration, innovation, and outcome management.	Provide fire safety education to the community through the neighborhood block watch program, senior citizen centers, Toledo Firefighters Museum, Toledo Public, Charter and Private schools	5% increase in fire safety education to the citizens
4	HRC	Customer Service	Facilitate timely and effective communication throughout the public through a variety of media modes.	Improve communication with neighborhood stakeholders and organized groups.	4 meetings (1/quarter)
4	HRC	Customer Service	Facilitate timely and effective communication throughout the public through a variety of media modes.	Develop we presence for mediation program.	Jun-21
4	HRC	Customer Service	Facilitate timely and effective communication throughout the public through a variety of media modes.	One aspect he plan will be to increase the viewership of the HRC Facebook page and other social media platforms. The trend at end of 2020, is increasing views about 35% each week, that will continue. Currently, there are approximately 3000 views of contact a week.	35% in HRC Facebook page viewership per week to 4,050 views
4	HRC	Customer Service	Response to growing service demands through collaboration, innovation, and outcome management.	STV plans to review from Shot Spotter and homicide rates in the City of Toledo. They will seek out a member of each neighborhood affected to serve on the STV committee.	December-21
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Establish applications based data governance model	June-21
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement Onbase Electronic Plan Review for Building Inspection	December-21
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement HRIS Components as defined by HR	December-21
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement Cityworks PLL for Building Inspection	June-22
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Provide technology oversight for AMI/AMR related applications enhancements	December-23
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Establish applications based data governance model	City Works governance model complete, training is incorporated into operational plans
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement Onbase Electronic Plan Review for Building Inspection	E plans review operational
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement Cityworks PLL for Building Inspection	Project underway and meeting 06/2022 milestones
4	ICT	Customer Service	Leverage technology and data throughout the organization for more efficient service delivery.	Implement HRIS Components as defined by HR	Project underway and meeting 12/2021 project plan milestones



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Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
5	ICT	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Improve staff performance by working with HR to establish job descriptions for all employees.	December-21
5	ICT	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Improve staff performance by working with HR to establish job descriptions for all employees.	3/5 customer satisfaction rating or closed tickets
5	ICT	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Improve staff performance by working with HR to establish job descriptions for all employees.	50% tickets closed in priority level time frame
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Hire DEI consultant to develop the city's DEI strategy and anti- discrimination and implicit bias training curriculum.	January-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Centralize ADA accommodation request process and inventory equipment.	January-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop certification curriculum for HR interview panel DEI representative	June-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop HR interview questions	June-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop intervention strategy to ensure equitable discipline	June-21
5	D&I	Workplace Culture	Use data to evaluate service delivery based on clearly defined expectations and focused on service excellence.	Develop placement goals (recruitment, promotion), and succession planning strategy based on affirmative action study.	June-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Relocate to central location of equipment	December-21
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Investigate and resolve reasonable accommodation grievances	30 days to investigate/30 days to process reasonable accommodation
5	D&I	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop certification process	Certify one officer from each department
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Hire consultant to evaluate data associated with D&I complaints and grievances filed and create training and development plan.	January-21
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop and implement classroom and field training programs for employees to be able to grow within the division (includes leadership and safety)	100% training to all field employees
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop and implement classroom and field training programs for employees to be able to grow within the division (includes leadership and safety)	100% training to all seasonal employees
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop and implement classroom and field training programs for employees to be able to grow within the division (includes leadership and safety)	300 or 386 DPS employees trained
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Reduce backlog of jobs in the Division of Sewers and Water Distribution	5% reduction in job backlog
5	DPS	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop and implement classroom and field training programs for employees to be able to grow within the division (includes leadership and safety)	75% of all employees trained



