

2020 Proposed Budget

Committee of the Whole Presentation

December 3, 2019

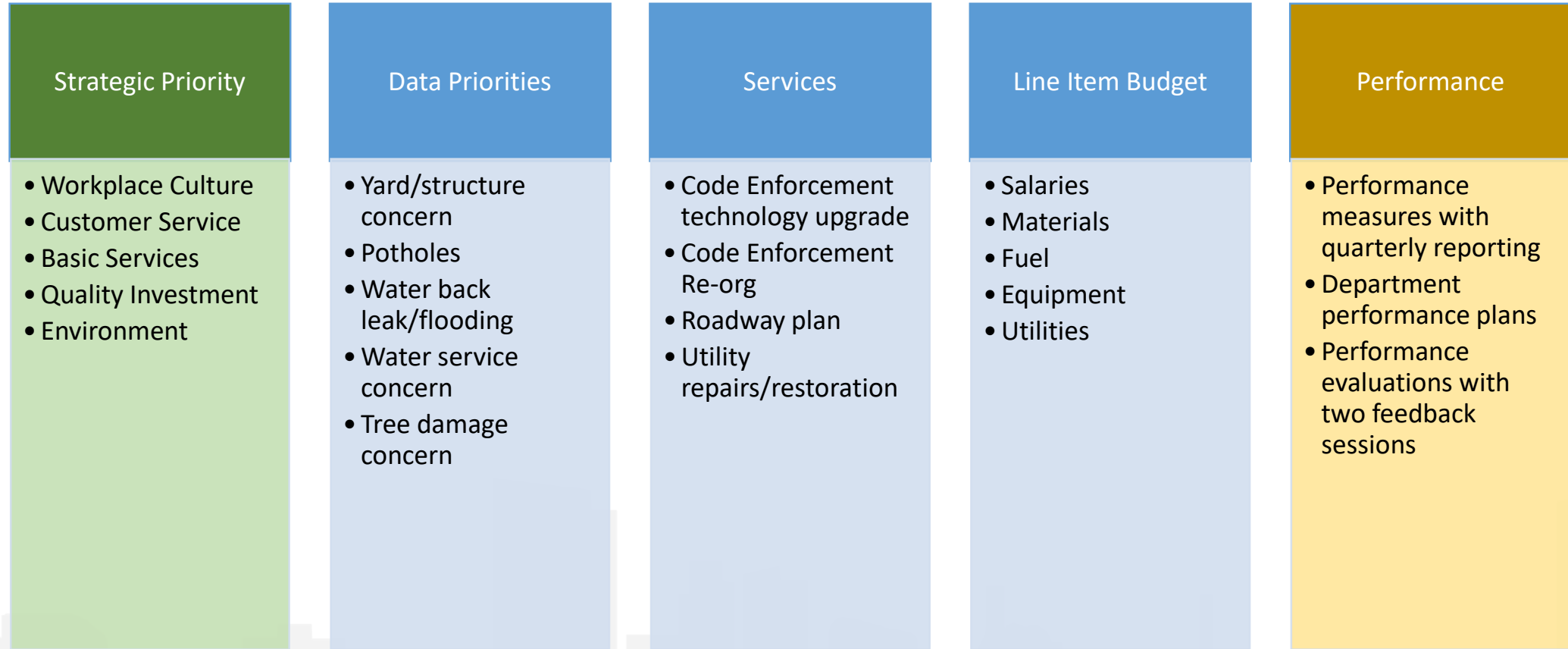


WHERE DO WE START? STRATEGIC PRIORITIES

Strategic Priorities	Purpose Statement
Workplace Culture	Create a workplace where employees feel connected, valued, appreciated and can take pride in
Customer Service	Provide excellent/outstanding service to our residents and other stakeholders
Basic Services	Provide basic services to citizens in an effective and efficient manner
Quality Investment <ul style="list-style-type: none">• Neighborhoods• Economic Development• Livable	Make investments that improve the quality of life for people who live, work and play in Toledo
Environment	Ensure all our environmental resources, major equipment and infrastructure are efficient and sustainable for long-term viability



STRATEGIC BUDGET ALIGNMENT



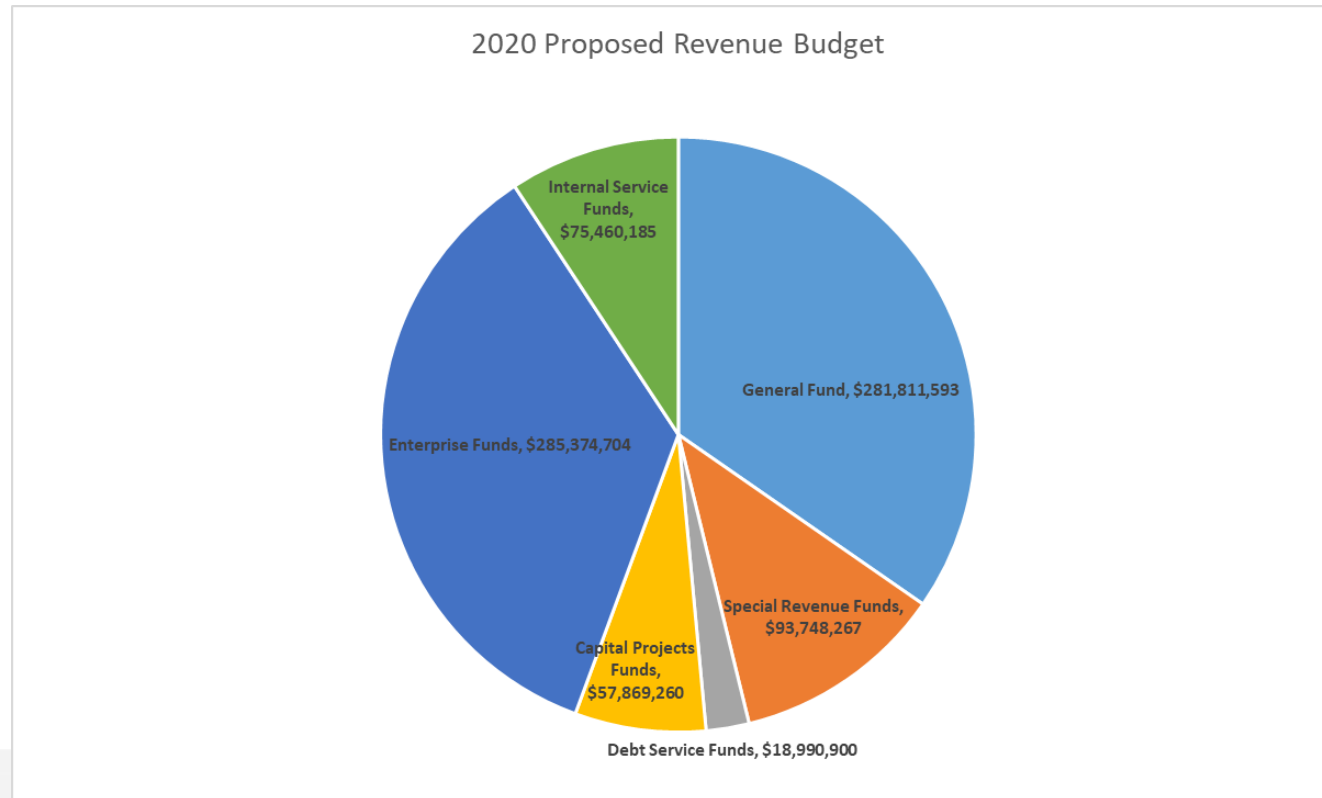
2020 PROPOSED BUDGET HIGHLIGHTS

- Data-driven decision making
- Leveraging technology
- Investing in training and development to ensure employees are prepared to provide the highest level of service
- Changes in potholes, grass mowing and leaf collection programs to increase efficiencies
- Changes in how CDBG entitlement funds are allocated
- Building internal capacity to address lead



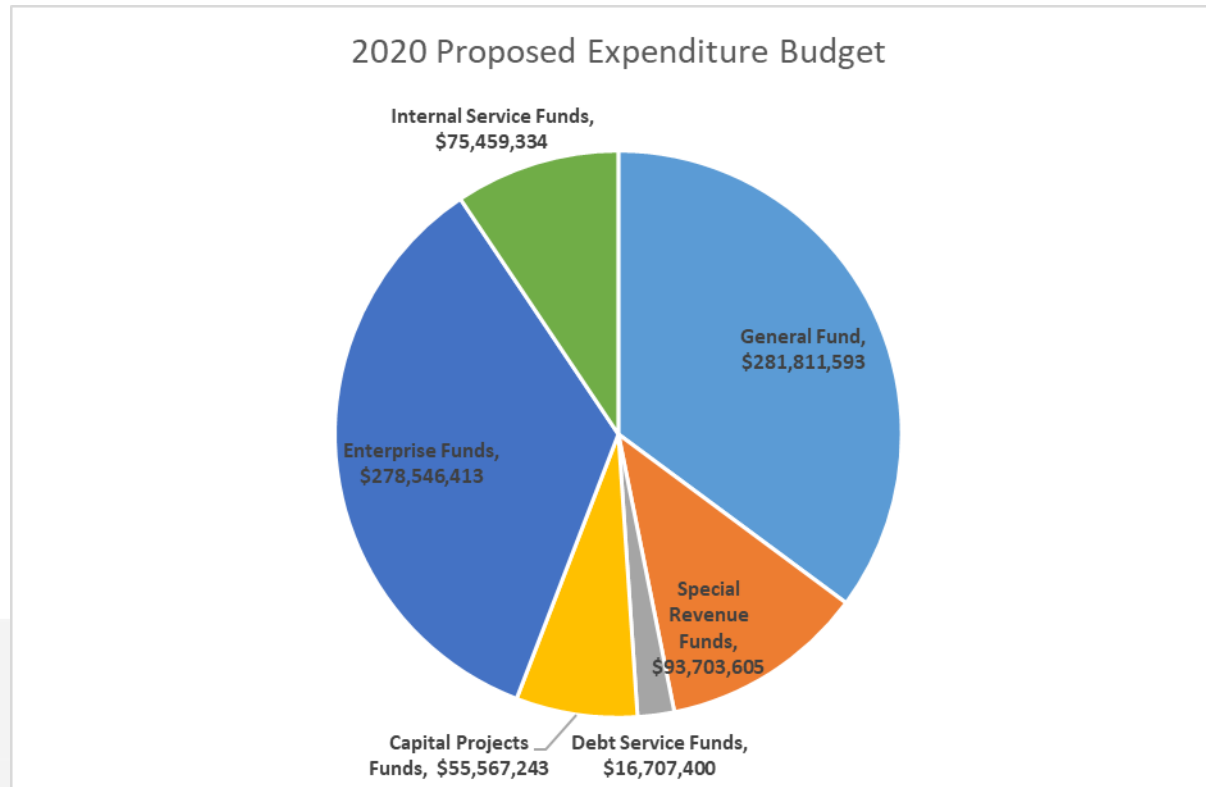
2020 PROPOSED BUDGET – ALL FUNDS REVENUE

Fund Type	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Proposed
General Fund	256,536,931	259,519,202	268,751,000	269,758,700	281,811,593
Special Revenue Funds	83,979,463	82,429,042	83,838,382	128,084,947	93,748,267
Debt Service Funds	18,845,548	18,989,473	18,779,000	18,779,000	18,990,900
Capital Projects Funds	65,517,774	61,851,766	49,273,493	120,959,100	57,869,260
Enterprise Funds	746,911,244	830,485,199	281,058,810	713,096,763	285,374,704
Internal Service Funds	30,808,281	31,359,699	29,452,955	29,362,242	75,460,185
Total All Funds	1,202,599,242	1,284,634,381	731,153,640	1,280,040,751	813,254,909



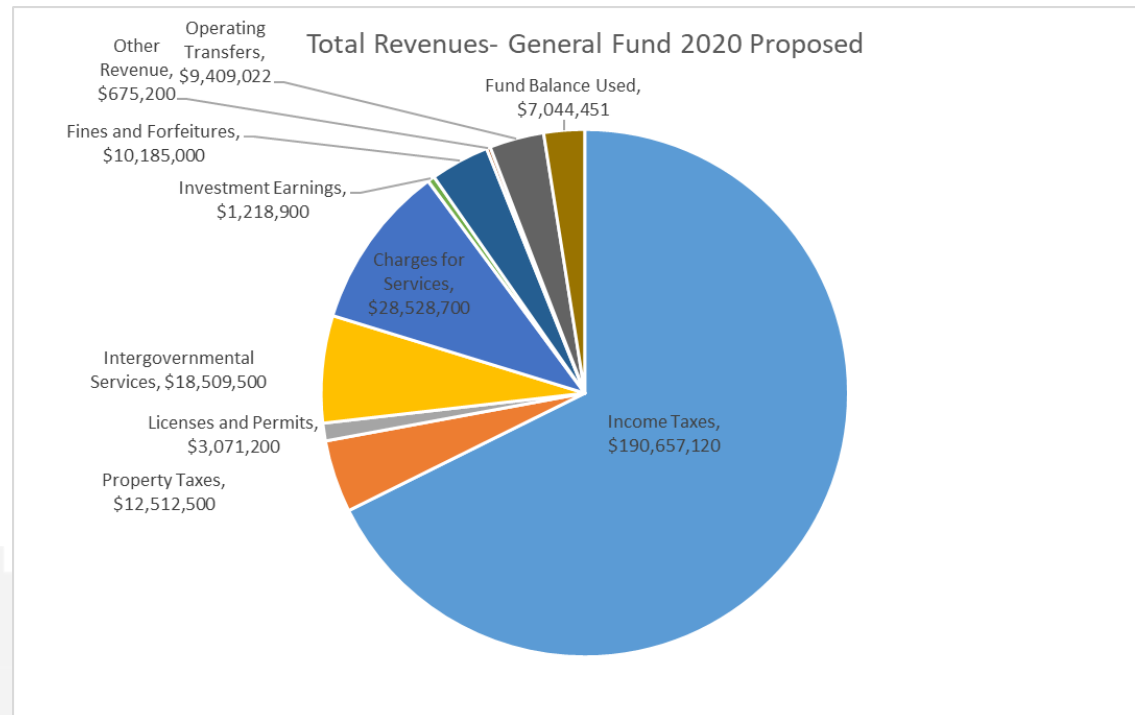
2020 PROPOSED BUDGET – ALL FUNDS EXPENDITURE

