



2010

**SERVICE  
PROGRAM  
& BUDGET**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Savannah  
Georgia**

For the Fiscal Year Beginning

**January 1, 2009**

President

Executive Director

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Savannah, Georgia** for its annual budget for the fiscal year beginning **January 1, 2009**.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year.

# 2010 ADOPTED BUDGET

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## MAYOR AND CITY COUNCIL

OTIS S. JOHNSON, PH.D

Mayor

VAN R. JOHNSON, II  
District 1

MARY ELLEN SPRAGUE  
District 4

MARY OSBORNE  
District 2

CLIFTON JONES, JR  
District 5

LARRY STUBER  
District 3

TONY THOMAS  
District 6

EDNA BRANCH JACKSON  
Post 1 At-Large

JEFF FELSER  
Post 2 At-Large

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## CITY MANAGER

MICHAEL B. BROWN

## ASSISTANT CITY MANAGERS

ROCHELLE SMALL-TONEY  
Public Development

CHRISTOPHER MORRILL  
Management & Financial Services

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## RESEARCH & BUDGET DIRECTOR

WANDA L. WILLIAMS

Special recognition is given to the following individuals for their assistance in preparation of the 2010 Adopted Budget.

### **SERVICE AREA DIRECTORS**

Rochelle Small-Toney	Public Development
Christopher Morrill	Management & Financial Services
Chief Willie Lovett	Police
Chief Charles Middleton	Fire & Emergency Services
Joseph Shearouse	Leisure Services
Stephanie Cutter	Sanitation
Robert Scanlon	Public Works and Water Resources

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Ann Lawton	Research & Budget Technician
Crystal Northcutt	Research & Budget Technician

### **SPECIAL ACKNOWLEDGEMENTS**

Citywide Priorities Team

Results Teams

- Team Leaders
- Facilitators
- Recorders
- Team Members

Efficiency Teams

Finance Department

Public Information Office

Department and Division Managers

Outside Agencies

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# BUDGET PROCESS

## BUDGET

The annual budget is a fiscal plan which presents the programs and services to be provided to the community and describes the resources needed to perform those activities. The overall goal of the budget is to establish and maintain effective management of the City's financial resources. Revenues that support municipal services are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years. Various policies and processes are used to guide maintenance of the City's financial resources.

Under the City's organizational plan, policy making for responding to the needs of the community is entrusted to the Mayor and Aldermen. Administrative or executive authority is vested in the City Manager to develop, implement, and execute programs and policies established by the Council. Under his direction and guidance, the annual budget is prepared. State law and local ordinances also impact development of the annual budget.

## BUDGET PROCESS

### Budget Preparation

The City of Savannah used Budgeting for Outcomes (BFO) to develop its 2010 Adopted Budget.

#### What is Budgeting for Outcomes?

- Budgeting for Outcomes is a budget process that allocates the City's revenues to outcomes that focus on results and priorities.
- City Council identified seven (7) priorities as the primary basis for developing the budget: Public Safety, Neighborhood Vitality, Poverty Reduction, Economic Growth, Health & Environment, Culture & Recreation, and High Performing Government.
- This process puts the citizen's perspective and their priorities first.
- The "price of government" is fixed.

#### Why are we doing it?

- The City of Savannah chose to use a recommended best practice for budgeting to address a structural financial problem rather than use such actions as across-the-board cuts, drawing down reserves, delaying maintenance, taking a pension holiday or other short-term cost reduction methods that are not sustainable.

#### How does it work?

- **STEP 1: Setting Priorities**  
City Council sets and approves the major priorities that government services should address that reflect citizen views.
- **STEP 2: Making Decisions about Revenue**  
Conceptually, total available revenue is calculated for the purpose of funding priorities. The Citywide Priorities Team used estimates for revenues that were analyzed by the financial team to create forecasts and to assign target allocations to the Results Teams. Volatility of the current economy makes forecasting less reliable than in more stable environments but makes forecasting even more important in an unstable environment.

- **STEP 3: Creating the Request for Results**  
A Results Team of seven to ten employees from across the city is appointed to each priority team. Each team is tasked with determining the key indicators to measure progress toward achieving the priority's desired outcomes and identifying the factors that should be addressed to meet them. Through research, they also identify the best strategies, based on cause and effect, to pursue to achieve the City's priorities. Purchasing plans and Request for Results are then developed for each priority.
- **STEP 4: Pricing the Priorities**  
The price of each priority is set by the Citywide Priority Team. Each priority is assigned a dollar amount as its funding target. This amount is determined by the City-wide leadership TEAM which consists of core financial staff and representatives from other City bureaus. The funding amounts are based on the availability of funds and the importance of desired outcomes.
- **STEP 5: Inviting Offers**  
Results Team's Request for Results is part of budget instructions that are provided to all departments and authorized outside agencies for developing their offers. Offers for service can only be submitted to one Results Team although the service may support other priorities. Departments and authorized outside agencies are required to provide performance measurements for service delivery for achieving desired outcomes in order to build accountability into the process and make monitoring and evaluation possible.

Based on the indicators, factors, and strategies developed, the Results Teams "buy results" from City departments and authorized outside agencies. City-wide strategies include cross departmental collaboration, creation of efficiencies, and data driven decision-making.

- **STEP 6 and 7: Ranking Offers and Deciding What to Buy**  
There are two rounds of ranking offers. In the first round, each Results Team ranks all offers according to specific criteria. In the second round, Results Teams rank offers based on specific criteria, legal requirements for services, cost, and any other related information.

The Results Teams review offers and may provide suggestions to sellers on cost-reduction strategies. The buying process starts with offers that best respond to the Request for Results. After all negotiations between Results Teams and departments and authorized outside agencies are completed and all efficiency and service improvements are implemented, Results Teams make provisional recommendations about what to fund and draw a line at which the dollar amount assigned to each priority is allocated. The leadership team makes decisions about whether to shift dollars among priorities. Offers that rank within available resources are used to prepare the budget.

The provisional recommendations are submitted to the Citywide Priorities Team for review. Adjustments may be made before submitting final recommendations to the City Manager. The City Manager reviews the prioritized services and recommends the budget to the Council after any revisions.

**What is the impact on the existing organizational structure?**

- Reducing the budget without raising taxes
- Opening up the budget process and sharing financial information with the entire organization to allow all employees to assist in addressing the City's financial challenges
- Training employees to identify key services, develop supporting performance measures, and to prioritize offers
- Changing the community culture to service collaboration to meet community priorities



## **Budget Adoption**

Council conducts a series of workshops and a public hearing before making a final decision on the City Manager's recommended budget. After careful and thorough consideration, the annual budget is adopted by the Mayor and Council by December 31<sup>st</sup>. The City of Savannah's fiscal year begins January 1<sup>st</sup> and ends December 31<sup>st</sup>.

## **Budget Execution**

On January 1<sup>st</sup> of each year, the adopted budget is implemented. Concurrently, an analysis of the previous year's actual expenditures is conducted. During the analysis, problem areas are identified and reconciled. Problem areas that have an impact on the current year are closely monitored. Moreover, throughout the year, expenditures, revenues, and performance measures are monitored in order to ensure the successful implementation of the City's service plan and more fully prepare for the next year.

## **Budget Amendment**

As conditions or circumstances change, the budget process allows for amendments. Because the annual budget is an ordinance adopted by the Council, the amendment process is similar to that used to amend other ordinances. A majority positive vote by Council at two meetings is required.

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## **BUDGET PROCESS SCHEDULE**

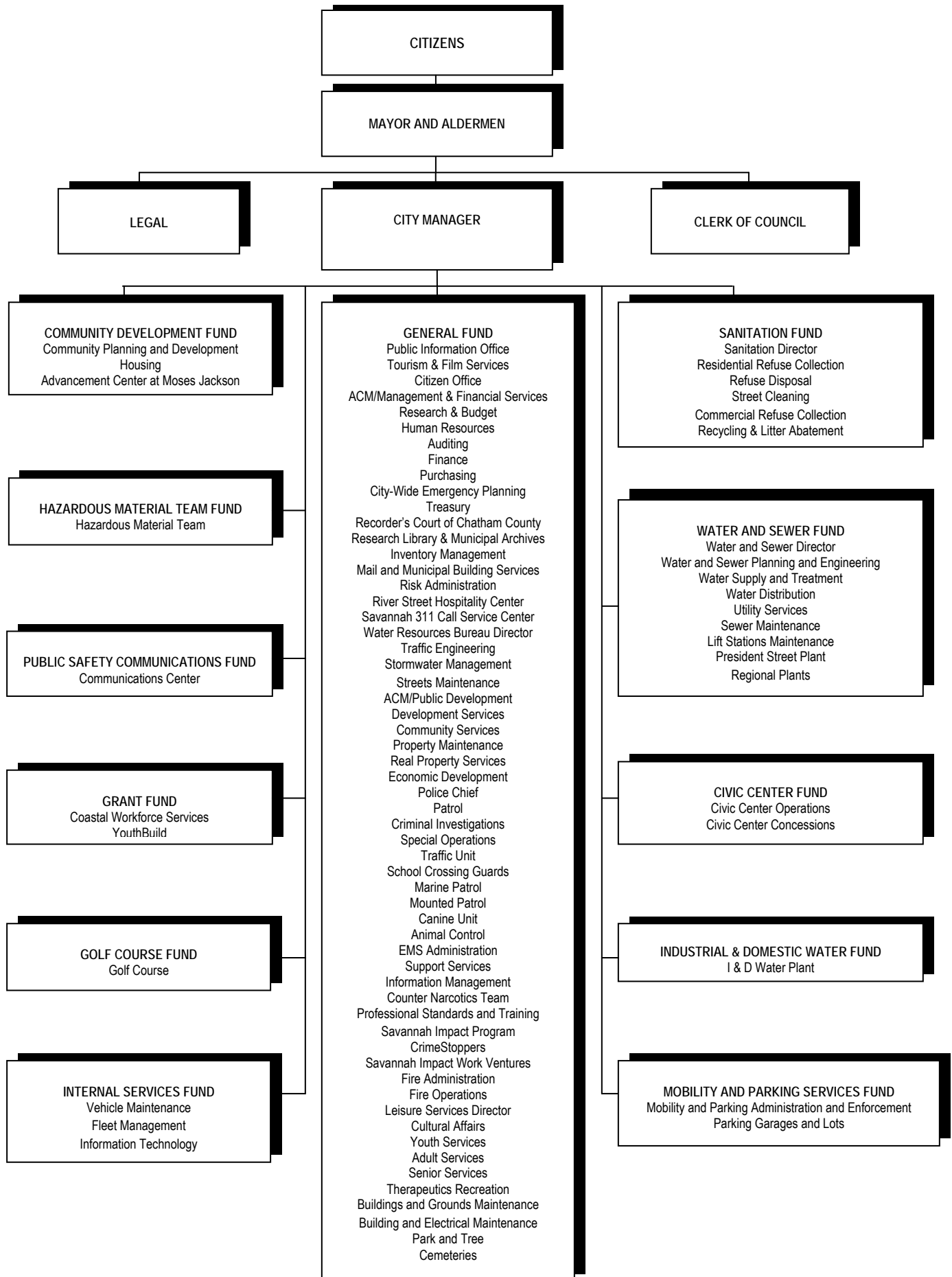
A budget process schedule is established each year that identifies actions to be completed with associated target dates. This schedule is used to keep the budget preparation process on schedule in order to provide the City Manager's proposed budget to Council for consideration and final adoption within the legal time frame. The detail schedule is provided on the following pages.

# BUDGET PROCESS SCHEDULE

TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
February 11, 2009	Operating	Budgeting for Outcomes Kick-off
March 6, 2009	Operating	Complete Indicators
March 20, 2009	Operating	Complete Strategy Map
April 8, 2009	Operating	Complete Draft Request for Results
April 16-17, 2009	Operating	Conduct work sessions with Results Teams on preparing Offers
April 23, 2009	Operating	Strategy Maps presented to City Council at workshop
April 29, 2009	Operating	Strategy Maps presented at Town Hall meeting
May 1, 2009	Operating	Complete Request for Results
May 4, 2009	Operating	Efficiency improvements recommendations presented to Value Team, Citywide Priorities Team, and City Manager
May 14 - 15, 2009	Operating	Conduct work sessions with Sellers on preparing Offers and provide optional coaching sessions
May 26, 2009	Operating	Budget materials made available in Sharepoint for Sellers
June, 2009	Capital	Research and Budget begins development of the 2010-2014 Capital Plan
June 10, 2009	Operating	Offers from Sellers due in Sharepoint
July, 2009	Capital	Research and Budget continues development of the 2010-2014 Capital Plan
July 1, 2009	Operating	Confirmation of accepted Offers due to Bureau Chiefs
July 2, 2009	Operating	Complete First Round Rankings (Results Teams)

TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
July 13, 2009	Operating	Complete First Round Rankings (Citywide Priorities Team)
July 20 – 31, 2009	Operating	City Manager Briefing on recommended Offers by Priority
August 14, 2009	Operating	Price of Government allocations provided to Results Teams
August 27, 2009	Capital	2010-2014 Capital Budget recommendation provided to the Assistant City Manager
September 30, 2009	Capital	2010-2014 Capital Budget recommendation provided to the City Manager
October 7, 2009	Capital	2010-2014 Capital Budget recommendation provided to the Bureau Chiefs
October 22, 2009	Operating	Council Briefing on Financial Update
November 5, 2009	Capital	Council Briefing on 2010-2014 Capital Improvement Program
Week of November 16, 2009	Operating and Capital	Proposed Budget made available to Council and public
November 30 – December 2, 2009	Operating and Capital	Council Retreat: Budget Work Sessions
December 3, 2009	Operating and Capital	Public Hearing
December 17, 2009	Operating and Capital	Budget and Revenue Ordinances Adopted with any City Council amendments

# ORGANIZATIONAL STRUCTURE



# CITY MANAGER'S MESSAGE

*The art of leadership in today's world involves orchestrating the inevitable conflict, chaos, and confusion of change so that the disturbance is productive rather than destructive.<sup>1</sup>*

November 18, 2009

To the Honorable Mayor and Aldermen:

It is my honor to present you the *2010 Service Program and Budget*. This document represents the work of hundreds of city employees who dedicated their time and talents to addressing our financial challenges through a new approach to budgeting – Budgeting for Outcomes (BFO). This innovative budget process drives efficiencies in service delivery, encourages collaboration and creativity across departmental lines, and avoids short term gimmicks in balancing the budget. I am pleased to provide you with this budget document that funds the services which achieve your priorities without increasing the property tax millage rate even as our revenues are declining.

## Financial challenges

Savannah, like local governments around the country, is faced with the greatest financial challenges of our time. While our diverse economy was spared from the beginning stages of the recession, the downturn hit City revenues hard in the fall of 2008 when the economic crisis became a global recession. Since that time our sales tax revenue (approximately 25% of general fund revenue) and property tax revenue (approximately 36% of general fund revenue) declined substantially. Other elastic sources of revenue, such as hotel/motel taxes and rental vehicle taxes, among others, declined by over 10%. Additionally, the State of Georgia, reacting to the slowing economy, imposed an absolute 0% cap on growth of property re-assessments until 2011. The cumulative impact of these challenges compelled us to reduce the 2010 general fund budget by more than \$10 million. Our long-term financial planning convinced us that one-time, short-term reductions would not be sufficient. Instead, to ensure financial resiliency, a more comprehensive approach to budgeting that would result in long-term expenditure reductions was necessary.

## City prepared

Fortunately, when times were good and revenues were increasing by double digits, we did the right things. We reduced general fund debt by over 40% in the last eight years, increased the capital maintenance program, increased reserves (including establishing a special sales tax stabilization fund to smooth out the volatility of elastic revenue sources), invested in projects that reduced ongoing costs (e.g. energy retrofits), and added only new programs that were critical to Mayor & Aldermen priorities such as police youth officers and residential recycling. While we were prepared for an economic downturn, our planning did not anticipate State action to cap the growth of our major revenue source, property taxes. This financial challenge was structural, not short-term. To approach this structural problem we decided early on to avoid across-the-board cuts, drawing down reserves, delaying maintenance, taking a pension holiday or other cost reduction methods that would not lead to a financially resilient organization. Instead, we chose to realistically determine the amount of funds available and then direct them to services and programs that best met the City's priorities – Budgeting for Outcomes (BFO).

<sup>1</sup> Ronald Heifetz, Alexander Grashow, and Marty Linky, *Leadership in a (Permanent) Crisis*, Harvard Business Review, July-August 2009

Undertaking this BFO process has been thorough and had several positive results.

- Low taxes -- Meeting the budget reduction targets without increasing taxes or resorting to balancing gimmicks that would simply increase financial problems in later years.
- Clarity of outcomes -- Opening up the budget process and financial information to the entire organization to focus all employees on assisting with our financial challenges.
- Internal engagement -- Training hundreds of employees to identify services, develop performance measures, and prioritize offers.
- External cooperation -- Changing the community culture to one of service collaboration to meet community priorities.

I thank you, the Mayor and Aldermen, for your leadership during this difficult period in Savannah's history. Our goal has been to pro-actively address these economic challenges as an opportunity to build a stronger, more focused and resilient organization. We have tough choices to make in the 2010 budget and beyond. The decisions will not be easy, but must be made to advance us toward your vision that "Savannah will be a safe, environmentally healthy, and economically thriving community for all its citizens."

In closing, I leave you with the words of Alfred Tennyson from his poem "Ulysses," which come close to describing Savannah's approach to facing the difficult challenges of our time.

*Tis not too late to seek a newer world...  
Made weak by time and fate, but strong in will  
To strive, to seek, to find, and not to yield.*

Respectfully submitted,



Michael B. Brown  
City Manager

# BUDGET HIGHLIGHTS

The 2010 Adopted Budget provides the financial resources to achieve the Mayor and Council's vision and strategic priorities. It continues initiatives to improve the quality of life for all citizens while keeping the organization in sound financial condition during the global economic crisis. Major changes in the budget from a year ago are described below.

- **Budget Appropriations**
  - Citywide budget appropriations total \$277,745,956, which is \$4,555,246 or 1.6% below the 2009 adopted budget
  - \$8,965,096 decrease in General Fund revenue compared to the 2009 adopted budget
  
- **Major Budget Challenges**
  - Property tax assessments capped at 0% growth through 2011 by the State of Georgia
  - Sales tax revenue extremely volatile and on a downward trend
  - Nearly every major General Fund revenue source is down compared to previous years
  - Need to restore funding for General Fund Capital Improvement Program which was not funded in 2009 to balance the budget
  - Annually required pension contribution increasing substantially
  
- **Budget Balancing Strategies**
  - Expenditure reductions for the long-term to address structural financial challenges
  - Core services maintained or enhanced to meet Council priorities
  - Non-core services reduced or eliminated
  - New paradigm – Citizens as partners rather than merely customers
  
- **Revenue Highlights**
  - Property tax millage is recommended to remain at the 2009 rate of 12.5, which is 28% lower than the peak rate of 17.46
  - Projected \$360,529 draw from sales tax stabilization fund
  - City water and sewer rates remain highly competitive with similar sized cities in Georgia; the proposed base charges for water and sewer services in 2010 are unchanged from 2009. The consumption charges are proposed to increase. Overall, the impact on the combined Water & Sewer bill for the median City household is \$1.65 per month to fund necessary capital improvement/maintenance and to meet State environmental mandates.
  - Other revenue changes are summarized in the Budget Summary
  
- **Expenditure Highlights**
  - Restoring General Fund Capital Improvement Program with a \$1,609,000 funding allocation
  - Maintaining performance skill increase in April, 2010 but delaying final decision on general wage increase until mid 2010
  - Pension increase of \$893,379
  - Reducing departmental expenditures or holding to 2009 levels





# 2010 BUDGET OVERVIEW

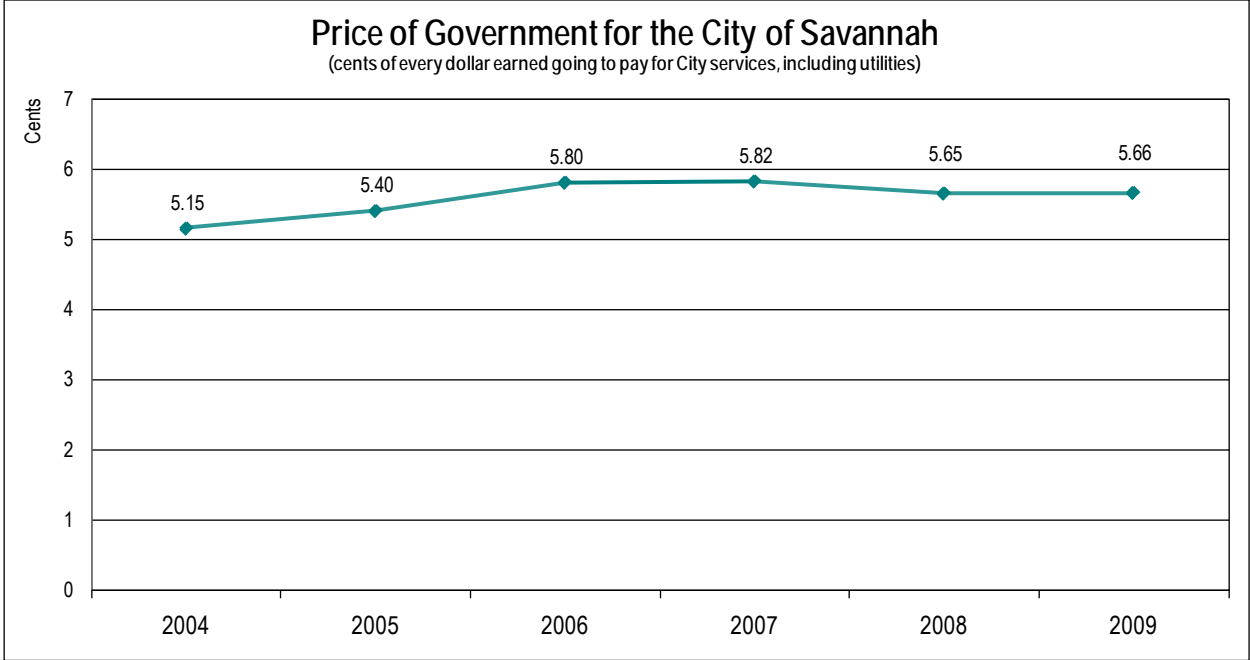
The City of Savannah addressed an essential question by using the Budgeting for Outcomes approach to budgeting: How can citizens get the most value for the taxes and fees they pay?

## PRICE OF GOVERNMENT

While reviewing the budget, it is helpful to keep in mind the concept of Price of Government. This concept in Budgeting for Outcomes involves examining how much citizens pay for all City services compared to the personal income of the community.

This “price of government” is what citizens put toward government services in competition for their income in such areas as food, housing, medical care, clothing, transportation, various services and savings. This price of government can be viewed over long periods as an indicator of the amount taxpayers are willing to pay for services.

For the past 50 years, Americans have spent approximately 35 cents of every dollar of annual personal income to buy services from their local, state and federal governments. Of this 35 cents, 20 cents has been historically allocated to Federal government services, 8 cents to State government services, and 7 cents to Local government services.<sup>1</sup> During the most recent five year period, Savannah, citizens have spent between 5.15 and 5.66 cents of their dollar of annual personal income on City services as shown in the graph below.



<sup>1</sup> Hutchinson, P. & Osborne, D. (2004). *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis*. New York, NY: Basis Books

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## ECONOMIC OUTLOOK

At the national level, forecasters expect the U.S. economy to see a modest recovery in 2010. The economy was unstable during 2009 due to the weak housing market and a dramatic drop in consumer confidence. The Gross Domestic Product (GDP) has declined for several quarters. Some improvement has been seen in large part due to temporary federal government programs. The lingering effects of high unemployment and the erosion of commercial real estate activity will continue to impact growth in 2010. Inflation, driven in large part by world demand for commodities, is low due to the weak economy. Many employers expect their workforce to remain the same in the coming months with some taking steps to manage labor costs by reducing the number of hours employees work during the next six months as well as planning temporary layoffs.

Forecasters are seeing signs the Georgia economy is beginning to stabilize. The slowdown at the national level had a significant impact on the economic outlook for the state. State unemployment is expected to remain above 10% in 2009, which is higher than the national unemployment rate of 9.8%.

The Savannah economy has not avoided the economic slowdown occurring at the national level. Several of the City's major employers have cut jobs and commercial construction activity has failed to stabilize the economy while residential construction has slowed significantly. According to recent statistics from the State, the Coastal Empire's regional economy is doing worst than the rest of the state in terms of employment growth. However, the area remains a very attractive location for quality of life offerings and is expected to remain competitive.

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## FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly and have lasting effects, guiding principles to maintain financial stability is important. The City of Savannah's financial foundation principles include:

- Maintaining an adequate fund balance
- Funding recurring costs only with recurring revenue
- Reducing long-term debt and
- Strategically investing in the community and the organization

A snapshot of the City's financial future accomplishes two important goals. It allows identification of challenges early and provides information to the Mayor and Council for policy setting to address potential problems pro-actively. Each year the *Financial Trend Indicators Report* is updated for the most recent five year period. The trend analysis considers thirty-four demographic and financial trends for the City of Savannah. The *Five-Year Financial Plan* is also updated using a five year planning period that looks ahead to project future needs.

The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial principles, policies, and processes that guide decision-making.

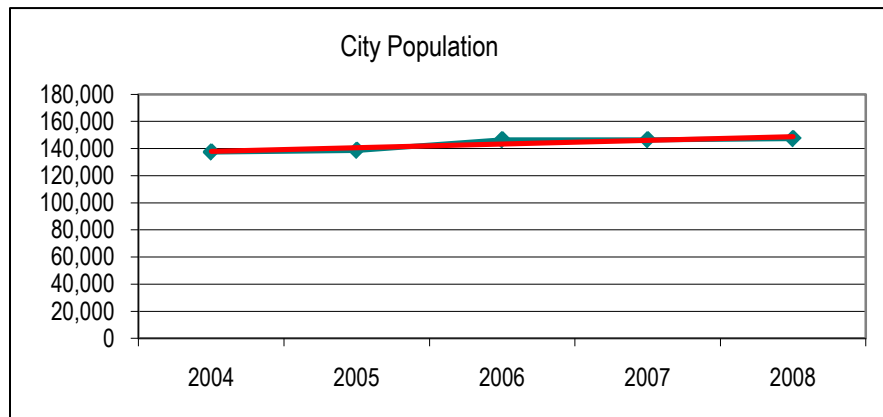
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## FINANCIAL TREND INDICATORS

Adoption of policies that will stimulate economic growth, enhance attractiveness of the City, and address quality of life issues is an integral part of the financial planning process. Key trend indicators that impact the City's ability to make improvements are described as follows:

## City Population

Population change can affect governmental revenues and service demand. The City of Savannah population estimates provided by the Metropolitan Planning Commission (MPC) show the population increased by 9,806 from 2004 to 2008, going from 137,489 to 147,295. These estimates include annexations by the City during this period. Although there is currently a slowdown in the development sector, population is expected to continue to increase once development resumes in the annexed areas. Annexation has increased the City's property tax base.

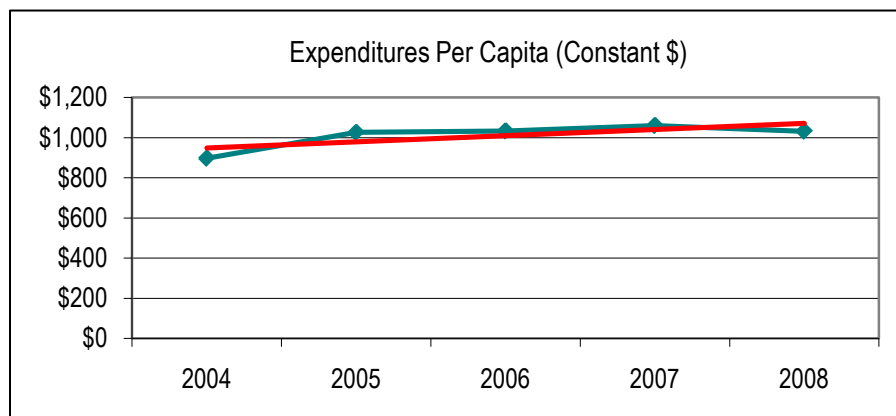


## Expenditures per Capita

The quality of services provided to meet the needs of City of Savannah residents and businesses is a top priority. Changes in expenditures per capita can occur as needs and demand for services change. Per capita cost on a constant dollar basis was \$897 in 2004 and increased to \$1,032 in 2008. This change is attributed to:

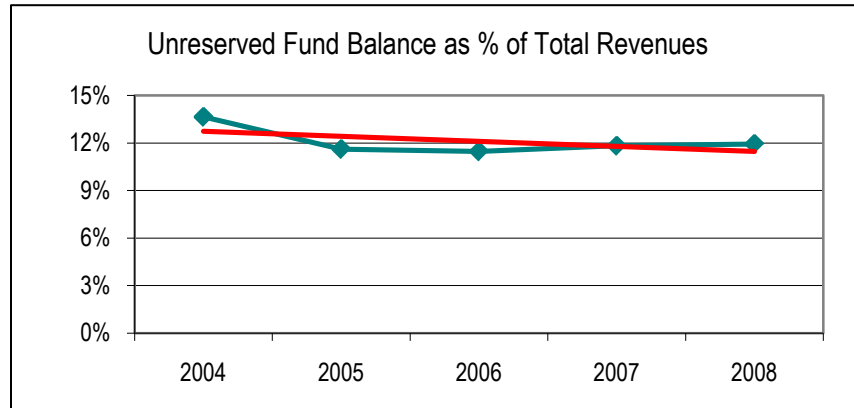
- Increased cost of delivering municipal services
- Enhancement in the level of services provided
- Creation of new services

For comparison, revenues per capita in constant dollars were \$1,034 in 2008.



## Unreserved Fund Balance

The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. As a percentage of General Fund revenue, the City's unreserved fund balance has been about 12% since 2005. The Government Finance Officers Association (GFOA) has recommended an unreserved fund balance of no less than five to 15 percent of General Fund revenues. The 2008 ending unreserved fund balance was \$20,724,520.



## FINANCIAL OUTLOOK

### GENERAL FUND

Following the City's financial principles, looking back at various trends, and looking forward five years to prepare for challenges on the horizon has allowed the legislative and administrative authorities to work together to make financial adjustments where necessary. The City's financial base includes a diverse revenue stream to keep from relying on a single source of revenue to meet service delivery needs. This mix of revenue has helped the City weather economic downturns. In order for the City to maintain its positive financial position, sound financial planning and prudent decision-making is required.

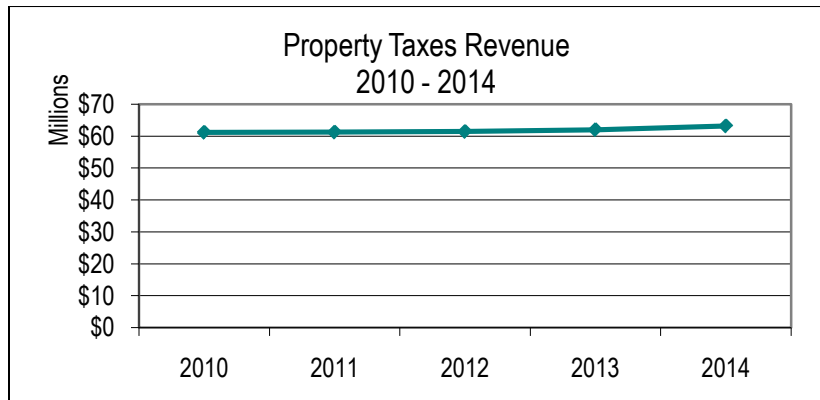
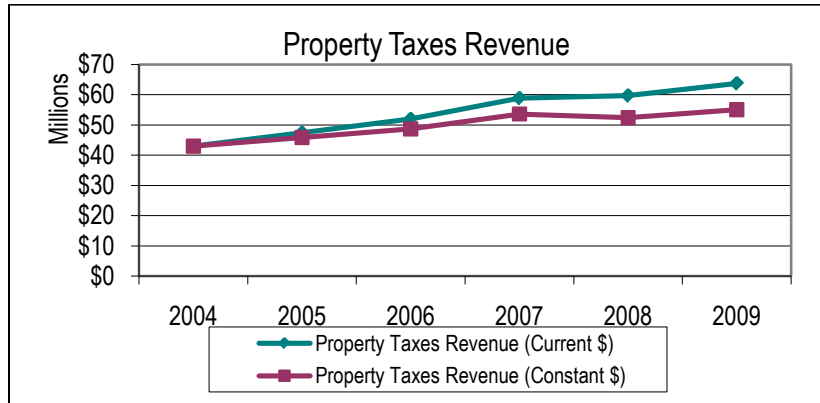
### Property Taxes

Property taxes are the single most significant source of revenue for the City and make up 35% of the City's General Fund revenue. The City's current millage rate of 12.5 mills is proposed to remain the same in 2010.

The 2008 Homeowner's Tax Relief Grant from the state of Georgia was received in 2009 because of the state budget crisis. This Grant was eliminated in 2009 due to the impact of the recession on state revenues. Elimination of the reimbursement, which provided tax relief to homeowner's, put pressure on local governments to increase the tax bill to make up for this loss in revenue.