Priority No.		Department Strategic Objective Priority		Activity	Performance Indicator	
5	DPU	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop department succession plan to identify leadership opportunities and new career pathways for employees.	100% completion by 4 th quarter	
5	DPU	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Hire consultant to evaluate data associated with D&I complaints and grievances filed and create training and development plan.	Decrease D&I complaints by 10%	
5	Economic Development	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Invest in economic development certification, training and professional development for department staff.	20 hours of continuing education/professional development hours completed by staff	
5	Finance	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop career ladder plans for team	December-21	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Include implicit bias and anti- discrimination curriculum in cadet training curriculum	December-21	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Develop a department culture that embraces values, versus rules and policies to achieve overall excellence.	100% of firefighters participate in implicit bias and anti- discrimination training by December 2021	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Recruit a diverse and capable workforce that reflects the city it serves.	25% of women cadets	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Recruit a diverse and capable workforce that reflects the city it serves.	27% of African American cadets	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Recruit a diverse and capable workforce that reflects the city it serves.	7% of Hispanic cadets	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Reduce Total Number of Sick Hours by 10% (35,000 to 31,500)	Reduce Overtime Hours by 10% (50,000 to 45,000)	
5	Fire	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Reduce Total Number of Sick Hours by 10% (35,000 to 31,500)	Reduce Total Number of Sick Hours by 10% (35,000 to 31,500)	
5	Human Resources	Workplace Culture	Attract, develop, motivate, and retain a diverse high quality, engaged and product workforce.	Healthcare Plan assessment	June-21	
5	Human Resources	Workplace Culture	Attract, develop, motivate, and retain a diverse high quality, engaged and product workforce.	Implementation of updated recruitment process	80% of positions filled within 90 days	
5	Human Resources Human	Workplace Culture Workplace	Attract, develop, motivate, and retain a diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	Updated onboarding/off-boarding process Updated onboarding/off-boarding	80% of positions filled within 90 days 80% percentage of employees	
5	Resources	Culture	Attract, develop, motivate, and retain a diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	process Employee recognition and	that would recommend COT to others 80% percentage of employees	
5	Resources	Culture	Attract, develop, motivate, and retain a product workforce.	engagement program	that would recommend COT to others to Number of job offers declined	
5	Resources Human	Culture	diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	recruitment process	Number of job offers declined	
5	Resources	Culture	diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	Administrative police review, revision,	and reason for decline Number of policies reviewed	
5	Resources	Culture	diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	City-wide succession plan	Percentage of positions vacant	
5	Resources	Culture	diverse high quality, engaged and product workforce. Attract, develop, motivate, and retain a	HRIS implementation	less than 60 days	
	Resources	Culture	diverse high quality, engaged and product workforce.		upon RFP process and timeline for selected vendor)	
5	Human Resources	Workplace Culture	Attract, develop, motivate, and retain a diverse high quality, engaged and product workforce.	Training and development plan and implementation	Training and Development plan b 6/30/2021 (Contingent upon resources)	
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Increase diversity in the department and leadership	10% of women (leadership/officers/recruits)	



Priority No.	Department	Strategic Priority	Objective	Activity	Performance Indicator
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Purchase tool to support physical and mental wellness	15% reduction in workplace injuries
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Increase diversity in the department and leadership	5% AA (leadership/officers/recruits)
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Increase diversity in the department and leadership	5% Hispanics/Latino (leadership/officers/recruits)
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Purchase tool to support physical and mental wellness	5% reduction in sick hours
5	Police	Workplace Culture	Attract, develop, motivate, and retain a diverse, high quality, engaged, and productive workforce.	Purchase tool to support physical and mental wellness	50% of officers participating



Capital Improvement Plan – Project Detail



Capital Improvements Plan

The 2021 Proposed 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 2020. 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. The CIP plan includes:

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 Financing: Anticipated new financing 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

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



Capital Improvements Program

Division	Project Title	Proposed Funding	Project Description
			Renovations and facility
			improvements at the
			Prosecutors' office in the
Law	Renovate Prosecutor's Office	200,000	Municipal Court Building
			Replacement of end of
Information & Communications Tasks along	Character Anna Nichtwark Lingerada	125.000	life Storage Area
Information & Communications Technology	Storage Area Network Upgrade	125,000	Network (SAN) Implementation and 5
			year subscription to
			budgeting planning and
Information & Communications Technology	Budget Planning and Forecasting Solution	1.500.000	forecasting software
			Implementation and 5
			year subscription to
			, Human Resources
Information & Communications Technology	Human Resource Information System (HRIS)	1,500,000	Information System
			Call Manager expansion
			to optimize network
Information & Communications Technology	Expand Call Manager (for WAN Refresh)	175,000	services
			Network security
			enhancements to cover
			threat detection, alerts
Information & Communications Technology	Network Security Enhancements and Airgap	100,000	and response
		20.000	Economic Development
Information & Communications Technology	LANE Buildout for Development	30,000	(LANE Build Out)
			First year subscription
	Budget Planning and Forecasting Solution		payment for budgeting planning and forecasting
Information & Communications Technology	(year 1 payment)	300.000	software
information & communications recimology		300,000	First year subscription
			payment for Human
	Human Resource Information System (year		Resources Information
Information & Communications Technology	1 payment)	300,000	
			The replacement of
			traffic signals and
Transportation	Traffic Signal Equipment	175,000	materials
			Replacement of capital
			material/equipment for
			signage throughout the
			City which are beyond its
Transportation	Major Street Signs	75,000	useful life
Churche Duidece & Herberg	Dump Dood Facility Data billionian	E0.000	SB&H Byrne Road
Streets, Bridges & Harbor	Byrne Road Facility Rehabilitation	50,000	building improvements
Solid Wasto	Landfill Compactor Poplacoment	202.000	Purchase of Compactor
Solid Waste	Landfill Compactor Replacement	203,000	for Landfill
			Phase 1of replacement
			Phase 1of replacement of aged and deteriorated