Fund Type	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Proposed
General Fund	250,141,912	241,664,161	268,751,000	269,758,700	281,811,593
Special Revenue Funds	77,997,978	79,772,661	83,798,862	128,690,974	93,703,605
Debt Service Funds	19,403,679	19,288,583	16,492,725	16,492,725	16,707,400
Capital Projects Funds	59,698,909	68,801,831	38,873,039	126,913,821	55,567,243
Enterprise Funds	765,166,313	852,011,221	257,544,626	708,611,824	278,546,413
Internal Service Funds	30,488,625	31,210,053	29,452,955	29,308,657	75,459,334
Total All Funds	1,202,897,415	1,292,748,510	694,913,208	1,279,776,701	801,795,588



2020 PROPOSED BUDGET – GENERAL FUND REVENUES

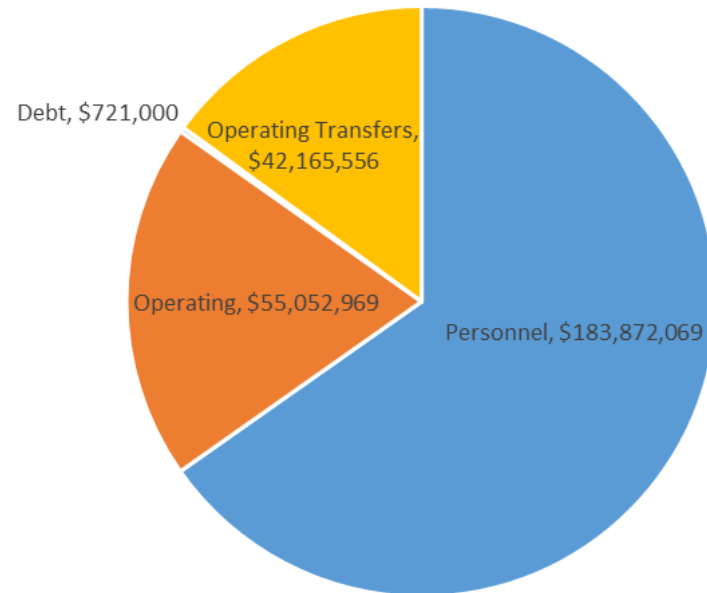
Revenue Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Proposed	\$ Change	% Change
Income Taxes	176,361,756	183,618,152	185,104,000	185,104,000	190,657,120	5,553,120	3.00%
Property Taxes	12,024,576	12,222,829	12,337,500	12,337,500	12,512,500	175,000	1.42%
Licenses and Permits	2,943,041	3,213,319	3,161,260	3,081,260	3,071,200	(10,060)	-0.33%
Intergovernmental Services	18,878,111	17,808,236	18,237,500	18,237,500	18,509,500	272,000	1.49%
Charges for Services	29,298,616	28,480,977	28,738,586	28,402,586	28,528,700	126,114	0.44%
Investment Earnings	461,726	1,469,245	742,500	742,500	1,218,900	476,400	64.16%
Fines and Forfeitures	9,844,539	10,149,833	10,121,314	8,092,314	10,185,000	2,092,686	25.86%
Other Revenue	1,305,986	1,268,477	986,580	1,177,580	675,200	(502,380)	-42.66%
Operating Transfers	5,418,580	1,288,134	9,321,760	1,384,760	9,409,022	8,024,262	579.47%
Fund Balance Used	-	-	-	11,198,700	7,044,451	(4,154,249)	-37.10%
Total	256,536,931	259,519,202	268,751,000	269,758,700	281,811,593	12,052,893	4.47%



2020 PROPOSED BUDGET – GENERAL FUND EXPENDITURES

Expenditure Category	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Proposed	\$ Change	% Change
Personnel	160,735,872	160,552,932	179,865,353	177,708,633	183,872,069	6,163,436	3.47%
Operating	43,182,391	40,178,707	47,648,181	50,112,601	55,052,969	4,940,367	9.86%
Debt	697,169	704,040	711,510	711,510	721,000	9,490	1.33%
Operating Transfers	45,526,480	40,228,482	40,525,956	41,225,956	42,165,556	939,600	2.28%
Total	250,141,912	241,664,161	268,751,000	269,758,700	281,811,593	12,052,893	4.47%

Total General Fund Expenditures - 2020 Proposed Budget



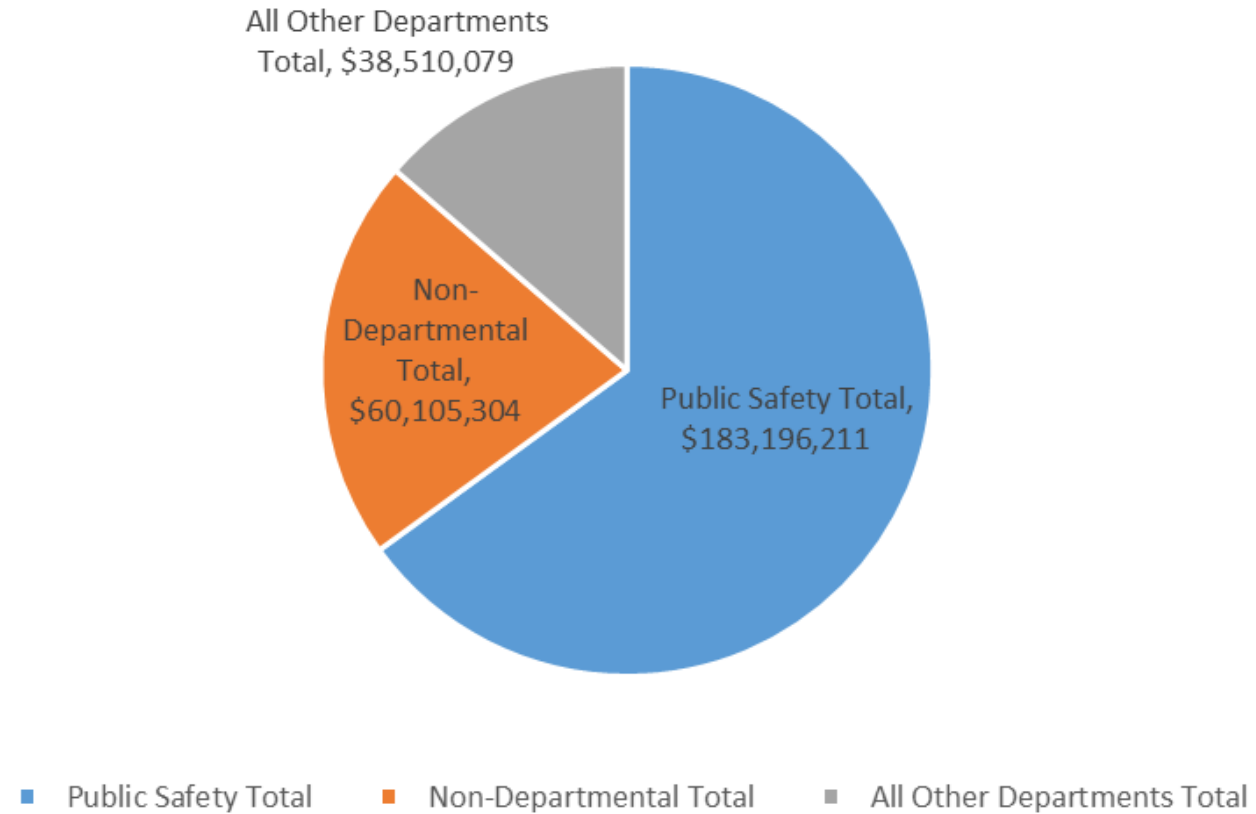
2020 PROPOSED BUDGET – GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	2017 Actual	2018 Actual	2019 Adopted	2019 Amended	2020 Proposed	\$ Change	% Change
City Council and Auditor	1,496,505	1,087,312	1,836,583	1,814,208	1,789,437	(24,771)	-1.37%
Office of the Mayor	762,425	1,101,343	1,168,849	1,219,303	1,360,404	141,101	11.57%
Toledo-Lucas County Plan Commission	428,972	474,549	636,972	678,754	893,942	215,188	31.70%
Board of Community Relations	100,550	24,978	-	-	-	-	-
Human Relations Commission	-	1,437	177,160	177,660	154,639	(23,021)	-12.96%
Youth Commission	94,695	98	-	-	-	-	-
Diversity & Inclusion	374,659	370,022	521,228	531,869	702,647	170,779	32.11%
Municipal Court	13,989,532	14,700,094	15,977,256	15,803,212	16,760,527	957,315	6.06%
Law Department	2,561,640	2,168,113	2,542,181	2,504,780	2,658,725	153,944	6.15%
Finance Department	9,253,543	5,811,281	6,754,009	6,962,983	7,429,460	466,477	6.70%
Human Resources	1,165,562	1,110,321	1,311,554	1,325,115	1,972,109	646,993	48.83%
Information & Communications Technology	-	-	-	-	596,214	596,214	-
Department of Neighborhoods	1,423,595	1,635,284	2,071,919	2,316,599	3,372,309	1,055,710	45.57%
Department of Economic Development	3,280,252	3,260,452	4,185,224	4,230,953	4,648,538	417,585	9.87%
Department of Public Service	8,616,676	9,300,961	9,368,989	11,643,864	12,252,905	609,042	5.23%
Department of Public Utilities	368,878	383,040	648,172	639,854	678,751	38,897	6.08%
Safety Administration	2,439,164	(1,849,269)	2,402,548	2,401,925	2,533,207	131,282	5.47%
Police Department	77,931,875	75,715,109	84,834,850	83,712,936	87,392,181	3,679,245	4.40%
Fire & Rescue Department	68,605,856	70,610,154	76,607,449	76,047,228	76,510,296	463,068	0.61%
Non-Departmental	57,247,534	55,758,881	57,706,058	57,747,458	60,105,304	2,357,846	4.08%
Total	250,141,912	241,664,161	268,751,000	269,758,700	281,811,593	12,052,893	4.47%



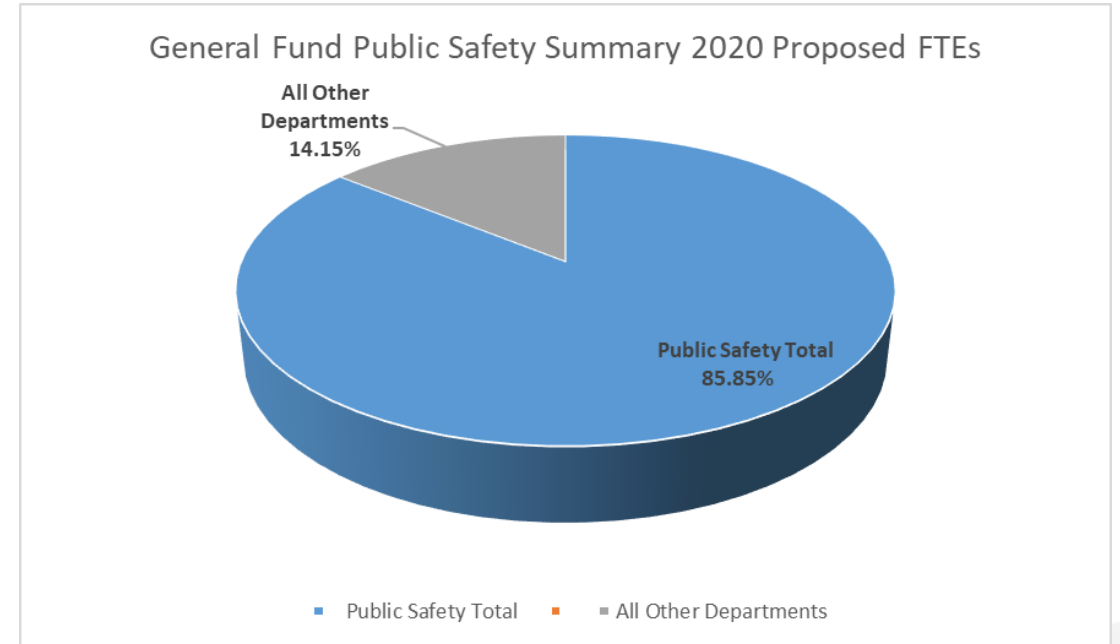
2020 PROPOSED BUDGET – GENERAL FUND EXPENDITURES

Total General Fund Expenditures - 2020 Proposed Budget



2020 PROPOSED BUDGET – GENERAL FUND BUDGETED FTE HISTORY

Department	2018 Budget	2019 Budget	2020 Proposed
City Council and Auditor	23.42	23.10	23.00
Office of the Mayor	9.28	9.95	10.95
Toledo-Lucas County Plan Commission	4.75	5.75	9.25
Board of Community Relations	0.25	-	-
Human Relations Commission	-	1.00	1.00
Youth Commission	-	-	-
Diversity & Inclusion	4.25	5.00	6.25
Municipal Court	177.02	174.18	180.40
Law Department	21.92	24.15	25.30
Finance Department	59.35	59.85	64.10
Human Resources	10.85	10.85	13.85
Information & Communications Technology	-	-	18.50
Department of Neighborhoods	11.04	11.47	15.37
Department of Economic Development	30.65	29.75	30.00
Department of Public Service	25.20	31.66	34.45
Department of Public Utilities	5.24	7.20	5.39
Safety Administration	0.25	0.25	0.25
Police Department	685.83	705.35	719.99
Fire & Rescue Department	639.00	658.94	660.38
Total	1,708.30	1,758.44	1,818.41