The City's millage rate has been reduced 4.96 mills or 28% since 1996, from a high of 17.46 mills to 12.5 mills in 2007. It remained at 12.5 mills in 2008 and 2009. The state legislature declared a moratorium on all increases in the assessed value of property beginning in January 2009 and continuing until January 2011. While economic conditions have caused some property values to decline, increases in the digest in future years may come from new growth and development. The 2010 budget is based on the digest remaining flat. Adjustments to the millage rate will continue to be reviewed each year in consideration of the City's ability to remain competitive in attracting new residents and retaining current businesses.

Property Taxes revenue over a six year period in current and constant dollars is shown in the graph below. The amount for 2009 is the forecast amount. Also shown is the five year forecast for Property Taxes revenue.

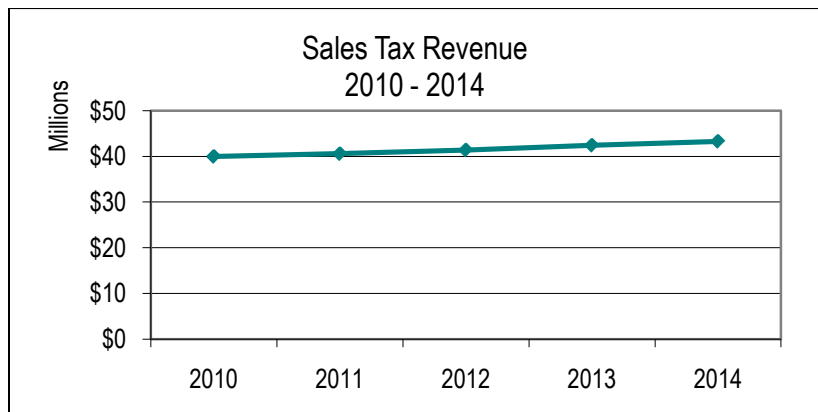
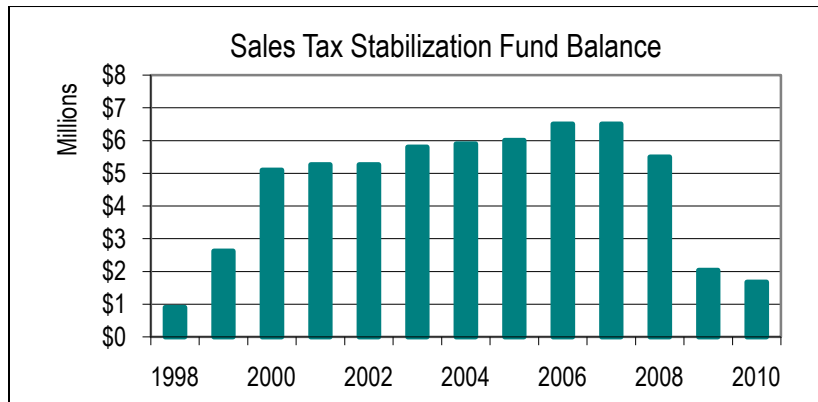
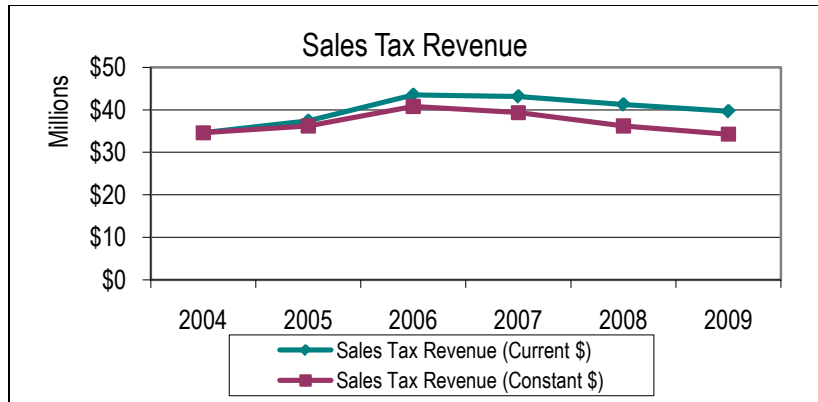


## Sales Tax

The General Fund's second major revenue source is sales tax. This tax is directly impacted by performance of the economy. In Savannah, a 7% sales tax is levied. Of this amount, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option Sales Tax (SPLOST), 1% goes to the Savannah-Chatham County Public School System as the Education Special Purpose Local Option Sales Tax (ESPLOST), and 1% is shared between Chatham County, Savannah, and the seven other municipalities in the County as the Local Option Sales Tax (LOST). The percentage of the one-cent LOST the City of Savannah currently receives is 67.21%.

In previous years, the amount of Sales Tax revenue received above the trend line was transferred to the Sales Tax Stabilization Fund to guard against a recession. These funds are available for use in years when revenue is below the trend line. There was a draw from this Fund in 2008 (accounted for as a decreased contribution to CIP), and budget projections include draws from the Fund in 2009 and 2010.

Sales Tax revenue over a six year period in current and constant dollars is shown in the graph which follows. The amount for 2009 is the forecast amount. Also shown is the five year forecast for Sales Tax revenue. Slow growth in this revenue source is currently projected.



## User Fees

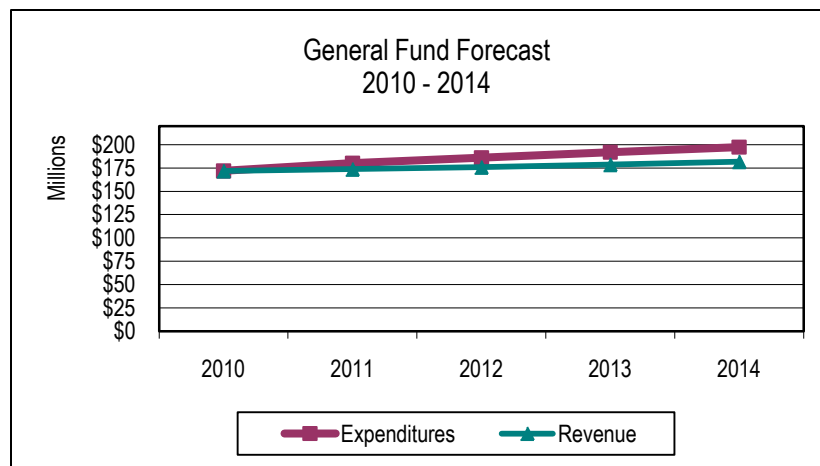
User fees are charged for specific services such as leisure activities and development services. Some of the General Fund user fees that are recommended to increase in 2010 include the sidewalk café fee, softball and basketball fees, and cemetery interment fees. New fees are proposed for youth team basketball, after-school program, and construction dumpsters/trailers.

User fees are projected to generate about 14% of General Fund revenue in 2010. The largest user fee is the reimbursement from Chatham County for police services provided to the unincorporated area. This fee is a result of the City and County police merger in 2005.

## Five Year Plan Forecast

General Fund revenue for the period 2010 – 2014 is projected to grow slowly as economic conditions are expected to gradually improve. Property taxes revenue is forecast to remain virtually flat until 2013 due to the state moratorium on increases in assessed value until 2011 and the recent decline of property values. Increases may come from new development as well as increases in property values when the moratorium is lifted and as the economy recovers. The revenue forecast does not include a change in the millage rate. Sales tax, another important revenue source, is anticipated to increase modestly during 2010 – 2014 as the economy and consumer confidence picks up. Other elastic revenue sources such as hotel/motel tax, business tax, development fees, and interest earned are also projected to show improvement over the next few years.

Overall expenditure growth is expected to be constrained during the next two years due to a decrease in revenue. Expenditures are planned to decrease in 2010 and are expected to remain flat in 2011. As the economy shows gradual improvement by 2012, increased funding is planned to support expansion of capital infrastructure improvements. From 2012 to 2014, the areas that are projected to impact spending growth are benefits, internal support services, and subsidies to various funds for service delivery. The gap in projected funding is expected to be managed through city-wide efforts that contain benefit spending while remaining competitive, target efficiencies and innovation and result in long-term sustainability.



## WATER AND SEWER FUND

Revenues generated from water and sewer fees are used to plan, operate and maintain water lines, sanitary sewer lines, manholes, well sites, a surface water treatment plant, sanitary sewer lift stations, and wastewater treatment plants. The water and sewer sanitary system serves metered customers in Savannah and surrounding areas. A financial plan is used to manage water and sewer rates. Key considerations to keeping rates low include:

- Planning for major capital needs as far in advance as possible
- Developing site-specific connection fees so that “growth” pays its own way
- Reviewing and making needed annual rate adjustments
- Using a five year financial planning period to project future needs

## Future Rate Projection

Water and sewer rates are projected five years into the future. Rate increases are projected to be necessary to fund anticipated increases in operation and maintenance of the system, and to fund the Water and Sewer System 2010 – 2014 five year capital improvement and maintenance plan. The projected monthly increase (percentage increases) in combined water and sewer bills (on a monthly basis) for three different usage levels is shown below.

Year	Monthly Increase in Combined Bill			Percentage Increase in Combined Bill		
	15CCF*	25CCF	35CCF	15CCF*	25CCF	35CCF
1999(actual)	\$0.00	\$0.25	\$0.50	0.00%	0.83%	1.26%
2000 (actual)	0.45	0.75	1.05	2.20%	2.48%	2.62%
2001 (actual)	0.60	1.00	1.40	2.87%	3.23%	3.41%
2002 (actual)	0.45	0.75	1.05	2.09%	2.35%	2.47%
2003 (actual)	0.60	1.00	1.40	2.74%	3.06%	3.22%
2004 (actual)	0.90	1.50	2.10	3.99%	4.45%	4.67%
2005 (actual)	0.90	1.50	2.10	3.84%	4.26%	4.47%
2006 (actual)	1.20	2.00	2.80	4.93%	5.45%	5.70%
2007 (actual)	1.65	2.75	3.85	6.46%	7.10%	7.41%
2008 (actual)	1.95	3.25	4.55	7.17%	7.84%	8.16%
2009 (actual)	2.25	3.75	5.25	7.72%	8.38%	8.70%
2010	1.65	2.75	3.85	5.26%	5.67%	5.87%
2011	1.65	2.75	3.85	5.00%	5.37%	5.55%
2012	1.05	1.75	2.45	3.03%	3.24%	3.34%
2013	0.90	1.50	2.10	2.52%	2.69%	2.77%
2014	0.75	1.25	1.75	2.05%	2.18%	2.25%
Average (last 5 years)	<b>\$1.20</b>	<b>\$2.00</b>	<b>\$2.80</b>	<b>3.57%</b>	<b>3.83%</b>	<b>3.96%</b>

\* 15 CCFs is the usage of the system's "median customer; that is half of the customers use more and half use less.

## Capital Improvement Program

The Capital Improvement Program is updated annually. The plan has been updated for the period 2010- 2014. The proposed plan totals \$227,277,380, of which \$100,606,790 has been included in the budget to fund the first year of the updated plan. It takes into consideration projected revenue from twelve sources that are proposed to fund thirteen improvement categories.



# BUDGET SUMMARY

City-wide revenues total \$323,525,498 for 2010. This is a 2.0% decrease below the 2009 adopted budget. The decline is primarily due to less revenue from the taxes and interest earned categories. Impacting revenues in 2010 are fee increases in the following areas: Tourism & Film, Leisure Services, Cemeteries, Traffic Engineering, Mobility and Parking Services, and Water, and Sewer. The table below compares 2009 adopted revenues with 2010 proposed revenues.

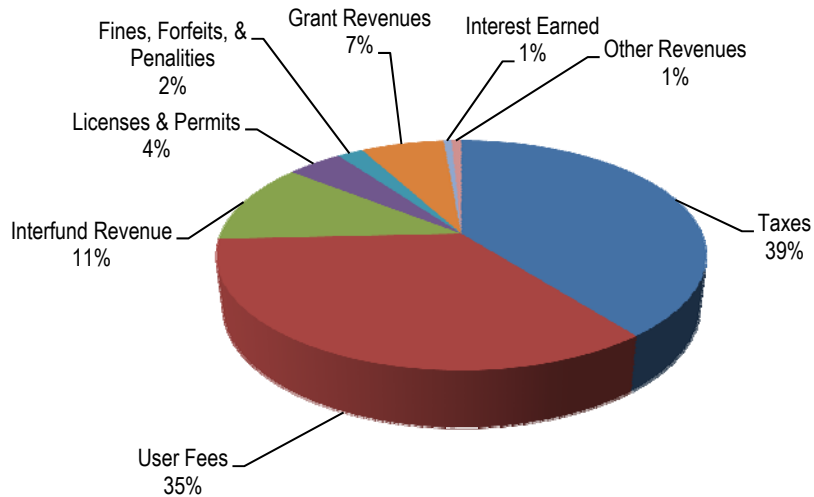
	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<b>REVENUE</b>				
Fund Balance/Change in Net Assets January 1st	\$ 396,489,953	\$ 449,087,826	\$ 499,572,756	11.2
Taxes	\$ 129,109,570	\$ 132,490,154	\$ 127,377,882	-3.9
User Fees	109,591,887	109,458,345	112,918,817	3.2
Interfund Revenue	35,091,652	37,322,685	36,693,627	-1.7
Licenses & Permits	15,272,573	14,069,450	14,146,250	0.5
Fines, Forfeits, & Penalties	6,049,837	6,062,751	6,583,894	8.6
Grant Revenues	25,974,673	17,437,602	21,284,659	22.1
Interest Earned	3,520,264	1,176,042	2,042,000	73.6
Other Revenues	<u>4,282,439</u>	<u>8,020,611</u>	<u>2,478,369</u>	<u>-69.1</u>
<b>TOTAL REVENUE</b>	<b>\$ 328,892,895</b>	<b>\$ 326,037,640</b>	<b>\$ 323,525,498</b>	<b>-0.8</b>
 <b>TOTAL FUNDS AVAILABLE</b>	 <b>\$ 725,382,848</b>	 <b>\$ 775,125,466</b>	 <b>\$ 823,098,254</b>	 <b>6.2</b>

After adjusting for transfers between funds, total expenditures for 2010 are \$277,745,956 or 1.6% below the 2009 adopted budget. The changes are primarily due to maintaining or enhancing core services to meet Council priorities and reducing or eliminating non-core services. Departmental expenditures were reduced or held at the 2009 level with the exception of planned activities supported by stimulus grant funding and debt service to meet requirements on outstanding debt.

	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<b>EXPENDITURES</b>				
Personal Services	\$ 152,140,259	\$ 156,110,488	\$ 156,006,396	-0.1
Outside Services	36,203,233	40,040,932	39,082,548	-2.4
Commodities	20,318,446	19,813,655	18,790,852	-5.2
Internal Services	25,401,833	26,790,370	26,660,661	-0.5
Capital Outlay	9,234,733	12,558,541	6,692,953	-46.7
Debt Service	15,043,649	16,411,481	17,472,554	6.5
Interfund Transfers	49,210,793	36,503,876	41,358,934	13.3
Other Expenses	<u>24,458,036</u>	<u>17,808,297</u>	<u>17,460,600</u>	<u>-2.0</u>
<b>SUBTOTAL</b>	<b>\$ 332,010,982</b>	<b>\$ 326,037,640</b>	<b>\$ 323,525,498</b>	<b>-0.8</b>
Less Interfund Transfers	\$ (55,715,960)	\$ (50,484,930)	\$ (45,779,542)	-9.3
<b>TOATL EXPENDITURES</b>	<b>\$ 276,295,022</b>	<b>\$ 275,552,710</b>	<b>\$ 277,745,956</b>	<b>0.8</b>
Fund Balance/Change in Net Assets December 31st	\$ 449,087,826	\$ 499,572,756	\$ 545,352,298	9.2

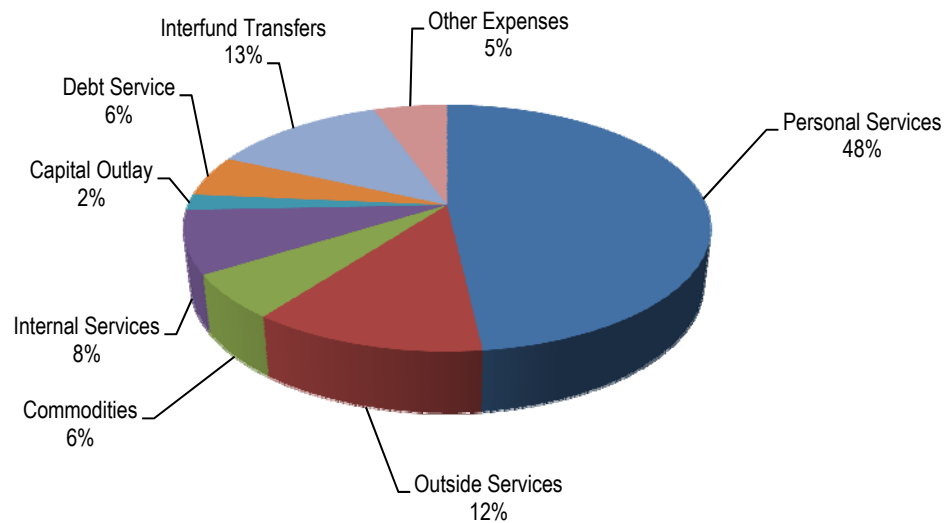
**REVENUE**

The graph below presents a breakdown, by category, of total revenues for 2010. Taxes include property, sales and other taxes. User Fees are made up of the following: Leisure Services Fees, Development related Fees, Fees for Other Services – General Fund, E911 Fees, Haz-Mat Services, Water Services, Sewer Services, I & D Water Services, Sanitation Services, Parking Services, Civic Center Services and Golf Course Lease. Interfund Revenues include Internal Services, Interfund Services and General Fund Contributions.



**EXPENDITURES**

The graph below presents total expenditures for 2010, by major code, after adjusting for transfers between funds. Of the total funds budgeted, Personal Services is the largest expenditure category. This category will support wages and fringe benefit costs associated with City employment for approximately 2,600 employees. Funding for Outside Services, Commodities, and Capital Outlay will be used to provide direct services to citizens.



## REVENUE CHANGES

This budget recommends maintaining the 2010 millage rate of 12.5. The proposed budget is balanced with revenue changes in a few areas as described below. Changes were made in consideration of service delivery needs, the cost of services, and operational requirements.

### General Fund.

Tourism & Film Services:

	Current	Proposed
Sidewalk Café Fee	\$50 permit (annual)	\$15 per chair (annual)

Leisure Services:

Activity	Current	Proposed
Softball, Spring/Summer	\$520	\$572
Softball, Fall	\$420	\$462
Basketball, Adult	\$420	\$462
Basketball, Youth (Team)	\$0	\$75
Swimming Pool Rental	\$50	\$65
Swimming Lessons	\$20	\$25
After School Program	\$0	\$15
Blackshear Sports Camp	\$35	\$40
Team Tennis	\$45	\$49

Cemeteries:

Interment Services	Current	Proposed
Sunday/Holiday Rate		
Adult	\$900	\$950
Child (2-10 years)	\$625	\$660
Infant (up to 2 years)	\$555	\$585
Ashes	\$485	\$570
Standard Rate		
Adult	\$680	\$720
Child (2-10 years)	\$440	\$470
Infant (up to 2 years)	\$400	\$420
Ashes	\$345	\$400
Prime Rate		
Adult	\$520	\$550
Child (2-10 years)	\$330	\$350
Infant (up to 2 years)	\$300	\$315
Ashes	\$260	\$300

Other Services	Current	Proposed
Perpetual Care		
per square foot	\$11	\$12
Annual Care		
per lot per year	\$110	\$120
Water Supplied to Lot Owners		
per lot per year	\$15	\$20
Columbarium Memorialization		
Tour Fee (single tour up to one hour, up to 30 participants)	\$25	\$35
Monthly Tour Pass (any cemetery)		
Walking or bicycle tour		
(up to 15 guests)	\$90	\$120
Small vehicle tour		
(up to 15 passengers)	\$90	\$120
Bus or trolley tour		
(25'-35' long)	\$220	\$300
Monthly Tour Pass (all cemeteries)		
Walking or bicycle tour		
(up to 15 guests)	\$180	\$225
Small vehicle tour		
(up to 15 passengers)	\$180	\$225
Bus or trolley tour		
(25'-35' long)	\$440	\$550
Event Fee (up to one hour, up to 30 participants)	\$25	\$35
Filming Fee (up to one hour, up to 30 participants)	\$25	\$35
After-hour Fee (in addition to above fees)	\$60	\$75

Traffic Engineering:

	Current	Proposed
Construction Dumpsters/ Trailers		
Application Fee	\$0	\$20
Right of Ways Per Day	\$3	\$4

Mobility and Parking Services Fund.

	Current	Proposed
Taxi Citations	\$25	\$50

**Water and Sewer Fund.** The proposed base charges for water and sewer service in 2010 are unchanged from 2009. Only the consumption charges are proposed to increase. The impact of the proposed 2010 increase on the combined monthly water and sewer bill for the median inside City customer (who uses about 15 CCFs bi-monthly) is as follows:

	2010 over 2009
Monthly Increase in Combined Water & Sewer Bill	\$1.65
Percentage Increase	5.26%

The increases are necessary to fund anticipated increases in the operation and maintenance cost of the system, and to fund water and sewer systems capital improvement/capital maintenance plan.

The 2009 and proposed 2010 water and sewer rate schedules are as follows:

Water Rates	Current	Proposed
Water, Inside City		
Base Charge (bi-monthly)	\$11.06	\$11.06
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$0.70	\$0.74
Over 15 CCFs	\$0.88	\$0.92
Water, Outside City		
Base Charge (bi-monthly)	\$16.59	\$16.59
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$1.05	\$1.11
Over 15 CCFs	\$1.32	\$1.38

Sewer Rates	Current	Proposed
Sewer, Inside City		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$2.16	\$2.34
Over 15 CCFs	\$2.54	\$2.72
Sewer, Outside City		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.24	\$3.51
Over 15 CCFs	\$3.81	\$4.08

A new fee for recovery of capital costs for reclaimed water distribution is assumed to be implemented at a rate of \$600 per ECU. Implementation of this fee assumes that EPD will allow the City to not require the installation of purple pipe in new subdivisions. The fee would be paid in lieu of such installation. It is assumed that the fee will be levied on all new connectors to the water and sewer system within the City. It is also assumed that revenue will be realized from this new fee beginning in 2010.

# CITY-WIDE REVENUE DETAIL

The table below compares 2008 actual revenues with 2009 projected revenues and 2010 budgeted revenues.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>Taxes</u>				
Property Taxes	\$ 59,694,751	\$ 63,710,043	\$ 61,173,000	-4.0
Sales Tax	41,280,037	43,128,008	40,360,529	-6.4
Other Taxes	<u>28,134,782</u>	<u>25,652,103</u>	<u>25,844,353</u>	<u>0.7</u>
Subtotal	\$ 129,109,570	\$ 132,490,154	\$ 127,377,882	-3.9
<u>User Fees</u>				
Leisure Services Fees	\$ 764,425	\$ 672,800	\$ 758,606	12.8
Inspection Fees	2,348,971	1,220,650	1,275,750	4.5
Fees for Other Services - General Fund	20,754,238	21,559,197	21,739,403	0.8
E911 Fees	5,123,107	4,800,000	4,800,000	0.0
Haz-Mat Services	149,000	149,758	149,758	0.0
Water Services	19,088,138	19,165,753	20,352,773	6.2
Sewer Services	28,649,508	29,404,157	31,313,937	6.5
I & D Services	8,156,515	8,609,314	8,356,041	-2.9
Sanitation Services	17,839,324	15,612,001	15,558,349	-0.3
Mobility and Parking Services	5,185,649	6,860,315	7,282,800	6.2
Civic Center Services	1,448,012	1,302,400	1,229,400	-5.6
Golf Course Lease	<u>85,000</u>	<u>102,000</u>	<u>102,000</u>	<u>0.0</u>
Subtotal	\$ 109,591,887	\$ 109,458,345	\$ 112,918,817	3.2
<u>Interfund Revenues</u>				
Internal Service Charges	\$ 9,942,042	\$ 11,038,026	\$ 10,165,199	-7.9
Interfund Services	19,481,939	19,641,407	20,045,968	2.1
General Fund Contribution	<u>5,667,671</u>	<u>6,643,252</u>	<u>6,482,460</u>	<u>-2.4</u>
Subtotal	\$ 35,091,652	\$ 37,322,685	\$ 36,693,627	-1.7
Licenses & Permits	\$ 15,272,573	\$ 14,069,450	\$ 14,146,250	0.5
Fines, Forfeits, & Penalties	\$ 6,049,837	\$ 6,062,751	\$ 6,583,894	8.6
Grant Revenues	\$ 25,974,673	\$ 17,437,602	\$ 21,284,659	22.1
Interest Earned	\$ 3,520,264	\$ 1,176,042	\$ 2,042,000	73.6
Other Revenues	\$ 4,282,439	\$ 8,020,611	\$ 2,478,369	-69.1
TOTAL	\$ 328,892,895	\$ 326,037,640	\$ 323,525,498	-0.8

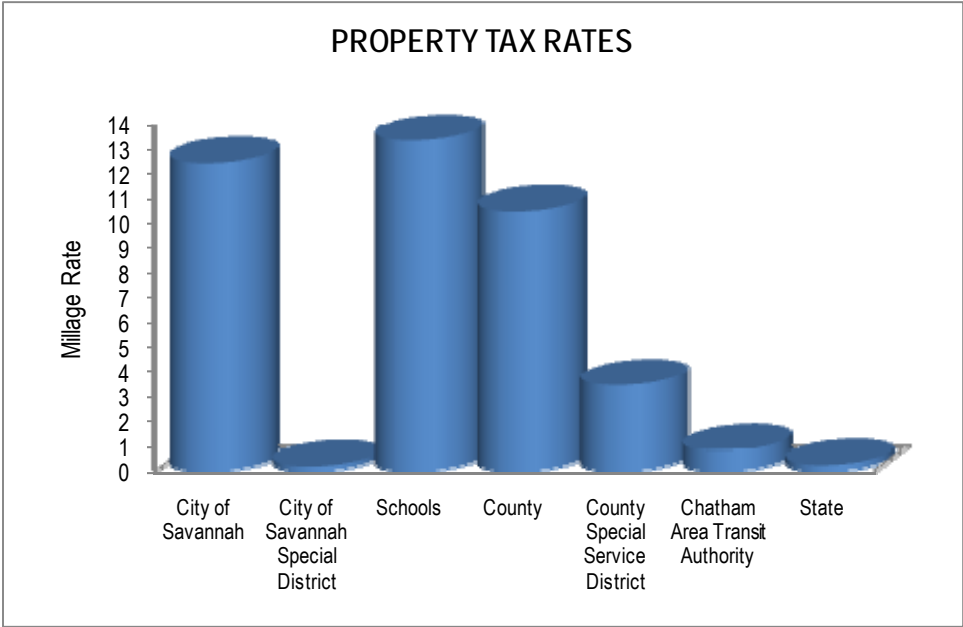
# WHAT DOES A PROPERTY OWNER PAY?

The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2010 budget maintains the City of Savannah millage rate of 12.5 mills.

For example, the assessed value of a house that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 12.5 mills, the property tax on the house would be \$500. This is \$12.50 for every \$1,000 of assessed value (or \$12.50 multiplied by 40).

Fair Market Value	Assessed Value	Millage	City Property Tax
\$100,000	x 40% = \$40,000	\$12.50 per \$1,000	\$500

The graph below shows City of Savannah direct and overlapping property tax rates. Overlapping rates are those of local and county governments that apply to property owners within the City of Savannah. Not all overlapping rates apply to all City of Savannah property owners (e.g., the rates for the special districts apply only to property owners whose property is located within the geographic boundaries of the special district).



CITY OF SAVANNAH, GEORGIA  
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING<sup>1</sup> GOVERNMENTS  
1999 - 2008

(PER \$1,000 OF ASSESSED VALUE)

Year	City	City Special District <sup>2</sup>	Schools	County	Chatham Area Transit Authority	State	Total
1999	14.800	-	19.830	11.010	.900	.250	50.410
2000	13.700	-	19.840	10.440	.858	.250	47.578
2001	13.500	-	18.576	10.367	.853	.250	47.021
2002	13.300	-	17.550	10.367	.820	.250	45.767
2003	13.300	-	17.770	10.367	.820	.250	46.187
2004	13.100	.200	17.600	10.367	.820	.250	45.817
2005	12.900	.200	17.277	10.037	.820	.250	45.959
2006	12.700	.200	15.817	10.837	.820	.250	44.099
2007	12.500	.200	13.795	10.537	0.820	.250	41.577
2008	12.500	.200	13.404	10.537	0.820	0.250	37.711

<sup>1</sup> Overlapping rates are those of local and county governments that apply to property owners within the City of Savannah. Not all overlapping rates apply to all City of Savannah property owners (e.g., the rates for the special districts apply only to the proportion of the government's property owners whose property is located within the geographic boundaries of the special district).

<sup>2</sup> In 2003, the City of Savannah created special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy.



# CITY-WIDE REVENUE CHANGES

City revenue sources are divided into the following categories with major changes highlighted below:

- Taxes represent 39% of City revenue and include property taxes, sales tax and other taxes such as alcohol taxes and the hotel/motel tax. Tax revenues are projected to decrease in 2010 primarily due to the 2008 Homeowner's Tax Relief Grant from the state of Georgia and a large amount of delinquent tax collections received in 2009. Sales tax revenue decreases in 2010 because less funding from the Sales Tax Stabilization Fund is anticipated. The City millage rate is budgeted to remain the same in 2010.
- User Fees are received for specific services provided by the City and represent 35% of revenue. More than half of user fee revenue is generated by Water, Sewer, and Sanitation services. Rate increases are planned for some user fees, such as water and sewer consumption charges, in 2010.
- Interfund Revenues are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal, and General Fund contributions to subsidized funds. Total General Fund contributions to other funds are projected to decrease \$160,792 in 2010.
- Licenses & Permits revenue is derived from such sources as utility franchise fees and alcoholic beverage licenses. The most significant revenue source in this category is electric franchise fees, which accounts for half of Licenses & Permits revenue.
- Fines, Forfeits, & Penalties consists primarily of Recorder's Court fines and parking citations. Parking citation revenue is anticipated to increase in 2010 due to vacant positions in 2009. Also, fines revenue is expected to increase due to the planned addition of two red light cameras.
- Grant Revenues are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. In 2010, City-wide grant revenues are anticipated to be \$21,284,659, which includes stimulus grants awarded to the City of Savannah.
- Interest Earned revenue comes from City investments. Accrued interest is distributed to funds participating in the City's Investment Fund Pool based on their average equity balance for the month. Interest revenue is expected to increase in 2010 as interest rates are anticipated to rise.
- Other Revenues consists of items such as miscellaneous revenue, miscellaneous rents, payment in lieu of taxes, and reimbursements to the City of Savannah. The decrease in 2010 is primarily the result of a significant draw on reserves in the Vehicle Purchase Fund in 2009.

# CITY-WIDE EXPENDITURE DETAIL

Changes in the budget from a year ago are shown in the table below.

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Projected</u>	<u>2010</u> <u>Budget</u>	<u>% Change</u> <u>09-10</u>
General Fund	\$ 173,302,489	\$ 177,042,390	\$ 171,938,891	-2.9
<u>Special Revenue Funds</u>				
Community Development	\$ 20,011,911	\$ 12,729,703	\$ 15,345,964	20.6
Hazardous Material Team	424,073	430,528	434,128	0.8
Public Safety Communications	6,074,320	5,665,277	5,452,263	-3.8
Grant	6,910,126	4,795,088	7,237,161	50.9
Hotel Motel Tax	<u>5,356,618</u>	<u>4,554,087</u>	<u>4,619,399</u>	<u>1.4</u>
Subtotal	\$ 38,777,048	\$ 28,174,683	\$ 33,088,915	17.4
<u>Enterprise Funds</u>				
Sanitation	\$ 25,319,814	\$ 23,989,060	\$ 23,711,603	-1.2
Civic Center	3,692,501	3,298,191	3,438,762	4.3
Water	22,162,712	22,059,456	23,263,080	5.5
Sewer	28,375,117	29,827,424	31,918,862	7.0
I & D Water	8,438,421	8,821,559	8,499,019	-3.7
Mobility and Parking Services	7,507,606	9,877,373	10,704,827	8.4
Golf Course	<u>6,500</u>	<u>102,000</u>	<u>102,000</u>	<u>0.0</u>
Subtotal	\$ 95,502,671	\$ 97,975,063	\$ 101,638,153	3.7
<u>Internal Services Funds</u>				
Internal Services	\$ 9,860,438	\$ 11,038,026	\$ 10,165,199	-7.9
Computer Purchase	571,528	951,138	469,199	-50.7
Vehicle Purchase	<u>8,075,537</u>	<u>10,856,340</u>	<u>6,225,141</u>	<u>-42.7</u>
Subtotal	18,507,503	22,845,504	16,859,539	-26.2
Total	326,089,711	326,037,640	323,525,498	-0.8
Less Interfund Transfers	\$ (55,715,960)	\$ (50,484,930)	\$ (45,779,542)	-9.3
TOTAL	\$ 270,373,751	\$ 275,552,710	\$ 277,745,956	0.8

# CITY-WIDE EXPENDITURE CHANGES

Expenditures in this budget have been reduced significantly in response to a decline in various revenues. The General Fund, which provides funding for general government purposes, has been impacted the most. As such, service delivery needs will be met but at a reduced level in some areas. City expenditures are divided into eight major categories with changes in each highlighted below:

- Personal Services represents 48% of City expenditures and includes salaries and wages paid for services performed by approximately 2,600 City employees as well as fringe benefit costs associated with City employment. An allocation of \$2,578,473 is included for a lump sum payment of up to 2.5% to be awarded, in April, 2010 but earned in 2009, for enhancing performance and skills. A decision on the general wage adjustment has been delayed until mid-2010.