Capital Improvements Program

		1	I
Division	Project Title	Proposed Funding	Project Description
Facility Operations	Summit Street Walkways	400,000	Removal of walkway over Summit Street
Facility Operations	Major Mechanical & HVAC	200,000	HVAC and mechanical systems work and replacement throughout city buildings
Facility Operations	Tunnel Closure - Civic Center Mall	2,000,000	Tunnel closure or entrance reconfiguration to Constitution by building a wall to secure the site from construction
Engineering Services	Sidewalk Program	1,000,000	Replace and repair sidewalks throughout
Police	Tasers	350,000	Annual subscription cost for TASERs and vests
Police	Body Worn Camera Software & Cloud Storage	280,000	Annual cloud storage subscription cost for 574 cameras
Police	Shotspotter	280,000	Shotspotter gunshot detection system for 4 square miles
Police	Portable radios and Vests	195,500	Continued replacement of radios that are no longer serviceable (42 Motorola Radios)
Fire & Rescue	Portable Radios	165,000	Continued replacement of radios that are no longer serviceable (30 APEX Radios)
Fire & Rescue	Building Renovations	200,000	Various capital projects on fire stations throughout the City



Capital Improvements Program

Division	Project Title	Proposed Funding	Project Description			
			Replacement and			
			improvements to			
			playground equipment			
Recreation	Playground Replacement	300,000	in various city parks			
			Improvements to tennis			
			courts in various city			
Recreation	Tennis Court Resurfacing	100,000	parks			
			Infrastructure			
			improvements to			
Parks & Forestry	Revitalization of Park Infrastructure	477,500	support the parks			
			Infrastructure			
			Improvements at			
Parks & Forestry	Harvard Overlook Improvements	150,000	Harvard Overlook			
			Forestry Mower w/			
Parks & Forestry	Mower with Mulching Head	160,000	mulching head			
Total		11,091,000				



Labor Contract Summaries



The City had 2,680 full-time and part-time employees as of September 15, 2020. That number of employees has increased by approximately 67 since 2014. 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:

Bargaining Unit	Approximate Number of <u>Employees</u>	Labor Agreement Expiration
Ohio Council 8 of the American Federation of State, County and Municipal Employees (AFSCME), Local 7	750	June 30, 2020(a)(b)
Ohio Council 8 of AFSCME, Local 7, Communications Operators	72	June 30, 2020(a)(b)
Toledo Police Patrolman's Association	481	December 31, 2020(c)
International Association of Fire Fighters, Local 92	502	December 31, 2020(c)
International Brotherhood of Teamsters, Local 20	83	December 31, 2021
Ohio Council 8 of AFSCME, Local 2058, Supervisors	224	May 31, 2021
Ohio Council 8 of AFSCME, Local 2058, Communication Supervisors	6	May 31, 2021
Toledo Police Command Officers' Association	132	December 31, 2020(c)
United Auto Workers, Local 12 (Clerk of Courts – Supervision)	8	December 31, 2022
Ohio Council 8 of AFSCME, Local 3411 (Clerk of Court – Deputy Clerks)	64	December 31, 2021
Toledo Fire Chiefs' Association	23	December 31, 2020(c)

(a) Due to disruptions caused by COVID-19, the City and these bargaining units entered into extensions of their labor

agreements through August 31, 2020. Negotiations for new one year agreements have commenced and are ongoing.

(b) Employees are continuing to work under the terms of the prior agreement.

(c) Negotiations for new one year agreements have commenced and are ongoing.



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 750 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, a 1.5% pay increase on January 1, 2019, and 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 489 City employees, the International Association of Fire Fighters, Local 92 (Local 92) currently representing approximately 507 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, 2.5% pay increases in January 2019, and 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.

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 23 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 to leave the City upon completion of their studies.



In 2018, the City and AFSCME Local 2058 unit, currently representing approximately 231 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, a 2.5% pay increase effective in January 2019, and 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 six City employees entered into a new collective bargaining agreement for the period from June 1, 2018 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 65 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 in January 2019, a 2.5% pay increase in January 2020, and are to receive 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.

In the judgment of the City, its labor and employee relations are generally good and productive. The City has not gone to fact-finding with any bargaining unit since 2015 and no bargaining unit has filed an unfair labor practice against the City in several years.



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.

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 costsharing, 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.