2020 PROPOSED BUDGET – GENERAL FUND FISCAL PLAN & PROJECTION

General Fund Revenues	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Income Taxes	185,104,000	190,657,120	196,376,834	202,268,139	208,336,183	214,586,268	221,023,856	227,654,572
Other Revenues	73,456,000	76,097,916	77,619,874	79,172,272	81,255,717	82,880,832	84,538,448	86,229,217
Transfers from CIP	-	8,012,106	19,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000
Total Revenues	258,560,000	274,767,142	293,496,708	297,940,410	306,091,900	313,967,100	322,062,305	330,383,789

General Fund Expenditures	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Labor	124,755,874	130,626,404	135,545,196	140,611,552	144,829,898	149,174,795	153,650,039	158,259,540
Fringes	52,952,759	53,245,665	54,310,578	55,396,790	56,504,726	57,634,820	58,787,517	59,963,267
Operating	51,582,511	56,237,968	59,837,728	56,534,482	57,665,172	58,818,475	59,994,845	61,194,742
Transfers to CIP	40,467,556	41,701,556	43,639,296	44,948,475	46,296,930	47,685,837	49,116,413	50,589,905
Total Expenditures	269,758,700	281,811,593	293,332,798	297,491,299	305,296,725	313,313,928	321,548,813	330,007,454

General Fund Balance	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	35,108,000	23,949,300	17,024,848	17,188,758	17,637,869	18,433,044	19,086,216	19,599,707
Change in Fund Balance	(11,198,700)	(7,044,451)	163,910	449,111	795,175	653,172	513,491	376,335
Ending Fund Balance	23,949,300	17,024,848	17,188,758	17,637,869	18,433,044	19,086,216	19,599,707	19,976,042



2020 PROPOSED BUDGET – CAPITAL IMPROVEMENT FUND FISCAL PLAN & PROJECTION

CIP Fund Revenues	<u>2019 Projected</u>	<u>2020 Projected</u>	<u>2021 Projected</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Income Taxes	40,467,556	41,701,556	43,639,296	44,948,475	46,296,930	47,685,837	49,116,413
Transfer from SCMR Fund	462,200	2,462,202	1,462,201	1,462,201	1,462,201	1,476,362	1,000,000
Other Transfers	156,225	153,710	151,282	148,852	80,800	-	-
Interest and Premiums	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Available Unappropriated Fund Balance From Jeep TIF	2,282,025	2,281,025	2,281,275	2,282,775	2,281,913	2,282,625	2,282,625
New Debt Proceeds	3,500,000	6,000,000	14,568,755	14,903,818	14,311,732	14,862,584	14,966,462
Total Revenues	46,914,006	52,644,493	62,148,809	63,792,121	64,479,576	66,353,408	67,411,499
CIP Fund Expenditures	<u>2019 Projected</u>	<u>2020 Projected</u>	<u>2021 Projected</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Debt Service (includes project alphabet)	21,351,993	18,730,155	18,336,973	17,906,887	17,548,258	17,500,000	17,200,000
New Debt Service	-	600,000	2,056,875	3,547,257	4,978,430	6,464,689	7,961,335
Project Support	3,660,704	5,127,435	5,281,258	5,439,696	5,602,887	5,770,973	5,944,103
Transfer to General Fund*	-	8,012,106	19,500,000	16,500,000	16,500,000	16,500,000	16,500,000
1% for the Arts**	237,546	339,143	438,118	458,852	469,313	488,534	502,115
New Road & Bridge Matches & Planning Projects	8,115,000	6,400,000	8,000,000	8,400,000	7,250,000	8,000,000	8,000,000
New Buildings, Machinery and Equipment Projects	36,101,430	10,063,320	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
New Residential Road Projects	1,700,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Total Expenditures	71,166,673	53,272,160	64,613,225	63,252,693	63,348,888	65,724,196	67,107,553
Beginning Fund Balance	30,035,867	5,783,200	5,155,533	2,691,118	3,230,546	4,361,233	4,990,445
Change in Fund Balance	(24,252,667)	(627,667)	(2,464,416)	539,428	1,130,687	629,212	303,946
Ending Fund Balance	5,783,200	5,155,533	2,691,118	3,230,546	4,361,233	4,990,445	5,294,392



2020 PROPOSED BUDGET – SCMR FISCAL PLAN & PROJECTION

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

SCMR Expenditures	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Labor	6,494,561	6,092,321	6,275,091	6,463,344	6,657,244	6,856,961	7,062,670
Fringes	2,731,111	3,096,096	3,158,018	3,221,179	3,285,602	3,351,314	3,418,340
Operating	7,207,322	7,616,718	7,769,052	7,924,434	8,082,922	8,244,581	8,409,472
Transfer to CIP for Road Projects	-	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Existing Debt Service	462,200	462,202	462,201	462,201	462,201	476,362	476,362
Total	16,895,194	19,267,338	18,664,363	19,071,157	19,487,969	19,929,218	20,366,845

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



2020 Proposed Budget

Workplace Culture





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

Objectives:

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

Values:

- Customer Service
- People Centered Relationships
- Diversity & Inclusion
- Mutual Accountability
- Mutual Respect and Trust

Priority Areas:

- Improve communication between employees and management
- Recognize employees for doing good work
- Greater accountability for management and employees
- Increased training and development opportunities
- Review, update and implement/application of policies and procedures consistently

WORKPLACE CULTURE – ORGANIZATIONAL ALIGNMENT

Diversity &
Inclusion

Human Resources

DPS – Fleet
Operations

DPS – Facility
Operations

Non-Departmental



2020 PROPOSED BUDGET – WORKPLACE CULTURE

Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	702,647	-	-	20,643	41,285	-	764,575
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	1,972,109	29,487	-	-	58,936	49,850,029	51,910,560
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	699,475	-	-	527,582	-	14,078,522	15,305,579
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	210,495	-	-	-	-	-	210,495
Total	3,584,726	29,487	-	548,225	100,221	63,928,551	68,191,209



2020 PROPOSED BUDGET – WORKPLACE CULTURE – GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance	
City Council and Auditor	-	-	-	-	
Office of the Mayor	-	-	-	-	
Toledo-Lucas County Plan Commission	-	-	-	-	
Board of Community Relations	-	-	-	-	
Human Relations Commission	-	-	-	-	
Youth Commission	-	-	-	-	
Diversity & Inclusion	531,869	702,647	170,779	32.1%	1
Municipal Court	-	-	-	-	
Law Department	-	-	-	-	
Finance Department	-	-	-	-	
Human Resources	1,325,115	1,972,109	646,993	48.8%	2
Information & Communications Technology	-	-	-	-	
Department of Neighborhoods	-	-	-	-	
Department of Economic Development	-	-	-	-	
Department of Public Service	373,230	699,475	326,245	87.4%	3
Department of Public Utilities	-	-	-	-	
Safety Administration	-	-	-	-	
Police Department	-	-	-	-	
Fire & Rescue Department	-	-	-	-	
Non-Departmental	210,495	210,495	-	0.0%	
Total	2,440,709	3,584,726	1,144,017	46.9%	

1-Increase due to additional FTEs

2-Increase due to additional FTEs and centralized training and development funds

3-Increase due to contractual service fund for energy efficiency projects



2020 PROPOSED BUDGET – WORKPLACE CULTURE – NON-GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance
City Council and Auditor	-	-	-	-
Office of the Mayor	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-
Board of Community Relations	-	-	-	-
Human Relations Commission	-	-	-	-
Youth Commission	-	-	-	-
Diversity & Inclusion	61,109	61,928	819	1.3%
Municipal Court	-	-	-	-
Law Department	-	-	-	-
Finance Department	-	-	-	-
Human Resources	6,849,498	49,938,451	43,088,953	629.1%
Information & Communications Technology	-	-	-	-
Department of Neighborhoods	-	-	-	-
Department of Economic Development	-	-	-	-
Department of Public Service	14,831,754	14,606,104	(225,650)	-1.5%
Department of Public Utilities	-	-	-	-
Safety Administration	-	-	-	-
Police Department	-	-	-	-
Fire & Rescue Department	-	-	-	-
Non-Departmental	-	-	-	-
Total	21,742,361	64,606,483	42,864,122	197.1%

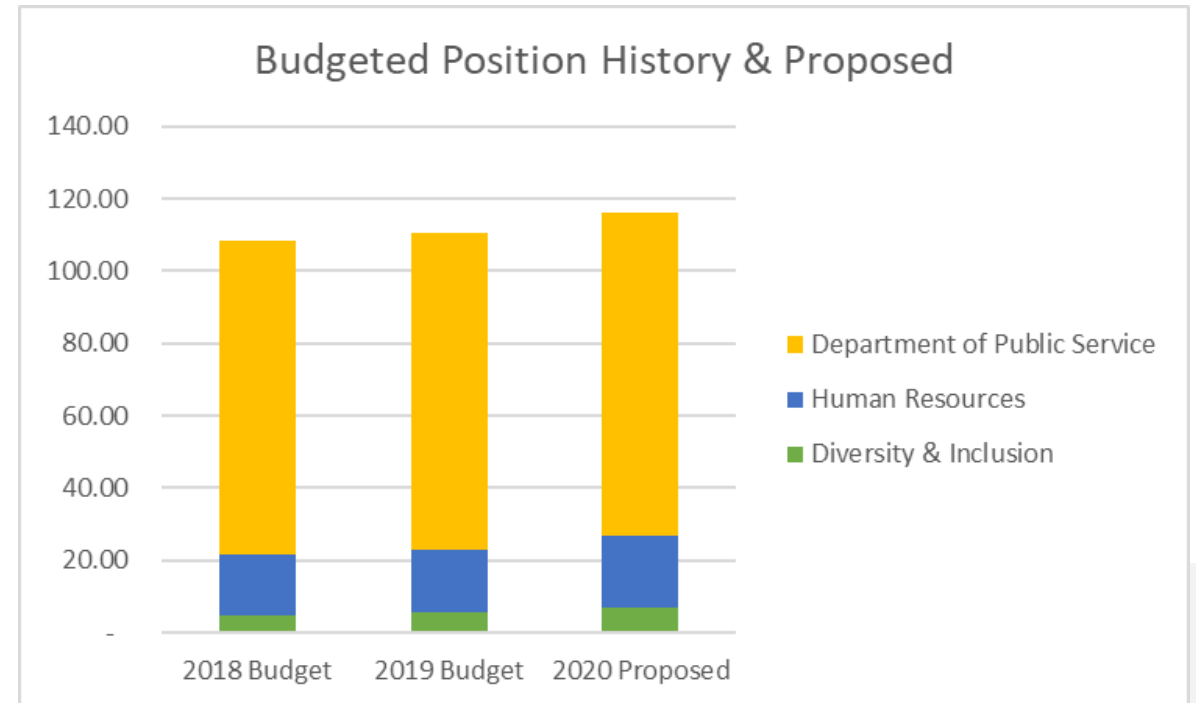
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1-Increase due to creation of Healthcare Internal Service Fund



2020 PROPOSED BUDGET – WORKPLACE CULTURE – FUNDED POSITIONS

Department	2018 Budget	2019 Budget	2020 Proposed
Diversity & Inclusion	5.00	5.75	7.00
Human Resources	16.50	17.00	20.00
Department of Public Service	87.00	88.00	89.00
Total	108.50	110.75	115.99



Strategic Priority Basic Services

- Increase of 5.25 budgeted positions over 2019, including
 - Additional staff in the Departments of Diversity & Inclusion and Human Resources

2020 PROPOSED BUDGET – WORKPLACE CULTURE – PROPOSED CAPITAL PROJECTS

Department	2020 Proposed CIP Project	Amount	Project Description
Department of Public Service	Enterprise Lease Management	150,000	Annual amount dedicated to the City's capital lease program administered through the Divisions of Fleet operations.
Department of Public Service	Major Mechanical	250,000	Repair and/or replacement of HVAC and mechanical systems throughout city buildings.
Total		400,000	



2020 PROPOSED BUDGET – DIVERSITY & INCLUSION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	593,242	-	-	20,643	41,285	-	655,170
Operating	109,405	-	-	-	-	-	109,405
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	702,647	-	-	20,643	41,285	-	764,575

Strategic Budget Alignment

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

Additional Staff

- Fund an additional FTE in order to enhance contract compliance program in order increase opportunities for disadvantages businesses to do business with the City

ADA Accommodations

- Centralize funding for accommodations made under the Americans with Disability Act (ADA) to invest in employees and support their ability to provide services to the community

Education & Training

- Increase funding for education and training for all D&I staff

Key Performance Indicators

- Number of D&I cases files
- Number of OCRC cases filed
- Number of employee accommodation requests
- Percentage of contract dollars awarded to minority business enterprises



2020 PROPOSED BUDGET – HUMAN RESOURCES

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,054,482	29,487	-	-	58,936	467,915	1,610,819
Operating	917,626	-	-	-	-	49,382,114	50,299,740
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	1,972,109	29,487	-	-	58,936	49,850,029	51,910,560

Strategic Budget Alignment

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

City-wide Training

- HR will be hiring a Training and Development Manager that will coordinate enterprise-wide training as well as assist employees with succession planning and career pathing
- A training plan will be developed and implemented for appropriate use of the training funds