This proposed budget continues the comprehensive medical benefits plan to employees and their dependents with an employer contribution of \$14,235,188.

The Government Accounting Standards Board (GASB) issued a pronouncement (GASB 45) that requires governments to recognize the cost of post-retirement medical benefits for employees in a systematic way during their working careers. State law requires municipal governments in Georgia to follow the pronouncements of GASB for their accounting and financial reporting. This requirement became effective for Savannah for budget year 2007. Contributions have been made as follows:

- 2006 budget included \$2,000,000
- 2007 budget included \$4,000,000
- 2008 budget included \$6,460,400
- 2009 budget included \$6,850,000

The 2010 budget continues this funding requirement at the 2009 level with an allocation of \$6,850,000.

Based on the ninth actuarial study that reflects the pension changes adopted by City Council as of January 1, 2001, the recommended minimum pension contribution for 2010 compared to the past several years is as follows:

	2003	2004	2005	2006	2007	2008	2009	2010
City Contribution	\$3,509,400	\$3,901,400	\$4,849,800	\$5,628,454	\$6,305,394	\$6,422,959	\$7,015,798	\$7,922,994

The increase in the 2010 contribution compared to 2009 was due to the following:

- Increase in payroll
  - Investment yield less than actuarial assumption
  - Maintaining a 30 year amortization period
  - Net effect of other changes
- Outside Services are for services the City receives primarily from outside companies and represent 12% of expenditures. Utilities make up the largest share of expenditures in this category of \$11,775,826.

- **Commodities** are items of expenditures which, after use, are consumed or show material change in physical condition and are generally of limited value. The major changes include decreases in planned purchases of operating supplies and materials, and small fixed assets. Fuel allocations have also been decreased based on the market, the previous level of funding, and planned level of service. This expenditure area decreases \$1,728,116 below 2009 projected expenditures.
- **Interfund Services** represents services provided to City departments on a cost reimbursement basis. This expenditure category represents 8% of the operating budget. The largest costs are for services provided by the General Fund to other funds, computer services, and vehicle maintenance services. Computer services and vehicle maintenance services decrease \$354,859 and \$212,302 respectively below 2009 projected expenditures due to cross-departmental collaboration and efficiencies.
- **Capital Outlay** includes items costing more than \$5,000 each and having a use life of more than one year. This category represents 2% of expenditures. The decrease of \$883,464 in this expenditure area is based on planned spending in 2010.
- **Debt Service** is for payments of principal and interest to lenders or creditors on outstanding debt. This area increases \$1,061,073 above 2009 projected expenditures based on debt service requirements.
- **Interfund Transfers** are amounts transferred from one fund to another, primarily for work or services provided such as subsidies to the Civic Center Fund (\$759,949), Hazardous Material Team Fund (\$228,251), Sanitation Fund (\$3,091,922), Public Safety Communications Fund (\$652,263), and the Community Development Fund (\$1,306,259). A new expense of \$546,541 is included in 2010 for transfer to the Tax Allocation District Fund 1. An allocation of \$1,609,000 is included to continue funding for General Fund capital projects. Also included is \$50,000 for traffic calming planning. Expenditures in this category represent 13% of the total budget.
- **Other Expenses** are primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City. Planned funding decreases \$347,697 below 2009 projected expenditures primarily due to less funding available to purchase cultural and social services.

# PROJECTED CHANGES IN FUND BALANCE

## FUND BALANCES 2006-2008

Overall, the historical trend in the City's governmental funds is positive. The consistency of positive fund balances indicates stability in these funds.

Fund	Beginning Fund Balance 1-1-2006	Ending Fund Balance 12-31-2006	Net Increase/Decrease 2006	Beginning Fund Balance 1-1-2007	Ending Fund Balance 12-31-2007	Net Increase/Decrease 2007	Beginning Fund Balance 1-1-2008	Ending Fund Balance 12-31-2008	Net Increase/Decrease 2008
General	\$18,072,317	\$19,911,178	\$1,838,861	\$19,911,178	\$21,711,287	\$1,800,109	\$21,711,287	\$21,972,218	\$260,931
Special Revenue	2,289,926	3,887,853	1,597,927	3,887,853	10,795,844	6,907,991	10,795,844	17,964,798	7,168,954
Debt Service	781,558	818,925	37,367	818,925	876,962	58,037	876,962	906,019	29,057
Capital Projects	46,901,178	50,867,341	3,966,163	50,867,341	50,513,688	(353,653)	50,513,688	48,594,807	(1,918,881)
<b>TOTAL</b>	<b>\$68,044,979</b>	<b>\$75,485,297</b>	<b>\$7,440,318</b>	<b>\$75,485,297</b>	<b>\$83,897,781</b>	<b>\$8,412,484</b>	<b>\$83,897,781</b>	<b>\$89,437,842</b>	<b>\$5,540,061</b>

## FUND BALANCES 2009-2010

The General Fund is the largest City of Savannah fund and is classified as a governmental fund. As in prior years, the 2010 General Fund budget is consistent with the general accounting practice of maintaining a reserve for unforeseen contingencies. It is prudent to maintain the fund balance between 7% and 12% of annual General Fund expenditures. The projected General Fund fund balance of approximately \$22 million for the end of fiscal year 2010 equates to 13.7% of total General Fund expenditures. Included with the General Fund in the tables below are projected 2009 and 2010 fund balances/equities for selected City governmental funds.

The Special Revenue entry in the tables consist of the following funds: Grant, Property Acquisition, Public Safety Communications, Hazardous Material Team, Hotel/Motel Tax, Auto Rental Tax, Confiscated Assets, Economic Development, and City OPEB Reserves funds.

Fund	Beginning Fund Balance 1-1-2009	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2009
General	\$21,972,218	\$173,576,365	\$166,568,736	\$28,979,847	\$3,466,025	\$10,473,654	\$21,972,218
Special Revenue	17,964,798	29,090,381	24,569,980	22,485,199	1,675,512	6,195,913	17,964,798
Debt Service	906,019	0	2,379,380	(1,473,361)	2,379,380	0	906,019
Capital Projects	48,594,807	30,274,393	40,196,701	38,672,499	9,922,308	0	48,594,807
<b>TOTAL</b>	<b>\$89,437,842</b>	<b>\$232,941,139</b>	<b>\$233,714,797</b>	<b>\$88,664,184</b>	<b>\$17,443,225</b>	<b>\$16,669,567</b>	<b>\$89,437,842</b>

Fund	Beginning Fund Balance 1-1-2010	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2010
General	\$21,972,218	\$171,578,362	\$160,193,947	\$33,356,633	\$360,529	\$11,744,944	\$21,972,218
Special Revenue	17,964,798	29,677,972	24,592,951	23,049,819	1,206,830	6,291,851	17,964,798
Debt Service	906,019	0	2,725,344	(1,819,325)	2,725,344	0	906,019
Capital Projects	48,594,807	88,050,084	100,606,790	36,038,101	12,556,706	0	48,594,807
<b>TOTAL</b>	<b>\$89,437,842</b>	<b>\$289,306,418</b>	<b>\$288,119,032</b>	<b>\$90,625,228</b>	<b>\$16,849,409</b>	<b>\$18,036,795</b>	<b>\$89,437,842</b>

# PERMANENT POSITIONS BY SERVICE AREA

<u>Department/Activity</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>Change 09-10</u>
<b>General Administration</b>				
Mayor and Alderman	13.00	13.00	12.00	-1.00
Clerk of Council	3.00	3.00	3.00	0.00
Legal	3.00	3.00	3.00	0.00
City Manager	7.00	7.00	6.00	-1.00
Public Information Office	8.00	7.00	7.00	0.00
Tourism & Film Services	5.00	5.00	5.00	0.00
Citizen Office	4.00	4.00	4.00	0.00
Subtotal	43.00	42.00	40.00	-2.00 <sup>1</sup>
<b>Management and Financial Services</b>				
ACM/Mgt. and Financial Services	3.00	3.00	3.00	0.00
Research & Budget	11.00	11.00	9.00	-2.00
Human Resources	20.00	20.00	19.00	-1.00
Auditing	8.00	8.00	8.00	0.00
Finance	15.00	15.00	14.00	-1.00
Purchasing	7.00	7.00	7.00	0.00
City-Wide Emergency Planning	1.00	1.00	1.00	0.00
Treasury	23.00	23.00	22.00	-1.00
Recorder's Court of Chatham County	27.50	28.50	27.50	-1.00
Research Library & Municipal Archives	2.00	2.00	2.00	0.00
Central Services Director	3.00	3.00	0.00	-3.00
Inventory Management	5.00	5.00	5.00	0.00
Mail and Municipal Building Services	0.60	0.60	0.60	0.00
Risk Administration	6.00	6.00	9.00	3.00
River Street Hospitality Center	2.25	2.25	2.25	0.00
Savannah 311 Call Service Center	4.00	4.00	6.00	2.00
Subtotal	138.35	139.35	135.35	-4.00 <sup>2</sup>
<b>Public Works</b>				
Water Resources Bureau Director	8.00	8.00	4.00	-4.00
Traffic Engineering	31.00	32.00	31.00	-1.00
Stormwater Management	67.00	67.00	59.00	-8.00
Streets Maintenance	54.00	54.00	49.00	-5.00
Cemeteries	31.63	31.63	0.00	-31.63
Subtotal	191.63	192.63	143.00	-49.63 <sup>3</sup>
<b>Public Development</b>				
ACM/Public Development	5.00	5.00	5.00	0.00
Development Services	56.00	56.00	59.00	3.00
Community Services	11.00	11.00	3.00	-8.00
Property Maintenance	31.00	31.00	33.00	2.00
Real Property Services	6.00	6.00	5.00	-1.00
Economic Development	7.00	7.00	7.00	0.00
Subtotal	116.00	116.00	112.00	-4.00 <sup>4</sup>

<sup>1</sup> Two positions authorized but not funded in 2010.

<sup>2</sup> Six positions authorized but not funded in 2010; three positions to be transferred from Central Services Director Department to Risk Administration Department; and two positions to be transferred from the Information Technology Department to 311 Call Service Center to use positions more efficiently.

<sup>3</sup> Four positions reallocated; nineteen positions authorized but not funded in 2010; and the Cemeteries Department was transferred to the Leisure Services Bureau.

<u>Department/Activity</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>Change 09-10</u>
<b>Police</b>				
Police Chief	30.00	32.00	29.00	-3.00
Patrol	407.00	406.00	417.00	11.00
Criminal Investigations	100.00	102.00	100.00	-2.00
Special Operations	2.00	3.00	5.00	2.00
Traffic Unit	17.00	21.00	20.00	-1.00
School Crossing Guards	21.28	21.28	10.64	-10.64
Marine Patrol	7.00	8.00	7.00	-1.00
Mounted Patrol	6.00	6.00	6.00	0.00
Canine Unit	6.00	6.00	6.00	0.00
Animal Control	11.00	11.00	11.00	0.00
EMS Administration	1.00	1.00	1.00	0.00
Support Services	27.00	28.00	28.00	0.00
Information Management	39.00	39.00	32.00	-7.00
Counter Narcotics Team	35.00	35.00	35.00	0.00
Professional Standards and Training	21.00	20.00	20.00	0.00
Savannah Impact Program	22.00	21.00	16.00	-5.00
CrimeStoppers	3.00	3.00	3.00	0.00
Savannah Impact Work Ventures	2.00	2.00	2.00	0.00
Subtotal	757.28	765.28	748.64	-16.64 <sup>5</sup>
<b>Fire and Emergency Services</b>				
Fire Administration	20.00	20.00	21.00	1.00
Fire Operations	304.00	304.00	299.00	-5.00
Subtotal	324.00	324.00	320.00	-4.00 <sup>6</sup>
<b>Leisure Services</b>				
Leisure Services Director	5.00	5.00	5.00	0.00
Athletics	16.64	16.64	0.00	-16.64
Recreation Services	66.02	73.40	0.00	37.57
Adult Day Care	6.50	6.50	0.00	-6.50
Golden Age	21.63	21.63	0.00	-21.63
Cultural Affairs	10.00	10.00	10.00	0.00
Youth Services	0.00	0.00	72.27	72.27
Adult Services	0.00	0.00	9.13	9.13
Senior Services	0.00	0.00	25.38	25.38
Therapeutics Recreation	0.00	0.00	4.20	4.20
Buildings and Grounds Maintenance	53.84	52.84	50.39	-2.45
Building and Electrical Maintenance	19.00	19.00	20.00	1.00
Park and Tree	66.00	66.00	66.00	0.00
Cemeteries	0.00	0.00	26.63	26.63
Building Design and Construction	0.00	10.00	0.00	-10.00
Subtotal	264.64	281.01	288.99	7.98 <sup>7</sup>

<sup>4</sup> Six positions reallocated; five positions authorized but not funded in 2010; four positions to be transferred from Community Services Department, one position to be transferred to Recycling and Litter Abatement Department within the Sanitation Fund, three positions to be transferred to the Community Planning and Development Department within the Community Development Fund, and one position to be transferred to support the Youth Build Grant; four new positions to be added to enhance efficiency, one to the Development Services Department, two to the Property Maintenance Department; and one to the Economic Development Department; and nine positions to be transferred from Design and Construction Department within the Leisure Services Bureau to the Development Services Department within the Public Development Bureau to also enhance efficiency.

<sup>5</sup> Three full-time positions and 28 (10.640 FTE) part-time positions authorized but not funded in 2010; and three positions to be deleted.

<sup>6</sup> Four positions authorized but not funded in 2010.

<sup>7</sup> Three part-time positions reallocated; one full-time, four part-time and five seasonal positions authorized but not funded in 2010; one full-time and three part-time seasonal positions to be deleted; one position to be added to Building and Electrical Maintenance Department; five position's FTE to be reduced; nine positions in Design and Construction Department to be transferred to Development Services Department to enhance efficiency; and the Cemeteries

<u>Department/Activity</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>Change 09-10</u>
<b>Total General Fund</b>	<b>1,834.89</b>	<b>1,860.26</b>	<b>1,787.98</b>	<b>-72.28</b>
<b>Public Safety Communications Fund</b>				
Police Communications	81.00	81.00	0.00	-81.00
Fire Communications	9.00	9.00	0.00	-9.00
Communications Center	0.00	0.00	90.00	90.00
Subtotal	90.00	90.00	90.00	-90.00 <sup>8</sup>
<b>Hazardous Material Team Fund</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Sanitation Fund</b>				
Sanitation Director	16.00	16.00	14.00	-2.00
Residential Refuse Collection	124.00	115.00	115.00	0.00
Refuse Disposal	15.00	16.00	16.00	0.00
Street Cleaning	21.50	21.50	21.50	0.00
Commercial Refuse Collection	15.00	14.00	14.00	0.00
Recycling & Litter Abatement	31.00	41.00	41.00	0.00
Subtotal	222.50	223.50	221.50	-2.00 <sup>9</sup>
<b>Civic Center Fund</b>	<b>25.00</b>	<b>25.00</b>	<b>24.00</b>	<b>-1.00<sup>10</sup></b>
<b>Water Fund</b>				
Water and Sewer Director	7.00	7.00	7.00	0.00
Water and Sewer Planning and Engineering	16.00	17.00	17.00	0.00
Water Supply and Treatment	26.00	26.00	26.00	0.00
Water Distribution	49.00	49.00	49.00	0.00
Utility Services	28.00	28.00	26.00	-2.00
Subtotal	126.00	127.00	125.00	-2.00 <sup>11</sup>
<b>Sewer Fund</b>				
Sewer Maintenance	32.00	31.00	31.00	0.00
Lift Stations Maintenance	29.00	29.00	29.00	0.00
President Street Plant	62.00	62.00	62.00	0.00
Regional Plants	14.00	14.00	14.00	0.00
Subtotal	137.00	136.00	136.00	0.00
<b>I&amp;D Water Fund</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>0.00</b>
<b>Mobility and Parking Services Fund</b>				
Mobility and Parking Administration and Enforcement	38.50	38.50	37.50	-1.00
Parking Garages and Lots	40.15	41.25	41.25	0.00
Subtotal	78.65	79.75	78.75	-1.00 <sup>12</sup>

Department to be transferred from the Public Works Bureau to the Leisure Services Bureau. Staff in Athletics, Adult Day Care and Golden Age will be transferred to four newly created departments, Youth Services, Adult Services, Senior Services, and Therapeutics Recreation in 2010.

<sup>8</sup> Staff in Police Communications and Fire Communications merged.

<sup>9</sup> One position reallocated; one position authorized but not funded in 2010; one position to be deleted; and one position to be transferred from Community Services Department within the Public development Bureau to the Recycling and Litter Abatement Department within the Sanitation Bureau.

<sup>10</sup> One position deleted.

<sup>11</sup> Two positions authorized but not funded in 2010.

<sup>12</sup> One position to be deleted.

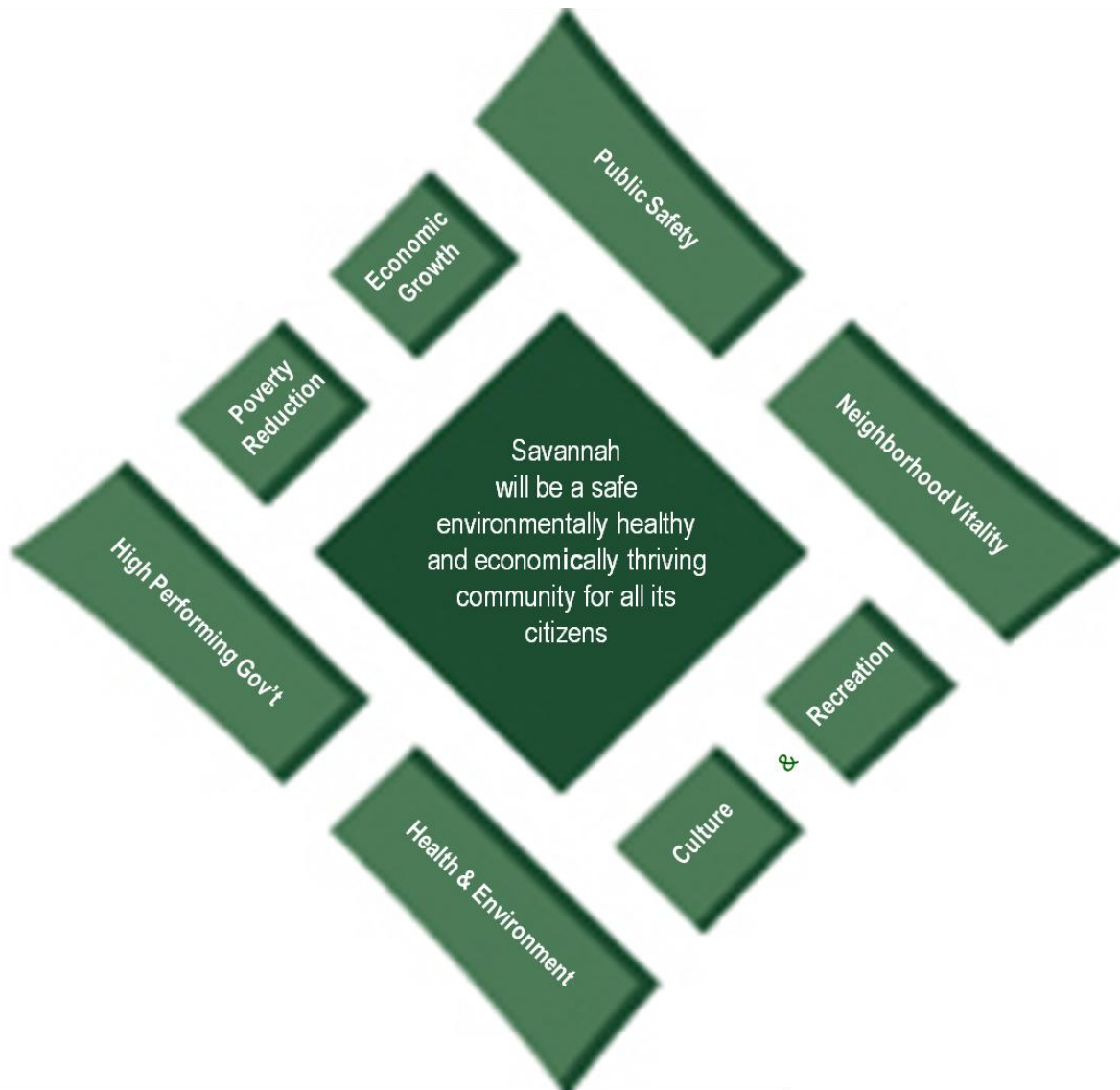


<u>Department/Activity</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>Change 09-10</u>
<b>Community Development Fund</b>				
Community Planning and Development	11.00	11.00	11.00	0.00
Housing	21.00	21.00	17.00	-4.00
Advancement Center at Moses Jackson	0.00	0.00	3.00	3.00
Subtotal	32.00	32.00	31.00	-1.00 <sup>13</sup>
<b>Internal Services Fund</b>				
Vehicle Maintenance	39.00	39.00	36.00	-3.00
Fleet Management	5.00	5.00	5.00	0.00
Information Technology	37.00	37.00	34.00	-3.00
Subtotal	81.00	81.00	75.00	-6.00 <sup>14</sup>
<b>Grant Fund</b>				
YouthBuild	0.00	0.00	1.00	1.00
Summer Lunch	0.50	0.50	0.00	-0.50
Subtotal	0.50	0.50	1.00	-0.50 <sup>15</sup>
<b>TOTAL CITYWIDE</b>	<b>2,669.54</b>	<b>2,697.01</b>	<b>2,613.23</b>	<b>-83.78</b>

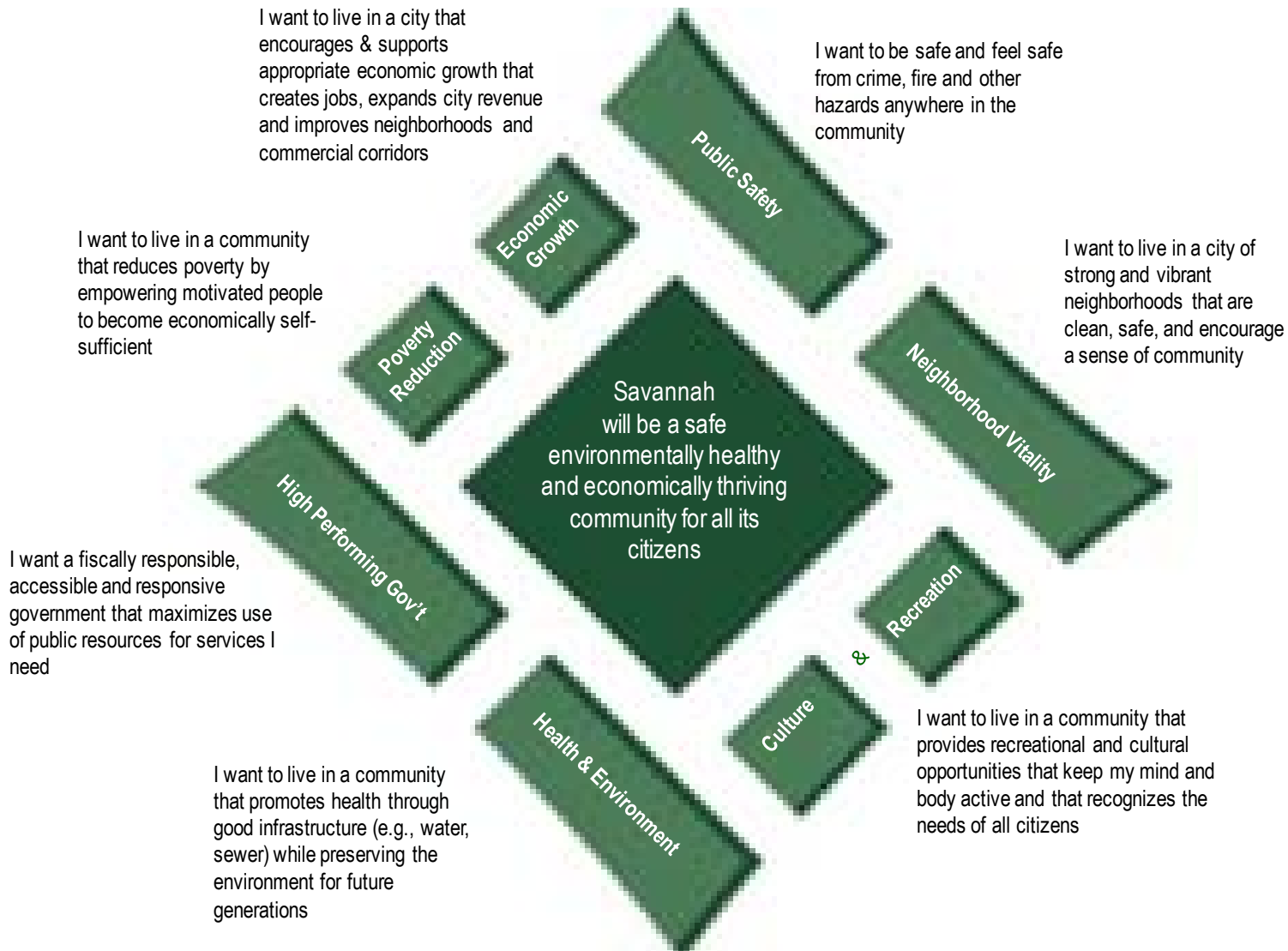
<sup>13</sup> Five positions authorized but not funded in 2010; two positions to be deleted; three positions to be transferred from Community Services department within the Public Development Bureau to the Community Planning and Development department within the Community Development Fund; one established position moved to and three new positions created to support the Advancement Center at Moses Jackson within the Community Development Fund.

<sup>14</sup> Three positions authorized but not funded in 2010; one position to be deleted; and two positions to be transferred to 311 Call Service Center to enhance efficiency.

<sup>15</sup> One (.50) position not funded in 2010 until notification of grant award; one position transferred from Community Services to Youthbuild under Grant Fund.



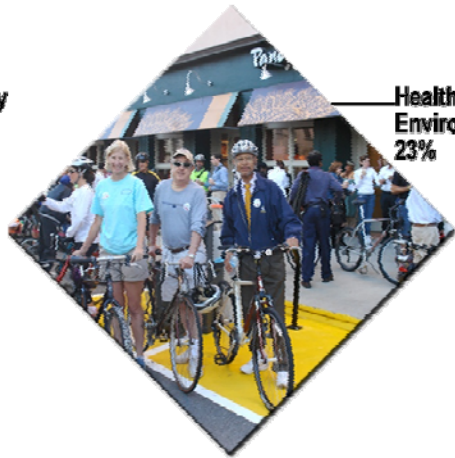
# BUDGET PRIORITIES



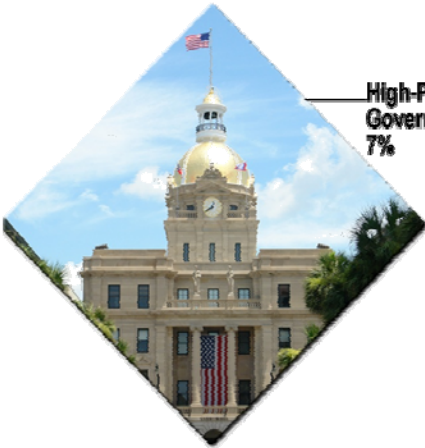
# BUDGET ALLOCATIONS



**Public Safety**  
47%



**Health & Environment**  
23%



**High-Performing Government**  
7%



**Neighborhood Vitality**  
9%



**Culture & Recreation**  
7%



**Economic Growth/Poverty Reduction**  
7%

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## OPERATING BUDGET PERSONNEL IMPACTS

### EXISTING POSITIONS

A total of 121.00 existing positions, with a Full Time Equivalency (FTE) of 91.781, were impacted in final development of the 2010 budget. The personnel impacts in 2010 are described below:

- 89 positions are authorized but not funded: 65.712 FTE
- 14 positions to be reallocated: 12.755 FTE
- 13 currently vacant positions to be deleted: 10.516 FTE
- 5 positions will result in a reduced FTE: 2.798 FTE

### NEW POSITIONS

A total of 8.0 new positions are recommended to enhance efficiency as follows:

- 1 position in the Building and Electrical Maintenance Department
  - Building Maintenance Technician to support maintenance of City facilities
- 2 positions in the Property Maintenance Department
  - Administrative Assistant to provide clerical support
  - Paralegal to provide support in legal matters
- 1 position in the Development Services Department
  - Zoning Inspector to support administration of zoning regulations
- 1 position in the Economic Development Department
  - Contract Analyst to support the M/WBE program
- 3 positions in the Advancement Center at Moses Jackson Department
  - Senior Program Specialist to support administration of new program
  - Training Coordinators to support new program activities







## Public Safety

*I want to be safe and feel safe from crime, fire and other hazards anywhere in the community.*

# PUBLIC SAFETY

## TEAM MEMBERS

Jerry Cornish    Team Leader  
Carol Bell        Facilitator  
Jenny Payne      Recorder  
Gerry Long  
Ben Morse  
Julia Durrence  
Barry Baker  
Martin Fretty  
Luciana Spracher  
Bryan Hollis

## PRIORITY STATEMENT

"I want to be safe and feel safe from crime, fire and other hazards anywhere in the community."

## PERFORMANCE INDICATORS

Indicator 1:    Part I Crimes  
Measure:       Rates per capita per type per neighborhood

Indicator: 2:    Response times to calls for emergency service  
Measure:       Emergency response times

Indicator 3:    Casualties and value of property lost from fire, natural disasters and other hazards  
Measure:       Number of fire fatalities and value of property lost

Indicator 4:    Citizen perception of safety  
Measure:       Results of Citizen Survey

## PURCHASING STRATEGIES

1. Addresses multiple priorities
2. Encourages cross-departmental collaboration
3. Creative re-use of existing resources to achieve optimal results
4. Creates efficiencies and removes low-value activities
5. Exhibits data driven decision making using internal and external data
6. Demonstrates proven results through best practices
7. Meets or exceeds previous years



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## STATEMENT OF REQUEST FOR OFFERS

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in a safer, more vibrant and livable community. Many factors influence safety in our neighborhoods. We are seeking those offers that engage all individuals, neighborhoods, business groups as well as our institutional partners in producing increased vitality and livability.

Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

**PS-01: We are seeking offers that enhance our Responsiveness.**

Specifically offers that:

- produce well trained responders who take appropriate measures to save lives and protect property
- make available equipment, facilities and technology which adequately support responders in order to effectively and efficiently manage public safety situations
- promote cooperation with other bureaus, governments, and private partners
- codify and enact satisfactory ordinances, codes, and laws

**PS-02: We are seeking offers that support Prevention.**

Specifically offers that:

- create public and private spaces that are properly maintained which is critical to avoid personal injury and property loss
- improve the visibility of responders to discourage crime
- advance the opportunities for public and private education programs which highlight safe structures, behaviors, and furthers community livability
- build citizen partnerships, neighborhood partnerships, government partnerships, and public/private partnerships

**PS-03: We are seeking offers that broaden our Preparedness.**

Specifically offers that:

- promote the most advantageous response and recovery plans that provide critical methodology in order to minimize life and property loss
- produce responders who are well trained, well equipped and knowledgeable of their roles during an emergency
- enhance sharing of resources which promotes efficiencies and strategic problem solving

**PS-04: We are seeking offers that improve our Enforcement.**

Specifically offers that:

- ensure the safety of structures, neighborhoods, drivers and the community at large; additionally, criminal laws must be enforced to remove violent and non-violent offenders from the street
- ensure immediate consequences for violation of public safety offenses
- provide services which are critical to support enforcement efforts

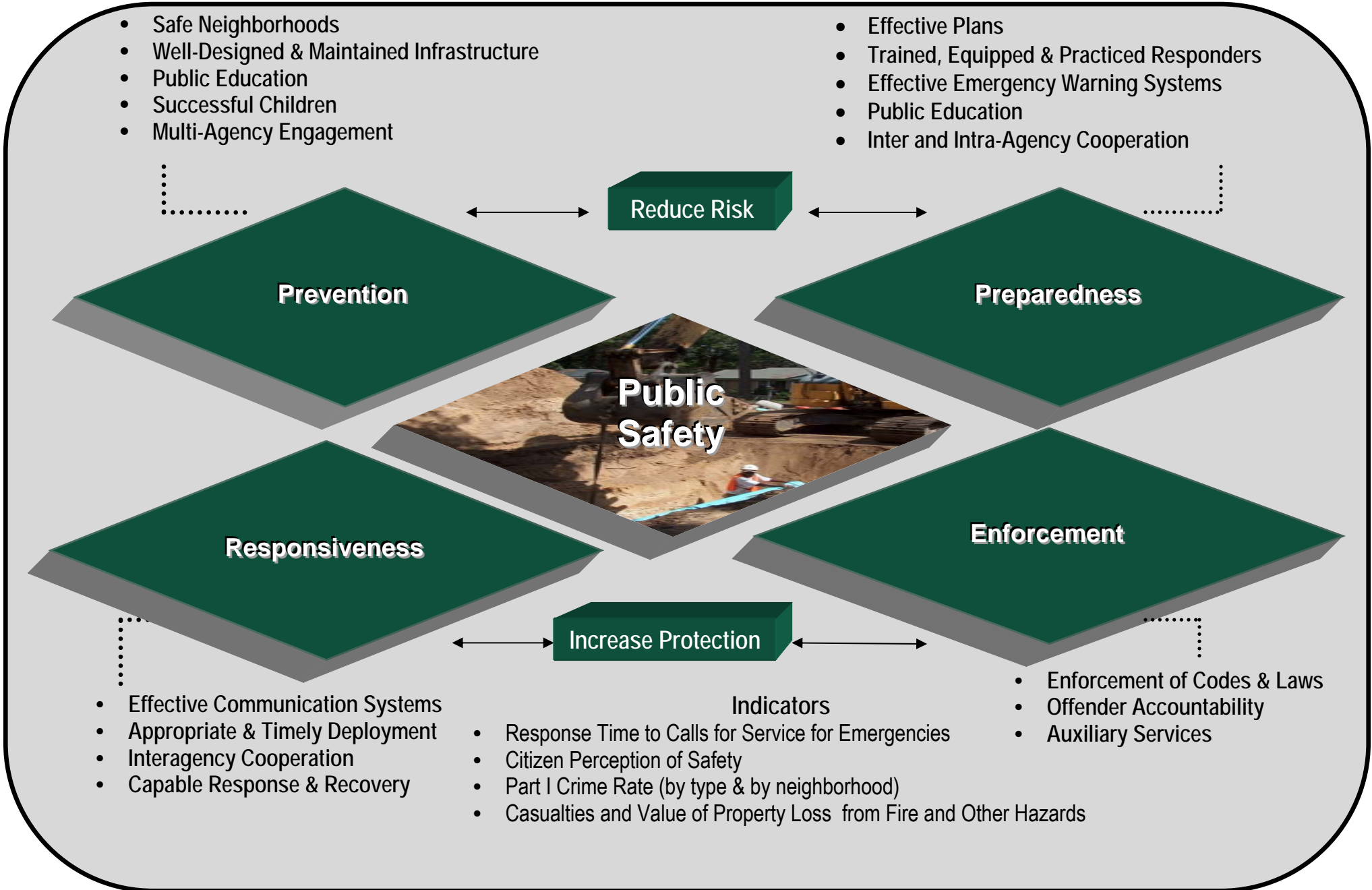
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## STRATEGY MAP SUMMARY

The Strategy Map addresses the factors that affect the all encompassing priority of “feeling safe” and “being safe”. Citizens expect to be safe and feel safe from hazards such as crime, fire, natural and man-made disasters, structural hazards, vehicular hazards and hazards associated with mass gatherings and weapons of mass destruction. The team decided that all safety issues fall under reducing risk and increasing protection. To address the priority statement, the group created a “Strategy Map” around four primary factors – prevention, responsiveness, preparedness and enforcement.