Position Comparison – FTEs by Department and Division



City Council and Auditor	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10100-City Council	22.10	22.00	22.00	25.50
10300-Auditor	1.00	1.00	1.00	1.00
Department Total	23.10	23.00	23.00	26.50
Office of the Mayor	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10200-Office Of The Mayor	11.25	12.25	10.25	10.25
Department Total	11.25	12.25	10.25	10.25
Toledo Lucas County Plan Commission	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10400-Plan Commission	11.00	14.00	11.00	12.67
Department Total	11.00	14.00	11.00	12.67
Human Relations Commission	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10600-Human Relations Commission	1.00	1.00	1.00	2.00
Department Total	1.00	1.00	1.00	2.00
Diversity & Inclusion	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10700-Diversity & Inclusion	5.75	7.00	5.17	9.00
Department Total	5.75	7.00	5.17	9.00
Toledo Municipal Court	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
10800-Municipal Court Judges	97.78	103.70	100.05	105.60
10900-Clerk of Municipal Court	80.00	80.00	77.67	79.00
Department Total	177.78		177.71	184.60
Law	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
12000-Law	33.00	34.00	31.00	31.26
Department Total	33.00	34.00	31.00	31.26
Finance	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
11100-Financial Analysis	4.00	4.00	3.58	3.00
14100-Finance Administration	1.75	2.00	2.00	2.00
14200-Treasury	5.00	5.00	5.00	6.76
14400-Taxation	34.00	33.75	32.50	31.75
14600-Accounts	11.50	13.50	11.00	11.00
14700-Finance ERP	1.50	2.00	1.00	1.00
14800-Debt Management	2.00	2.00	2.00	1.25
17700-Purchasing & Supplies			F 40	4.75
	5.10	6.85	5.43	4.75
Department Total	5.10 64.84	6.85 69.10	5.43 62.51	61.51
Department Total Human Resources				
	64.84	69.10	62.51	61.51
Human Resources	64.84 2019 Budget	69.10 2020 Approved	62.51 2020 Amended	61.51 2021 Proposed
Human Resources 17100-Human Resources	64.84 2019 Budget 17.00	69.10 2020 Approved 20.00	62.51 2020 Amended 17.58	61.51 2021 Proposed 19.00
Human Resources 17100-Human Resources Department Total	64.84 2019 Budget 17.00 17.00	69.10 2020 Approved 20.00 20.00	62.51 2020 Amended 17.58 17.58	61.51 2021 Proposed 19.00 19.00
Human Resources 17100-Human Resources Department Total Information & Communications Technology	64.84 2019 Budget 17.00 17.00 2019 Budget	69.10 2020 Approved 20.00 20.00 2020 Approved	62.51 2020 Amended 17.58 17.58 2020 Amended	61.51 2021 Proposed 19.00 19.00 2021 Proposed



Neighborhoods	2019 Budget	2020 Approved		2021 Proposed
16100-Neighborhoods Administration	15.50	15.50	15.50	16.00
16200-Housing Division	24.50	25.00	25.00	23.00
56400-Code Enforcement	22.00	23.00	20.16	20.00
60600-Beautification Action Team	-	-	-	-
Department Total	62.00	63.50	60.66	59.00
Development	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
16400-Economic Development	7.75	8.00	5.50	7.75
16500-Real Estate	-	-	-	-
56300-Building Inspection	23.00	23.00	20.58	18.00
Department Total	30.75	31.00	26.08	25.75
Public Service	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
22500-Transportation	48.00	48.00	48.00	48.00
23100-Streets, Bridges & Harbor	185.63	203.00	200.00	205.52
24500-Waste Disposal	14.00	14.00	14.00	14.00
25000-Fleet Operations	65.40	66.40	60.82	65.20
26100-Facility Operations	22.60	22.60	19.68	22.60
60300-Recreation	5.75	5.50	5.08	4.00
60500-Parks & Forestry	73.51	80.25	76.75	74.75
Department Total	414.89	439.74	424.32	434.07
Public Utilities	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
31000-Utility Administrative Services	97.65	90.50	90.50	91.00
32000-Water Treatment	104.00	104.00	104.00	104.00
34000-Water Distribution	134.00	150.83	150.83	145.00
35000-Engineering Services	67.00	65.00	62.87	64.00
36000-Water Reclamation	117.00	117.00	117.00	117.00
37000-Sewer & Drainage Services	124.00	121.00	121.00	121.00
38000-Environmental Services	47.00	47.00	47.00	47.00
Department Total	690.65	695.33	693.20	689.00
Safety Administration	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
51000-Safety Administration	0.25	0.25	0.25	0.25
Department Total	0.25	0.25	0.25	0.25
Police	2019 Budget		2020 Amended	2021 Proposed
52000-Police	708.35	718.76	683.42	679.46
Department Total	708.35	718.76	683.42	679.46
Fire & Rescue	2019 Budget	2020 Approved	2020 Amended	2021 Proposed
53000-Fire & Rescue	658.94	653.98	645.91	662.19
	000.34	000.00		
Department Total	658.94			662.19





Thank you.

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