Selection & Evaluation Analyst

- Fund another administrative analyst in the Selection & Evaluation unit in order to assist with updating job descriptions and identifying/implementing succession planning
- Additionally, position will assist with recruitment efforts for hard-to-fill positions and for positions with the City's internship program

Employee Engagement

- Funding to support the Employee Engagement Committee in creating and implementing initiatives and projects to improve workplace culture

Key Performance Indicators

- Percentage of employees that feel management is dedicated to a diverse workplace
- Cost of healthcare programs
- Percentage of positions vacant for less than 30 days
- Number of job offers declines
- Percentage of employees that would recommend CoT to others



2020 PROPOSED BUDGET – DPS – FLEET OPERATIONS

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	-	4,612,594	4,612,594
Operating	-	-	-	-	-	6,237,343	6,237,343
Capital	-	-	-	150,000	-	-	150,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	-	-	-	150,000	-	10,849,937	10,999,937

Strategic Budget Alignment

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

Vehicle Replacement

- Work with Enterprise Fleet Management to replace older, high-mileage, high cost vehicles through an “equity lease” program to ensure City have safe and reliable vehicles

Key Performance Indicators

- Hours a vehicle is out of service



2020 PROPOSED BUDGET – DPS – FACILITY OPERATIONS

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	-	1,753,917	1,753,917
Operating	699,475	-	-	127,582	-	1,474,667	2,301,724
Capital	-	-	-	250,000	-	-	250,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	699,475	-	-	377,582	-	3,228,585	4,305,642

Strategic Budget Alignment

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

Increase Energy Efficiencies City-wide

- Contract with a vendor to evaluate and provide modernization and upgrade to existing City facilities in order to achieve cost savings

Major Mechanical Repairs

- Provide capital funds for the replacement and repair of HVAC and other mechanical systems at City facilities, including community centers



2020 PROPOSED BUDGET – WORKPLACE CULTURE – KEY PERFORMANCE INDICATORS

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Workplace Culture	↑	% of contracts \$ awarded to MBE (construction)	7.6%	17.0%	20.0%	D&I
Workplace Culture	↑	% of contracts \$ awarded to MBE (goods and services)	3.1%	5.0%	5.0%	D&I
Workplace Culture	↑	# of D&I cases filed	NA	17	NA	D&I
Workplace Culture	↓	# of OCRC cases	NA	16	NA	D&I
Workplace Culture	↑	# of accomodation requests	NA	34	NA	D&I
Workplace Culture	↓	Hours a vehicle is out for service	30	26	26	DPS
Workplace Culture	↑	% of employees that feel management is dedicated to a diverse workplace	53%	NA	80%	HR
Workplace Culture	↑	% of employees that would recommend COT to others	60%	NA	80%	HR
Workplace Culture	↑	% of positions that are vacant for less than 30 days	NA	NA	80%	HR
Workplace Culture	↓	Cost of health care programs	\$32,620,367	\$35,857,559	\$38,188,300	HR
Workplace Culture	↓	# of job offers declined	24	25	24	HR



2020 Proposed Budget

Customer Service





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

Objectives:

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

CUSTOMER SERVICE – ORGANIZATIONAL ALIGNMENT

Finance – Administration	Finance – Financial Analysis	Finance - Treasury	Finance - Taxation
Finance - Accounts	Finance – ERP Team	Finance – Purchasing	Finance – Debt Management
Information & Communications Technology (ICT)	ICT – Engage Toledo	DPU – Utility Administration	Non-Departmental



2020 PROPOSED BUDGET – CUSTOMER SERVICE

Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	7,429,460	28,955,410	16,707,400	29,085,725	67,424,340	831,027	150,433,362
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	596,214	-	-	1,900,000	-	7,474,375	9,970,589
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	-	-	-	-	-	-	-
Department of Public Utilities	-	-	-	-	26,091,638	-	26,091,638
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	270,505	-	-	-	-	-	270,505
Total	8,296,179	28,955,410	16,707,400	30,985,725	93,515,978	8,305,402	186,766,093



2020 PROPOSED BUDGET – CUSTOMER SERVICE – GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance
City Council and Auditor	-	-	-	-
Office of the Mayor	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-
Board of Community Relations	-	-	-	-
Human Relations Commission	-	-	-	-
Youth Commission	-	-	-	-
Diversity & Inclusion	-	-	-	-
Municipal Court	-	-	-	-
Law Department	-	-	-	-
Finance Department	6,962,983	7,429,460	466,477	6.7%
Human Resources	-	-	-	-
Information & Communications Technology	-	596,214	596,214	-
Department of Neighborhoods	-	-	-	-
Department of Economic Development	-	-	-	-
Department of Public Service	-	-	-	-
Department of Public Utilities	114,938	-	(114,938)	-100.0%
Safety Administration	-	-	-	-
Police Department	-	-	-	-
Fire & Rescue Department	-	-	-	-
Non-Departmental	270,505	270,505	-	0.0%
Total	7,348,426	8,296,179	947,753	12.9%

1

2

1-Reflects Engage Toledo staff, materials and supply costs as part of the Department of ICT

2-Reduction due to change in budgeting for Engage Toledo



2020 PROPOSED BUDGET – CUSTOMER SERVICE – NON-GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance
City Council and Auditor	-	-	-	-
Office of the Mayor	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-
Board of Community Relations	-	-	-	-
Human Relations Commission	-	-	-	-
Youth Commission	-	-	-	-
Diversity & Inclusion	-	-	-	-
Municipal Court	-	-	-	-
Law Department	-	-	-	-
Finance Department	132,455,310	143,003,902	10,548,592	8.0%
Human Resources	-	-	-	-
Information & Communications Technology	6,744,094	9,374,375	2,630,282	39.0%
Department of Neighborhoods	-	-	-	-
Department of Economic Development	-	-	-	-
Department of Public Service	-	-	-	-
Department of Public Utilities	29,938,116	26,091,638	(3,846,478)	-12.8%
Safety Administration	-	-	-	-
Police Department	-	-	-	-
Fire & Rescue Department	-	-	-	-
Non-Departmental	-	-	-	-
Total	169,137,519	178,469,915	9,332,396	5.5%

1

2

1-Increase due to Engage Toledo funding, new capital project costs and additional ICT FTEs and contract service expenditures

2-Amended 2019 reflects all existing project funding, 2020 reflects funding for fiscal year 2020 expenditures and change in budgeting for Engage Toledo

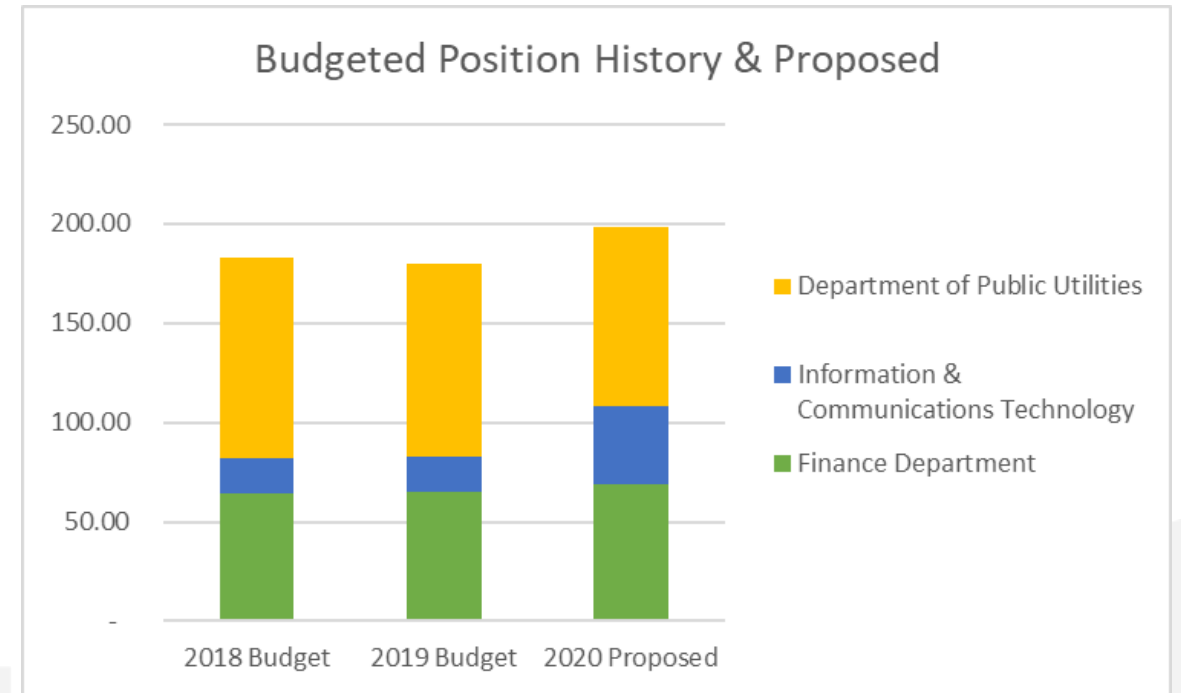


2020 PROPOSED BUDGET – CUSTOMER SERVICE – FUNDED POSITIONS

Department	2018 Budget	2019 Budget	2020 Proposed
Finance Department	64.35	64.84	68.60
Information & Communications Technology	17.42	17.75	39.50
Department of Public Utilities	101.25	97.65	90.50
Total	183.02	180.25	198.60

Strategic Priority Basic Services

- Increase of 18.35 budgeted positions over 2019, including
 - Increasing Engage Toledo (ET) staff and organizing ET under the Department of ICT



2020 PROPOSED BUDGET – CUSTOMER SERVICE – 2020 PROPOSED CAPITAL PROJECTS

Department	2020 Proposed CIP Project	Amount	Project Description
Finance	Floor Reconfiguration	60,000	Reconfigure and improve Finance Department office spaces.
Information & Communications Technology	City Works PLL	400,000	Purchase and installation of Cityworks PLL - Permit, Licensing and Land case management software which will improve workflow in several divisions.
Information & Communications Technology	Windows 7 & office migration plan and implementation	1,500,000	City-wide replacement of computers.
Total		1,960,000	



2020 PROPOSED BUDGET – DEPARTMENT OF FINANCE

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	5,354,838	266,090	-	120,196	-	37,437	5,778,561
Operating	1,353,622	4,069,718	-	46,267	255,340	503,590	6,228,537
Capital	-	2,400	-	60,000	-	-	62,400
Debt	721,000	21,930,000	16,707,400	3,525,756	67,169,000	290,000	110,343,156
Operating Transfers	-	2,687,202	-	25,333,506	-	-	28,020,708
Total	7,429,460	28,955,410	16,707,400	29,085,725	67,424,340	831,027	150,433,362

Strategic Budget Alignment

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

Processing Efficiencies & Internal Controls

- Complete and implement a Lean 6 project to improve the procure-to-pay process across the organization
- Complete a internal control review of all financial procedures and process and implement recommendations

Additional Staffing

- Optimize current staffing resources in order to increase income tax collections
- Fund three additional positions in Purchasing to decrease contract processing time and provide support to departments and vendors navigating the City's contract process

Data-Driven Analysis & Reporting

- Expand use of key performance indicators to improve and enhance strategic budgeting

Key Performance Indicators

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

2020 PROPOSED BUDGET – FINANCE ADMINISTRATION & FINANCIAL ANALYSIS

Finance Administration

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	242,518	-	-	-	-	-	242,518
Operating	62,797	-	-	-	-	-	62,797
Capital	-	-	-	60,000	-	-	60,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	305,315	-	-	60,000	-	-	365,315

Financial Analysis

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	416,556	-	-	-	-	-	416,556
Operating	17,244	-	-	-	-	-	17,244
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	433,800	-	-	-	-	-	433,800



2020 PROPOSED BUDGET – TREASURY & TAXATION

Treasury

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	254,872	186,023	-	-	-	-	440,894
Operating	98,944	3,972,487	-	-	-	-	4,071,431
Capital	-	2,400	-	-	-	-	2,400
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	8,012,106	-	-	8,012,106
Total	353,815	4,160,910	-	8,012,106	-	-	12,526,831

Taxation

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	2,684,201	-	-	-	-	-	2,684,201
Operating	441,194	-	-	-	-	-	441,194
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	3,125,394	-	-	-	-	-	3,125,394



2020 PROPOSED BUDGET – ACCOUNTS & ERP TEAM

Accounts

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,029,312	-	-	-	-	-	1,029,312
Operating	402,107	-	-	-	-	-	402,107
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	1,431,419	-	-	-	-	-	1,431,419

ERP Team

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	184,968	-	-	-	-	-	184,968
Operating	201,539	97,231	-	39,267	255,340	37,497	630,874
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	386,507	97,231	-	39,267	255,340	37,497	815,842



2020 PROPOSED BUDGET – PURCHASING & DEBT MANAGEMENT

Purchasing

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	542,412	-	-	-	-	37,437	579,849
Operating	129,797	-	-	-	-	466,093	595,890
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	672,209	-	-	-	-	503,530	1,175,739

Debt Management

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	80,067	-	120,196	-	-	200,263
Operating	-	-	-	7,000	-	-	7,000
Capital	-	-	-	-	-	-	-
Debt	721,000	21,930,000	16,707,400	3,525,756	67,169,000	290,000	110,343,156
Operating Transfers	-	2,687,202	-	17,321,400	-	-	20,008,602
Total	721,000	24,697,269	16,707,400	20,974,352	67,169,000	290,000	130,559,021



2020 PROPOSED BUDGET – ICT

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	-	1,998,882	1,998,882
Operating	-	-	-	-	-	5,475,493	5,475,493
Capital	-	-	-	1,900,000	-	-	1,900,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	-	-	-	1,900,000	-	7,474,375	9,374,375