# PUBLIC SAFETY STRATEGY MAP

"I want to be safe and feel safe from crime, fire and other hazards anywhere in the community."



# PUBLIC SAFETY

## KEY ISSUES

When resources were allocated between Results Areas at the beginning of the budget process, more resources were allocated to this result area as it is City Council's highest priority. Of the approximately \$102 million in general funds allocated to achieving the result of Public Safety, \$86 million, or 84%, is designated for Police and Fire services while \$16 million, or 16%, is allocated to other services that ensure the community is safe and feels safe from crime, fire and other hazards. The Merger Agreement presented challenges in determining service levels and allocations as the County is responsible for funding 100% of some Savannah-Chatham Metropolitan Police Department (SCMPD) cost centers, such as Marine Patrol and Animal Control; the City is responsible for funding 100% of some cost centers such as Savannah Impact and School Crossing Guards; and the majority of SCMPD services are funded partially by both the City and the County. Another key issue in the SCMPD is the decentralization of Police services into geographically based precincts. A focus on information and intelligence has enhanced operations and will continue to improve the efficiency of resources within the SCMPD.

## REVENUE TRENDS AND ISSUES

The Safe Community Outcome encompasses programs which are funded via the General Fund (includes City property tax), E911 fees, parking fees, red light camera fees, and state & federal grants. Additionally, in meeting Public Safety goals, the opportunity to better coordinate court services will enhance efficiency and effectiveness of the service in 2010 and beyond. Finally, public safety service providers are focusing on intelligence gathering, sharing and communication. Better information will lead to better management and a reduction in overtime expenditures in 2010.

## KEY PURCHASES

- Services that reduce risk (48% of total public safety allocation) such as Emergency Management, SARIC, Information Management
- Services that increase protection (52% of total public safety allocation) such as Combined 911 Dispatch, Red Light Camera Management & Enforcement
- Resources will be allocated in a manner that places increased emphasis on reducing risk by funding more services such as traffic calming that aim to reduce the need for responsiveness and enforcement in 2011 and beyond

## ENHANCEMENTS PURCHASED

- Traffic Calming Planning
- Consolidated 911 Emergency Dispatch
- Improve neighborhood lighting through the replacement of Incandescent Bulbs with Metal Halide Fixtures

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Savannah Impact Offender Reentry Services
- Savannah Impact Work Ventures
- School Crossing Guards: Duplication of Savannah-Chatham County Public School System function

**TABLE OF RECOMMENDED OFFERS****\$101,682,465**

<b>Rank</b>	<b>101-4210-01</b>	<b>Police Patrol Operations</b>	<b>\$28,215,390</b>
1	Patrol is a major component of Police services in the community. The operations of 5 precincts compose the budget of this service. Primarily, patrol serves as first responder to calls for service. However, patrol officers are spending more time in clearly identified geographical areas conducting preliminary investigations and leading community-oriented policing efforts. Proactive policing is a desired outcome of the decentralization of police services into the precincts; this service is the core of problem-oriented policing. Patrol is staffed by nearly 400 employees and serves a population of over 250,000 individuals within a 632 square mile area.		
<b>Rank</b>	<b>101-5140-07</b>	<b>Fire Operations</b>	<b>\$21,240,978</b>
2	This offer provides prevention and mitigation of fires and emergencies involving fire suppression, technical rescue disciplines, regional search/rescue, threat and effects of any conventional, biological or radiological device. The Bureau's largest division provides staffing for community outreach and fire prevention. This offer provides the critical scope of services that maintain the City's ISO rating of 2.		
<b>Rank</b>	<b>241-4251-02</b>	<b>Consolidated 911 Emergency Dispatch Center</b>	<b>\$5,294,148</b>
3	This offer provides a consolidated service that was previously provided separately by Police and Fire. Efforts to improve response time and efficiency have resulted in the consolidation of these services. Public safety dispatch services within Chatham County are processed by this center, and calls are coordinated to ensure the correct units are dispatched to facilitate the fastest response to emergencies.		
<b>Rank</b>	<b>101-5101-04</b>	<b>Fire Training</b>	<b>\$369,902</b>
4	Savannah Fire and Emergency Services (SFES) Training Division is the provider of training and education services for the department. Providing progressive based training supported by innovative research and delivered with high quality results in mind, all training meets or exceeds all national consensus standards/regulations. In 2010, Fire is able to identify efficiencies in this area as online training opportunities are maximized to reduce travel costs.		
<b>Rank</b>	<b>101-4262-02</b>	<b>Police Training Unit</b>	<b>\$932,060</b>
5	This offer provides training of sworn and non-sworn employees of the SCMPD. Training courses include block training, recruit orientation, patrol school, motorcycle training, driver training, firearms training, leadership training, and specialized training that is provided based on the needs of the department.		
<b>Rank</b>	<b>101-5101-01</b>	<b>Fire Administration</b>	<b>\$752,772</b>
6	Fire Administration is responsible for providing and maintaining adequate facilities to house emergency response personnel, their equipment, and apparatus used in safely and efficiently mitigating emergency events. The Fire Chief and his staff coordinate and plan the functions of the Bureau to reach that goal.		
<b>Rank</b>	<b>101-4201-01</b>	<b>Police Bureau Management</b>	<b>\$755,062</b>
7	The Chief of Police management team of the SCMPD is responsible for the overall coordination of police services in the City of Savannah and unincorporated Chatham County.		
<b>Rank</b>	<b>101-4220-01</b>	<b>Police Investigations</b>	<b>\$6,518,370</b>
8	The Criminal Investigations Division (CID) provides a multi-faceted service to the community. CID is not only responsible for reactive efforts (Homicide, Robbery, Financial Crimes, Special Victims, and Forensics) but is also responsible for proactive efforts as well, through the Tactical Response and Prevention Unit (TRAP). This service is largely decentralized into the 5 precincts in order to enhance the efficiency and effectiveness of the detectives in specific geographical areas.		

Rank	101-4220-02	Police Forensics Services	\$1,620,188
9	The Forensics Unit is supportive of all departmental investigative efforts. This service provides crime scene investigations to identify perpetrators and to provide critical evidence necessary for court convictions based on evidence left at a crime scene.		
Rank	101-5101-02	Fire Prevention Program	\$581,251
10	The effective application of fire prevention principles minimizes the risk of injury, loss of life, and loss of property due to the ravages of fire. Fire inspections, fire investigations and fire marshal all combine to make Savannah a safer community from the devastation of fire.		
Rank	101-4240-01	Police Support Services	\$3,202,742
11	This offer is to provide logistic and service support to all divisions of the Police Department through the Support Services Division. Support services include: Quartermaster, Fleet Maintenance, Property and Evidence, Budget & Finance, Personnel and Health and Fitness Coordinator.		
Rank	101-1120-01	Recorder's Court Services	\$2,026,029
12	Recorder's Court services support the local criminal justice system of Chatham County through its processing and handling of the thousands of traffic, misdemeanor, local ordinance, and felony cases each year.		
Rank	101-4210-03	Police Traffic Enforcement	\$641,561
13	The purpose of the Traffic Enforcement component of the Savannah-Chatham Metropolitan Police Department is to actively enforce all local, state, and federal motor vehicle laws in order to reduce potential accidents resulting from traffic violations. This service also focuses on enforcing Driving Under the Influence violations in a proactive effort to keep dangerous drivers off of roadways.		
Rank	104-5155-06	Fire Hazardous Materials Unit	\$404,944
14	SFES HazMat Team is the Regional Response Team for Chatham County and surrounding counties. As Chatham County is the most industrial county in Georgia, there are hazardous materials both stored and transported in and around Savannah. This offer provides proactive inspections of facilities housing such materials and assists the private sector partners in planning to prevent life-threatening disasters.		
Rank	101-1109-01	Emergency Management Coordination	\$105,412
15	This service is responsible for coordinating the City's preparation and response to emergency situations. The Office of Emergency Management (OEM) administers programs and activities designed to provide our customers with the ability to prepare, respond, and recover from the effects of daily emergencies and major disasters.		
Rank	101-4261-01	Counter Narcotics Team (CNT)	\$3,202,741
16	CNT is a county-wide agency with the mission of investigating and disrupting drug trafficking organizations and mid-level to major drug violators. CNT is composed of personnel from all the county's municipal agencies, the Sheriff's Department and the Board of Public Education Police Department. *Note: Funded 100% by Chatham County		
Rank	101-4231-01	Police Traffic Investigations Unit	\$1,829,495
17	The Traffic Unit is a support unit assigned to Special Operations. The Unit conducts all major traffic investigations to include fatal and serious injury wrecks and hit and runs. The Unit also conducts commercial motor vehicle inspections and provides escorts for VIPs/dignitaries, parades and necessary motor vehicle convoys.		

<b>Rank</b>	<b>101-2103-01</b>	<b>Vehicular/Pedestrian Traffic Flow &amp; Safety</b>	<b>\$2,465,852</b>
18	The Traffic Engineering Department manages the safe and efficient mobility of vehicular and pedestrian traffic on existing facilities, and plans for future growth by developing infrastructure to accommodate these needs.		
<b>Rank</b>	<b>521-2503-02</b>	<b>Fire Hydrant Testing &amp; Maintenance Program</b>	<b>\$457,951</b>
19	Savannah owns and operates over 5,400 fire hydrants to deliver required fire flow demand throughout the City Service Area to assure public fire protection. Each year the hydrants must be tested to ensure that the hydrants will function well in the event of an emergency. This offer tests the hydrants and provides any necessary maintenance to protect the citizenry in the event of a fire. The service is provided and funded by the Water Resources Division.		
<b>Rank</b>	<b>561-1113-04</b>	<b>Red Light Camera Management &amp; Enforcement</b>	<b>\$427,325</b>
20	This offer is for the management and enforcement of the City's red light camera program. Since 2004, the City has utilized red light cameras at critical intersections with the goal of altering driver behavior to reduce accidents involving injuries and fatalities. The program has been successful in achieving this outcome. The offer includes provisions for the management & enforcement of two new camera systems in 2010.		
<b>Rank</b>	<b>101-4201-03</b>	<b>Police Public Information Service</b>	<b>\$212,542</b>
21	SCMPD has the responsibility of providing accurate and timely information to internal and external customers. Police Public Information is responsible for creating and disseminating press releases, newsletters and documents. This service is provided 24 hours a day, 7 days a week due to the nature of Police work in responding to incidents at any time.		
<b>Rank</b>	<b>101-2103-03</b>	<b>Street Lighting Maintenance and Operation</b>	<b>\$3,446,193</b>
22	Manage the installation and regular maintenance of roadway and park lighting in order to provide for safer neighborhoods, with well lit streets, sidewalks, and parks. A service enhancement is included in this offer to replace 82 incandescent bulbs in 9 downtown squares with metal halide fixtures at an up-front cost of \$44,000 to save \$8,452 per year in energy costs and \$560 per year for bulb replacement and labor. The simple payback period for the enhancement is 4.9 years.		
<b>Rank</b>	<b>101-2104-02</b>	<b>Stormwater Conveyance Systems Maintenance</b>	<b>\$2,849,037</b>
23	The purpose of this activity is to provide preventive maintenance for the City's stormwater conveyance system. This includes over 12,000 catch basins and manholes, 158 miles of canals and ditches and 330 miles of underground pipeline and large drainage boxes/conduits. In 2009, the Stormwater Division implemented several measures to enhance efficiency in operations to drive down the cost of the service. Automatic Vehicle Locators are being installed in all division vehicles with the goal of using the data as a management tool to consolidate trips for maintenance and repairs. This offer includes a 30% projected reduction in fuel expenditures in 2010.		
<b>Rank</b>	<b>101-4264-01</b>	<b>CrimeStoppers</b>	<b>\$227,429</b>
24	CrimeStoppers of Savannah/Chatham County allows citizens to call, web or text a crime tip anonymously in an effort to solve and/or prevent a crime. CrimeStoppers is an effective community, media and law enforcement tool that works together with the community to solve/prevent crime(s).		

Rank	101-4201-02	Police Savannah Area Regional Intelligence Center (SARIC)	\$1,400,344
25	The Savannah Area Regional Intelligence Center is a regional criminal intelligence and anti-terrorism center that seeks to improve the situational awareness of all area police agencies and officers in an effort to reduce crime and make Savannah and Chatham County a safer, more secure place to live.		
Rank	101-2104-04	Stormwater Pump Station Maintenance	\$1,099,598
26	The purpose of this activity is to provide constant, positive drainage for the City of Savannah through the use of 7 stormwater pumping stations located in major drainage basins throughout the City. Fuel savings are included in the offer as usage of the pump station generators using 160 gallons per hour will be reduced by half of current usage with no impact on level of services provided by the pump stations.		
Rank	101-2104-03	Stormwater Conveyance System Repair	\$772,263
27	The primary purpose of this activity is to provide infrastructure repairs for the City's drainage system to include pipelines, ditches, canals, pump stations and related structures.		
Rank	101-4201-04	Police Court Liaison	\$89,068
28	The Court liaison works to ensure officers are present and prepared in Chatham County Courts. The Court Liaison also audits Chatham County jail population records to ensure a timely transfer of custody from City of Savannah to Chatham County courts.		
Rank	101-4262-01	Police Internal Affairs Investigations	\$798,123
29	This offer provides internal and external investigations to resolve legal issues against the City or employees of SCMPD. Goals of the service include ensuring the integrity and honesty of the SCMPD workforce.		
Rank	101-4235-01	Police K-9 Unit	\$538,538
30	The canine unit assists the SCMPD and all local and federal agencies. These abilities include: tracking and locating missing persons and apprehending suspects, both inside buildings and in open areas. The canines are also used in locating evidence and narcotics.		
Rank	101-4233-01	Police Marine Patrol	\$728,973
31	This patrol unit covers 632 square miles of waterways and enforces the Georgia Safe Boating Act in an effort to ensure safe and legal operation of all vessels, providing assistance for Homeland Security matters, and providing assistance to boat operators in distress or in need of service. *Note: Funded 100% by Chatham County		
Rank	101-4237-01	Police Emergency Medical Services (EMS) Coordinator	\$95,390
32	The Emergency Medical Services/Emergency Management Coordinator (EM) is responsible for drafting policy to assure that the Metro Police Department is prepared to respond to natural or man-made disasters, coordinates with local, state and federal emergency management agencies, and serves as the Department's liaison to local EMS. This service works closely with the City-wide Emergency Management Office. *Note: Funded 100% by Chatham County		
Rank	101-4230-01	Police Special Operations Administration	\$579,145
33	This offer provides management and coordination of the special operations divisions within SCMPD. Special Operations Administration provides planning and operational support to Patrol and Criminal Investigations operations with Mounted Patrol, SWAT/Hostage Negotiations, Dive Team, Traffic Investigations, Marine Patrol, K-9 teams, the Bomb Squad and Aviation support through Tactical Flight officers. In addition, Animal Control is managed by this service.		



<b>Rank</b>	<b>101-4250-02</b>	<b>Police Records Services</b>	<b>\$1,330,808</b>
34	Information Management Administration supports the City's overall Public Safety priority by providing services which illustrate to the public that we are a transparent and accountable provider. This is achieved by providing a variety of information query services which are available to both internal & external customers.		
<b>Rank</b>	<b>101-2105-03</b>	<b>Street Repair and Maintenance</b>	<b>\$1,342,320</b>
35	The Streets Maintenance department will provide safe and continuity of travel throughout the street/road network. It is the department's intent to provide the upkeep and maintenance on any travelway to be free of defects such as potholes, depression and sink holes.		
<b>Rank</b>	<b>101-4262-03</b>	<b>Police Recruiting/Hiring Unit</b>	<b>\$426,531</b>
36	This offer provides recruiting and hiring services for the SCMPD. Recruiters proactively seek talented professionals interested in law enforcement to support a successful future for the police department. People compose the majority of the cost of police services therefore recruiting and hiring are critical to the success of the department.		
<b>Rank</b>	<b>101-4236-01</b>	<b>Police Animal Control</b>	<b>\$820,052</b>
37	Animal Control enforces State laws and local ordinances relative to animals. Its duties include operation and maintenance of the Animal Shelter, providing rabies clinics and public education, participating in dangerous dog hearings and providing assistance to law enforcement and the public with animal issues. *Note: Funded 100% by Chatham County		
<b>Rank</b>	<b>561-1113-01</b>	<b>Public Transportation Regulation Program</b>	<b>\$298,733</b>
38	The safety of vehicles for hire (taxi cabs, tour trolleys, wreckers, motor coaches, etc.) helps to prevent mechanical failure, accidents, and injuries in the community. This offer also works to prevent fraud through investigations to protect our citizenry.		
<b>Rank</b>	<b>101-4250-03</b>	<b>Police Customer Service Desk</b>	<b>\$498,914</b>
39	The Customer Service Desk supports the SCMPD in its efforts of providing a responsive and transparent governmental service. This is achieved through its efforts in providing a variety of customer contact services as well as assisting internal units through ancillary specific functions. This service is located in Police Headquarters and provides 24-7 information to the public. Reports are accepted.		
<b>Rank</b>	<b>101-4210-02</b>	<b>Police Crime Prevention</b>	<b>\$421,686</b>
40	The purpose of the Crime Prevention component of the SCMPD is to educate the public on crime prevention techniques and concepts, by making the general public aware that there are several courses of action they can take to make themselves, their families, their businesses, and their homes less susceptible to crime.		
<b>Rank</b>	<b>101-5101-03</b>	<b>Fire Public Education/Public Information</b>	<b>\$86,333</b>
41	This offer provides education services to the public to support the Fire Department's priority of fire prevention. Programs reach citizens of all ages and social-economic status through efforts of operations and administrative personnel. Delivery of programs is through schools, churches, community meetings, and news media public awareness offerings.		
<b>Rank</b>	<b>101-2104-01</b>	<b>Stormwater Capital Projects Engineering</b>	<b>\$181,331</b>
42	Keeping the public safe from flooding through effective management of flood control projects is the focus of the CIP Engineering group. Professional employees possessing wide ranges of construction experience deliver high quality public service in delivering effective high quality infrastructure projects on time and budget.		

<b>Rank</b>	<b>101-4263-01</b>	<b>Savannah Impact Offender Reentry Services – Partially Funded</b>	<b>\$1,270,162</b>
43	The Savannah Impact Program (SIP) serves adult and juvenile offenders through intensive supervision/case management, education preparedness, job development/readiness skills, counseling services and other cognitive/life skills training. SIP's goals are to: (1) provide a continuum of supervision for high-risk offenders using a comprehensive risk/need assessment, case management and intensive supervision; (2) provide supportive services and programs; and (3) involve the larger community in supporting offenders in a successful re-entry process. This offer includes a significant reduction in funding from the 2009 budget. Additionally, seven sworn officers are being moved back onto the street from this program to meet City Council's goal of maximizing feet on the street.		
<b>Rank</b>	<b>101-4265-01</b>	<b>Savannah Impact Work Ventures—Partially Funded</b>	<b>\$288,002</b>
44	This offer includes a reduction in funding from the 2009 budget; however stimulus grant opportunities and creative partnership development by Work Ventures management are providing the resources to maintain the current level of service offered by this program. Work Ventures provides gainful employment to offenders under community supervision and develops their job skills for efficient, effective service delivery. Internally, City departments utilize the services of Work Ventures to perform required tasks such as graffiti removal, special project implementation, and car washing.		
<b>Rank</b>	<b>101-4234-01</b>	<b>Police Mounted Patrol</b>	<b>\$530,537</b>
45	The Mounted Unit is a support unit which assists Patrol operations and investigations. Horses provide law enforcement service in areas which require high visibility, in searches for missing/wanted persons, evidence searches, and crowd control. The Mounted Unit also participates in special events, parades, and community events.		
<b>Rank</b>	<b>101-0150-02</b>	<b>Neighborhood Traffic Calming Program</b>	<b>\$50,000</b>
46	The Neighborhood Traffic Calming Program offers to enhance neighborhoods by providing the means and resources necessary to engage the citizenry, discuss and identify traffic calming solutions and implement measures to reduce speed and increase safety. This purchase will fund planning and engagement for up to 10 neighborhoods in 2010. An allocation of funds is necessary to implement the traffic calming measures requested by the neighborhoods through this process.		
<b>Rank</b>	<b>101-4232-01</b>	<b>School Crossing Guards</b>	<b>\$256,240</b>
47	In 2010, this offer includes a reduction in the level of service provided and managed by the City of Savannah for School Crossing Guards. The City will transfer the responsibility of providing this service to the Savannah-Chatham County Public School System beginning in 2010 and will work closely with the school system to ensure a smooth transition of service provision. In the State of Georgia, the vast majority of school crossing guard programs are funded and managed by the local school district.		



## Health & Environment

*I want to live in a community that promotes health through good infrastructure while preserving the environment for future generations.*

# HEALTH & ENVIRONMENT

## TEAM MEMBERS

Heath Lloyd                      Team Leader  
Iris Ellsberry-Smith            Facilitator  
Rachel Smithson                Recorder  
Brad Goodman  
Bill Hodgins  
Anne Robinson  
Bryan Shaw  
John Sawyer

## PRIORITY STATEMENT

"I want to live in a community that promotes health through good infrastructure while preserving the environment for future generations."

## PERFORMANCE INDICATORS

Indicator 1: Improve Citizen Satisfaction

Measure: Number of responses within prescribed departmental standards of time

Indicator 2: Meet Regulatory/Legal Obligation

Measure: Meet all regulatory requirements without significant findings

Indicator 3: Sufficient Capacity to Meet Citizen Needs

Measure: Number of departments meeting industry standards for the respective services they provide

Indicator 4: Improve Environment for Future Generations

Measure: Percentage of people that perceive the environment as sustainable for future generations

## PURCHASING STRATEGIES

1. Promote health through good infrastructure while preserving the environment and ensuring safe drinking water; proper management of water resources is vital to sustaining a healthy community.
2. Protect rivers and streams as well as maintain and preserve the environment.
3. Maintain clean neighborhoods and streets in an effort to enhance quality of life for residents.
4. Provide good air quality to ensure the overall health of the residents.

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## STATEMENT OF REQUEST FOR OFFERS

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors that promote health and preserve the environment for future generations. Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

HE-01: We are seeking offers that provide safe drinking water.

Specifically offers that:

- protects raw water source
- ensures water treatment
- maintains a proper distribution system
- provide public education/training and community outreach

HE-02: We are seeking offers that ensure clean rivers and streams.

Specifically offers that:

- manage water discharges
- ensure pollution control
- manage water shed
- provide public education/training and community outreach

HE-03: We are seeking offers that ensure clean neighborhoods and streets.

Specifically offers that:

- manage solid waste
- eradicates blight
- provide public education/training and community outreach

HE-04: We are seeking offers that ensure clean air.

Specifically offers that:

- reduce greenhouse gas emissions
- divert solid waste
- provide public education/training and community outreach

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## STRATEGY MAP SUMMARY

The Strategy Map illustrates the goals, indicators, factors and supporting strategies. The Health and Environment Team identified four primary factors (Safe Drinking Water, Clean Rivers and Streams, Clean Streets and Neighborhoods, and Clean Air) which are critical to achieving the desired results, along with strategies which support them. While these four factors are obviously interrelated, provide mutual benefits and may be affected by the same strategies, the team agreed that the factor with the highest priority is safe drinking water.

# HEALTH & ENVIRONMENT STRATEGY MAP

“I want to live in a community that promotes health through good infrastructure while preserving the environment for future generations.”



# HEALTH & ENVIRONMENT

## KEY ISSUES

Due to the nature of the core services that were evaluated by the Health and Environment Team and the direct impact to citizens and public health, the key issue in evaluating such services were also tied to current and future financial sustainability. One of the key issues that evolved was the necessity to begin to promote sustainable services in which the revenues generated would match or exceed the expenses associated with providing the service. Therefore, a key issue that will have to be addressed with such core services will be to determine the amount of service that is financially self-supporting. In essence, the price of government for these core services will be established by the willingness of citizens to pay for the quality of service expected.

## REVENUE TRENDS AND ISSUES

The price of government established for the offers submitted to the Health and Environment Team was approximately \$50 million, however approximately \$47 million of these funds are supported by water, wastewater and sanitation revenues. In addition to these revenue sources from these utility services, the funded offers included General Fund Contributions to other health and environmental programs such as Thrive and an expansion of the current recycling program.

## KEY PURCHASES

- Water Operations (Ground Water and Surface Water)
- Wastewater Operations (President Street and Regional Plants)
- Water/Wastewater Distribution and Collection (Lift Stations/Sewer and Distribution Maintenance)
- Solid Waste Collection, Handling and Disposal (Residential Refuse/Recycling/Commercial Refuse/Yard Waste Collection and Refuse Disposal)
- Stormwater and Drainage Management (NPDES Compliance/Street Sweeping and Litter Control)
- Public Education (Recycling/Water Conservation)

## ENHANCEMENTS PURCHASED

- Initiative to Reduce Energy Consumption (Thrive) is recommended for funding if the grant is awarded
- Expansion of Solid Waste Diversion Tactics (Recycling)

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Initiative to create a position to oversee water conservation, water quality, watershed management, pollution control and air quality education programs for the City of Savannah (MPC) not funded

# TABLE OF RECOMMENDED OFFERS

**\$50,613,405**

Rank	521-2553-01	President Street Water Quality Control Plant	\$6,777,870
1	President Street is a closed wastewater treatment plant that sells its services to approximately 200,000 people. President Street is legally obligated to perform to the permitted levels required by federal and state law.		
Rank	521-2554-01	Regional Water Control Plants	\$2,971,744
2	Savannah owns and operates three regional wastewater treatment plants (Crossroads, Georgetown, Wilshire). The City sells this service to the public and is legally obligated to perform to the treatment levels required by federal and state law. The regional plants serve approximately 50,000 people.		
Rank	521-2502-01	Ground Water Supply and Treatment	\$3,537,152
3	This service is required to provide reliable drinking water to citizens of communities that use ground water as the source for drinking water. This service is for the provision of an adequate supply of safe drinking water for citizens while meeting compliance with all local, state and federal drinking water regulations.		
Rank	521-2551-01	Sewer Maintenance	\$3,322,051
4	Savannah owns and operates approximately 860 miles of gravity sanitary sewer mains and force main infrastructure to collect and deliver wastewater and sewage from the citizens, businesses, industries and institutions in the City of Savannah and unincorporated Chatham County to the City water reclamation plants for treatment.		
Rank	531-2581-01	Surface Water Supply and Treatment Plant	\$5,653,451
5	This service will provide reliable drinking water to citizens that use surface water as a source of drinking water as well as meet demand of industrial customers. This service will provide an adequate supply of safe drinking water while meeting compliance with all local, state and federal drinking water regulations.		
Rank	521-2552-01	Lift Station Maintenance	\$4,154,729
6	Lift Station Maintenance will operate and maintain the City's 185 sanitary sewer lift/pump stations. In combination with the sanitary sewer collection system, this system conveys the sewage collected from residents, businesses and other establishments in the City service areas to the water reclamation/treatment plants.		
Rank	101-2104-06	National Pollution Discharge Elimination System (NPDES) Compliance	\$329,794
7	The City stormwater program addressed by this offer is in compliance with the state mandated municipal stormwater permit. Program administration, manpower, outside laboratory service, state reports, and public education activities are all included in this offer. Each is a part of documenting compliance with the permit annually.		
Rank	521-2503-01	Water Distribution	\$3,602,376
8	Savannah owns and operates approximately 860 miles of water mains and appurtenances to deliver and distribute the treated drinking water to the citizens, businesses, industries and institutions in the City of Savannah and unincorporated Chatham County.		
Rank	511-7102-01	Residential Refuse Collection Services	\$5,966,158
9	Residential Refuse Collections provides residential garbage collection, bulk item removal and night support services to 55,000 residents throughout the City.		



<b>Rank</b>	<b>511-7103-01</b>	<b>Refuse Disposal Services</b>	<b>\$2,499,466</b>
10	Refuse Disposal offers to efficiently manage all non-hazardous waste generated by City operations in accordance with applicable federal, state, and local laws. Services include landfill operations, environmental monitoring, green waste management, limited materials recovery, and bird/aircraft hazard mitigation.		
<b>Rank</b>	<b>521-2501-01</b>	<b>Planning and Engineering Services</b>	<b>\$1,187,193</b>
11	This department plans, engineers and manages water and wastewater facilities and infrastructures by maintaining engineering and environmental standards, sustaining community growth and providing a high level of service that enhances the quality of life in the community.		
<b>Rank</b>	<b>511-7101-02</b>	<b>Environmental Compliance</b>	<b>\$83,765</b>
12	This offer will provide direction and leadership in the planning and implementation of efficient and effective solid waste management programs in compliance with local, state and federal regulations ensuring an environmentally healthy community.		
<b>Rank</b>	<b>511-7104-01</b>	<b>Street Sweeping Services</b>	<b>\$2,073,395</b>
13	Street Cleaning provides services that maintain an acceptable cleanliness level on all paved and curbed streets and addresses areas inaccessible to street sweepers, ensuring an environmentally safe and healthy City.		
<b>Rank</b>	<b>511-7107-02</b>	<b>Litter Control Services</b>	<b>\$1,117,542</b>
14	This offer will play a vital role in building partnerships and in facilitating links to enable organizations, individuals, governmental agencies, and communities to contribute to a planned, coordinated, comprehensive approach to litter control and related issues.		
<b>Rank</b>	<b>511-7101-01</b>	<b>Solid Waste Management Strategic Planning &amp; Oversight</b>	<b>\$504,928</b>
15	To provide direction and leadership in the planning and implementation of efficient and effective solid waste management programs in compliance with local, state and federal regulations ensuring an environmentally healthy community. This offer also includes staffing to support bureau fleet accountability, and provides Human Resource operations support services at the City Lot. Support services include payroll data entry, maintaining personnel files, completing paperwork supporting hiring's, terminations, accidents, and injuries for the Sanitation and Facilities Maintenance bureaus.		
<b>Rank</b>	<b>521-2504-01</b>	<b>Water and Sewer Director's Office<sup>1</sup></b>	<b>\$696,899</b>
16a	This offer will provide general management and oversight of all aspects of 1)treatment and distribution of drinking water, 2)collection and treatment of wastewater, 3)flood control, 4)street maintenance, 5)traffic control, 6)operation and maintenance of the City's cemeteries, and 7)all other related environmental monitoring and education.		
<b>Rank</b>	<b>101-2101-01</b>	<b>Public Works Director's Office</b>	<b>\$394,709</b>
16b	This offer will provide direction and leadership in the planning and implementation of efficient and effective public works and water resources programs in compliance with local, state and federal regulations ensuring an environmentally healthy community.		

<sup>1</sup> Public Works Director's Office and Service Center originally included in Water and Sewer Director's offer.