Strategic Budget Alignment

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

Customer Service for Internal Customers

- Improve service to internal customers by providing end-user support that includes helpdesk assistance and training opportunities

Reporting & Analytics

- Invest in reporting and analytics tools that improve decision making and transparency

Manage Risk

- Increase security and reliability of the City's network infrastructure
- Complete Office migration plan to replace unsupported desktop computers

Enterprise Applications

- Implementation of the Cityworks Permits, Land & Licensing (PLL) module to support Building Inspection and Code Enforcement activities
- Invest in applications that improve and enhance citizen engagement



2020 PROPOSED BUDGET – ICT – ENGAGE TOLEDO

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	542,093	-	-	-	-	-	542,093
Operating	54,121	-	-	-	-	-	54,121
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	596,214	-	-	-	-	-	596,214

Strategic Budget Alignment

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

Customer Service Standardization

- Improve and enhance customer service with additional FTEs in order to provide efficient follow-up to customer concerns

Technology & Data Strategy

- Work with departments to improve data consistency in Cityworks
- Increase frequency of updates to data in Cityworks

2020 PROPOSED BUDGET – DPU – UTILITY ADMINISTRATION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	7,306,704	-	7,306,704
Operating	-	-	-	-	18,739,593	-	18,739,593
Capital	-	-	-	-	34,000	-	34,000
Debt	-	-	-	-	11,340	-	11,340
Operating Transfers	-	-	-	-	-	-	-
Total	-	-	-	-	26,091,638	-	26,091,638

Strategic Budget Alignment

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

Monthly Billing to Customers

- Implement monthly billing for utility customers

Key Performance Indicators

- Water billing delinquency rate



2020 PROPOSED BUDGET – NON-DEPARTMENTAL

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	-	-	-
Operating	270,505	-	-	-	-	-	270,505
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	270,505	-	-	-	-	-	270,505



2020 PROPOSED BUDGET – CUSTOMER SERVICE – KEY PERFORMANCE INDICATORS

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Customer Service	↑	Increase general fund balance	\$35,108,000	\$23,949,300	\$17,024,848	Finance
Customer Service	↓	# of days for a contract to be approved	18	14	14	Finance
Customer Service	↑	Income tax revenue	\$128,131,572	\$185,100,000	\$190,657,120	Finance
Customer Service	↓	# of days it takes to pay vendors	25	24	21	Finance
Customer Service	↓	Water bill delinquency rate	0.81%	3.00%	3.00%	DPU



2020 Proposed Budget

Basic Services





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

Objectives:

- Ensure prompt response to calls for service across the city.
- Ensure public safety employees are well-trained, equipped, accountable, transparent, and respectable.
- 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.
- Respond to growing service demands through partnerships, innovation, and prioritizing service levels that can be sustained by revenue.
- Ensure the efficient and effective use of tax-payer dollars in providing City services.

BASIC SERVICES – ORGANIZATIONAL ALIGNMENT

City Council & City Auditor

Office of the Mayor

Municipal Court

TMC Judges

TMC Clerk

Law

Public Service

Streets, Bridges & Harbor

Transportation

Safety Administration

Police

Fire & Rescue

Non-Departmental



2020 PROPOSED BUDGET – BASIC SERVICES

Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	1,789,437	-	-	-	-	-	1,789,437
Office of the Mayor	1,360,404	29,680	-	14,840	131,675	-	1,536,600
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	16,760,527	251,397	-	150,000	-	-	17,161,924
Law Department	2,658,725	52,345	-	100,000	236,949	2,175,381	5,223,399
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	334,903	35,395,269	-	2,859,339	411,113	772,000	39,772,624
Department of Public Utilities	-	-	-	-	-	-	-
Safety Administration	2,533,207	-	-	-	-	-	2,533,207
Police Department	87,392,181	172,629	-	1,796,320	2,498,408	-	91,859,538
Fire & Rescue Department	76,510,296	-	-	503,000	-	-	77,013,296
Non-Departmental	14,337,743	-	-	-	-	-	14,337,743
Total	203,677,422	35,901,320	-	5,423,499	3,278,146	2,947,381	251,227,767



2020 PROPOSED BUDGET – BASIC SERVICES - GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance	
City Council and Auditor	1,814,208	1,789,437	(24,771)	-1.4%	
Office of the Mayor	1,219,303	1,360,404	141,101	11.6%	1
Toledo-Lucas County Plan Commission	-	-	-	-	
Board of Community Relations	-	-	-	-	
Human Relations Commission	-	-	-	-	
Youth Commission	-	-	-	-	
Diversity & Inclusion	-	-	-	-	
Municipal Court	15,803,212	16,760,527	957,315	6.1%	2
Law Department	2,504,780	2,658,725	153,944	6.1%	3
Finance Department	-	-	-	-	
Human Resources	-	-	-	-	
Information & Communications Technology	-	-	-	-	
Department of Neighborhoods	-	-	-	-	
Department of Economic Development	-	-	-	-	
Department of Public Service	333,830	334,903	1,073	0.3%	
Department of Public Utilities	-	-	-	-	
Safety Administration	2,401,925	2,533,207	131,282	5.5%	
Police Department	83,712,936	87,392,181	3,679,245	4.4%	4
Fire & Rescue Department	76,047,228	76,510,296	463,068	0.6%	
Non-Departmental	14,682,418	14,337,743	(344,676)	-2.3%	
Total	198,519,840	203,677,422	5,157,582	2.6%	

1-Increase due to new FTE, funding for training and development

2-Increase due to increased FTEs and contractual wage rate increases

3-Increase due to additional FTE and wage rate increases

4-Increase due to additional FTEs (police class) and contractual wage rate increases



2020 PROPOSED BUDGET – BASIC SERVICES - NON-GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance	
City Council and Auditor	199,231	-	(199,231)	-100.0%	1
Office of the Mayor	237,193	176,196	(60,997)	-25.7%	2
Toledo-Lucas County Plan Commission	-	-	-	-	
Board of Community Relations	-	-	-	-	
Human Relations Commission	-	-	-	-	
Youth Commission	-	-	-	-	
Diversity & Inclusion	-	-	-	-	
Municipal Court	14,022,721	401,397	(13,621,324)	-97.1%	3
Law Department	2,581,416	2,564,674	(16,742)	-0.6%	
Finance Department	-	-	-	-	
Human Resources	-	-	-	-	
Information & Communications Technology	-	-	-	-	
Department of Neighborhoods	-	-	-	-	
Department of Economic Development	-	-	-	-	
Department of Public Service	48,061,438	39,437,721	(8,623,717)	-17.9%	4
Department of Public Utilities	-	-	-	-	
Safety Administration	-	-	-	-	
Police Department	10,395,986	4,467,357	(5,928,629)	-57.0%	5
Fire & Rescue Department	9,392,507	503,000	(8,889,507)	-94.6%	6
Non-Departmental	-	-	-	-	
Total	84,890,492	47,550,346	(37,340,146)	-44.0%	

1-Amended 2019 reflects all existing project/trust funding, 2020 reflected funding for fiscal year 2020 expenditures

2-Amended 2019 reflects all appropriated grant funding, 2020 reflects funding for fiscal year 2020 expenditures

3-Amended 2019 reflects all existing project/trust funding, 2020 reflects funding for fiscal year 2020 expenditures

4-Amended 2019 reflects all existing project/trust funding, 2020 reflected funding for fiscal year 2020 expenditures

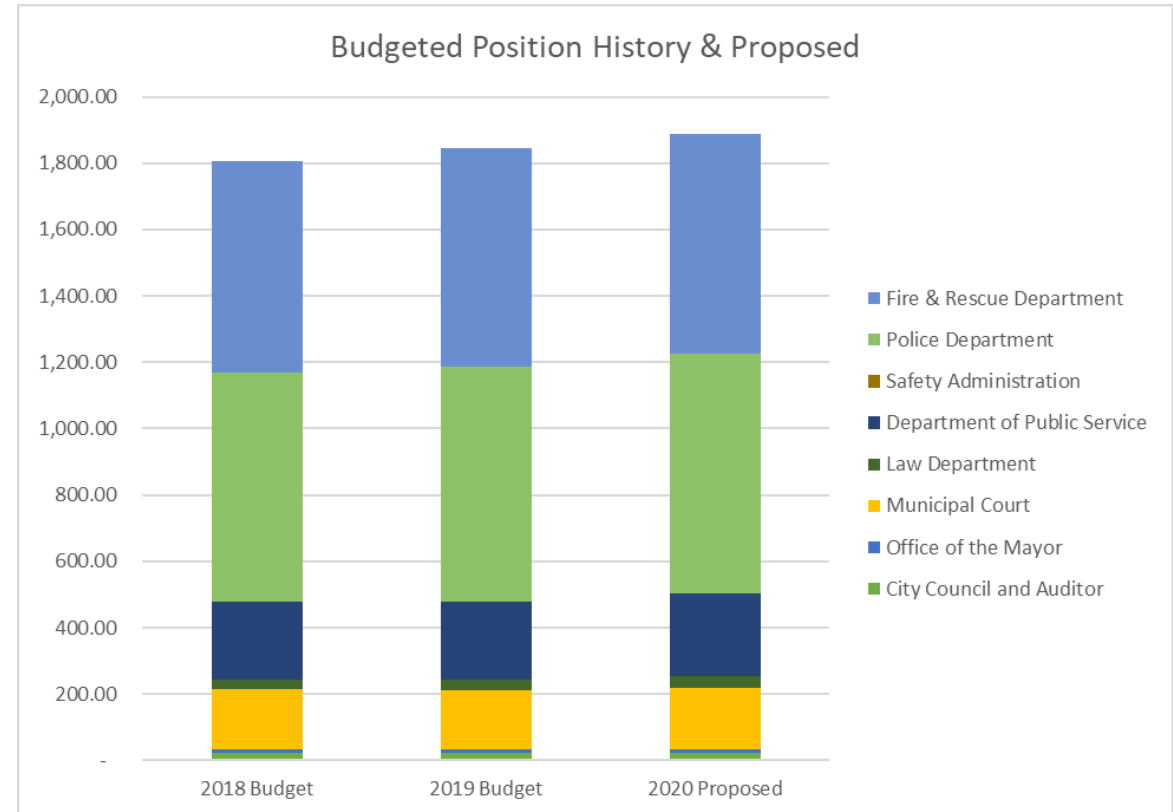
5-Amended 2019 reflects all existing project/trust funding, 2020 reflects funding for fiscal year 2020 expenditures

6-Amended 2019 reflects all existing project funding, 2020 reflects funding for fiscal year 2020 expenditures



2020 PROPOSED BUDGET – BASIC SERVICES – FUNDED POSITIONS

Department	2018 Budget	2019 Budget	2020 Proposed
City Council and Auditor	23.42	23.10	23.00
Office of the Mayor	10.59	11.25	12.25
Municipal Court	180.53	177.78	183.70
Law Department	30.75	33.00	34.00
Department of Public Service	234.00	233.63	251.00
Safety Administration	0.25	0.25	0.25
Police Department	688.83	708.35	722.99
Fire & Rescue Department	639.00	658.94	660.38
Total	1,807.37	1,846.31	1,887.56



Strategic Priority Basic Services

- Increase of 41.26 budgeted positions over 2019, including
 - New police class (40 officers)
 - New fire class (50 firefighters)
 - DPS positions for street maintenance and repair (26.54 additional FTEs)



2020 PROPOSED BUDGET – BASIC SERVICES – 2020 PROPOSED CAPITAL PROJECTS

Department	2020 Proposed CIP Project	Amount	Project Description
Department of Public Service	High intensity sign program	75,000	Material costs associated with federally mandated high intensity sign program.
Department of Public Service	Pedestrian Signal Upgrades	175,000	Material costs associated with signal upgrades and pedestrian signal timing to meet new federally mandated standards.
Department of Public Service	Seawall	1,000,000	Replacement of Seawall along Maumee River in Promenade Park.
Department of Public Service	Sign Platform Truck	150,000	Transportation truck used for installing new traffic signals with back plates and overhead traffic signs.
Fire & Rescue	Boat Match	250,000	Grant match for Fire & Rescue and Police for vessel to be used in the port of Toledo and as a regional asset.
Fire & Rescue	Building Capital Maintenance Program	100,000	Various capital projects on fire stations throughout the City.
Law	Renovate Prosecutor's Office	100,000	Renovations and facility improvements at the Prosecutors' office in the Municipal Court Building.
Municipal Court	Court Security	150,000	Upgrade and replacement of security equipment.
Police	Fleet Vehicles	900,000	Replace aging police vehicles which reduces maintenance and fuel costs. Improves response time and increases the number of cars that can be on patrol at the same time.
Police	NC4 Crime Analysis software	90,900	Second of a three-year agreement for a subscription for the NC4 Street Smart software application. This software enables law enforcement agencies to exchange information necessary for daily law enforcement activities by providing real-time data.
Police	Radios for Class	168,000	Purchase radios for the new 2020 police class.
Police	Shotspotter	260,000	Real time software subscription service providing live gunshot monitoring and locating.
Police	SWAT Vests	27,500	Level 4 body armor vests for SWAT officers.
Police	Tasers	349,920	This is the second year of a 5 year Taser contract. Fully functional and up to date Tasers enable professional delivery of services and a less-lethal option for officers.
Total		3,796,320	



2020 PROPOSED BUDGET – CITY COUNCIL & CITY AUDITOR

City Council

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,456,434	-	-	-	-	-	1,456,434
Operating	218,945	-	-	-	-	-	218,945
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	1,675,379	-	-	-	-	-	1,675,379