<b>Rank</b>	<b>101-2111-01</b>	<b>Service Center</b>	<b>\$302,852</b>
16c	This offer will provide payment for essential services provided to internal customers within the Public Works, Sanitation, and Water and Sewer Bureaus such as security guard services, janitorial services, and building maintenance.		
<b>Rank</b>	<b>511-7107-01</b>	<b>Recycling Services</b>	<b>\$1,668,874</b>
17	The Recycling and Litter Services Department will provide efficient, cost effective city-wide recycling program management in accordance with contractual obligations and mandates. These programs include residential curbside recycling, community and commercial drop-off locations, public education and event recycling.		
<b>Rank</b>	<b>511-7105-01</b>	<b>Commercial Refuse Collection Services</b>	<b>\$1,605,796</b>
18	This offer will provide commercial refuse collection services to commercial and institutional establishments. This includes dumpster (container), compactor, construction and demolition waste collection and a container repair facility that ensures all containers meet environmental standards for cleanliness, safety and health regulations.		
<b>Rank</b>	<b>511-7102-02</b>	<b>Yard Waste Collection Services</b>	<b>\$1,446,676</b>
19	Residential Refuse Collections provides yard waste collection service to 55,000 residents throughout the City.		
<b>Rank</b>	<b>101-2104-05</b>	<b>Engineering Private Development</b>	<b>\$206,043</b>
20	The City stormwater program addressed by this offer is private development review and inspection as a support for Development Services' SPR process. This program is to place in insure that private development projects comply with the City's stormwater, sediment and erosion control, floodplain and subdivision ordinances.		
<b>Rank</b>	<b>561-1113-03</b>	<b>Equine Sanitation</b>	<b>\$53,562</b>
21	This offer addresses the goal of "sustaining attractive, blight-free neighborhoods." Horse drawn carriage tours contribute to the antique charm and character of Savannah. If this tourist friendly industry is to continue to thrive, arrangements must be made for the removal of equine waste in the streets.		
<b>Rank</b>	<b>511-7101-04</b>	<b>Clean Environment Public Education</b>	<b>\$111,871</b>
22	This offer provides for the provision of public education in an effort to ensure compliance with City ordinance Part 4, Chapters 1&2, Streets & Sidewalks and Refuse Collection & Disposal and effectiveness of work programs of the state approved, City of Savannah 10-Year Solid Waste Management Plan.		
<b>Rank</b>	<b>511-7103-02</b>	<b>Solid Waste Transfer Station Services</b>	<b>\$344,509</b>
23	Refuse Disposal offers to provide dry trash transfer service for City residents through operation of convenience centers at the Bacon Park Transfer Station and Dean Forest Road Landfill. The service will also be provided at the landfill to paid subscribers from unincorporated Chatham County.		



## Neighborhood Vitality

*I want to live in a city of strong and vibrant neighborhoods that are clean, safe, and encourage a sense of community.*

# NEIGHBORHOOD VITALITY

## TEAM MEMBERS

Susan Broker                      Team Leader  
Deborah Kicklighter          Facilitator  
Brian Gore                        Recorder  
Joy Gellatly  
Taffanye Young  
Pete Shonka  
Stephen Henry

## PRIORITY STATEMENT

"I want to live in a city of strong and vibrant neighborhoods that are clean, safe, and encourage a sense of community."

## PERFORMANCE INDICATORS

Indicator 1:            Increased homeownership rates  
Measures:            Baseline Data:  
                             - Dream Maker Program  
                             - Vacant Lot Survey  
                             - American Community Survey Data  
                             - Number of foreclosures  
                             - Number of homeowner training participants  
                             - Total number of home buyers

Indicator 2:            Increased neighborhood participation levels  
Measures:            Baseline Data:  
                             - Current Neighborhood Association members and demographics  
                             - Current Leisure Services Community Center and Sports Program Data  
Other:  
                             - Number of neighborhoods with active associations  
                             - Number of renters and homeowners as members of associations  
                             - Number of renters and homeowners engaged in city-sponsored programs and outreach  
                             - Number of neighborhoods engaging in improvement projects

Indicator 3:            Improved private and public property conditions  
Measure:              Baseline Data:  
                             - Property maintenance violations

Indicator 4:            Reduced vacant lots and dilapidated structures  
Measure:              Baseline Data:  
                             - Vacant Lot Survey

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## **PURCHASING STRATEGIES**

1. Create and encourage well maintained housing that is obtainable.
2. Promote and integrate the careful development and maintenance of public realm and open spaces throughout the community.
3. Build and promote a valued and engaged citizenry with a strong sense of community and commitment to maintain the health and strength of neighborhoods.
4. Create and sustain attractive, blight-free neighborhoods supported by appropriate and compatible land use and zoning.

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## **STATEMENT OF REQUEST FOR OFFERS**

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in a city of strong and vibrant neighborhoods that are clean, safe, and encourage a sense of community.

Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

**NV-01: We are seeking offers that create and encourage well-maintained housing that is obtainable.**

Specifically offers that:

- maintain neighborhood character by ensuring compatibility of infill development, redevelopment, and new development
- ensure housing is well-constructed, code compliant, safe and well maintained
- increase the amount of available housing and create opportunities for home ownership
- expand public/private partnerships that increase home-ownership opportunities

**NV-02: We are seeking offers that promote and integrate the careful development and maintenance of public realm and open spaces throughout the community.**

Specifically offers that:

- increase the safety, calmness and accessibility of public streets and facilities, signage and open spaces, integrating pedestrian and cyclist-friendly amenities where possible
- create, enhance and maintain facilities, parks and squares for the recreation and enjoyment of residents of all ages
- integrate development standards that ensure infrastructure, open spaces and recreation facilities provide safe and clean environments that encourage a sense of community
- ensure public infrastructure is maintained at a “standard condition” level

**NV-03: We are seeking offers that create and sustain attractive, blight-free neighborhoods supported by appropriate and compatible land use and zoning.**

Specifically offers that:

- achieve a higher level of cleanliness and sustained maintenance of neighborhood properties
- plan for the productive re-use of vacant lots as well-maintained areas for respite, recreation or infill housing

- promote and enforce appropriate zoning and land use patterns to alleviate fragmentation and encourage consistent design that complements the character of the neighborhood

NV-04: We are seeking offers that build and promote a valued and engaged citizenry with a strong sense of community and commitment to maintain the health and strength of neighborhoods.

Specifically offers that:

- increase resident understanding and civic responsibility through public outreach, education, and accessibility to information and resources within the community
- create opportunities for citizens to connect, interact, and collaborate to build neighbor-to-neighbor relations and work collectively on neighborhood and community-strengthening activities
- increase collective civic action to address issues which detract from neighborhood quality of life

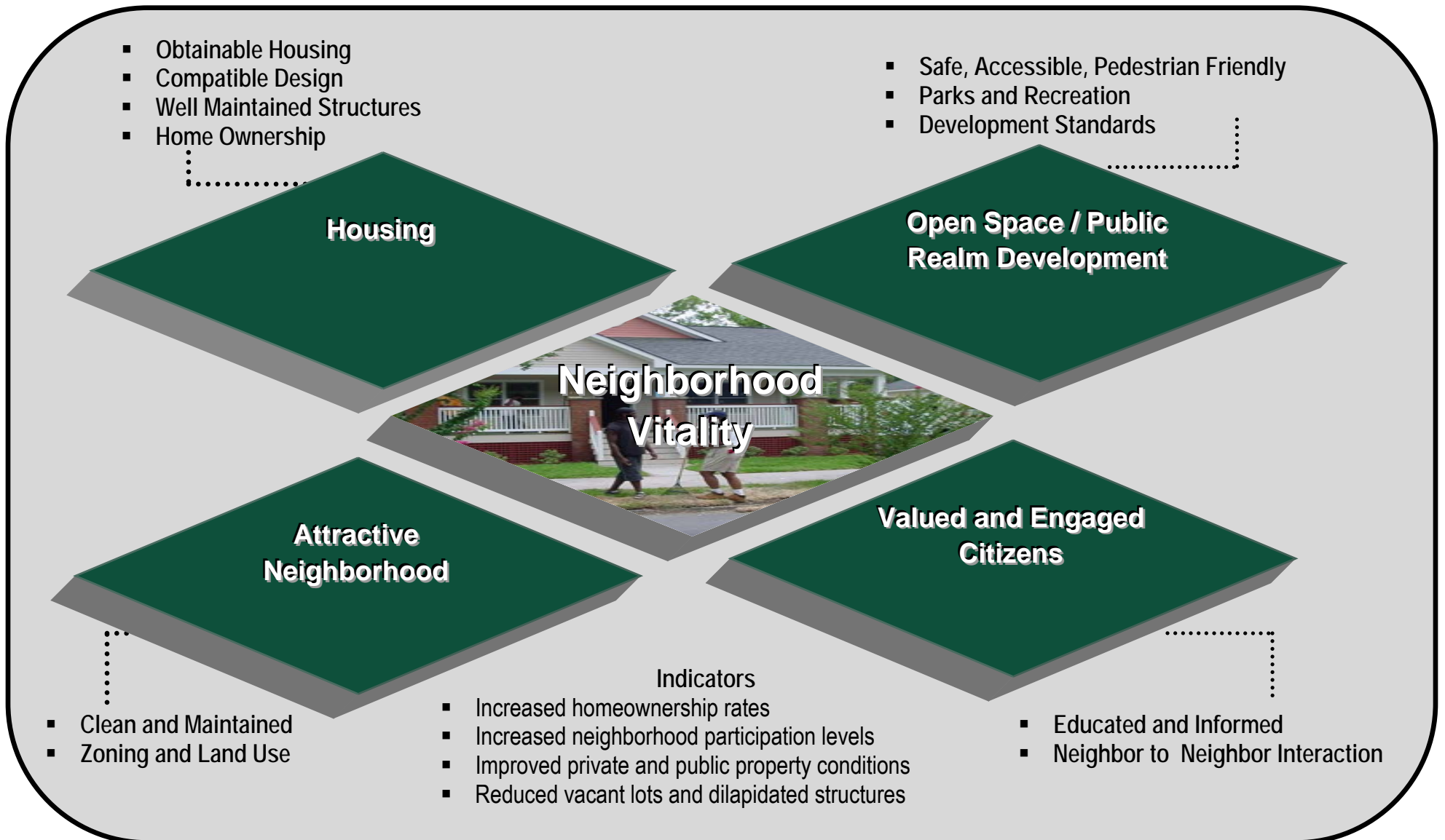
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## STRATEGY MAP SUMMARY

The Strategy Map illustrates the goals, indicators, factors and supporting strategies. The Neighborhood Vitality Team identified four primary factors (Housing, Open Space/Public Realm Development, Valued and Engaged Citizens, and Attractive Neighborhoods) which are critical to achieving the desired results, along with strategies which support them. While these four factors are obviously interrelated, provide mutual benefits and may be affected by the same strategies, the team agreed that the factor with the highest priority is housing.

# NEIGHBORHOOD VITALITY STRATEGY MAP

“I want to live in a city of strong and vibrant neighborhoods that are clean, safe, and encourage a sense of community.”



# NEIGHBORHOOD VITALITY

## KEY ISSUES

Neighborhood Vitality is the cornerstone of a healthy community. If our neighborhoods are clean, safe and convey a sense of place, our community will have a greater likelihood of thriving economically, environmentally and culturally. Historically, Savannah residents have taken pride in, and often defined themselves by the neighborhood in which they live. This sense of pride cannot be sustained unless the municipality provides its core services while partnering with its residents to ensure they have the ability and the know-how to be a contributing part in the health of their community.

The vitality of a neighborhood is measured by both the infrastructure that supports it and the people that live there. The Neighborhood Vitality Results Team sought to purchase services that were reflective and complimentary of these two key components:

- Solid infrastructure – streets, lighting, safety
- Neighborhood Amenities – playgrounds, parks
- Citizen education and involvement
- Safe building codes
- Blight free programs

The Team strategy was to present a “Services Package” that, in these times of economic uncertainty, still provided the core programmatic functions to help sustain the health of our neighborhoods.

## REVENUE TRENDS AND ISSUES

The majority of the offers made to Neighborhood Vitality are funded by the General Fund, which is supported by sales tax, property tax and various fees. The decrease in these taxes, coupled with the slow-down in tourism, business tax certificates, and development has resulted in reductions in General Fund allocations for 2010. Offers funded through Community Development Block Grant and HOME funds, also saw a decrease in allocation from 2009.

## KEY PURCHASES

- Development Permitting and Inspections
- Affordable Housing Programs
- Citizen Empowerment and Education
- Code Enforcement Services

## ENHANCEMENTS PURCHASED

- Community Development Initiative
- Waters Avenue Redevelopment

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- The number of new trees planted has been reduced in 2010. However, even with this decreased number, new trees will be planted to equal or exceed the number of trees removed, ensuring no net loss in trees.



# TABLE OF RECOMMENDED OFFERS

**\$19,521,173**

Rank	101-3102-01	Development Permitting and Inspection	\$3,090,918
1	Responsible for all development permitting, providing inspection services for all private development projects and all of the zoning enforcement in the city. We work to ensure that construction meets code requirements and that high standards of construction for the consumer and user are enforced.		
Rank	101-3101-01	Assistant City Manager (ACM) of Public Development	\$568,970
2	The ACM's Office is the administrative oversight of the eight departments and four agencies for the Bureau of Public Development; provides a Hearing Officer for the City's Derelict Rental Program and the coordinator for Operation Clean Sweep. Revitalization of Waters Avenue will continue creating a thriving community for residents/businesses.		
Rank	101-3106-01	Property Maintenance Code Enforcement	\$2,519,601
3	Responsible for protecting and improving the quality of life in Savannah, through public education, enforcement and the abatement of violations and nuisances. The primary function of this service is to perform inspections of dangerous/substandard buildings, derelict vehicles, grass overgrowth, debris, illegal dumping, and other general nuisances with a goal to eliminate blighted conditions – primarily in neighborhoods.		
Rank	221-3203-02	Home Purchase Program	\$416,409
4	The Home Purchase Program uses limited general funds to leverage significant state, federal and private investment that enables 90 low to moderate income households to become homeowners. Makes homeownership attainable, affordable, builds wealth, stabilizes and revitalizes neighborhoods, and provides employment opportunities.		
Rank	101-6120-01	Park Maintenance	\$1,919,994
5	Buildings & Grounds will maintain all assigned Leisure Services Bureau parks in an aesthetically pleasing, safe and user friendly condition. This includes turf management, litter and trash removal, irrigation systems maintenance and event support.		
Rank	221-3203-01	Housing Improvement Program	\$486,602
6	The Housing Improvement Program will use limited general funds to leverage significant federal and private investment to repair 215 dwelling units occupied by low and moderate income households. This will help retain needed affordable housing, stabilize and revitalize neighborhoods and provide related employment opportunities.		
Rank	221-3203-03	Housing Development Program	\$414,979
7	The Housing Development Program will use limited general funds to leverage significant local, state, federal and private investment to develop 265 housing units occupied by low to moderate income households. It also provides affordable housing, stabilizes and revitalizes neighborhoods and provides related employment opportunities.		
Rank	101-6122-01	Park and Median Maintenance	\$2,747,982
8	The purpose of this offer is to maintain downtown squares, the riverfront plaza and riverwalk, Forsyth Park Arboretum, passive neighborhood parks, and landscaped street medians. It also includes maintenance and conservation of monuments, and providing support for special events.		

<b>Rank</b>	<b>101-2105-02</b>	<b>Sidewalk/Curbs &amp; Gutter/ADA</b>	<b>\$1,053,578</b>
9	The department will provide unobstructed mobility for walking pedestrians, motorized or standard wheelchairs and scooters on city sidewalks. Modes of repair/maintenance of any hazard that will impede safe mobility on the sidewalk or access to the sidewalk are dealt with based on the severity of the hazard.		
<b>Rank</b>	<b>101-3104-01</b>	<b>Community Development Initiative</b>	<b>\$377,897</b>
10	Community Planning and Development (CPD) will provide street-level penetration into targeted Community Development Block Grant (CDBG) neighborhoods to engage low-income residents in the assessment of programs and conditions; planning/implementation of improvements; and connection to services to improve living conditions and reduce poverty.		
<b>Rank</b>	<b>101-6120-04</b>	<b>Playground Equipment Maintenance</b>	<b>\$289,301</b>
11	The Buildings and Grounds Department will maintain all existing playground equipment in an aesthetically pleasing, safe, accessible and user friendly condition throughout the City, while meeting all applicable nationally recognized standards and legal mandates.		
<b>Rank</b>	<b>221-3202-02</b>	<b>CDBG Planning/Implementation</b>	<b>\$237,478</b>
12	Community Planning and Development seeks to support the City's Neighborhood Vitality priority by providing the CDBG planning, GIS and plan implementation functions necessary to deliver the City's federal CDBG program.		
<b>Rank</b>	<b>101-2105-01</b>	<b>Right- of- Way (ROW)/Vegetation Maintenance</b>	<b>\$1,356,707</b>
13	The department will provide vegetation control and maintenance to grass/vegetation prone areas. Areas to be addressed: street ROW, open & un-opened lanes and vacant city lots. Modes of maintenance will be any one or all of the following: mechanical, chemical and/or hand labor.		
<b>Rank</b>	<b>101-3125-01</b>	<b>Acquisition for Redevelopment</b>	<b>\$140,867</b>
14	Real Property Services is responsible for acquisition of properties for redevelopment in targeted neighborhoods. These services support the City's efforts to improve neighborhoods by key property purchases that can then be rehabilitated to catalyze neighborhood development.		
<b>Rank</b>	<b>511-7101-03</b>	<b>Sanitation Code Enforcement Services</b>	<b>\$334,726</b>
15	This offer provides code enforcement services that address City ordinance compliance as outlined in Part 4: Chapters 1 & 2: Streets & Sidewalks & Refuse Collection & Disposal. In addition, it provides opportunities for public education ensuring compliance resulting in clean, maintained and healthy neighborhoods.		
<b>Rank</b>	<b>101-6122-02</b>	<b>Urban Forestry - Partially Funded</b>	<b>\$1,997,167</b>
16	The purpose of this offer is to manage the urban forest which includes all trees on street rights-of-way, within parks and open space, and on other City property. This includes removing hazardous trees, pruning trees to reduce risk and to remove conflicts with roadways and structures, and planting new trees. The number of new trees planted has been reduced to match the number of trees projected to be removed due to age or disease.		
<b>Rank</b>	<b>101-6122-03</b>	<b>Tree Ordinance Administration</b>	<b>\$152,341</b>
17	The purpose of this offer is to administer compliance with the City Landscape and Tree Ordinance. This includes reviewing site plans for new construction and redevelopment, inspecting construction sites, and enforcing protection for City trees.		

<b>Rank</b>	<b>101-MPC-02</b>	<b>Historic Preservation</b>	<b>\$303,467</b>
18	The Department will provide services on behalf of the City, including design and land use planning that protect one of the most noted Landmark Districts in the nation, as well as three other City of Savannah Historic Districts –Victorian, Mid City and Cuyler-Brownville. The Department also provides staff support to the Site and Monument Commission.		
<b>Rank</b>	<b>101-MPC-04</b>	<b>Development Services</b>	<b>\$478,617</b>
19	The Development Services department will continue to provide assurance that the City development standards are maintained through the review of applications for compliance to the City zoning ordinances. This also includes updating the existing ordinance to coordinate with current practices and regulations.		
<b>Rank</b>	<b>951-9501-01</b>	<b>Delinquent Property Conversion</b>	<b>\$305,371</b>
20	The Land Bank Authority (LBA) will acquire delinquent real property by engaging in voluntary negotiations, entering bids at municipal tax lien sales, by initiating Judicial In Rem Foreclosure and by accepting donations of property. The LBA will convert this delinquent property to a state of commerce.		
<b>Rank</b>	<b>101-3125-03</b>	<b>Flood Mitigation and Drainage</b>	<b>\$124,569</b>
21	Real Property Services (RPS) acquires flood-damaged and flood-threatened properties throughout the City under various FEMA mitigation grant programs. RPS also acquires properties, rights-of-way and easements required for drainage improvement projects at the direction of the Stormwater Management Department.		
<b>Rank</b>	<b>101-3101-02</b>	<b>Operation Clean Sweep/Derelict Rental</b>	<b>\$185,822</b>
22	The ACM's office will use Operation Clean Sweep and the Derelict Rental Ordinance to increase the stability of neighborhoods and increase property values. This should cause a decline in criminality and blight in City of Savannah neighborhoods.		
<b>Rank</b>	<b>101-3125-04</b>	<b>Neighborhood Condition Survey-Blight Elimination</b>	<b>\$6,210</b>
23	Real Property Services coordinates and produces the Vacant Property Index which identifies and maps vacant derelict property and vacant lots throughout the city. RPS also surveys conditions in targeted neighborhoods in conjunction with bureau programs. This offer funds one position that will also be responsible for the oversight of all City leases.		
<b>Rank</b>	<b>101-8121-01</b>	<b>Neighborhood Documentation Project</b>	<b>\$11,600</b>
24	Neighborhood Documentation Projects are designed to sustain redevelopment through concentrated citizen engagement. The process, which critically examines a blighted area's social/historical environment, supports civic communication; establishes the area's value; and empowers residents to assume a stewardship role in City-led revitalization efforts.		





## Culture & Recreation

*I want to live in a community that provides recreational and cultural opportunities that will keep my mind and body active and that recognize the needs of all citizens.*

# CULTURE & RECREATION

## TEAM MEMBERS

Marty Johnston      Team Leader  
Keith Stover        Facilitator  
Margaret Williams   Recorder  
Sarahjane Aures  
Eileen Baker  
Jerry Flemming  
Jay Self

## PRIORITY STATEMENT

"I want to live in a community that provides recreational and cultural opportunities that will keep my mind and body active and that recognizes the needs of all citizens."

## PERFORMANCE INDICATORS

Indicator 1: Increase opportunities for positive adult and youth interactions

Measure: Increase promotion rates in Chatham County Schools, grades K-12

Indicator 2: Improve proximity to well-maintained facilities and green spaces

Measure: Increase the percentage of citizens living within 1 mile of well-maintained facilities and green spaces.

Indicator 3: Maintain or improve the health of citizens

Measure: Benchmark- Maintain or improve Community Health as measured by the Healthy Savannah Initiative.

## PURCHASING STRATEGIES

1. Improve the health of individual citizens while promoting the overall health of the entire community.
2. Provide a variety of meaningful education and enrichment opportunities for all citizens.
3. Develop and sustain excellent public facilities and green space throughout the community.
4. Provide constructive youth development opportunities to positively shape future adult citizens.

## STATEMENT OF REQUEST FOR OFFERS

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in recreational and cultural opportunities that will keep my mind and body active and that recognizes the needs of all citizens.

Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

CR-01: We are seeking offers that improve the health of individual citizens while promoting the overall health of the entire community.

Specifically offers that:

- Provide broad access to structured and non-structured physical activities.
- Offer a variety of fulfilling recreational opportunities for citizens to express creativity, enjoy the outdoors, and achieve and master new things.
- Builds social bonds for citizens to better relate to each other, promoting greater tolerance and understanding, fostering acceptance between citizens of different backgrounds and cultures.

CR-02: We are seeking offers that provide a variety of meaningful education and enrichment opportunities for all citizens.

Specifically offers that:

- Expose citizens to local and international arts and heritage.
- Integrate with curriculum to help citizens gain comprehensive understanding within and across various subjects.
- Develop practical work skills to build a more competent and multi-faceted local workforce.
- Provide accessibility across a number of parameters, including ADA compliance, cost, and amenities.

CR-03 We are seeking offers that develop and sustain excellent public facilities and green space throughout the community.

Specifically offers that:

- Provide physical and operational safety and accessibility for all potential users.
- Provide appropriate placement and design of geographically relevant, aesthetically pleasing, and highly functional public sites and facilities.
- Manage and maintain new and existing public facilities.

CR-04 We are seeking offers that provide constructive youth development opportunities to positively shape future adult citizens.

Specifically offers that:

- Encourage all participants to be functionally engaged and properly educated.
- Provide safety and supervision for participants.

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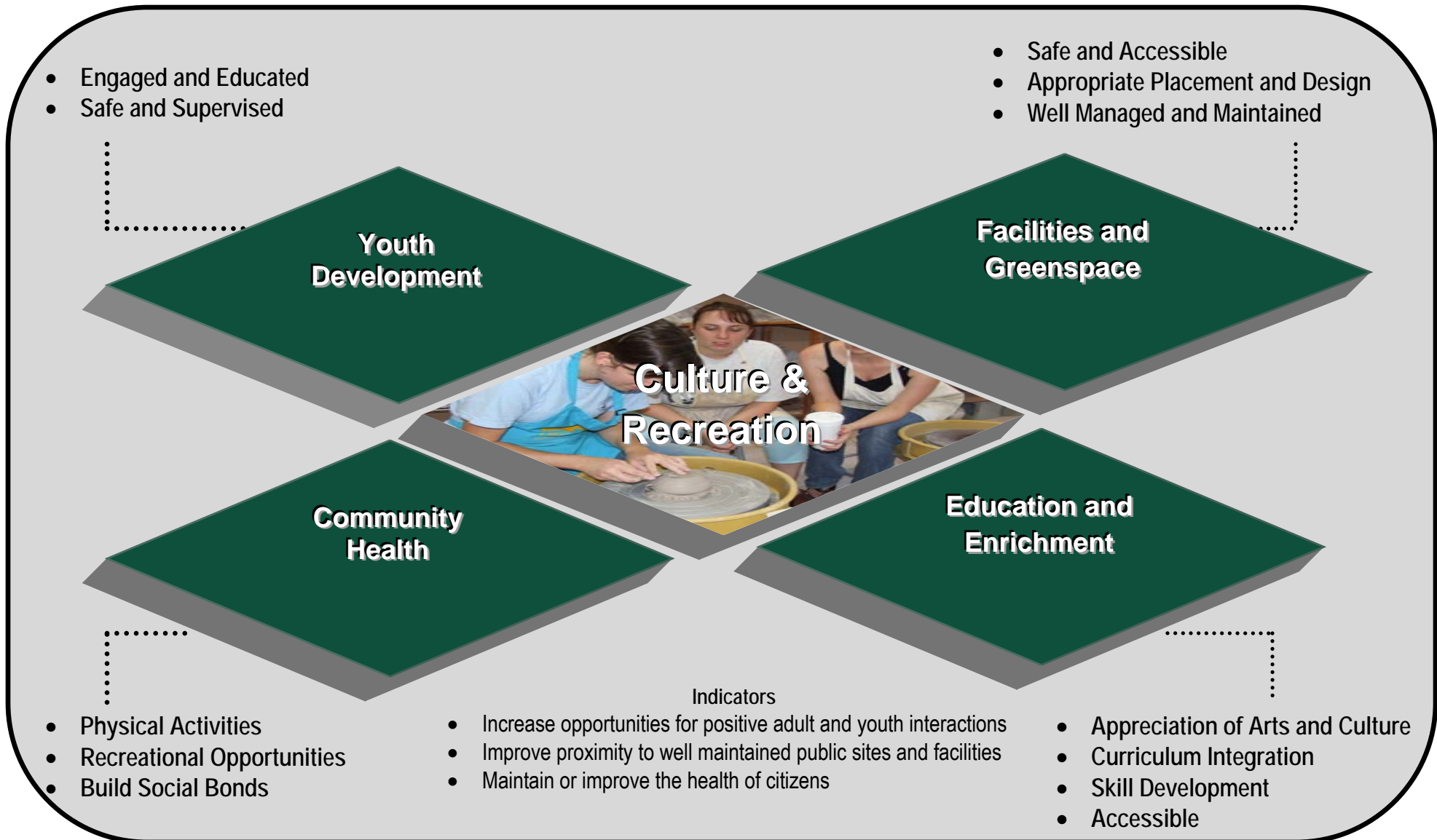
## STRATEGY MAP SUMMARY

The Strategy Map illustrates the goal, indicators, factors and supporting strategies. The Culture and Recreation Results Team identified four primary factors (Community Health, Education and Enrichment, Facilities and Green Space, and Youth Development) which are critical to achieving the desired results, along with strategies which support them. These four factors are interrelated, provide mutual benefits and may be affected by the same strategies; the team agreed that all of the factors have a high priority. (Map attached)



# CULTURE & RECREATION STRATEGY MAP

“I want to live in a community that provides recreational and cultural opportunities that will keep my mind and body healthy and that recognizes the diversity of it’s citizens.”





# CULTURE & RECREATION

## KEY ISSUES

When governments are in financial distress, the first programs that are eliminated or drastically reduced are in the areas of recreation and culture. With this in mind, the team focused on the critical role that these services can play in youth and adult education. Services providers were challenged to not only find efficiencies in providing these services to reduce costs, but also clearly enumerate the positive outcomes for a community that engages its citizens in culture and recreation programs.

## REVENUE TRENDS AND ISSUES

Culture and recreation programs are partially supported by fees and grants. However, over 80% of funds are provided by general tax dollars. The decline in these revenue sources forced departments to reduce duplication of services and seek new ways to provide services more efficiently.

## KEY PURCHASES

- All youth, adult and senior recreation and art services
- Cemetery Preservation & Maintenance

## ENHANCEMENTS PURCHASED

- Healthy Kids – Healthy Community

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Archaeology and Preservation Consulting Services
- Children's Museum Fundraising Position
- Battlefield Park Accounting
- Senior programs consolidated to improve service quality
- Fall soccer not funded to avoid duplication of County soccer program
- Summer swimming pool program rescheduled to more efficiently provide this service.

# TABLE OF RECOMMENDED OFFERS

**\$15,771,578**

Rank	101-6115-01	Youth Services	\$4,369,570
1	Youth athletic services meet essential needs of youth development with diverse opportunities that focus on physical fitness, education, cultural, social, and emotional experiences. Major activities provided include football, baseball, softball, swim lessons, etc. Programs are available for all ages at facilities in neighborhoods and throughout the community.		
Rank	101-6112-03	Youth Access & Education in Art	\$310,319
2	Youth Access & Education in Art provides quality visual and performing arts services that engage youth afterschool and during summer break. These services develop academic skills, teach creative problem-solving, promote growth in positive social skills, teach entrepreneurial skills and provide job training.		
Rank	101-6112-04	Adult Access & Education in Art	\$164,828
3	Adult Access & Education in Art provides high quality visual and performing arts services that engage the community. These services teach creative problem-solving, develop entrepreneurial skills, provide job training and provide opportunities for community participation.		
Rank	101-6116-01	Adult Services	\$683,224
4	Adult athletic services includes opportunities to improve physical fitness and education by using facilities and services to interact with individuals, promote healthy lifestyles, and strengthen communities by participating in sports leagues, or utilizing facilities that promote healthy lifestyles. Major adult athletic programs include softball, tennis, basketball, etc.		
Rank	101-6117-01	Senior Services	\$1,955,741
5	The Senior Services Offer seeks to meet the needs of seniors and provide socialization at centers along with meeting needs in education, health and fitness, cultural and making sure independence is maintained. Services offered include arts and crafts, fitness, and meals on wheel. Two senior programs with very low participation were consolidated into the Moses Jackson center to improve socialization opportunities and reduce costs.		
Rank	101-6118-01	Therapeutics Recreation	\$237,738
6	The Therapeutic Recreation Program provides services for individuals with special needs to stay active in the community. The year round program is for youth and adults with a range of disabilities. Therapeutic Recreation enhances development of leisure skills and socialization while providing support to families and caregivers.		
Rank	101-6112-01	Contract for Art Services	\$256,685
7	The Contracts for Arts Services administration directs the policies, guidelines and delivery methods for comprehensive community-wide cultural initiatives consistent with city council/administrative city management strategic priorities.		
Rank	101-2106-02	Cemetery Preservation & Maintenance	\$1,302,570
8	High quality historic preservation and grounds maintenance activities sustain five world-renown park-like public cemetery spaces containing massive collections of outdoor sculpture recording culture and history for generations.		

<b>Rank</b>	<b>551-6140-01</b>	<b>Civic Center Ticketed Events</b>	<b>\$491,278</b>
9	Ticketed events include concert, comedic, theatrical productions and dance. Strict auditing and accounting procedures are adhered to due to large cash/credit handling. This service is primarily funded by ticket fees.		
<b>Rank</b>	<b>101-2106-01</b>	<b>Cemetery Services</b>	<b>\$695,526</b>
10	Savannah has been in the cemetery business since 1733 and currently owns and operates five first-class cemeteries.		
<b>Rank</b>	<b>101-6101-01</b>	<b>Leisure Services Administration</b>	<b>\$510,998</b>
11	Guided leadership is the key to success for any organization. The Leisure Services Bureau Director's Office will provide focused leadership to its departments that ensures accountability of fiscal and physical resources.		
<b>Rank</b>	<b>551-6140-02</b>	<b>Civic Center Meetings and Conventions</b>	<b>\$275,865</b>
12	The majority of meetings held at the Civic Center are governmental in nature and provide access to public services to our Citizens. The majority of Conferences held are for non profits, governmental agencies and public education that cannot afford access to the Trade Center.		
<b>Rank</b>	<b>101-6120-02</b>	<b>Athletic Field Maintenance</b>	<b>\$818,368</b>
13	The Buildings and Grounds Department oversees development of new facilities while maintaining all existing athletic fields in an aesthetically pleasing, safe, accessible and user friendly condition throughout the City while meeting all applicable standards and legislative mandates.		
<b>Rank</b>	<b>101-6120-05</b>	<b>Swimming Pool Maintenance</b>	<b>\$240,803</b>
14	To provide the citizens of Savannah with quality swimming opportunities, the Buildings and Grounds Department proposes to maintain all City pools in an aesthetically pleasing, safe, and user friendly condition while meeting all federal and state legislative mandates.		
<b>Rank</b>	<b>101-8114-02</b>	<b>Healthy Kids – Healthy Community</b>	<b>\$20,360</b>
15	Healthy Kids – Healthy Community is a collaboration of local healthcare professionals, universities, business leaders, nonprofit institutions, faith-based organizations, schools and health advocacy groups focused on leading and supporting healthy lifestyles in the community.		
<b>Rank</b>	<b>551-6140-03</b>	<b>Civic Center Building Operation</b>	<b>\$1,640,707</b>
16	This offer is for operating the Civic Center building. A multi use facility including an arena and performance theater with ancillary space is one of the keystones to an economically thriving City. Community marketing strategies include the Civic Center as a community enhancement.		
<b>Rank</b>	<b>551-6141-01</b>	<b>Civic Center Concessions</b>	<b>\$272,683</b>
17	This offer provides food/beverage service for events held at the Civic Center. Revenues (minus expenses) from this offer go to support building operations.		
<b>Rank</b>	<b>101-6112-02</b>	<b>Cultural Arts Marketing/Communications Services</b>	<b>\$125,157</b>
18	The comprehensive and strategically focused marketing and communications services connect residents and visitors to the City's rich and varied cultural initiatives, organizations and venues, and therefore, strengthen and support the city's and community's investment in the creative industries.		

<b>Rank</b>	<b>541-6151-01</b>	<b>Bacon Park Golf Course</b>	<b>\$6,500</b>
19	This offer provides affordable and accessible golfing services to citizens of the Savannah area. Golf is a growing and exciting sport, proven to benefit one's physical, mental and social health. This service is provided by a private contractor and is completely supported by fees.		
<b>Rank</b>	<b>101-6120-03</b>	<b>Custodial Services and Building Care</b>	<b>\$537,528</b>
20	The Buildings and Grounds Department maintains (provide the number of facilities) Leisure Services Bureau facilities in a clean, safe and user friendly condition by providing all necessary janitorial services. This includes the oversight of both in-house staff as well as various janitorial contractors.		
<b>Rank</b>	<b>101-CHS-01</b>	<b>Battlefield Park Maintenance</b>	<b>\$583,850</b>
21	Scope includes: Grounds keeping, janitorial, cyclical, systems, and building maintenance of public facilities at the Roundhouse Railroad Museum and surrounding grounds, Savannah History Museum, Savannah Visitors Center (VIC) and surrounding grounds, VIC parking lot, Rev. War Memorial Park, and Railroad Ward houses and lots.		
<b>Rank</b>	<b>101-6114-01</b>	<b>Coffee Bluff Marina</b>	<b>\$0</b>
22	This offer seeks to provide a well-planned marina that represents an important component of the recreational and ecological health of the Savannah coastal community. This facility will generate revenue with no corresponding expenses per the agreement.		
<b>Rank</b>	<b>101-CHS-02</b>	<b>Battlefield Park Management/Marketing</b>	<b>\$256,280</b>
23	This offer is for the continued management & marketing of Battlefield Park that includes the oversight of SPLOST and GA State bond-funded capital projects and \$3.9 million in operations for a education and recreation facility and park open to the public, tourists, school and scout groups, and private functions.		
<b>Rank</b>	<b>101-8114-03</b>	<b>St. Patrick's Parade Shuttle</b>	<b>\$15,000</b>
24	Provide roundtrip service from Oglethorpe Mall to downtown for citizens to participate in St. Patrick's Day festivities while reducing the amount of vehicles impacting downtown. The hours of this service were reduced to match peak ridership to reduce the City subsidy to this program		



## Economic Growth

*I want to live in a community that has appropriate economic growth that creates jobs, expands city revenue and improves neighborhoods and commercial corridors.*

# ECONOMIC GROWTH

## TEAM MEMBERS

Sean Brandon    Team Leader  
Grace Welch    Facilitator  
Marc Nelson    Recorder  
Paula Beasley  
Liberto Chacon  
Rosa Davis  
Anthony Faust  
Bridget Lidy  
Marronde Lumpkin-Lotson  
Lise Sundrla

## PRIORITY STATEMENT

“I want to live in a community that has appropriate economic growth that creates jobs, expands city revenue and improves neighborhoods and commercial corridors.”

## PERFORMANCE INDICATORS

- Indicator 1: Increase the overall employment base of Savannah  
Measure: Encompass services and programs that create new and permanent jobs in Savannah that expand the base from the 2007 level of 151,272<sup>1</sup>
- Indicator 2: Increase the number of business tax certificates in the City of Savannah  
Measure: Number of business tax certificates issued by the Savannah Revenue Department
- Indicator 3: Increase the average wage in Savannah  
Measure: Average wage for Savannah as measured by the Georgia Department of Labor and Bureau of Labor Statistics
- Indicator 4: Increase the total amount awarded to MWBE businesses contracted by the City Savannah.  
Measure: Amount awarded to MWBE businesses through City of Savannah contracts

## PURCHASING STRATEGIES

1. Support active economic development processes providing the best opportunities for growth.
2. Encourage the maintenance and expansion of reliable and efficient City services and infrastructures.
3. Develop and sustain strong effective partnerships.

<sup>1</sup> Georgia Labor Profile, Savannah for 2007

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## STATEMENT OF REQUEST FOR OFFERS

We are seeking offers from programs and services targeted at the primary causal factors that will result in sustainable economic growth in the community.

Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

EG-01: We are seeking offers that are part of an active economic development process.

Specifically offers that:

- support strategic economic development planning
- provide opportunities for citizen input to ensure programs and services are effective in meeting community needs
- increase MWBE participation throughout the City
- Use marketing to target high-wage employers such as those in knowledge-based industries (science, information technology)
- promote or provide appropriate incentives for economic development activities
- expand the range and amount of employment opportunities available to local residents in order to reduce underemployment

EG-02: We are seeking offers that promote or enhance reliable and efficient City services and infrastructure.

Specifically offers that:

- encourage infrastructure and/or transportation investments
- promote efficient and effective developmental review processes
- support revitalization of Savannah's neighborhoods or business corridors
- improve quality of life for the community through healthy and sustainable design, development and construction

EG-03: We are seeking offers that encourage the development of profitable economic partnerships.

Specifically offers that:

- utilize local, regional, Federal or State-wide partnerships
- involve partnerships among public, private and/or nonprofit organizations
- maximize collaboration with other appropriate entities to eliminate duplication and increase efficiency
- improve access to business capital
- create and/or enhance job education and training programs
- enhance access to business incubators

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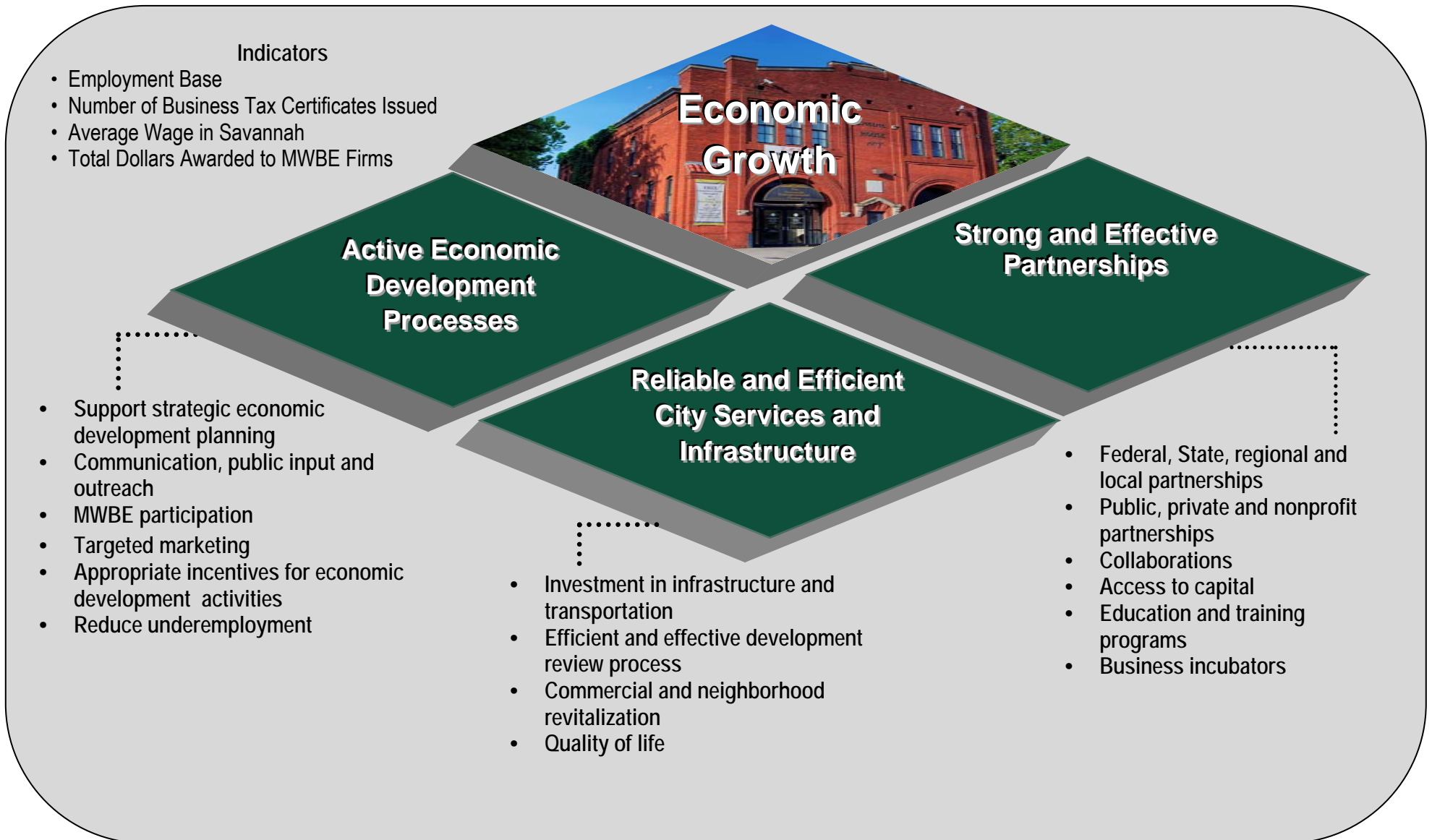
## STRATEGY MAP SUMMARY

The strategy map reflects the fact that our primary focus is appropriate economic growth within Savannah. One of the primary factors explicitly says this while the other factors reflect what is needed to achieve this objective. The strategy map shows the following line of thinking that has carried the team since its inception:

Good Development = Good Processes + Good Services and Infrastructure + Good Partnerships

# ECONOMIC GROWTH STRATEGY MAP

"I want to live in a community that has appropriate economic growth that creates jobs, expands city revenue and improves neighborhoods and commercial corridors."





# ECONOMIC GROWTH

## KEY ISSUES

Growing enough jobs to retain and grow the population of Savannah is critical to increasing the overall employment base. The necessary infrastructure must be in place or in the planning stages. Ensuring that all parts of Economic Development and Planning are working in concert with each other is also important.

## REVENUE TRENDS AND ISSUES

Business Tax Certificate revenue has fallen for the first time ever in 2009. This is a key indicator of the business presence in Savannah and will be tracked closely throughout the year. The per-occupied room fee (a primary indicator for tourism) has increased this year despite hotel motel tax revenue falling considerably over the past few months. This would indicate that there are more tourists in the downtown area paying less per room night.

A revenue source within this category is derived from the parking fund. Revenue from parking will be above \$10 million and includes everything derived from on street and off street fees. The Whitaker Street parking garage will make its budgeted revenue amount this year (just over \$1 million) and therefore not impact the rest of the system.

## KEY PURCHASES

- Development Services
- Film Services
- Minority & Women-Owned Business Enterprise (M/WBE) Program
- Off Street Parking Services

## ENHANCEMENTS PURCHASED

- Greater Downtown Transportation Services (increased funding for transportation projects like traffic calming and pedestrian safety)
- International Programs/Cabinet will be a collaboration between the City Manager's Office, Economic Development, and the Creative Coast Alliance

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Lower level of service for lane and guardrail maintenance

# TABLE OF RECOMMENDED OFFERS

# \$10,112,717

Rank	101-0140-01	Film Services	\$278,813
1	The office recruits, coordinates and permits media projects that have resulted in over \$100 million in local impact since opening with no accidents or liability. This offer also supports a growing indigenous media production industry.		
Rank	101-3102-03	Development and Engineering Group of Development Services	\$257,342
2a	The Development and Engineering Group provides technical and civil engineering services as well as project management and construction overview for the Capital Improvement Program and other projects for several City Departments. Examples include: Landfill Expansion (infrastructure); Sustainable Fellwood, Savannah Gardens, Savannah River Landing (Urban Renewal).		
Rank	101-6123-01	Design and Construction Services <sup>1</sup>	\$647,217
2b	Quality facilities are intrinsic to citizen's definition the quality of life. A world class Design and Construction Department foster development which contributes to a strong economy, healthy environment, and a vibrant community. Long-term asset management for infrastructure is crucial to a sustainable city and its citizens.		
Rank	101-3205-02	Minority & Women-Owned Business Enterprise (M/WBE) Program	\$351,823
3	Since 2002, the MWBE Program has been a critical initiative geared to increase the utilization of M/WBE firms participating in the City's procurement process. It is achieved by assisting MBEs and WBEs with growing and sustaining their business ventures thereby increasing the number of M/WBEs in the Savannah area.		
Rank	101-SDRA-01	Downtown Sustainability	\$612,786
4	Established in 1992 by the Georgia General Assembly at the request of the Mayor and Council, the Savannah Development Renewal Authority (SDRA) is contracted by the City to lead a coordinated strategy of economic development and civic design, strengthening Greater Downtown. This offer is to continue providing and enhancing services yielding short and long-term economic growth.		
Rank	101-3702-01	Small Business Support Program	\$95,000
5	The Small Business Assistance Corporation (SBAC) supports the City's Economic Growth priority by providing & increasing access to capital and providing management support to small & minority businesses to enhance the likelihood of success and create jobs for low-to-moderate income residents throughout Savannah.		
Rank	561-1113-06	On Street Parking Management	\$2,017,817
6	Mobility & Parking Services (M&PS) manages on-street parking to support the growth of downtown businesses, to improve the visitor experience, and to enhance the quality of life for our residents.		
Rank	101-0140-02	Tourism/Downtown Program	\$176,784
7	Tourism/Downtown Programs develop/manage policies/programs/activities centered in the Landmark Historic District. Active management is essential to balancing needs of diverse user groups and preserving this unique asset and the spending and job creation it enables.		
Rank	561-1113-05	Greater Downtown Transportation Services	\$809,454
8	The purpose of this offer is to provide and support various forms of transportation to include 3 types of shuttle services: streetcar, pleasure boating (docks), and cycling (bike racks). These services will meet the needs of residents, workers, shoppers, students and visitors to the downtown area.		

<sup>1</sup> Design and Construction Services will be merged with the Development and Engineering Group of Development Services in 2010.

<b>Rank</b>	<b>101-3205-01</b>	<b>Business Retention and Attraction</b>	<b>\$118,581</b>
9	City of Savannah Business Retention and Attraction program provides assistance to existing businesses and business attraction services that support local economic growth. The program fills a needed gap by customizing assistance targeted at business expansion.		
<b>Rank</b>	<b>101-3701-01</b>	<b>Savannah Entrepreneurial Center</b>	<b>\$275,361</b>
10	The Savannah Entrepreneurial Center is a valuable educational center that promotes capitalist ventures. The Center is a resource for aspiring entrepreneurs seeking to open their own businesses. It helps the future business owners with writing, research, and securing operating capital for the start up.		
<b>Rank</b>	<b>561-1114-01</b>	<b>Off Street Parking Management</b>	<b>\$2,491,606</b>
11	The purpose of this offer is to provide and support off-street parking in the City 5 parking garages and 5 parking lots. This service provides off-street parking to meet the needs of residents, workers, shoppers, students and visitors to the downtown area.		
<b>Rank</b>	<b>101-2103-02</b>	<b>Capital Improvement Program and Administration/Review of Private Development and Various Permits</b>	<b>\$189,561</b>
12	Manage the City's transportation infrastructure through the Capital Improvement Program, Site Plan Review and Permitting in order to support economic growth. This includes ADA accessible pedestrian routes and vehicular/bicycle facilities. New developments must be encouraged without negative impacts to the existing multi-modal traffic.		
<b>Rank</b>	<b>101-MPC-05</b>	<b>Transportation Planning</b>	<b>\$57,000</b>
13	The Transportation Department staffs Coastal Region Metropolitan Planning Organization (CORE MPO) for the Chatham County area and is responsible for maintaining the area's eligibility for federal transportation funds through on-going compliance with federal transportation planning regulations. Long range planning and short range programming of projects is key functions.		
<b>Rank</b>	<b>101-8114-05</b>	<b>International Economic Development</b>	<b>\$30,000</b>
14	The Mayor and Council of Savannah are exploring how the City and its elected officials can support international economic development in our city. This offer will provide consulting services to support their goals of recruiting and retaining businesses from anywhere in the world.		
<b>Rank</b>	<b>101-1158-01</b>	<b>Hospitality Services</b>	<b>\$142,221</b>
15	This service functions within the City's agreement with the Savannah Area Convention & Visitors Bureau to promote tourism and hospitality services for the City of Savannah. This offer reflects the City's contribution toward those cost (operation & maintenance of the facility).		
<b>Rank</b>	<b>101-TCCa-01</b>	<b>The Creative Coast Alliance</b>	<b>\$94,000</b>
16	The Creative Coast Alliance (TCCa) is a 501(c) 6 organization supported by the City of Savannah, Chatham County and the Savannah Economic Development Authority. Its mission is to help create, grow and attract higher-wage jobs and knowledge-based businesses.		
<b>Rank</b>	<b>101-2105-05</b>	<b>Street Inspections</b>	<b>\$248,466</b>
17	The inspectors will provide the latest and most up to date knowledge, expertise of construction and field experience to insure that repaired, rehabilitated or new installation of infra-structure meets or exceeds the city's technical specifications and standard details.		
<b>Rank</b>	<b>101-2105-04</b>	<b>Lane &amp; Shoulder/Guardrail Maintenance</b>	<b>\$1,218,885</b>
18	This division will provide unobstructed accessibility to all lanes and provide roadway edge/shoulder maintenance. Lanes will have a traveling surface that will provide a smooth riding surface for all owners, tenants, emergency, service and utility trucks that utilize and traverse the lane for service accessibility.		





## Poverty Reduction

*I want to live in a community that reduces poverty by empowering motivated people to become economically self-sufficient.*

# POVERTY REDUCTION

## TEAM MEMBERS

Megan Duffy Team Leader  
Tammy Faughey Facilitator  
Melissa Carter Recorder  
Julie McLean  
Rosa Davis  
Wynn Davis  
Daniel Dodd  
Cindy Landolt

## PRIORITY STATEMENT

"I want to live in a community that reduces poverty by empowering motivated people to become economically self-sufficient."

## PERFORMANCE INDICATORS

Indicator 1: Poverty Rate

Measure: Percent of the population living below the poverty line

Indicator 2: Self-sustaining Wage Rate

Measure: Percent of the population earning a self-sustaining wage

Indicator 3: Unemployment Rate

Measure: Percent of the work force that is unemployed at any given date

Indicator 4: Wealth Accumulation (Banking, Savings, Tax Preparation, Home Loans, Financial Instruction)

Measure: Number of citizens obtaining financial information and obtaining access to institutions and opportunities known to increase wealth

## PURCHASING STRATEGIES

1. Promote inter-department partnerships and collaboration
2. Address multiple City priorities
3. Offer innovations that leverage existing resources and information
4. Have demonstrated marketing strategies
5. Provide programs within the City's poverty census tracts

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## STATEMENT OF REQUEST FOR OFFERS

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in the reduction of poverty in Savannah.

**PR-01: We are seeking offers that provide educational, training and entrepreneurial opportunities.**

Specifically offers that:

- support local schools in their effort to educate and graduate Savannah students
- facilitate G.E.D. attainment
- provide programs and initiatives designed to address the training and retraining of Savannah's workforce along job paths that will lead to self sufficiency
- provide low-income Savannah residents with training, access, and opportunities to become self-employed

**PR-02: We are seeking offers for support services for low-income working families.**

Specifically offers that:

- assist low-income Savannah families in obtaining quality, affordable childcare (eldercare)
- assist low-income Savannah residents in obtaining affordable housing
- provide family-planning education and services to Savannah's low-income families and at-risk youth
- assist low-income Savannah residents in obtaining nutritious food
- provide low-income Savannah residents with access to affordable transportation
- assist low-income Savannah residents with access to affordable healthcare

**PR-03: We are seeking offers for programs and initiatives known to facilitate wealth development.**

Specifically offers that:

- provide financial education to low-income Savannah residents
- connect low-income Savannah residents to traditional banking institutions
- provide low-income Savannah residents with opportunities for sustainable home ownership
- provide free tax preparation and assist with filing for the federal Earned Income Tax Credit

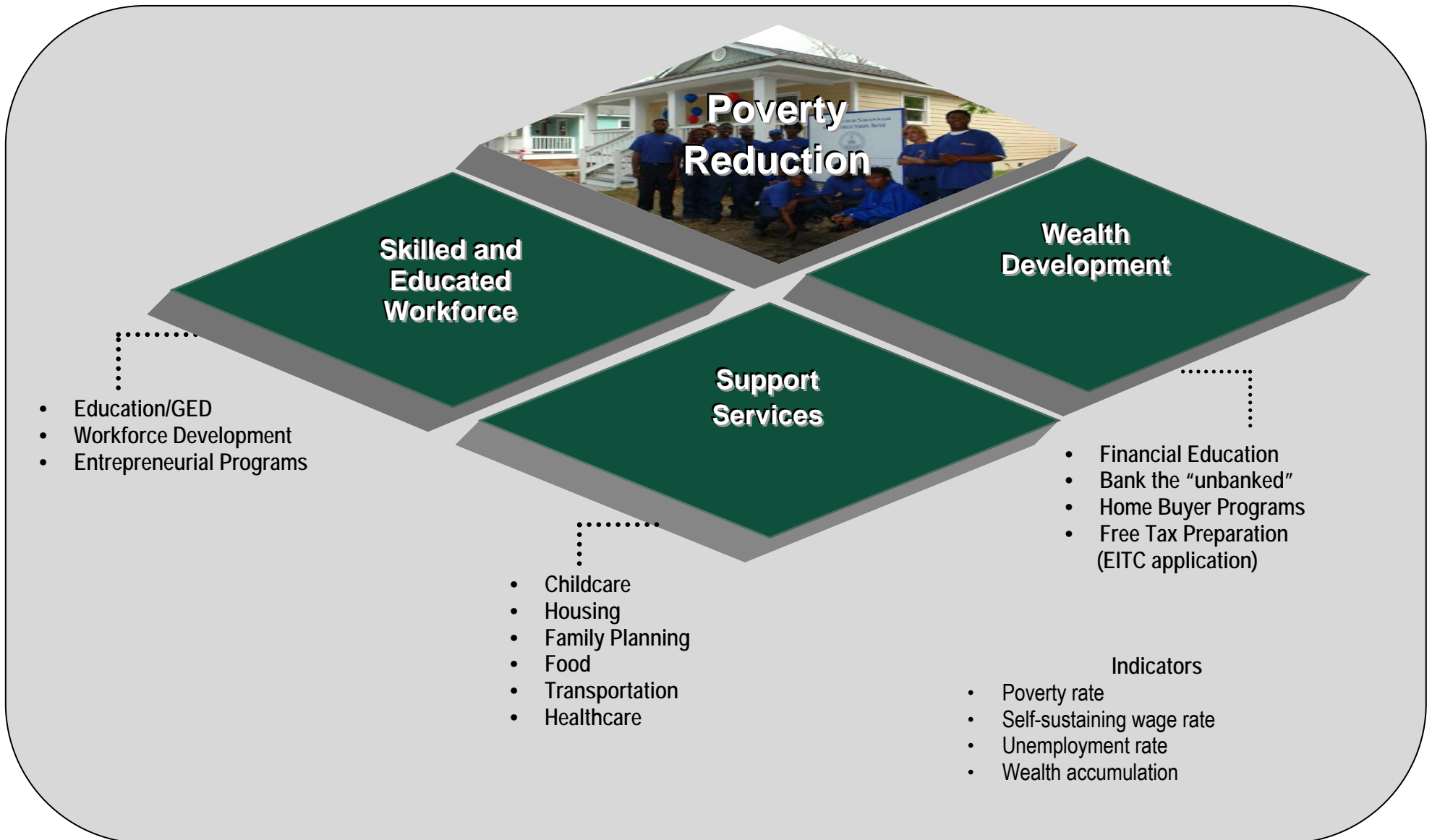
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## STRATEGY MAP SUMMARY

The Strategy Map illustrates the goal, indicators, factors and supporting strategies. The Poverty Reduction Results Team identified three primary factors (Educated and Skilled Workforce, Support Services, and Wealth Development) which are critical to achieving the desired results, along with strategies which support them. While these three factors are obviously interrelated, provide mutual benefits and may be affected by the same strategies, the team agreed that the factor with the highest priority is developing an educated and skilled workforce.

# POVERTY REDUCTION STRATEGY MAP

"I want to live in a community that reduces poverty by empowering motivated people to become economically self-sufficient."





# POVERTY REDUCTION

## KEY ISSUES

The Poverty Reduction Results Team agreed that the most important strategy to combating poverty is to have a skilled and educated workforce. Poverty in Savannah has remained mostly unchanged for approximately 30 years, which indicated that new ideas and approaches are needed. The team encouraged sellers to be innovative in their approach to poverty reduction and to seek new and compelling ways to make an impact. Understanding the economic and financial limitations facing the City of Savannah required the team to maintain focus regarding which offers most closely aligned with the team's strategies. Funding services that directly impact citizens in a long-term and particularly meaningful way were an ultimate goal of the team.

## REVENUE TRENDS AND ISSUES

Like all other results teams, Poverty Reduction faced reductions due to declining revenues city-wide. While there are substantial General revenue funds included in some of the offers, the majority of funding in Poverty Reduction offers comes from state and federal grants. This made balancing the budget particularly difficult in that reductions to expenses could also mean reductions in revenues.

## KEY PURCHASES

- Advancement Center at Moses Jackson
- St. Pius Family Resource Center
- Workforce Investment Act Grant Administration
- Step Up Savannah Collaborative Community Involvement
- CDBG Entitlement Fund Administration

## ENHANCEMENTS PURCHASED

- Advancement Center at Moses Jackson
- Accessible Taxi Program
- Wireless Communities Program

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Annual Community Summit
- Ash Tree Organization
- Consulting

**TABLE OF RECOMMENDED OFFERS****\$5,446,451**

Rank	221-3131-01	Advancement Center at Moses Jackson	\$294,811
1	Community Services Department (CSD) can support the City's Poverty Reduction priority through management and operation of the Advancement Center at Moses Jackson (projected completion-November 2009), which will help low income families and youth to advance from poverty by achieving financial, educational, job training, asset-building, and career/business goals.		
Rank	211-3309-01	WIA Grant Administration	\$3,079,844
2	The Workforce Investment Act is a Federal program which provides funding for training and support services to adults, dislocated workers, and youth. Coastal Workforce Services provides grants management of this program to the nine county region of the Coastal Empire as well as administrative support to the 42 member Coastal Workforce Investment Board.		
Rank	101-STEPUP-01	Collaborative Community Involvement	\$220,000
3	The Step Up Savannah collaborative works to reduce poverty through volunteer action teams targeting workforce development, asset building, and work supports. Step Up continues to communicate, convene, evaluate, advocate for policy reforms and serve as a conduit for foundation dollars for poverty reduction in Savannah.		
Rank	221-3202-01	Entitlement Fund Administration	\$476,226
4	Community Planning and Development seeks to support the City's Poverty Reduction priority by providing the federally mandated financial management, grant monitoring and oversight functions for federal entitlement funds received through U.S. HUD, totaling over \$6.5 million in annual allocations and an additional \$4 million in Stimulus funds.		
Rank	101-3205-03	Asset and Wealth Development	\$187,131
5	The Asset and Wealth Building Program is a vital initiative of the Mayor and Council as it seeks to improve the financial well-being of our citizenry. This program will combine the Individual Development Account, Volunteer Income Tax Assistance, and Financial Education Programs to encourage wealth creation and development. Two contracts totaling \$129,960 were not recommended for funding in 2010.		
Rank	101-YFA-01	St. Pius X Family Resource Center	\$90,749
6	The Family Resource Center is a place based strategy operated by the Youth Futures Authority that provides a variety of services to specifically address economic independence and youth development in a convenient one stop facility. The Center accepts residents from surrounding neighborhoods and other areas of Savannah.		
Rank	211-3360-01	YouthBuild Savannah Program	\$644,734
7	The YouthBuild Savannah program is designed to unleash the positive energy of unemployed young adults to rebuild their communities and their lives with a commitment to work, education, responsibility, and family. The program provides a second chance opportunity for participants to be responsible members of the community.		
Rank	101-YFA-02	Youth Futures Collaborative	\$271,950
8	The Youth Futures Authority was established as a state-legislated authority serving as the collaborative for addressing issues relevant to children, youth and families in 1988. Since then, its main focus has been to sustain a comprehensive plan for engaging public and private agencies that work with youth.		

<b>Rank</b>	<b>101-YFA-04</b>	<b>Annual Profile Report</b>	<b>\$26,006</b>
9	The Profile is an annual report that uses data and information to present a picture of the local conditions that affect our local youth and families and their potential to become productive and successful citizens. The data and information are also used to guide the work of the Youth Futures Authority.		
<b>Rank</b>	<b>213-9203-01</b>	<b>Wireless Communities Program</b>	<b>\$137,000</b>
10	This grant funded and City matched program will provide a fiber optic back haul that will provide low/no cost internet service along the most economically depressed areas of the City, starting with the MLK/Montgomery Corridor.		
<b>Rank</b>	<b>561-1113-02</b>	<b>Accessible Taxi Program</b>	<b>\$18,000</b>
11	This service seeks to increase the number of accessible taxis in Savannah and provide greater access to transportation for disabled citizens, a great number of whom live in poverty.		





# High Performing Government

*I want a fiscally responsible, accessible and responsive government that maximizes use of public resources for services I need.*

# HIGH PERFORMING GOVERNMENT

## TEAM MEMBERS

Bret Bell            Team Leader  
Cam Mathis        Facilitator  
Karen Hicks       Recorder  
Glenda Anderson  
Dianne Clabaugh  
Julia Durrence  
Dean Fagerstrom  
Peggy Joyner  
David Maxwell  
Laura Walker

## PRIORITY STATEMENT

“I want a fiscally responsible, accessible and responsive government that maximizes use of public resources for services I need.”

## PERFORMANCE INDICATORS

Indicator 1: Credit rating

Measure: Maintain or improve the City's bond rating

Indicator 2: Responsiveness

Measure: Maintain or improve the City's percentage of service calls that are completed within standard response times

Maintain or improve citizens' level of overall satisfaction with City government service and with customer service provided by City employees

Indicator 3: Per person cost of government

Measure: Maintain or improve the City's ranking (within a group of cities comparable in population and regional demographics) for the Per Person Cost of Government (PPCG)

Maintain or improve citizens' level of satisfaction with taxes paid for services received

Indicator 4: Employee retention

Measure: Maintain or improve the rate at which employees stay employed with the City of Savannah

Indicator 5: Citizen engagement

Measure: Maintain or improve our citizens' satisfaction with the opportunities we offer them to understand, access, or participate in their City Government

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## **PURCHASING STRATEGIES**

1. Outline programs and initiatives that advance progressive and effective leadership throughout the organization.
2. Create fiscal strength through conservative, long-range fiscal planning while looking for ways to do things better.
3. Provide excellent, timely customer service, and increase opportunities for our citizens to access and understand their government.
4. Attract talented employees, then develop and promote them in a workplace environment that embraces innovation.
5. Encourage responsible use and management of the public's resources and physical assets.

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## **STATEMENT OF REQUEST FOR OFFERS**

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in a high-performing government.

Special consideration will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources and information.

**HPG-01: We are seeking offers that foster strong, accountable leadership throughout the organization, working across governmental and jurisdictional lines to create a better Savannah.**

Specifically offers that:

- promote conscientious and forward-thinking decisions always made with the best interest of our citizens in mind
- encourage strategic planning that balances the needs of the present with the demands of the future
- increase the transparency and openness of the process by which decisions are made
- allow for elected officials, management and staff to pursue collaboration and cooperation with governments and agencies across the county, state, nation and world

**HPG-02: We are seeking offers that create fiscal strength through conservative, long-range planning while looking for ways to do things better.**

Specifically offers that:

- create a conservative, balanced budget
- develop a long-range financial plan
- use innovative models from across the country to create new initiatives to better serve our citizens

**HPG-03: We are seeking offers that develop excellent, timely customer service, and increase opportunities for our citizens to access and understand their City government.**

Specifically offers that:

- communicate to our citizens the actions their government is taking and the programs that are available to them
- engage our citizens in the decision-making process
- take advantage of the latest technology to increase our citizens' accessibility to City services
- look for ways to improve responsiveness to calls for service
- develop training programs that increase the level of professionalism when interacting with customers

HPG-04: We are seeking offers that attract talented employees, then develop and promote those employees in a workplace environment that embraces innovation.