City Auditor

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	111,798	-	-	-	-	-	111,798
Operating	2,260	-	-	-	-	-	2,260
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	114,058	-	-	-	-	-	114,058



2020 PROPOSED BUDGET – OFFICE OF THE MAYOR

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,157,812	29,680	-	14,840	131,675	-	1,334,008
Operating	202,592	-	-	-	-	-	202,592
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	1,360,404	29,680	-	14,840	131,675	-	1,536,600



2020 PROPOSED BUDGET – MUNICIPAL COURT

Municipal Court Judges

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	7,606,188	251,397	-	-	-	-	7,857,585
Operating	3,108,077	-	-	-	-	-	3,108,077
Capital	-	-	-	150,000	-	-	150,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	10,714,265	251,397	-	150,000	-	-	11,115,662

Municipal Court Clerk

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	5,068,032	-	-	-	-	-	5,068,032
Operating	978,230	-	-	-	-	-	978,230
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	6,046,262	-	-	-	-	-	6,046,262



2020 PROPOSED BUDGET – LAW

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	2,464,638	52,345	-	-	236,949	548,171	3,302,102
Operating	194,087	-	-	-	-	1,627,210	1,821,297
Capital	-	-	-	100,000	-	-	100,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	2,658,725	52,345	-	100,000	236,949	2,175,381	5,223,399

Strategic Budget Alignment

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

Prosecutor's Office

- Fund additional clerical staff member to provide customer service and allow prosecutors to focus on cases not administrative tasks
- Renovate office space to provide better customer service and work quality



2020 PROPOSED BUDGET – PUBLIC SERVICE – TRANSPORTATION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	3,417,922	-	648,937	-	-	4,066,859
Operating	150,000	1,577,281	-	12,344	-	-	1,739,625
Capital	-	30,000	-	400,000	-	-	430,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	150,000	5,025,203	-	1,061,281	-	-	6,236,484

Strategic Budget Alignment

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

Sign Program

- Update traffic signs with reflective sheeting to improve visibility and durability

Signal Communications

- Improve communications of traffic signals, high-resolution traffic data collection and analytics software



2020 PROPOSED BUDGET – PUBLIC SERVICE – STREETS, BRIDGES & HARBOR

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	184,903	13,830,274	-	158,808	402,513	-	14,576,498
Operating	-	16,067,021	-	39,250	8,600	-	16,114,871
Capital	-	472,771	-	1,600,000	-	-	2,072,771
Debt	-	-	-	-	-	772,000	772,000
Operating Transfers	-	-	-	-	-	-	-
Total	184,903	30,370,066	-	1,798,058	411,113	772,000	33,536,140

Strategic Budget Alignment

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

Pavement Restoration

- Complete roadway maintenance program that includes crack sealing, pothole patching and roadway patching in order to extend pavement life
- Restore pavement after work is completed on water and sewer lines by the Department of Public Utilities

Alley & Street Cleaning

- Maintain alleys by completing grading in stone alleys and performing asphalt pothole patches on concrete and asphalt alleys
- Clean all alleys in the City
- Complete street sweeping activities across all routes keeping six crews on schedule daily

Key Performance Indicators

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



2020 PROPOSED BUDGET – SAFETY ADMINISTRATION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	37,207	-	-	-	-	-	37,207
Operating	2,496,000	-	-	-	-	-	2,496,000
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	2,533,207	-	-	-	-	-	2,533,207

Strategic Budget Alignment

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

Criminal Justice Services

- Provide funding for Criminal Justice Coordinating Council, the organization that supports police and municipal court databases
- Provide funding for incarceration costs and canine care and control



2020 PROPOSED BUDGET – POLICE

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	80,077,729	172,629	-	-	-	-	80,250,358
Operating	7,314,451	-	-	-	1,101,492	-	8,415,944
Capital	-	-	-	1,796,320	-	-	1,796,320
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	1,396,916	-	1,396,916
Total	87,392,181	172,629	-	1,796,320	2,498,408	-	91,859,538

Strategic Budget Alignment

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

New Police Class

- Reduce overtime and officer fatigue
- Improve response times
- Increase officers available for street patrol and community service assignments

Equipment & Vehicle Replacement

- Provide the tools necessary for effective and efficient responses to calls for service
- Improve safety
- Provide safe response vehicles and improve officer morale

Technology & Software Services

- Leverage technology to gather data that may otherwise be unavailable
- Invest in real-time crime center to improve analysis and more effectively deploy resources

Key Performance Indicators

- Average response time
- Number of homicides due to gun violence
- Number of gun violence injuries
- Number of foot and bike patrol hours



2020 PROPOSED BUDGET – FIRE

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	71,572,336	-	-	-	-	-	71,572,336
Operating	4,937,960	-	-	-	-	-	4,937,960
Capital	-	-	-	350,000	-	-	350,000
Debt	-	-	-	153,000	-	-	153,000
Operating Transfers	-	-	-	-	-	-	-
Total	76,510,296	-	-	503,000	-	-	77,013,296

Strategic Budget Alignment

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

Staffing

- New fire class to increase safety by providing adequate staffing for all engines and ambulances
- Reduce recall overtime
- Review and increase officers' ranks to allow for realigning bureaus to increase service to residents

Capital Investment

- Leverage grant funds to purchase a boat to address emergency response needs on the City's riverfront

Customer Service

- Establish Community Engagement Bureau to address public education and recruiting needs
- Increase ability to perform quality assurance and quality improvement assessments in the provision of medical for residents

Key Performance Indicators

- Percentage of medical runs under 8 minutes
- Percentage of fire runs under 8 minutes
- Number of individuals participating in fire prevention
- Number of hours of sick time used
- Number of hours of overtime used



2020 PROPOSED BUDGET – BASIC SERVICES – KEY PERFORMANCE INDICATORS

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Basic Services	↓	# hours sick	30,965	30,000	28,000	TFRD
Basic Services	↓	# hours overtime	42,310	30,000	15,000	TFRD
Basic Services	↓	% of medical service runs under 8 minutes	77%	77%	90%	TFRD
Basic Services	↓	% of fire runs under 8 minutes	96%	96%	96%	TFRD
Basic Services	↑	# individuals participating in fire prevention	23,356	26,000	30,000	TFRD
Basic Services	↓	Average response time	6	6	6	TPD
Basic Services	↓	# of homicides due to guns	34	16	0	TPD
Basic Services	↓	# gun violence injuries	193	135	0	TPD
Basic Services	↑	# of foot and bike patrol hours	512	1,480	1,500	TPD
Basic Services	↑	Mill/Fill lane miles repaired	26.5	28.6	30.0	DPS
Basic Services	↑	% of alleys cleaned	NA	100%	100%	DPS
Basic Services	↑	Leaf removal - # of lane miles covered	NA	100%	100%	DPS



2020 Proposed Budget

Quality Investment



STRATEGIC PRIORITY – QUALITY INVESTMENT



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

Objectives:

Neighborhoods

- 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.
- Enforce regulations to ensure home and public spaces are structurally secure, clean, visually appealing, and promote community well-being.

Economic Development

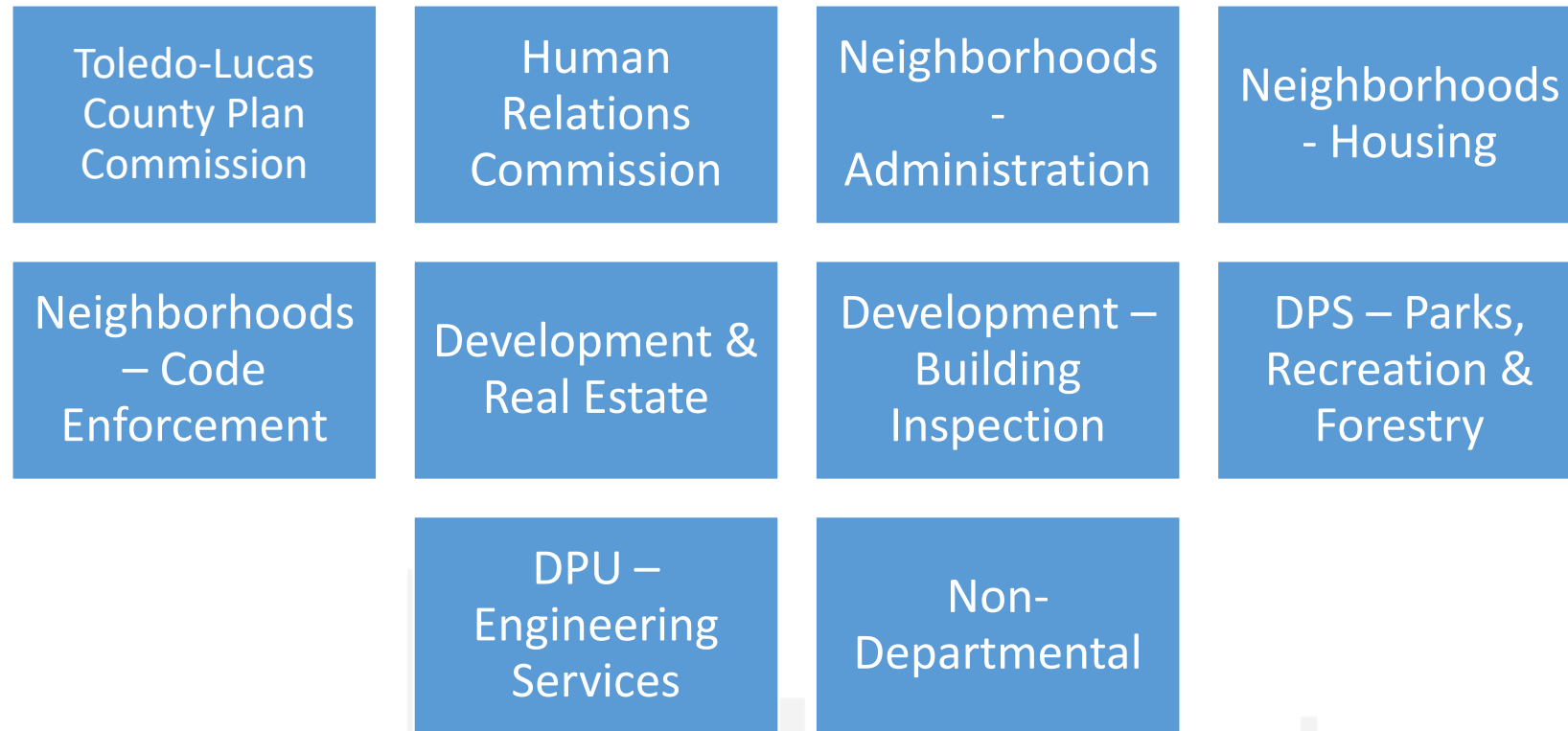
- Encourage entrepreneurship with local, minority, and women business owners by supporting access to counseling, capital, and contracting opportunities.
- Use investment incentives, policies, and maintain updated marketing materials, engagement strategies and development review processes to invite investment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

Livable

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



QUALITY INVESTMENT – ORGANIZATIONAL ALIGNMENT



2020 PROPOSED BUDGET – QUALITY INVESTMENT

Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	893,942	315,419	-	86,314	-	-	1,295,675
Human Relations Commission	154,639	-	-	-	-	-	154,639
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	3,372,309	13,155,897	-	15,000	-	-	16,543,205
Department of Economic Development	4,648,538	11,554	-	-	65,325	-	4,725,417
Department of Public Service	5,008,598	9,511,211	-	1,714,170	-	278,000	16,511,979
Department of Public Utilities	454,601	1,312,232	-	16,319,310	4,217,443	-	22,303,586
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	45,286,561	3,686,500	-	-	-	-	48,973,061
Total	59,819,187	27,992,813	-	18,134,794	4,282,768	278,000	110,507,562



2020 PROPOSED BUDGET – QUALITY INVESTMENT – GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance
City Council and Auditor	-	-	-	-
Office of the Mayor	-	-	-	-
Toledo-Lucas County Plan Commission	678,754	893,942	215,188	31.7%
Board of Community Relations	-	-	-	-
Human Relations Commission	177,660	154,639	(23,021)	-13.0%
Youth Commission	-	-	-	-
Diversity & Inclusion	-	-	-	-
Municipal Court	-	-	-	-
Law Department	-	-	-	-
Finance Department	-	-	-	-
Human Resources	-	-	-	-
Information & Communications Technology	-	-	-	-
Department of Neighborhoods	2,316,599	3,372,309	1,055,710	45.6%
Department of Economic Development	4,230,953	4,648,538	417,585	9.9%
Department of Public Service	4,976,172	5,008,598	32,426	0.7%
Department of Public Utilities	340,335	454,601	114,266	33.6%
Safety Administration	-	-	-	-
Police Department	-	-	-	-
Fire & Rescue Department	-	-	-	-
Non-Departmental	42,541,540	45,286,561	2,745,021	6.5%
Total	55,262,012	59,819,187	4,557,174	8.2%

1
2
3
4

1-Increase due to additional FTEs

2-Decrease due to change in budgeted FTE, from Commissioner to Manager

3-Increase due to additional funds for vacant property mowing, additional Code Enforcement staffing and funding for lead-related activities, including lead coordinator position and outreach programming and supplies

4-Increase due to change in allocation of materials, supplies and service costs for Engineering Services