Specifically offers that:

- create a fair compensation plan that allows the City to compete for the best employees in the marketplace
- invest in employee development and create an environment of continual learning
- encourage innovation in the workplace
- identify and groom future leaders of the City organization

HPG-05: We are seeking offers that encourage responsible use and management of the public's resources and physical assets.

Specifically offers that:

- procure and deploy assets that will fit the long-term needs of the City, and develop plans to utilize these resources over a productive and predictable lifetime
- manage capital projects that support City priorities
- conserve and extend the availability of natural resources for future generations
- encourage collaboration among internal departments, and externally with local, state and federal agencies, businesses, and nonprofits

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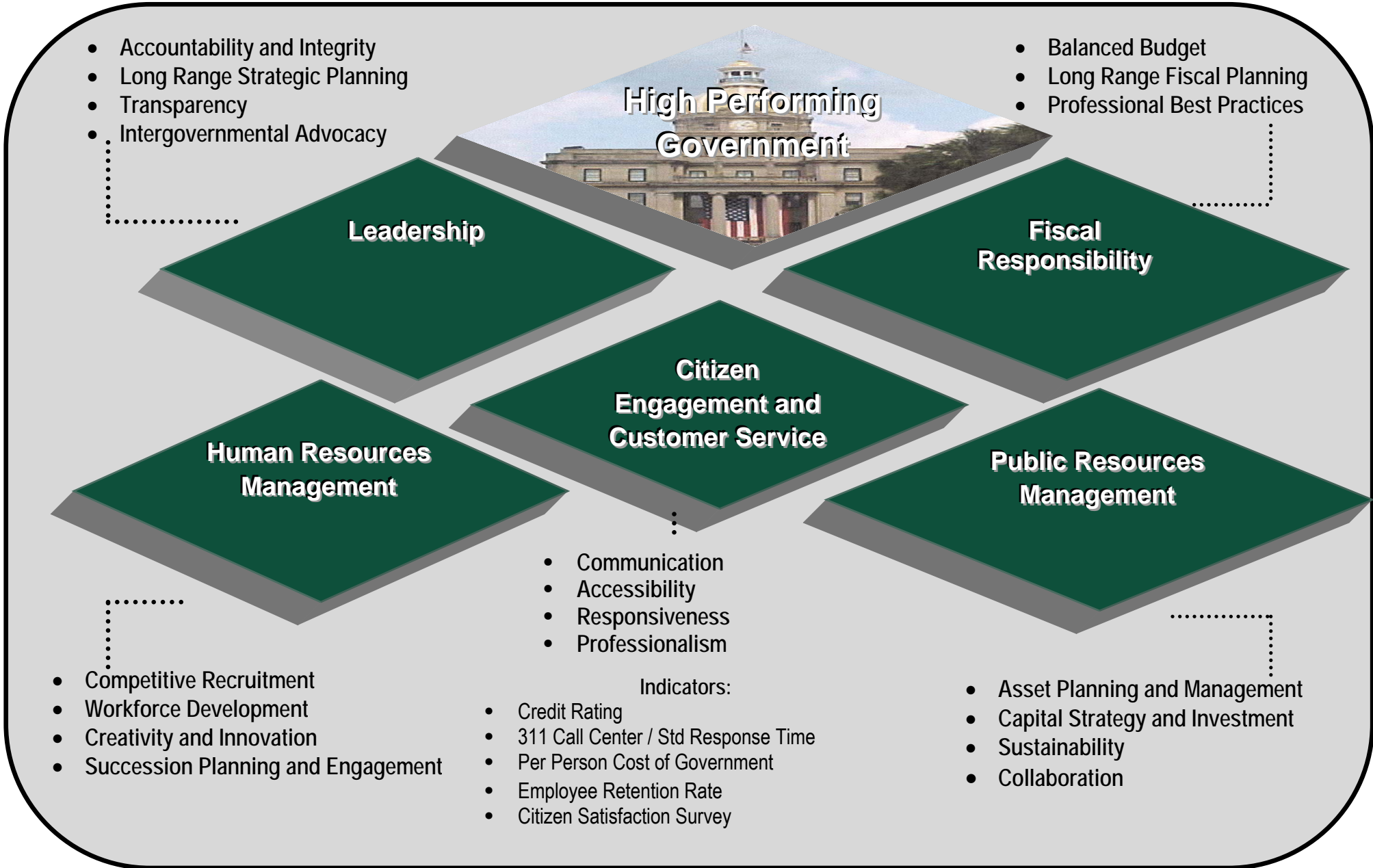
## STRATEGY MAP SUMMARY

The Strategy Map illustrates the goal, indicators, factors and supporting strategies. The High Performing Government Team identified five primary factors (Leadership, Fiscal Responsibility, Citizen Engagement & Customer Service, Human Resources Management, and Public Resources Management) that are critical to achieving the desired results, along with strategies that support them.



# HIGH PERFORMING GOVERNMENT STRATEGY MAP

"I want a fiscally responsible, accessible and responsive government that maximizes use of public resources for services I need."



# HIGH PERFORMING GOVERNMENT

## KEY ISSUES

The majority of offers submitted to this Results Team were for internal services that provide support, planning and direction for City operations. These operations include City Council, City Attorney, City Manager, City Clerk, Human Resources, Finance, revenue collection, building maintenance, communications as well as employee benefits and insurance.

In this challenging economic environment, departments submitted offers that attempt to “do more with less.” Throughout the course of the budget process, the High Performing Government Team worked with sellers to reduce the price of the original offers by more than \$1 million – savings realized through consolidation of resources, reduction in commodities expenditures, and keeping positions vacant in 2010. Despite these reductions, the High Performing Government offers succeed in increasing the transparency, accountability, and efficiency of the entire City organization.

## REVENUE TRENDS AND ISSUES

Most of the High Performing Government services are supported through the General Fund, with revenues primarily coming from property taxes, sales taxes, and fees. With sharp decreases experienced in General Fund revenue sources, combined with a state-mandated cap on the assessed value of property for three years, funding these services will be a challenge for some time.

## KEY PURCHASES

- City Council core services
- City Manager's Office
- Finance
- Revenue collection
- Human Resources
- Communications and citizen engagement
- Building maintenance

## ENHANCEMENTS PURCHASED

- Performance skill increase of up to 2.5% for employees who meet goals laid out in their performance enhancement plans.
- New Enterprise Resource Planning (ERP) system will replace the City's outdated computer system for managing internal financial, purchasing and human resources databases. Enhancement will dramatically improve our ability to respond real-time to changing conditions.
- New security system for City Hall, Gamble and Broughton Municipal Building.
- Addition of one Building and Electrical Maintenance position is expected to pay for itself with savings in overtime and temporary labor costs.
- Two Information Technology positions, which man the technology help desk, will be transferred to 311 Call Center to enhance service to the public while simultaneously providing internal support.

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## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

- Did not fund general wage increase
- Elimination of two positions in Research and Budget
- Did not fund vacant positions within Finance, Information Technology, Revenue, Human Resources, and Vehicle Maintenance departments
- Elimination of one Director position by moving the Design & Construction Department within the Development Services Department
- Did not fund Management Fellowship within Management and Financial Services Bureau
- Elimination of two positions – Assistant Director and Video Producer – in Public Information Office

# TABLE OF RECOMMENDED OFFERS

**\$15,665,768**

Rank	101-0110-01	Mayor and Council Leadership	\$624,267
1	The Mayor and Council set policies and enact ordinances that govern the various city functions and activities.		
Rank	101-0120-01	Chief Administration	\$672,426
2	The Chief Administration Office provides executive leadership for all bureaus within the City of Savannah and serves as the primary liaison with the elected officials that govern the organization.		
Rank	101-0130-01	Legal Services	\$526,238
3	The City Attorney serves as the legal advisor, counselor and advocate of the City. The City Attorney also gives legal opinions, attends Council and other City meetings and represents the City in any courts of law or equity.		
Rank	101-0115-01	Clerk of Council	\$261,243
4	The Clerk of Council is responsible for maintaining all official codes, ordinances, records and documents and serves as supervisor of City elections.		
Rank	101-1101-01	Management and Financial Services Leadership	\$374,207
5	This offer fosters strong, accountable leadership throughout the organization, working across governmental and jurisdictional lines to create a better Savannah by: 1. Leading the M&FS Bureau; 2. Facilitating city-wide collaboration; and 3. Advocating for intergovernmental cooperation.		
Rank	101-1105-01	Forecasting/Rate Studies/Debt Management	\$206,002
6	This offer provides forecasts of future revenues and expenses on a level necessary to prepare multi-year financial plans, rate recommendations, and debt issuance plans for the City's enterprise activities such as water and sewer utility, sanitation fund, and mobility and parking services fund.		
Rank	101-1105-02	Payroll and Accounts Payable	\$378,993
7	This offer provides the processing of payments to vendors, employees, and retirees of the City. This offer also provides payroll and vendor payment processing for the Youth Futures Authority, the Land Bank Authority (vendors only) and the Community Housing Services Agency (vendors only).		
Rank	101-1105-03	Financial Reporting/Audit/Cash Management	\$482,843
8	This offer is for the preparation of monthly financial reports, the preparation of the legally mandated annual audit, and the investment of the City's temporarily idle cash.		
Rank	101-1111-01	Property Tax Billing/Collection	\$347,250
9	Property taxes account for 35% of the total of General Fund revenue and are billed as provided for in the annual Revenue Ordinance. Real Property taxes are billed annually in two installments; Personal Property, Industrial Area, and Public Utility taxes are billed in one installment annually.		
Rank	521-1112-01	Utility Billing	\$1,559,643
10	Utility Services, although funded through the Water Fund, is an operating division of the Revenue Department that bills and collects fees for water, sewer, and refuse collection services provided to customers in the City and the urban areas of the unincorporated areas of Chatham County.		

<b>Rank</b>	<b>101-1102-01</b>	<b>Financial Resources/Management</b>	<b>\$718,186</b>
11	This offer will provide financial planning and conservative, balanced fiscal plans that are used to effectively manage the City's human, capital, and financial resources.		
<b>Rank</b>	<b>101-1106-01</b>	<b>Procurement Services</b>	<b>\$495,941</b>
12	The Purchasing Department supports all bureaus and departments by procuring goods and services in accordance with legal requirements.		
<b>Rank</b>	<b>101-1104-01</b>	<b>Audits</b>	<b>\$494,133</b>
13	This offer seeks funding for seven full-time employees to conduct compliance audits and operational reviews of city departments and functions. Audits and reviews help alleviate potential problems and reduce the City's liability.		
<b>Rank</b>	<b>101-1111-02</b>	<b>Business Tax and Licensing</b>	<b>\$630,657</b>
14	The Revenue Department bills and collects taxes and regulatory fees associated with business operating in the City of Savannah which includes Regular Business/Occupation Tax, Tax on Professionals, Insurance License Fees, Alcohol License Fees, Hotel/Motel Tax, Auto Rental Tax, Preservation Fees, and Mixed Drink Tax.		
<b>Rank</b>	<b>101-1104-02</b>	<b>Bank Reconciliations &amp; Inventories</b>	<b>\$67,074</b>
15	This offer seeks funding to conduct monthly bank reconciliations and annual inventories. Bank reconciliations are necessary to ensure compliance with Generally Accepted Accounting Procedures (GAAP).		
<b>Rank</b>	<b>101-0123-01</b>	<b>Communications</b>	<b>\$566,814</b>
16	This service uses an array of tools to communicate to citizens the services the City offers, the decisions the City makes, and the direction the City is heading.		
<b>Rank</b>	<b>101-1103-03</b>	<b>Benefits</b>	<b>\$581,305</b>
17	The Benefit's division works to provide services and programs that benefit the physical, mental, and social well-being of the individual employee, department, and the overall organization. Benefits promote a quality work environment which enhances positive leadership, boosts employee morale, and retains a quality workforce.		
<b>Rank</b>	<b>101-1111-03</b>	<b>Central Cashiering</b>	<b>\$287,698</b>
18	Central Cashiering receives and deposits payments made to the Revenue Department for taxes, utility services fees, and payments made for miscellaneous accounts receivables billed by City Departments such as Fire Protection Fees, Property Maintenance Fees, Inspection Permits, and Industrial Water.		
<b>Rank</b>	<b>101-1159-01</b>	<b>Call Center Operations</b>	<b>\$309,082</b>
19	This service provides one central number for citizens to access its local government. This unique service number provides the public a means to place work orders for service and obtain general information.		
<b>Rank</b>	<b>101-3125-02</b>	<b>City-Public Property Acquisition</b>	<b>\$146,937</b>
20	Real Property Services is responsible for the acquisition of property for City and public use, including rights-of-way and easements, and for the disposition of surplus property. In addition this offer addresses the processing of petitions for purchase and/or use of, or encroachment onto, City property.		

<b>Rank</b>	<b>101-1103-01</b>	<b>Recruitment</b>	<b>\$788,314</b>
21	Recruitment is a mandate and necessity for attracting a competitive workforce of exceptionally well qualified, motivated, and diverse individuals to work and represent the City of Savannah.		
<b>Rank</b>	<b>101-1104-03</b>	<b>ERP</b>	<b>\$194,660</b>
22	Implement a new Enterprise Resource Planning (ERP) system that includes Financials (general ledger, budgets, purchasing, fixed assets, and project/grant accounting) and Human Resources (applications, hiring, benefits, training, and payroll).		
<b>Rank</b>	<b>101-1121-01</b>	<b>Municipal Research Service</b>	<b>\$235,732</b>
23	This Service supports the functions of the City's highest levels of leadership through management and research of internal archives and records assets, as well as internal, external, and electronic library resources. It also facilitates responsiveness to local and non-local publics with reference access to these assets.		
<b>Rank</b>	<b>101-0150-01</b>	<b>Citizen Engagement Services</b>	<b>\$296,106</b>
24	The Citizen Office will provide citizen engagement services on behalf of Departments on projects that directly impact our citizenry. Through information sharing, partnerships, mediation and collaboration, we ensure that the citizen is a partner in developing solutions to government initiatives, projects, and services.		
<b>Rank</b>	<b>101-1153-01</b>	<b>Mail and Municipal Services</b>	<b>\$707,305</b>
25	This offer funds management of contracted custodial services for the Municipal Center (City Hall, Gamble and Broughton Municipal) and contracted mail & courier services to all City departments and selected outside agencies.		
<b>Rank</b>	<b>101-3102-02</b>	<b>Geographic Information Services Group Development Services</b>	<b>\$204,070</b>
26	GIS supports geographic data and databases for use with both private development and inter-departmental City projects. GIS staff performs data analysis and cataloging services as well as provides technical support and training. GIS also provides important visual representation for both on-going and future development projects.		
<b>Rank</b>	<b>101-6121-01</b>	<b>HVAC/Plumbing Services</b>	<b>\$875,453</b>
27	Provide HVAC/Plumbing maintenance and replacement for all City buildings. This will include a new Building Tech [Plumber] position.		
<b>Rank</b>	<b>101-1155-01</b>	<b>Risk Management Services</b>	<b>\$893,669</b>
28	Services provide: financial stability by mitigating losses, adequate reserving, monitoring and reporting on losses/expenses, health and safety of employees and citizens, and purchase of commercial insurance as appropriate or required by law. Included is administrative oversight for the Central Services Department.		
<b>Rank</b>	<b>101-1103-02</b>	<b>Training</b>	<b>\$215,860</b>
29	Training enhances the knowledge, skills, and abilities of the workforce so employees may serve customers effectively, efficiently, and courteously.		
<b>Rank</b>	<b>101-1152-01</b>	<b>Warehousing</b>	<b>\$291,461</b>
30	This offer is designed to support public resources management. Services include administrative control of receiving, stocking and distribution of commodities for all City departments, purchasing goods, administering contracts, promoting use of sustainable goods and administering surplus property sales.		

<b>Rank</b>	<b>101-6121-02</b>	<b>Electrical Services</b>	<b>\$221,335</b>
31	Provide necessary electrical repairs for all City owned/leased buildings.		
<b>Rank</b>	<b>101-1101-02</b>	<b>Grants Development</b>	<b>\$72,000</b>
32	This offer addresses the High Performing Government priority of public resources management through the provision of a City-wide grant developer to assist in the procurement of additional resources that support City priorities.		
<b>Rank</b>	<b>101-6121-03</b>	<b>Carpentry/Painting Services</b>	<b>\$481,970</b>
33	Provide general carpentry/painting maintenance for facilities, ADA and code compliance for all City owned/leased buildings. This will provide environmentally friendly and accessible work spaces and public facilities.		
<b>Rank</b>	<b>101-MPC-03</b>	<b>SAGIS</b>	<b>\$192,000</b>
34	SAGIS provides data integration, maintenance, updates, backups and coordination for most City bureaus/departments. GIS adds a spatial component to how the City is seen and how services are offered to provide the best customer service. GIS allows for the best informed decisions to be made with current, accurate information.		
<b>Rank</b>	<b>101-MPC-06</b>	<b>Comprehensive Planning</b>	<b>\$264,894</b>
35	MPC will continue to provide long-range and comprehensive planning services to the City of Savannah. These services include land use, transportation, historic preservation and natural resources planning. The department will also prepare neighborhood studies as state laws or local ordinance require.		





# BUDGET POLICIES

## OPERATING BUDGET POLICIES

Preparation of the City's operating budget is guided by the following policies:

- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced. Revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years.
- All requests for allocations are considered in conjunction with measurable performance criteria. Expenditures may be rejected on the basis of planned levels of performance.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Parking Services, Civic Center, and Golf Course) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long range objective for these funds.
- Allocations from the General Fund are based on a long-range financial plan which includes an unallocated fund reserve. In 2008, the unallocated fund reserve totaled \$20.7 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures, as well as contributes to the City's favorable bond rating.
- In addition to the unallocated fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid dipping into its reserves.

Guidelines for managing the Sales Tax Stabilization Fund are as follows:

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
- Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the budgeted revenue for sales taxes. The 2010 sales tax revenue budget is \$40,360,529, thus the maximum growth target is currently \$10,090,132.
- Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax receipts and the revenue for sales tax included in the originally adopted General Fund budget or updated sales tax revenue projection for the year. The Sales Tax Stabilization Fund may also be used to fund expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services, and expansions.

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## CAPITAL EXPENDITURE POLICIES

Preparation of the City's capital budget is guided by the following policies:

- A capital expenditure is defined as an addition to the value of a fixed physical asset, constructed or purchased, that has a useful life of ten years or more and a cost of \$5,000 or more.
- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.
- The City will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in the operating budget forecasts.
- The City will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.

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## REVENUE POLICIES

The City's revenue programs are administered by the Revenue Department according to principles which balance the City's need for revenue and the community's ability to provide the necessary financial resources. The revenue policies which guide the City are outlined below:

- The City will maintain a broad revenue base; that is, diversified revenue sources will be established and maintained in order to distribute the revenue responsibility equitably and protect the City from short-term fluctuations in any revenue source.
- In order to fulfill funding needs without excessive dependence on property taxes, the City will attempt to enlarge the revenue base by seeking new revenue sources. Efforts will be made to work individually as well as with statewide groups to encourage the State of Georgia to adopt legislation which will enhance local government revenues.
- The City will implement user fees in all areas where feasible and productive, as well as set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will, accordingly, be adjusted to maintain or move incrementally closer to full coverage.
- As deemed appropriate, the City will establish self-supporting enterprise funds where the relationship between operating costs and revenues will be clearly identified.
- The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility in budgeting and utilize revenues more efficiently.

- The City will maintain effective collection systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.
- Revenues will be projected conservatively so that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

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## FINANCIAL ACCOUNTING POLICIES

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of financial accounting policies and specifically, to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding safeguarding of assets against loss from unauthorized use or disposition, reliability of financial records for preparing financial statements, and maintenance of accountability for assets.

The internal audit function is the responsibility of the Auditing Department which is organized separately from, and operates independently of, the Finance Department. The Auditing Director is accountable to the Assistant City Manager of Management and Financial Services and to the City Manager. The department operates a full program of routine and special internal audits.

**Single Audit:** As a recipient of federal and state assistance, the City is also responsible for ensuring that an adequate internal control structure is in place to secure compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by the internal audit staff as well as by management.

**Budgeting Controls:** The City also maintains budgetary controls to ensure compliance with legal provisions. The Research and Budget Department monitors expenses and revenues, adjusts line item budgets as needed, and prepares reports for the City Manager.

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## CASH MANAGEMENT/INVESTMENT POLICIES

**Scope of Policy:** The City's cash management/ investment policy includes all City funds except pension funds which are guided by a separate policy adopted by the Pension Board. Investment of funds is the responsibility of the Finance Department.

**Policy Objectives:** The primary policy objective is safety of principal. Secondary objectives include adequate liquidity to provide cash as needed, and rate of return on investments.

**Allowable Investments:** It is the policy of the City of Savannah to limit investments to:

- United States Treasury Bills, Notes, and Bonds
- Certificates of Deposit
- State of Georgia Investment Pool
- City of Savannah Special Assessment Bonds
- Repurchase Agreements

**Risk Controls:** To ensure liquidity and reduce market risks, investments have maturity dates at or prior to the time cash is projected to be required to meet disbursement needs.

**Collateralization:** Collateralization is used to:

- Secure Certificates of Deposit
- Secure Repurchase Agreements
- Secure Demand Deposits

**Investment Fund:** The Investment Fund is an agency fund which is the owning fund for all City investments except the Pension Fund and Special Assessment Bonds. Accrued interest is distributed to funds participating in the Investment Fund Pool based on their average equity balance for the month.

The fund also accounts for a concentrated cash account from which all disbursements are made and all receipts are deposited.

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## DEBT POLICIES

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. To maintain this favorable position and the current AA bond rating, the following debt policies are in place:

- Total long-term debt and major contractual obligations will not exceed 8% of assessed valuation.
- Long-term borrowing will be restricted to capital improvements too costly to be financed from current revenues.
- Proceeds from long-term debt will not be used for current ongoing operations.
- Bonds will be retired within a period not to exceed the expected useful “life” of the capital project.
- Additional major obligations should only be undertaken with a new dedicated stream of revenues to support them.
- When it is feasible, special assessment, revenue, or other self-supporting bonds will be used instead of general obligation bonds.
- The use of any revenue anticipation borrowing will be avoided. If such borrowing becomes necessary, the debt will be retired in full within the same fiscal year as it is incurred.
- Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond official statements will continue.

# FINANCIAL STRUCTURE

The City's financial transactions are budgeted and recorded in separate funds. A fund is an independent financial and accounting entity; it is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. A fund has a balancing set of accounts and records, cash, and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Although funds are independent entities within the financial records of a government, there is no requirement to physically segregate the assets. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

## FINANCIAL STRUCTURE

### GOVERNMENTAL FUNDS

These funds are used to finance the majority of governmental functions. Specifically, the acquisition, usage, and balances of the City's expendable financial resources as well as the related current liabilities are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position rather than upon net income determination.

The following types of governmental funds are utilized by the City:

**General Fund:** The General Fund provides for general purpose governmental services such as Police, Fire, and Streets Maintenance. The revenues and activities that are not required by law or administrative decision must be accounted for in a special fund. However, the General Fund has a great number of revenue sources, and therefore is used to finance many more activities than any other fund.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes. The Community Development Fund, Hazardous Material Team Fund, Public Safety Communications Fund, Property Acquisition Fund, Grant Fund, Hotel/Motel Tax Fund, Auto Rental Tax Fund, Confiscated Assets Fund, and Economic Development Fund are considered special revenue funds.

**Debt Service Fund:** The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term liability principal, interest, and related costs.

**Capital Improvement Projects Fund:** The Capital Improvement Projects Fund accounts for financial resources which are utilized for the acquisition, renovation, or construction of major capital facilities and infrastructure. These projects may include the maintenance or renovation of an existing structure.

### PROPRIETARY FUNDS

These funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. As such, the measurement focus is upon determination of net income, financial position, and changes in financial position. Two types of proprietary funds utilized by the City are:

**Enterprise Funds:** Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private business enterprises wherein the expenses (including depreciation) incurred in providing goods or services to the general public on a continuing basis are financed or recovered primarily through user fees. As such, the periodic determination of revenues earned, expenses incurred, and/or net income derived from these self-

supporting funds is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The following Enterprise Funds are maintained by the City:

1. Water Fund and Sewer Fund
2. Industrial & Domestic Water Fund
3. Golf Course Fund
4. Civic Center Fund
5. Mobility and Parking Services Fund
6. Sanitation Fund

**Internal Services Fund:** Frequently referred to as the Revolving Fund or the Working Capital Fund, this fund is used to account for the financing of goods and services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Information Technology and Vehicle Maintenance. These departments, in addition, can supply services to outside agencies for a fee.

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## ACCOUNTING BASIS

Governmental Funds are accounted for using the current financial resources measurement focus incorporated in the Modified Accrual Basis of Accounting. Under this basis, revenues are recognized when they are susceptible to accrual or when they become measurable and available. Likewise, expenditures are recorded as liabilities are incurred, if measurable, except for principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual but is not accrued because funds are not collected in an appropriate period of time after the year's end to pay liabilities of the current period. Revenues generated from fines, forfeitures, penalties, alcohol taxes, and franchise fees are not susceptible to accrual as they are neither measurable nor available prior to receipt.

The Proprietary Funds, including the Enterprise Funds and the Internal Services Fund, are accounted for on the Accrual Basis of Accounting on a flow of economic resources basis. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if measurable.

The City also reports various Fiduciary Funds which do not adopt budgets. These funds are accounted for on an accounting basis consistent with the fund's measurement focus. The Cemetery Perpetuity Fund, the Pension Trust Fund, and the Old Pension Trust Fund are accounted for on the accrual basis. The Recorder's Court Fund and Flexible Benefits Plan Fund are reported on the Modified Accrual Basis of Accounting.

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## BUDGETARY BASIS

For Governmental Funds, the basis of budgeting is the same as the accounting basis with noted considerations and is consistent with Generally Accepted Accounting Principles (GAAP). City Council adopts annual budgets for the City's General Fund, Special Revenue Funds, and Debt Service Funds. Budgets for Capital Projects funds are adopted based on project length.

Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

1. Repayments on debt are budgeted as expenditures rather than as a reduction in liabilities.
2. Depreciation expense on fixed assets is not included in the budget as an expense.
3. Contributions of capital from other funds, private developers, and so forth are not budgeted.

The legal level of control at which expenditures may not exceed the budget is the bureau. Bureaus represent the major departments of the City. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval by the City Manager or the Research & Budget Director.

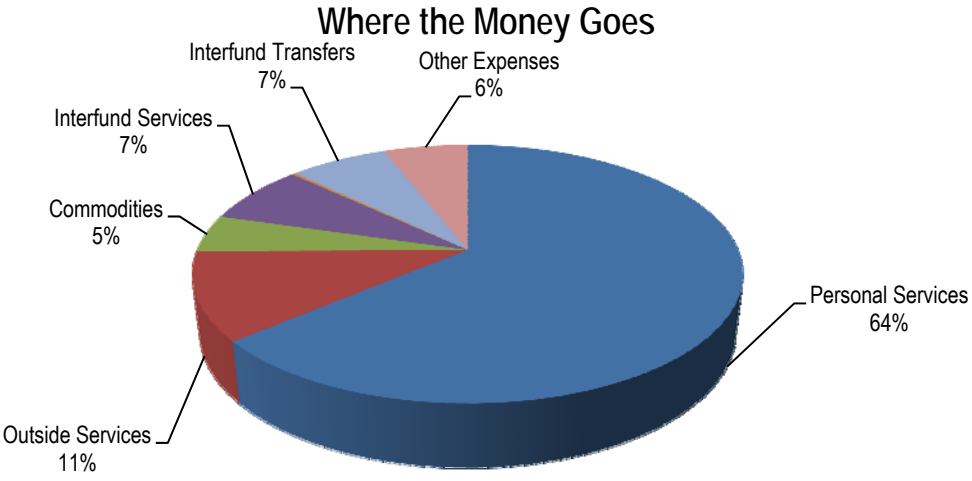
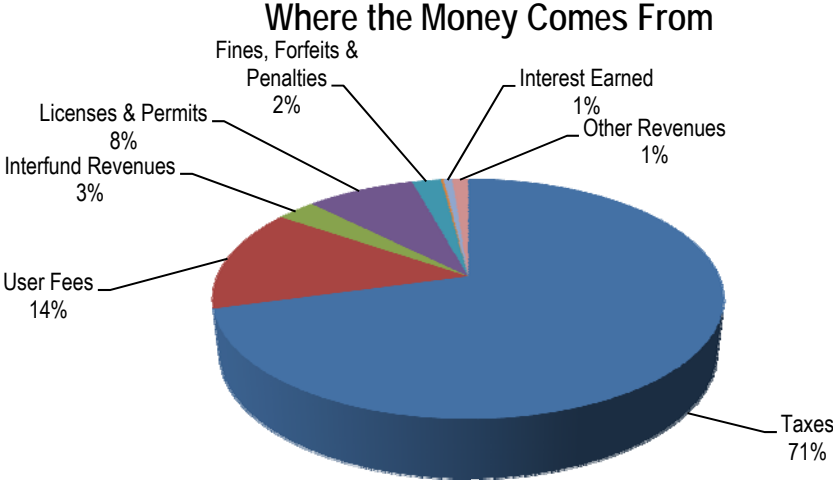
Appropriations lapse at year-end with the exception of any appropriations for capital projects and grant funds where appropriations are carried forward until such time as the project is completed.





# GENERAL FUND

General Fund accounts for all revenues and expenditures which are not accounted for in specific purpose funds and used to support general purpose government services.