2020 PROPOSED BUDGET – QUALITY INVESTMENT – NON-GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance	
City Council and Auditor	-	-	-	-	
Office of the Mayor	-	-	-	-	
Toledo-Lucas County Plan Commission	496,222	401,733	(94,489)	-19.0%	1
Board of Community Relations	1,482	-	(1,482)	-100.0%	
Human Relations Commission	-	-	-	-	
Youth Commission	2,813	-	(2,813)	-100.0%	
Diversity & Inclusion	-	-	-	-	
Municipal Court	-	-	-	-	
Law Department	-	-	-	-	
Finance Department	-	-	-	-	
Human Resources	-	-	-	-	
Information & Communications Technology	-	-	-	-	
Department of Neighborhoods	23,602,009	13,170,897	(10,431,112)	-44.2%	2
Department of Economic Development	3,034,043	76,879	(2,957,164)	-97.5%	3
Department of Public Service	13,286,109	11,503,381	(1,782,728)	-13.4%	4
Department of Public Utilities	116,152,954	21,848,985	(94,303,969)	-81.2%	5
Safety Administration	-	-	-	-	
Police Department	-	-	-	-	
Fire & Rescue Department	-	-	-	-	
Non-Departmental	4,330,250	3,686,500	(643,750)	-14.9%	6
Total	160,905,881	50,688,375	(110,217,507)	-68.5%	

1-Decrease due to lower projected new and carryover grant funding

2-Amended 2019 reflects all appropriated grant funding, 2020 reflects funding for fiscal year 2020 expenditures

3-Amended 2019 reflects all existing project funding, 2020 reflects funding for fiscal year 2020 expenditures

4-Amended 2019 reflects all existing project/trust funding, 2020 reflected funding for fiscal year 2020 expenditures

5-Amended 2019 reflects all existing project funding, 2020 reflects funding for fiscal year 2020 expenditures

6-Decrease due to projected savings on street lighting, compared to prior year trends

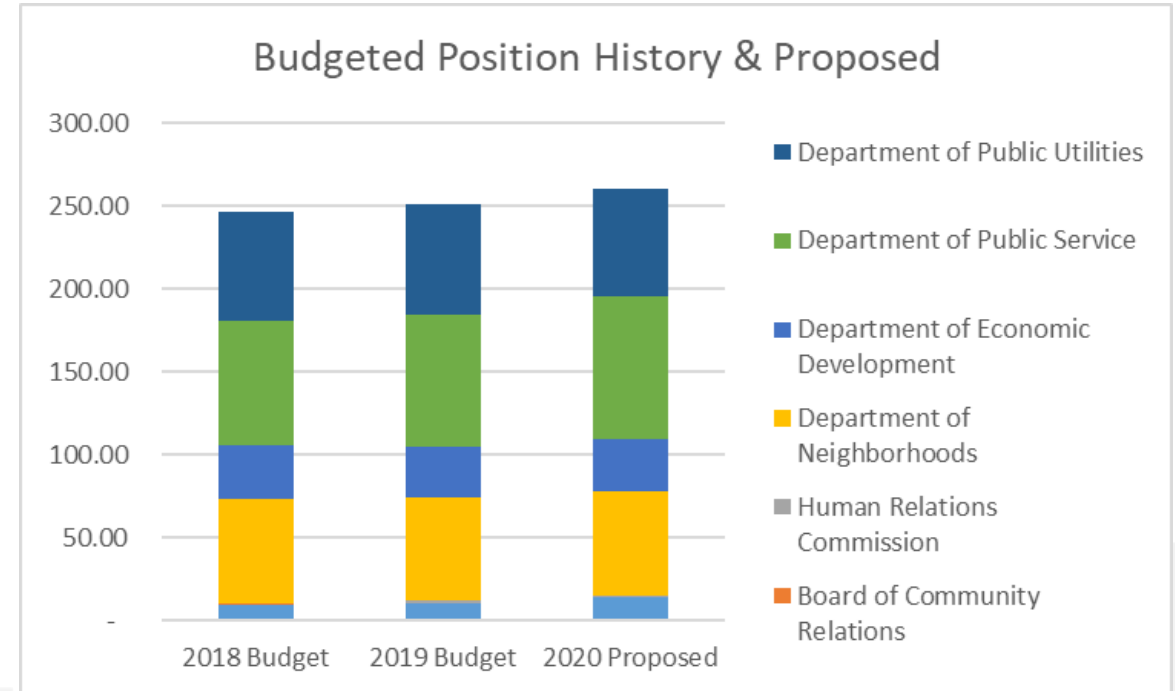


2020 PROPOSED BUDGET – QUALITY INVESTMENT – FUNDED POSITIONS

Department	2018 Budget	2019 Budget	2020 Proposed
Toledo-Lucas County Plan Commission	10.00	11.00	14.00
Board of Community Relations	0.25	-	-
Human Relations Commission	-	1.00	1.00
Department of Neighborhoods	62.75	62.00	63.50
Department of Economic Development	32.50	30.75	31.00
Department of Public Service	75.00	79.26	85.75
Department of Public Utilities	66.25	67.00	65.00
Total	246.75	251.01	260.25

Strategic Priority Basic Services

- Increase of 9.24 budgeted positions over 2019, including
 - Additional 6.49 FTEs in Parks, Recreation & Forestry



2020 PROPOSED BUDGET – QUALITY INVESTMENT – 2020 PROPOSED CAPITAL PROJECTS

Department	2020 Proposed CIP Project	Amount	Project Description
Department of Neighborhoods	Vehicle Lease	15,000	Annual amount dedicated to the City's capital lease program administered through the Divisions of Fleet operations for Code Enforcement. Seven (7) Jeep Cherokees.
Department of Public Service	Ball Field Facility Upgrades	75,000	Upgrade a complement of ballfields to improve drainage and playability.
Department of Public Service	Basketball/ Tennis Court Resurfacing	100,000	One basketball court rebuild, one basketball court resurface
Department of Public Service	Basketball/Tennis Court Resurfacing	100,000	One rebuild and one resurface of City tennis courts
Department of Public Service	Bridge Matches & Planning	600,000	Bridge projects that receive state and federal dollars, including bridge dressings, guards, improvements and upgrades. Benore over GTRR and Secor over Ottawa River.
Department of Public Service	Ottawa Park Infrastructure	75,000	Infrastructure improvements to support the parks communication, including a digital sign
Department of Public Service	Pool Chemical Systems (4)	12,000	Pool chemical system upgrades for four pools - Jamie Farr, Wilson, Pickford and Roosevelt.
Department of Public Service	Pool Liner - Willys	350,000	Replacement Pool liner for Willys Pool.
Department of Public Service	Re-branding Initiative	480,000	Provide improvements to neighborhood parks as requested by citizens, the administration and City Council. Provide necessary CIP related planning, supplies, service and equipment.
Department of Public Utilities	Front Street walk ways/street lights	150,000	Project with Metroparks for the upgrade of the intersection of Front and Broadway.
Department of Public Utilities	Levis Square Final Phase	1,000,000	Improve infrastructure at Levis Square downtown.
Department of Public Utilities	Major Roadways - Matches & Planning	5,800,000	Major street projects throught the City that receive State and Federal dollars.
Department of Public Utilities	Old Orchard	75,000	Improvements in the Old Orchard Neighborhood.
Department of Public Utilities	Residential Roadway Program	4,000,000	Residential road paving projects.
Department of Public Utilities	Sidewalk Program	1,000,000	Replace and repair sidewalks throughout city.
Parks, Recreation & Forestry	1% for the Arts	339,143	Annual 1% for the Arts contribution
Total		14,171,143	



2020 PROPOSED BUDGET – PLAN COMMISSION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	832,075	315,419	-	86,314	-	-	1,233,808
Operating	61,866	-	-	-	-	-	61,866
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	893,942	315,419	-	86,314	-	-	1,295,675

Strategic Budget Alignment	Comprehensive Plan	Development Services	Historic Districts	Long Range Planning	Key Performance Indicators	Key Performance Indicators (continued)
<ul style="list-style-type: none"> Make investments that improve the quality of life for people who live, work, and play in Toledo 	<ul style="list-style-type: none"> Provides for thoughtful, evidence-based planning decisions and communicate the policies of the Toledo Comprehensive Plan to citizens, the business community, developers and others involved in the development of the City 	<ul style="list-style-type: none"> Processing zoning changes, special use permits, site plan reviews, street and alley vacations, preliminary and final plats and deed transfers Analyze applications and conduct building plan review for compliance with zoning code and any applicable requirements 	<ul style="list-style-type: none"> Provide support and assistance to Old West End Historic District Commission and Toledo City Historic District Commission that includes the Vistula and Westmoreland neighborhood. Oversee historic structures and other culturally significant City assets 	<ul style="list-style-type: none"> Analyze specific policies or neighborhoods and make recommendations Perform research, conduct data analysis, and create maps to convey planning information. 	<ul style="list-style-type: none"> Average time from application submission to completeness Average time from application submission to review comments Average time from review comments to applicant response Average total time in process by type 	<ul style="list-style-type: none"> Average number of reviews required by application type Number of constituent contacts by contact type Number of constituent contacts by constituent type



2020 PROPOSED BUDGET – HUMAN RELATIONS COMMISSION (HRC) – GENERAL FUND

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	89,055	-	-	-	-	-	89,055
Operating	65,584	-	-	-	-	-	65,584
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	154,639	-	-	-	-	-	154,639

Strategic Budget Alignment

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

Manager Position

- Funding to support Manager position that will provide executive leadership for the HRC

Community Mediation

- Continue to provide mediation for residents



2020 PROPOSED BUDGET – NEIGHBORHOODS

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,285,064	3,895,575	-	-	-	-	5,180,639
Operating	2,087,245	9,260,321	-	-	-	-	11,347,566
Capital	-	-	-	15,000	-	-	15,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	3,372,309	13,155,897	-	15,000	-	-	16,543,205

Strategic Budget Alignment

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

Key Performance Indicators

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



2020 PROPOSED BUDGET – NEIGHBORHOODS ADMINISTRATION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	159,336	1,146,993	-	-	-	-	1,306,329
Operating	41,000	2,087,548	-	-	-	-	2,128,548
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	200,336	3,234,541	-	-	-	-	3,434,877

Strategic Budget Alignment

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

Administrative Support

- Funding to support planning, monitoring, reporting and fiscal operations

Support Non-Profit Service Providers

- Provide support through the Community Development Block Grant and the Emergency Solutions Grant to third-party partners that provide homelessness services in the community

2020 PROPOSED BUDGET – HOUSING

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	106,421	2,054,652	-	-	-	-	2,161,073
Operating	50,000	4,130,158	-	-	-	-	4,180,158
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	156,421	6,184,810	-	-	-	-	6,341,231

Strategic Budget Alignment

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

Lead Program

- Fund manager position to act as lead coordinator for the City's lead remediation programs
- Provide funds for elimination of lead-based paint hazards in owner-occupied and rental units

Housing Programs

- Gap financing for new construction and rehabilitation of affordable housing rentals or home owner units
- Gap financing for single or multifamily rehabilitation or new construction projects owned, developed or sponsored by a CHDO
- Down payment, closing costs assistance and rental rehab to low and moderate income residents

Training

- Staff training and capacity building in the following areas:
- Financial underwriting (NDS)
- HOME Training (NDS)
- IDIS (NDS/Management)
- Green Building Standards and Spec writing (Construction Team)



2020 PROPOSED BUDGET – CODE ENFORCEMENT

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,019,308	693,930	-	-	-	-	1,713,238
Operating	1,996,245	454,977	-	-	-	-	2,451,222
Capital	-	-	-	15,000	-	-	15,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	3,015,552	1,148,907	-	15,000	-	-	4,179,459

Strategic Budget Alignment

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

Mowing

- Support mowing operations for vacant and abandoned properties across the City using a diverse pool of vendors

Lead Program

- Fund a supervisory position over the clerical unit to help design the administrative portion of enforcement on special programs such as lead safe housing

Training & Development

- Invest in continuing education & certifications for employees through the International Code Council (ICC) and the American Association of Code Enforcement (AACE) for Code Enforcement best practices



2020 PROPOSED BUDGET – DEVELOPMENT

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	889,969	-	-	-	-	-	889,969
Operating	1,433,479	-	-	-	-	-	1,433,479
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	2,323,448	-	-	-	-	-	2,323,448

Strategic Budget Alignment

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

Business Incentives

- Encourage new businesses to locate in Toledo and existing businesses to expand through business incentive program in order to increase tax base

Professional & Contractual Services

- Fund real estate activities including surveys, legal descriptions, property splits, credit reports for loans and due diligence reports
- Provide funds for mowing City-owned vacant property sites
- Improve efficiencies with purchase of real estate and Salesforce software programs

Key Performance Indicators

- Number of jobs created and/or retained
- Number of new businesses



2020 PROPOSED BUDGET – BUILDING INSPECTION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,888,623	11,554	-	-	65,325	-	1,965,502
Operating	436,467	-	-	-	-	-	436,467
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	2,325,090	11,554	-	-	65,325	-	2,401,968

Strategic Budget Alignment

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

Plan Examinations & Amendment Reviews

- Contract with a third party for plan examination services and other inspection services in order to provide faster response times for applicants and support existing staff as needed

Staffing Efficiencies

- Reclassify existing administrative support staff positions to allow for complete interaction and back-up for assigned duties
- Reclassify inspectors that that acquire additional State certifications to be promoted to increases efficiency and scheduling flexibility

Technology & Software Services

- Work with the Department of ICT to implement the Cityworks Permits, Land & Licensing module

2020 PROPOSED BUDGET – PUBLIC SERVICE – PARKS, RECREATION & FORESTRY

Recreation

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	434,346	-	-	-	-	-	434,346
Operating	673,965	2,002,114	-	-	-	-	2,676,079
Capital	-	-	-	637,000	-	-	637,000
Debt	-	-	-	-	-	-	-
Operating Transfers	464,000	-	-	-	-	-	464,000
Total	1,572,312	2,002,114	-	637,000	-	-	4,211,426

Strategic Priority	Parks & Recreation Amenities	Mowing	Forestry	Key Performance Indicators
<ul style="list-style-type: none"> • Make investments that improve the quality of life for people who live, work, and play in Toledo. 	<ul style="list-style-type: none"> • Continue park rebranding initiative • Improve parks and recreation facilities including investments in playgrounds, basketball and tennis courts 	<ul style="list-style-type: none"> • Mow City parks, cemeteries and boulevards and triangle using both third-party vendors and seasonal staff 	<ul style="list-style-type: none"> • Implement a tree maintenance program in coordination with the tree removal program in order to improve the health of the City's tree canopy 	<ul style="list-style-type: none"> • Park utilization – Number of permits • Tree canopy health – number of new trees

Parks & Forestry

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	962,788	4,746,587	-	183,027	-	-	5,892,402
Operating	2,473,498	2,762,510	-	-	-	-	5,236,008
Capital	-	-	-	894,143	-	-	894,143
Debt	-	-	-	-	-	278,000	278,000
Operating Transfers	-	-	-	-	-	-	-
Total	3,436,286	7,509,098	-	1,077,170	-	278,000	12,300,554



2020 PROPOSED BUDGET – PUBLIC UTILITIES – ENGINEERING SERVICES

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	330,625	1,002,325	-	3,006,999	2,369,474	-	6,709,424
Operating	123,976	309,906	-	787,311	1,847,969	-	3,069,162
Capital	-	-	-	12,525,000	-	-	12,525,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	454,601	1,312,232	-	16,319,310	4,217,443	-	22,303,586

Strategic Budget Alignment

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

Street Paving & Sidewalk Program

- Leverage state and federal grant and loan dollars to complete road paving on major streets in the City
- Complete residential paving and sidewalk replacements

2020 PROPOSED BUDGET – NON-DEPARTMENTAL

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	-	-	-
Operating	3,585,005	3,686,500	-	-	-	-	7,271,505
Capital	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Operating Transfers	41,701,556	-	-	-	-	-	41,701,556
Total	45,286,561	3,686,500	-	-	-	-	48,973,061

Strategic Budget Alignment

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

Street Lighting

- Provide funding for the conversion of all City street lights to LED in order to increase efficiency and increase public safety

Capital Investment

- Operating transfer out to the capital Improvement Fund to support capital construction projects and the purchases of equipment, vehicles and other assets

2020 PROPOSED BUDGET – QUALITY INVESTMENT – KEY PERFORMANCE INDICATORS

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Quality Investment	↑	# of building permits issued	10,384	9,200	8,600	ED
Quality Investment	↓	average # of days for building plan approval	62	47	44	ED
Quality Investment	↑	# jobs created/retained	1,137	500	550	ED
Quality Investment	↑	# of new businesses	10	10	12	ED
Quality Investment	↑	# of residents assisted through housing relief programs	64	34	50	NED
Quality Investment	↑	# of lead abated homes	16	50	110	NED
Quality Investment	↑	# of HUD eligible first-time home buyers	22	20	50	NED
Quality Investment	↓	% of city remediations	49%	46%	34%	NED
Quality Investment	↑	# of people served with CDBG funds	15,868	20,245	19,860	NED
Quality Investment	↑	Park utilization - # of permits	292	278	300	DPS
Quality Investment	↑	Tree canopy health - # of new trees	508	782	860	DPS



2020 Proposed Budget

Environment



STRATEGIC PRIORITY – ENVIRONMENT



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

Objectives:

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



ENVIRONMENT – ORGANIZATIONAL ALIGNMENT

DPU – Water
Treatment

DPU - Water
Reclamation

DPU – Water
Distribution

DPU – Sewer &
Drainage Services

DPU –
Environmental
Services

DPS – Solid Waste
Disposal



2020 PROPOSED BUDGET – ENVIRONMENT

Department	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
City Council and Auditor	-	-	-	-	-	-	-
Office of the Mayor	-	-	-	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-	-	-	-
Human Relations Commission	-	-	-	-	-	-	-
Diversity & Inclusion	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-
Law Department	-	-	-	-	-	-	-
Finance Department	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-
Information & Communications Technology	-	-	-	-	-	-	-
Department of Neighborhoods	-	-	-	-	-	-	-
Department of Economic Development	-	-	-	-	-	-	-
Department of Public Service	6,209,930	-	-	475,000	-	-	6,684,930
Department of Public Utilities	224,151	824,576	-	-	177,369,300	-	178,418,027
Safety Administration	-	-	-	-	-	-	-
Police Department	-	-	-	-	-	-	-
Fire & Rescue Department	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Total	6,434,080	824,576	-	475,000	177,369,300	-	185,102,957



2020 PROPOSED BUDGET – ENVIRONMENT – GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance
City Council and Auditor	-	-	-	-
Office of the Mayor	-	-	-	-
Toledo-Lucas County Plan Commission	-	-	-	-
Board of Community Relations	-	-	-	-
Human Relations Commission	-	-	-	-
Youth Commission	-	-	-	-
Diversity & Inclusion	-	-	-	-
Municipal Court	-	-	-	-
Law Department	-	-	-	-
Finance Department	-	-	-	-
Human Resources	-	-	-	-
Information & Communications Technology	-	-	-	-
Department of Neighborhoods	-	-	-	-
Department of Economic Development	-	-	-	-
Department of Public Service	5,960,632	6,209,930	249,298	4.2%
Department of Public Utilities	184,581	224,151	39,570	21.4%
Safety Administration	-	-	-	-
Police Department	-	-	-	-
Fire & Rescue Department	-	-	-	-
Non-Departmental	42,500	-	(42,500)	-100.0%
Total	6,187,713	6,434,080	246,368	4.0%

1

1-Increase due to change in allocation of materials, supplies and service costs for Environmental Services



2020 PROPOSED BUDGET – ENVIRONMENT – NON-GENERAL FUND

Department	2019 Amended	2020 Proposed	Variance	% Variance	
City Council and Auditor	-	-	-	-	
Office of the Mayor	-	-	-	-	
Toledo-Lucas County Plan Commission	-	-	-	-	
Board of Community Relations	-	-	-	-	
Human Relations Commission	-	-	-	-	
Youth 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	1,242,018	475,000	(767,018)	-61.8%	1
Department of Public Utilities	572,099,729	178,193,876	(393,905,853)	-68.9%	2
Safety Administration	-	-	-	-	
Police Department	-	-	-	-	
Fire & Rescue Department	-	-	-	-	
Non-Departmental	-	-	-	-	
Total	573,341,747	178,668,876	(394,672,871)	-68.8%	

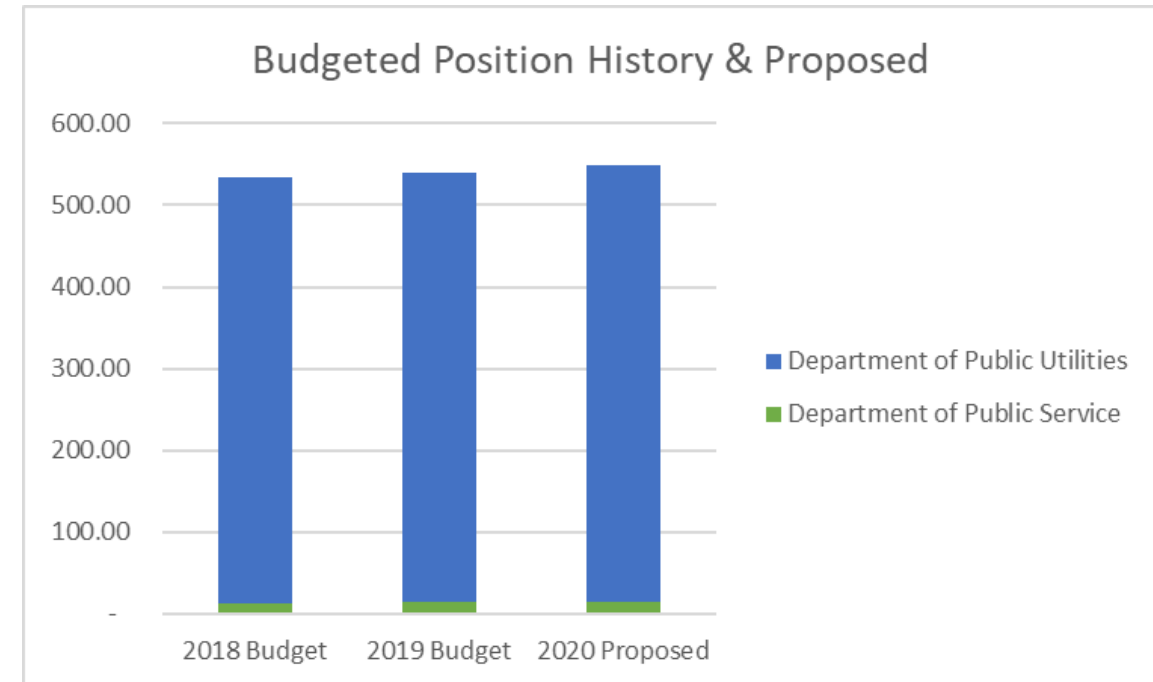
1-Amended 2019 reflects all appropriated project/trust funding, 2020 reflects funding for fiscal year 2020 expenditures

2-Amended 2019 reflects all existing project funding (including water plant reconstruction and Toledo Waterways Initiative project), 2020 reflects funding for fiscal year 2020 expenditures



2020 PROPOSED BUDGET – ENVIRONMENT – FUNDED POSITIONS

Department	2018 Budget	2019 Budget	2020 Proposed
Department of Public Service	13.00	14.00	14.00
Department of Public Utilities	521.75	526.00	535.00
Total	534.75	540.00	549.00



Strategic Priority Basic Services

- Increase of 9.00 budgeted positions over 2019, including
 - Additional staff at Water Distribution for lead service line replacement



2020 PROPOSED BUDGET – ENVIRONMENT – 2020 PROPOSED CAPITAL PROJECTS

Department	2020 Proposed CIP Project	Amount	Project Description
Department of Public Service	Gas Collection & Control System (GCCS)	350,000	Continued upgrades to Methane gas collection and control infrastructure.
Department of Public Service	Machinery/Equipment Repairs	125,000	Repairs to machinery and equipment in the Division of Solid Waste.
Total		475,000	



2020 PROPOSED BUDGET – WATER TREATMENT

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	8,746,290	-	8,746,290
Operating	-	-	-	-	22,926,278	-	22,926,278
Capital	-	-	-	-	182,000	-	182,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	30,235,910	-	30,235,910
Total	-	-	-	-	62,090,478	-	62,090,478

Strategic Budget Alignment

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

Key Performance Indicators

- Percent to goal on capital improvement projects completed



2020 PROPOSED BUDGET – WATER RECLAMATION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	9,501,378	-	9,501,378
Operating	-	-	-	-	14,571,814	-	14,571,814
Capital	-	-	-	-	332,000	-	332,000
Debt	-	-	-	-	138,010	-	138,010
Operating Transfers	-	-	-	-	39,552,000	-	39,552,000
Total	-	-	-	-	64,095,203	-	64,095,203

Strategic Budget Alignment

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

Key Performance Indicators

- Amount of phosphorus discharge into the lake



2020 PROPOSED BUDGET – WATER DISTRIBUTION

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	11,032,591	-	11,032,591
Operating	-	-	-	-	5,625,230	-	5,625,230
Capital	-	-	-	-	5,060,000	-	5,060,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	-	-	-	-	21,717,821	-	21,717,821

Strategic Budget Alignment

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

Lead Program

- Increase staffing to provide additional crews for lead service line replacement



2020 PROPOSED BUDGET – SEWER & DRAINAGE SERVICES AND ENVIRONMENTAL SERVICES

Sewer & Drainage Services

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	-	-	-	-	9,571,982	-	9,571,982
Operating	-	-	-	-	12,947,431	-	12,947,431
Capital	-	-	-	-	1,379,380	-	1,379,380
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	728,000	-	728,000
Total	-	-	-	-	24,626,793	-	24,626,793

Environmental Services

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	207,151	824,576	-	-	3,187,115	-	4,218,841
Operating	17,000	-	-	-	1,606,351	-	1,623,351
Capital	-	-	-	-	45,540	-	45,540
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	224,151	824,576	-	-	4,839,006	-	5,887,732



2020 PROPOSED BUDGET – PUBLIC SERVICE – SOLID WASTE

Expenditure Category	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Personnel	1,220,640	-	-	-	-	-	1,220,640
Operating	4,989,290	-	-	-	-	-	4,989,290
Capital	-	-	-	475,000	-	-	475,000
Debt	-	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-	-
Total	6,209,930	-	-	475,000	-	-	6,684,930

Strategic Budget Alignment

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

Equipment Maintenance & Repairs

- Provide funds for heavy equipment maintenance and repairs to ensure staff have reliable equipment

Recycling

- Reduce amount of waste in the recycling stream to reduce costs
- Compact recycling to reduce volume transported to recycling facility

Landfill Operations

- Increase amount of waste compacted in order to extend the life of the landfill
- Invest in the landfill's gas collection and control system to control the release of methane gas and meet EPA requirements

Key Performance Indicators

- Amount of waste compacted
- Cost of recycling expenditures

2020 PROPOSED BUDGET – ENVIRONMENT – KEY PERFORMANCE INDICATORS

Priority	Goal	Measure	2018 Average	2019 Projected	2020 Target	Department
Environment	↑	Amount of waste compacted	0.84	0.84	0.84	DPS
Environment	↓	Cost of recycling expenditures	\$ 1,589,246	\$ 2,160,000	\$ 2,000,000	DPS
Environment	↑	% to goal on capital improvement projects completed	NA	100%	100%	DPU
Environment	↓	Amount of phosphorus discharged into Lake	0.39	0.50	0.60	DPU