## GENERAL FUND REVENUES BY SOURCE

General Fund revenue is t \$171,938,891 in 2010, which is \$5,103,499 or 2.9% below 2009 projected revenues. Major changes include: a decrease in Property Taxes revenue due to the 2008 Homeowner's Tax Relief Grant from the State of Georgia received in 2009 as well as a large amount of delinquent tax collections in 2009; a decrease in the anticipated draw from the Sales Tax Stabilization Fund; fee changes for certain tourism and film, leisure, cemetery, and traffic engineering services; an increase in fines revenue based on the planned installation of additional red light cameras; and a decline in grant revenue due to funding related to Savannah Impact and recycling received in 2009.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<b>Taxes</b>				
<b>Property Taxes</b>				
Real Property Tax (Current)	\$ 42,759,139	\$ 45,077,680	\$ 46,104,000	2.3
Homeowner's Tax Relief Grant (2008)	0	1,831,302	0	-100.0
Personal Property Tax (Current)	6,114,819	5,982,311	5,982,000	0.0
Real Property Tax (Delinquent)	4,205,264	4,900,000	3,200,000	-34.7
Personal Property Tax (Delinquent)	438,222	475,000	350,000	-26.3
Mobile Home Tax	28,389	30,000	30,000	0.0
Industrial Area Tax	531,338	380,000	380,000	0.0
Vehicle Tax	3,372,628	3,192,785	3,200,000	0.2
Intangible Tax	1,054,554	600,000	700,000	16.7
Public Utility Tax	1,176,770	1,207,854	1,200,000	-0.7
Railroad Equipment Tax	9,828	21,111	15,000	-28.9
Ferry SSD Tax	3,800	12,000	12,000	0.0
Subtotal	\$ 59,694,751	\$ 63,710,043	\$ 61,173,000	-4.0
<b>Sales Tax</b>				
Sales Tax	\$ 41,280,037	\$ 39,661,983	\$ 40,000,000	0.9
Draw from Sales Tax Stabilization Fund	0	3,466,025	360,529	-89.6
Subtotal	\$ 41,280,037	\$ 43,128,008	\$ 40,360,529	-6.4
<b>Other Taxes</b>				
Beer Tax	\$ 2,042,347	\$ 1,925,000	\$ 1,950,000	1.3
Liquor Tax	345,085	343,000	345,000	0.6
Wine Tax	406,556	400,000	400,000	0.0
Mixed Drink Tax	920,662	844,000	855,000	1.3
Insurance Premium Tax	7,442,933	7,373,103	7,373,103	0.0
Business Tax	3,946,731	3,700,000	3,700,000	0.0
Bank License Tax	327,506	317,000	310,000	-2.2
Transfer from Hotel/Motel Tax Fund	5,638,398	4,750,000	4,821,250	1.5
Transfer from Auto Rental Tax Fund	356,555	312,500	317,188	1.5
Subtotal	\$ 21,426,773	\$ 19,964,603	\$ 20,071,541	0.5
Total General Fund Taxes	\$ 122,401,561	\$ 126,802,654	\$ 121,605,070	-4.1
<b>User Fees</b>				
<b>Leisure Services Fees</b>				
Paulson Complex Concessions	\$ 22,011	\$ 24,000	\$ 24,012	0.1
Grayson Stadium	9,163	25,000	25,000	0.0
Vending & Misc Concessions	16,552	0	0	0.0

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Tennis Fees	105,311	30,000	117,881	292.9
Athletic Fees	46,948	40,000	54,113	35.3
Softball Fees	36,160	40,000	59,470	48.7
Athletic Tournament Fees	19,976	20,000	17,000	-15.0
Softball Tournament Fees	14,000	15,000	12,615	-15.9
Cultural Arts	93,545	130,800	94,550	-27.7
Neighborhood Centers	153,050	155,000	146,865	-5.2
Golden Age Centers	30,542	28,000	25,000	-10.7
Adult Day Care	61,263	60,000	55,000	-8.3
After-School Program	0	0	4,500	100.0
Park & Square Event Fees	155,904	90,000	107,600	19.6
Coffee Bluff Marina	0	15,000	15,000	0.0
Subtotal	\$ 764,425	\$ 672,800	\$ 758,606	12.8
<b>Inspection Fees</b>				
Inspection Administrative Fees	\$ 1,999	\$ 2,000	\$ 2,000	0.0
Sign Inspection Fees	650	500	500	0.0
Zoning Hearing Fees	22,316	18,000	18,000	0.0
Building Inspection Fees	2,025,846	950,000	1,000,000	5.3
Electrical Inspection Fees	45,918	34,000	35,000	2.9
Plumbing Inspection Fees	20,297	10,000	10,000	0.0
Existing Building Inspection Fees	5,665	8,000	6,000	-25.0
Traffic Engineering Fees	0	28,850	28,850	0.0
Private Development Fees	197,316	145,000	150,000	3.4
Fuel Storage Tank Inspection Fees	30	200	150	-25.0
Mechanical Inspection Fees	28,814	24,000	25,000	4.2
Fire Inspection Fees	120	100	250	150.0
Subtotal	\$ 2,348,971	\$ 1,220,650	\$ 1,275,750	4.5
<b>Fees for Other Services</b>				
Chatham County Police Reimbursement	\$ 17,596,027	\$ 18,640,522	\$ 18,985,533	1.9
Cemetery Tours and Special Event Fees	15,244	12,000	15,000	25.0
Burial Fees	257,740	240,000	260,000	8.3
Cemetery Lot Sales	134,423	135,000	165,000	22.2
Electricity Generator Fees	49,625	25,000	25,000	0.0
Public Information Fees	55	100	100	0.0
Fell Street Box - County Share	9,791	10,000	10,000	0.0
Hotel Occupancy Fees	1,045,370	920,000	933,800	1.5
Westin Transportation Fee	25,000	0	0	0.0
St. Patrick Shuttle Fee	19,301	14,900	15,000	0.7
Alarm Registration	207,824	150,000	150,000	0.0
Police False Alarm Fees	64,713	150,000	150,000	0.0
Accident Reporting Fees	17,228	10,000	10,000	0.0
Fire Protection Fees	289,490	124,800	130,000	4.2
Building Demolition Fees	72,890	124,000	65,000	-47.6
Building Boarding-Up Fees	104,158	192,000	100,000	-47.9
Fire Incident Report Fees	0	75	150	100.0
Delinquent Boarding-Up Demolition	29,929	5,000	5,000	0.0

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<b>Receipts</b>				
Preservation Fees	666,567	588,000	596,820	1.5
Docking Fees	5,035	5,800	0	-100.0
Tour Bus Rents	25,548	28,000	28,000	0.0
Motor Coach Fees	22,700	20,000	20,000	0.0
Lot Clearing Fees	95,580	164,000	75,000	-54.3
Subtotal	\$ 20,754,238	\$ 21,559,197	\$ 21,739,403	0.8
Total General Fund User Fees	\$ 23,867,634	\$ 23,452,647	\$ 23,773,759	1.4
<b>Interfund Revenues</b>				
Services to Haz-Mat Fund	\$ 11,987	\$ 16,059	\$ 22,196	38.2
Services to Coastal Workforce	62,499	62,499	122,141	95.4
Services to Community Development Fund	358,898	376,876	486,238	29.0
Services to Sanitation Fund	608,659	585,401	779,522	33.2
Services to Water & Sewer Funds	2,011,208	2,046,950	2,257,567	10.3
Services to I & D Water Fund	120,793	127,316	165,185	29.7
Services to Civic Center Fund	86,934	83,299	95,765	15.0
Services to Parking Fund	402,566	442,715	517,545	16.9
Services to Internal Services Fund	502,107	538,473	628,294	16.7
Subtotal	\$ 4,165,651	\$ 4,279,588	\$ 5,074,453	18.6
<b>Licenses &amp; Permits</b>				
Business Application/Transfer Fees	\$ 31,097	\$ 31,000	\$ 31,000	0.0
Telecom Franchise Fee	(3,710)	5,000	5,000	0.0
Water & Sewer Franchise Fees	1,951,586	2,188,000	2,333,000	6.6
Electric Franchise Fees	8,528,537	7,116,000	7,116,000	0.0
Telephone Franchise Fees	909,179	808,000	750,000	-7.2
Gas Franchise Fees	645,830	627,000	600,000	-4.3
Cable Franchise Fees	1,369,986	1,400,000	1,410,000	0.7
Parking Franchise Fees	86,911	91,250	101,250	11.0
Insurance Business Licenses	100,290	108,200	100,000	-7.6
Alcoholic Beverage Licenses	1,446,467	1,495,000	1,500,000	0.3
Professional Licenses	206,400	200,000	200,000	0.0
Subtotal	\$ 15,272,573	\$ 14,069,450	\$ 14,146,250	0.5
<b>Fine, Forfeits &amp; Penalties</b>				
Recorder's Court Fines	\$ 2,053,158	\$ 2,400,000	\$ 2,400,000	0.0
Recorder's Court NSF Fee	975	1,500	1,500	0.0
Red Light Camera Fines	836,272	678,000	1,000,000	47.5
Execution Fees	237,982	275,000	240,000	-12.7
Interest on Delinquent Taxes	189,729	300,000	175,000	-41.7
Subtotal	\$ 3,318,116	\$ 3,654,500	\$ 3,816,500	4.4
<b>Grant Revenues</b>				
State Grant/Elderly	\$ 48,155	\$ 55,000	\$ 55,000	0.0
State Grant/CRDC	233,337	227,217	171,726	-24.4
Leisure Services Grants	12,000	0	0	0.0
Cultural Affairs Grants	0	20,800	6,000	-71.2

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
State Grant - III-B	9,594	10,726	10,726	0.0
Poverty Reduction Initiative	92,326	121,484	90,657	-25.4
WIA Reimbursement for Savannah Impact	0	245,301	0	-100.0
Recycling Grant	0	900,000	0	-100.0
Subtotal	\$ 395,412	\$ 1,580,528	\$ 334,109	-78.9
<u>Interest Earned</u>				
General Investments	\$ 1,653,625	\$ 400,000	\$ 1,000,000	150.0
Cemetery	131,196	55,000	100,000	81.8
Subtotal	\$ 1,784,821	\$ 455,000	\$ 1,100,000	141.8
<u>Other Revenues</u>				
Recorder's Court - County Share	\$ 318,000	\$ 318,000	\$ 318,000	0.0
Miscellaneous Rents	369,778	330,000	330,000	0.0
Tower Rental Fees	130,515	130,000	130,000	0.0
Advertising Fees	1,260	1,400	1,400	0.0
Damage Claims Revenue	7,103	5,000	5,000	0.0
Outside Fire Training	12	30	0	-100.0
Sale of Land and Property	180,355	700,000	60,000	-91.4
Miscellaneous Revenue	591,658	350,000	357,850	2.2
Payment in Lieu of Taxes	533,805	737,500	737,500	0.0
CrimeStoppers Reimbursement	107,246	114,433	114,000	-0.4
Chatham County CNT Reimbursement	82,378	26,660	0	-100.0
Witness Fees Reimbursement	35,540	35,000	35,000	0.0
Subtotal	\$ 2,357,650	\$ 2,748,023	\$ 2,088,750	-24.0
TOTAL	\$ 173,563,418	\$ 177,042,390	\$ 171,938,891	-2.9

## GENERAL FUND EXPENDITURE SUMMARY

General Fund expenditures include the necessary resources to sustain the programs and services that support the priorities of the Council. Major changes in expenditures are as follows: Interfund Transfers increase \$1,541,625 or 15.0% above 2009 projected expenditures primarily due to the planned contribution for capital projects; and Debt Service remains unchanged to meet payment requirements while all other expenditure areas decrease based on recommended funding of core and non-core services.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 108,516,760	\$ 110,819,080	\$ 109,695,551	-1.0
Outside Services	20,657,004	21,883,532	18,944,089	-13.4
Commodities	8,924,238	9,295,252	8,081,548	-13.1
Interfund Services	12,028,412	13,098,929	12,730,302	-2.8
Capital Outlay	412,451	171,302	65,000	-62.1
Debt Service	412,466	412,466	412,466	0.0
Interfund Transfers	11,728,812	10,256,419	11,798,044	15.0
Other Expenses	10,622,345	11,105,410	10,211,891	-8.0
<b>TOTAL</b>	<b>\$ 173,302,489</b>	<b>\$ 177,042,390</b>	<b>\$ 171,938,891</b>	<b>-2.9</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<b>General Administration</b>				
Mayor and Aldermen	\$ 563,256	\$ 606,459	\$ 632,802	4.3
Clerk of Council	303,837	272,453	266,488	-2.2
Legal	523,309	528,685	528,454	0.0
City Manager	652,244	643,670	699,257	8.6
Public Information Office	656,535	647,383	583,135	-9.9
Tourism & Film Services	431,689	462,669	479,942	3.7
Citizen Office	320,171	366,561	313,248	-14.5
Subtotal	\$ 3,451,042	\$ 3,527,880	\$ 3,503,326	-0.7

### Management and Financial Services

ACM/Management & Financial Services	\$ 532,784	\$ 541,144	\$ 457,294	-15.5
Research & Budget	779,165	734,819	743,576	1.2
Human Resources	1,791,965	1,859,179	1,657,133	-10.9
Auditing	533,448	727,227	773,179	6.3
Finance	1,214,689	1,159,923	1,122,036	-3.3
Purchasing	518,525	530,946	533,603	0.5
City-Wide Emergency Planning	5,168	90,684	104,005	14.7
Treasury	1,589,594	1,772,182	1,605,257	-9.4
Recorder's Court of Chatham County	2,171,053	2,214,857	2,198,721	-0.7
Research Library & Municipal Archives	239,929	301,442	242,532	-19.5
Central Services Director	175,114	199,587	0	-100.0
Inventory Management	240,682	302,969	304,172	0.4
Mail and Municipal Building Services	778,879	853,031	708,503	-16.9
Risk Administration	412,861	460,368	923,472	100.6

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
River Street Hospitality Center	131,805	133,679	142,173	6.4
Savannah 311 Call Service Center	<u>269,379</u>	<u>274,350</u>	<u>370,575</u>	<u>35.1</u>
Subtotal	\$ 11,385,040	\$ 12,156,387	\$ 11,886,231	-2.2
<b>Public Works</b>				
Water Resources Bureau				
Director	\$ 646,484	\$ 548,780	\$ 394,709	-28.1
Park and Tree	4,105,364	0	0	0.0
Traffic Engineering	5,707,452	6,104,922	6,141,138	0.6
Stormwater Management	5,427,448	5,486,132	5,437,661	-0.9
Streets Maintenance	5,035,759	5,395,513	5,195,348	-3.7
Cemeteries	2,087,489	2,082,992	0	-100.0
Service Center	<u>260,071</u>	<u>303,332</u>	<u>302,852</u>	<u>-0.2</u>
Subtotal	\$ 23,270,067	\$ 19,921,671	\$ 17,471,708	-12.3
<b>Public Development</b>				
ACM/Public Development	\$ 643,952	\$ 680,792	\$ 769,594	13.0
Development Services	3,645,503	3,854,499	4,356,310	13.0
Community Services	819,453	904,412	408,611	-54.8
Property Maintenance	2,509,522	2,559,990	2,676,570	4.6
Real Property Services	370,472	505,981	431,403	-14.7
Step Up Savannah	301,707	121,484	90,657	-25.4
Economic Development	914,911	803,742	681,405	-15.2
Entrepreneurial Center	269,459	303,218	276,552	-8.8
Small Business Assistance Corporation	<u>95,500</u>	<u>95,500</u>	<u>95,000</u>	<u>-0.5</u>
Subtotal	\$ 9,570,480	\$ 9,829,618	\$ 9,786,102	-0.4
<b>Police</b>				
Police Chief	\$ 1,368,649	\$ 2,470,017	\$ 2,499,436	1.2
Patrol	32,315,175	31,388,325	30,829,298	-1.8
Criminal Investigations	8,871,532	8,151,730	8,293,803	1.7
Special Operations	286,929	457,368	615,067	34.5
Traffic Unit	1,814,206	1,670,856	1,916,569	14.7
School Crossing Guards	275,800	277,111	261,042	-5.8
Marine Patrol	611,976	737,592	733,216	-0.6
Mounted Patrol	529,637	513,747	529,770	3.1
Canine Unit	496,007	537,418	542,981	1.0
Animal Control	732,734	789,812	822,901	4.2
EMS Administration	84,102	86,613	95,534	10.3
Support Services	3,838,098	4,088,502	3,266,218	-20.1
Information Management	2,346,238	2,205,623	2,057,756	-6.7
Counter Narcotics Team	2,683,831	3,151,569	3,261,914	3.5
Professional Standards and Training	1,606,055	2,172,894	2,185,416	0.6
Savannah Impact Program	1,569,057	1,904,859	1,293,061	-32.1
CrimeStoppers	225,131	223,301	232,702	4.2
Savannah Impact Work Ventures	<u>318,446</u>	<u>315,549</u>	<u>278,597</u>	<u>-11.7</u>
Subtotal	\$ 59,973,604	\$ 61,142,886	\$ 59,715,281	-2.3

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<b>Fire and Emergency Services</b>				
Fire Administration	\$ 1,671,775	\$ 1,968,242	\$ 1,822,442	-7.4
Fire Operations	<u>21,789,022</u>	<u>22,823,779</u>	<u>22,069,969</u>	<u>-3.3</u>
Subtotal	\$ 23,460,796	\$ 24,792,021	\$ 23,892,411	-3.6
<b>Leisure Services</b>				
Leisure Services Director	\$ 566,483	\$ 525,050	\$ 517,144	-1.5
Athletics	1,331,315	1,393,272	0	-100.0
Recreation Services	4,320,740	4,444,403	0	66.8
Adult Day Care	441,937	446,084	0	-100.0
Golden Age	1,549,183	1,558,580	0	-100.0
Cultural Affairs	891,971	905,358	875,891	-3.3
Coffee Bluff Marina	0	21,523	0	-100.0
Youth Services	0	0	4,508,799	100.0
Adult Services	0	0	696,943	100.0
Senior Services	0	0	1,974,841	100.0
Therapeutics Recreation	0	0	232,022	100.0
Buildings and Grounds				
Maintenance	4,508,114	4,163,896	3,895,809	-6.4
Building and Electrical				
Maintenance	1,642,467	1,737,816	1,599,146	-8.0
Park and Tree	971,344	5,584,714	4,954,708	-11.3
Building Design and				
Construction	1,576	650,849	0	-100.0
Cemeteries	<u>0</u>	<u>0</u>	<u>2,046,046</u>	<u>100.0</u>
Subtotal	\$ 16,225,130	\$ 21,431,545	\$ 21,301,349	-0.6
<b>Interdepartmental</b>				
<b>Tourism and Promotion</b>				
Roundhouse/Battlefield Park	\$ 394,592	\$ 212,497	\$ 24,707	-88.4
Savannah History Museum	1,005,554	1,224,746	840,130	-31.4
Tourism Support Planning	28,255	20,000	0	-100.0
Water Ferry Transportation	3,800	0	0	0.0
Mobility Management	1,089,359	920,000	933,800	1.5
Civic Center Promotion	5,314	50,000	0	-100.0
July 4th Fireworks	<u>11,000</u>	<u>7,500</u>	<u>7,500</u>	<u>0.0</u>
Subtotal	\$ 2,537,874	\$ 2,434,743	\$ 1,806,137	-25.8
<b>Planning and Development</b>				
<b>Metropolitan Planning</b>				
Commission	\$ 1,313,588	\$ 1,379,973	\$ 1,295,978	-6.1
Land Bank Authority	152,429	155,289	154,448	-0.5
Savannah Devevelopment and				<u>-10.6</u>
Renewal Authority	<u>636,284</u>	<u>685,285</u>	<u>612,786</u>	
Subtotal	\$ 2,102,301	\$ 2,220,547	\$ 2,063,212	-7.1
<b>Human Services</b>				
Social Services Contributions	\$ 401,025	\$ 560,050	\$ 486,000	-13.2
Youth Futures Authority	521,700	413,908	362,327	-12.5
Youth Works	<u>81,068</u>	<u>115,000</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 1,003,793	\$ 1,088,958	\$ 848,327	-22.1



<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	<u>% Change 09-10</u>
<b>Cultural Services</b>				
Cultural Contributions	\$ 990,525	\$ 990,000	\$ 810,000	-18.2
<b>City Dues/Memberships</b>				
National League of Cities	\$ 9,302	\$ 9,674	\$ 9,674	0.0
Georgia Municipal Association	30,422	31,256	31,256	0.0
Sister Cities International	880	880	880	0.0
Georgia Chamber of Commerce	3,885	3,885	3,885	0.0
ICMA Center for Performance	5,550	5,550	5,550	0.0
Innovations Group	0	7,500	0	-100.0
Chatham Municipal Association	0	30	30	0.0
National Black Caucus	0	400	400	0.0
US Green Building	0	500	500	0.0
Alliance for Innovation	0	5,000	0	-100.0
ICLEI USA	875	1,750	875	-50.0
Climate Communities	4,000	8,000	0	-100.0
Coastal Georgia Regional Development Center	96,848	96,847	56,239	-41.9
City/County Management	<u>0</u>	<u>100</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 151,762	\$ 171,372	\$ 109,289	-36.2
Prisoner Medical Costs	\$ 0	\$ 25,000	\$ 25,000	0.0
<b>Transfer to Other Funds</b>				
Capital Improvement Projects Fund	\$ 3,741,737	\$ 1,155,687	\$ 2,532,640	119.1
Debt Service Fund	2,379,780	2,383,880	2,183,393	-8.4
Sanitation Fund	2,311,950	3,156,576	3,091,922	-2.0
Civic Center Fund	684,028	698,378	877,449	25.6
Public Safety Communications Fund	951,213	865,277	652,263	-24.6
Intra-Fund Transfers	381,945	585,584	326,316	-44.3
Hazardous Material Team Fund	136,953	224,651	228,251	1.6
Tele-Electronics Contribution	290,838	290,835	0	-100.0
Community Development Fund	1,004,657	1,112,786	1,306,259	17.4
Tax Allocation District Fund	<u>0</u>	<u>0</u>	<u>546,451</u>	<u>100.0</u>
Subtotal	\$ 11,883,100	\$ 10,473,654	\$ 11,744,944	12.1
<b>Services from Other Funds</b>				
Services from Civic Center	\$ 100,000	\$ 135,000	\$ 135,000	0.0
Services from Sanitation	3,352,569	3,418,575	3,424,342	0.2
Services from Environmental Affairs	54,488	0	0	0.0
Services by Parking	405,452	373,885	442,354	18.3
Insurance by Risk Management	<u>(320,000)</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 3,592,509	\$ 3,927,460	\$ 4,001,696	1.9
<b>Other Expenses/Contributions</b>				
Retiree Group Medical	\$ 1,177,000	\$ 347,000	\$ 384,525	10.8
Pension - Health Dept	4,414	4,623	0	-100.0
Chatham County Jail Services	1,345,011	1,575,000	1,575,000	0.0
Board of Elections	106,493	0	0	0.0

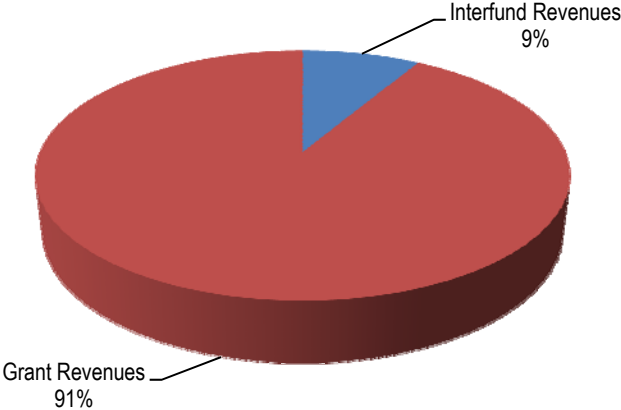
<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Official/Administrative Purchased Services	62,361	52,000	50,000	-3.8
Professional Purchased Services	277,978	210,982	51,200	-75.7
Technical Purchased Services	19,500	5,000	55,000	1000.0
All Walks of Life, Inc.	85,000	0	0	0.0
Parent University	15,500	0	0	0.0
Savannah Faith Coalition	10,000	5,114	0	0.0
Park Place Outreach	0	17,500	0	-100.0
Savannah-Chatham Fair Housing	0	13,850	0	-100.0
Chatham County State Court	0	25,000	0	-100.0
May Street YMCA	0	70,000	70,000	0.0
Step Up Savannah	0	119,903	129,343	7.9
The Creative Coast, Inc.	119,000	119,000	94,000	-21.0
Eastside Concerned Citizens	16,793	15,000	15,000	0.0
Royce Learning Center	2,500	0	0	0.0
Southeast US Canada Alliance Sponsorship	25,000	0	0	0.0
Axis MWBE Sponsorship	10,000	0	0	0.0
Jefferson Awards Champion Partnership	12,500	0	0	0.0
BET Foundation	5,000	0	0	0.0
Live Oak Library-Read It Loud	5,000	0	0	0.0
Veteran's Day	3,500	3,500	3,500	0.0
Savannah Day	5,000	5,000	5,000	0.0
Citizen's Survey	37,500	37,500	37,500	0.0
Citizens Academy	0	2,500	2,500	0.0
Healthy Savannah	32,333	33,094	20,360	-38.5
Council Retreat	10,760	10,000	10,000	0.0
St. Patrick's Day Shuttle	28,167	9,316	15,000	61.0
Other	<u>270,566</u>	<u>225,455</u>	<u>78,450</u>	<u>-65.2</u>
Subtotal	\$ 3,704,465	\$ 2,908,648	\$ 2,596,378	-10.7
Contingency	\$ 0	\$ 0	\$ 377,500	100.0
Subtotal	\$ 25,966,330	\$ 24,240,382	\$ 24,382,483	100.0
Total General Fund	\$ 173,302,489	\$ 177,042,390	\$ 171,938,891	-2.9

# SPECIAL REVENUE FUNDS

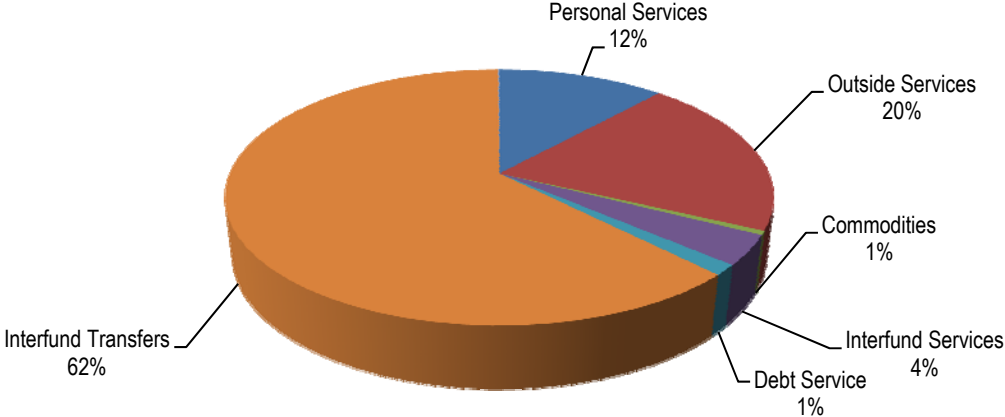
## COMMUNITY DEVELOPMENT FUND

The Community Development Fund accounts for revenues derived primarily from the Community Development Block Grant and other federal and state grants used to address Savannah's distressed neighborhoods.

### Where the Money Comes From



### Where the Money Goes



**COMMUNITY DEVELOPMENT FUND REVENUES BY SOURCE**

Revenues for the Community Development Fund are derived primarily from the Federal Community Development Block Grant (CDBG) and other federal and state grants. Repayment of CDBG and other loans provide program income for the Fund.

CDBG entitlement grant revenue is expected to remain unchanged in 2010. Home Investment Partnership Program (HOME) entitlement grant revenue, used for housing purposes, is also expected to remain unchanged in 2010. In 2009 and 2010, the Bureau will receive revenue from several stimulus grants, such as the Neighborhood Stabilization Program (NSP) and HUD Prevention and Rapid Re-housing grants. These funds will increase in 2010. Federal and State grants will primarily support the Fund as well as program carry forward revenue. A portion of the administrative costs in the Fund will be paid for by a contribution from the General Fund. Revenues in 2010 increase by \$2,616,261 or 20.6% above 2009 projected revenues.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 993,331	\$ 1,112,786	\$ 1,306,259	17.4
<u>Grant Revenues</u>				
CDBG Grants:				
Carryforward	\$ 2,379,440	\$ 1,220,000	\$ 1,220,000	0.0
CDBG Entitlement Grant	4,360,478	2,707,777	2,707,777	0.0
Emergency Shelter Grant	116,507	120,231	120,231	0.0
CDBG Program Income	252,301	884,209	615,514	-30.4
Other Income	7,181	2,000	683,133	34,056.7
	<u>\$ 7,115,907</u>	<u>\$ 4,934,217</u>	<u>\$ 5,346,655</u>	<u>8.4</u>
Other Federal Grants:				
Carryforward-Other Federal	\$ 1,722,334	\$ 1,000,000	\$ 1,000,000	0.0
EDA Revolving Loan Fund	18,098	0	119,538	100.0
HOPWA Program Income	228,612	0	0	0.0
HUD HPRP	0	0	336,457	100.0
Shelter Plus Care - Renewal	291,496	296,340	296,340	0.0
Rental Rehab Program Income	69,678	222,000	1,250	-99.4
HODAG Program Income	1,972,453	0	0	0.0
	<u>\$ 4,302,671</u>	<u>\$ 1,518,340</u>	<u>\$ 1,753,585</u>	<u>15.5</u>
NSP Program Grant	\$ 0	\$ 136,763	\$ 1,901,868	1,290.6
HOME Grant:				
Carryforward-HOME	\$ 3,924,823	\$ 2,200,000	\$ 2,200,000	0.0
HOME Entitlement	1,193,005	1,252,597	1,252,597	0.0
HOME Program Income	2,482,174	1,575,000	1,585,000	0.6
	<u>\$ 7,600,002</u>	<u>\$ 5,027,597</u>	<u>\$ 5,037,597</u>	<u>0.2</u>
Subtotal	\$ 19,018,580	\$ 11,616,917	\$ 14,039,705	20.9
TOTAL	\$ 20,011,911	\$ 12,729,703	\$ 15,345,964	20.6

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**COMMUNITY DEVELOPMENT FUND EXPENDITURE SUMMARY**

The administrative departments in the Community Development Fund manage the CDBG and other federal and state grants. The 2010 budget is \$15,345,964 which is \$2,616,261 or 20.6% above 2009 projected expenditures. The primary changes in 2010 are due to stimulus grant funding and \$295,960 to establish the Advancement Center at Moses Jackson.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 1,630,034	\$ 1,643,229	\$ 1,804,043	9.8
Outside Services	166,607	295,114	3,110,463	954.0
Commodities	39,870	61,492	77,601	26.2
Interfund Services	458,667	474,421	577,090	21.6
Debt Service	205,225	208,321	200,714	-3.7
Interfund Transfers	17,497,592	10,033,211	9,564,022	-4.7
Other Expenses	13,915	13,915	12,031	-13.5
<b>TOTAL</b>	<b>\$ 20,011,911</b>	<b>\$ 12,729,703</b>	<b>\$ 15,345,964</b>	<b>20.6</b>

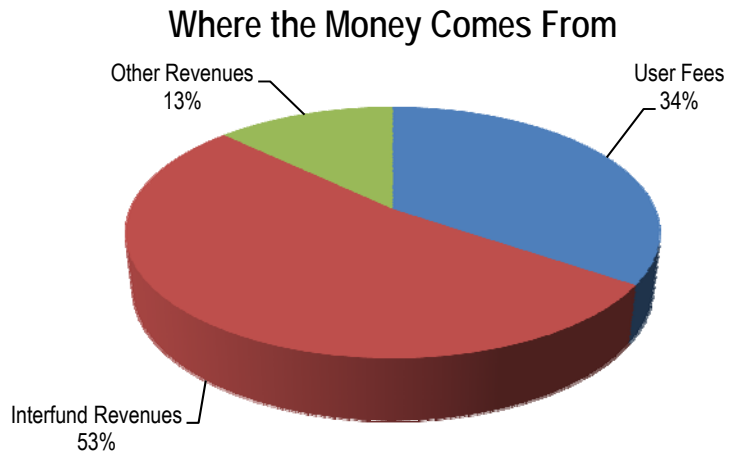
<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Community Planning and Development	\$ 809,061	\$ 834,216	\$ 970,990	16.4
Housing	1,500,033	1,517,192	1,392,820	-8.2
Advancement Center at Moses Jackson	0	0	295,960	100.0
Program Costs/Carryforward	17,702,817	10,378,295	12,686,194	22.2
<b>TOTAL</b>	<b>\$ 20,011,911</b>	<b>\$ 12,729,703</b>	<b>\$ 15,345,964</b>	<b>20.6</b>



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## HAZARDOUS MATERIAL TEAM FUND

The Hazardous Material Team Fund accounts for revenues that come from area facilities which manufacture, use or store hazardous materials and is used to protect life, property, and the environment from intentional or accidental release of hazardous materials manufactured, used, and stored in the City of Savannah and Chatham County.



## HAZARDOUS MATERIAL TEAM FUND REVENUES BY SOURCE

An ordinance was adopted in 1996 by Chatham County that levies a hazardous material fee on area private sector industries which manufacture, use or store hazardous materials. Hazardous Material Fees are collected by Chatham County and remitted to the City of Savannah. Revenue to support the Hazardous Material Team comes from these fees as well as contributions from Chatham County and the City of Savannah.

Fees from area industries remain unchanged from 2009 projected revenues. The General Fund Contribution increases by \$3,600 or 1.6%.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Hazardous Material Fees	\$ 149,000	\$ 149,758	\$ 149,758	0.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 136,953	\$ 224,651	\$ 228,251	1.6
<u>Other Revenues</u>				
Chatham County Haz Mat Reimbursement	\$ 138,120	\$ 56,119	\$ 56,119	0.0
TOTAL	\$ 424,073	\$ 430,528	\$ 434,128	0.8

## HAZARDOUS MATERIAL TEAM FUND EXPENDITURE SUMMARY

The 2010 budget for the Hazardous Material Team increases by \$3,600 or 0.8%. The primary increase is in Interfund Services for services provided by the General Fund and Vehicle Maintenance.

<u>Expenditure Area</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
Personal Services	\$ 255,170	\$ 280,917	\$ 272,775	-2.9
Outside Services	(5,465)	15,450	20,245	31.0
Commodities	125,869	81,228	83,578	2.9
Interfund Services	32,952	37,996	48,555	27.8
Other Expenses	15,547	14,937	8,975	-39.9
TOTAL	\$ 424,073	\$ 430,528	\$ 434,128	0.8
<u>Expenditure Area</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
Hazardous Material Team	\$ 424,073	\$ 430,528	\$ 434,128	0.8
TOTAL	\$ 424,073	\$ 430,528	\$ 434,128	0.8

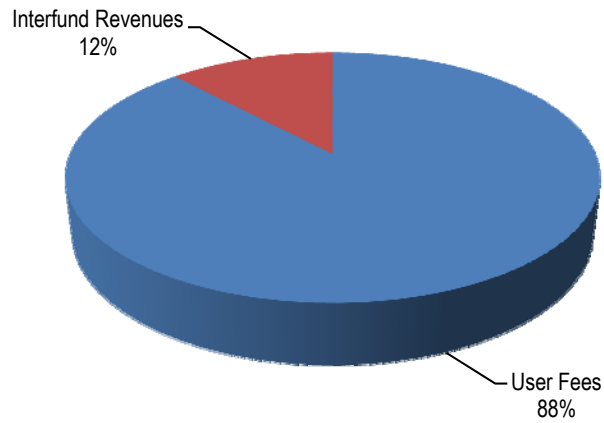


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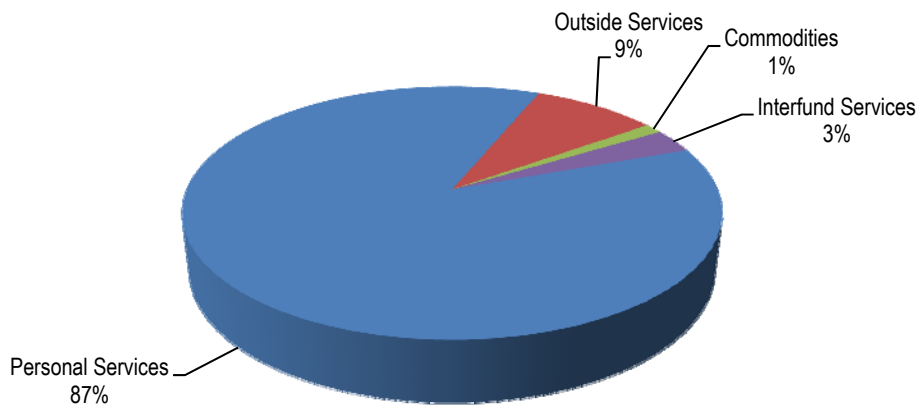
## PUBLIC SAFETY COMMUNICATIONS FUND

The Public Safety Communications Fund accounts for collection of enhanced emergency telephone services fees (E-911) from telephone, wireless, and Voice over Internet Protocol (VoIP) subscribers and is used to support law enforcement dispatching.

### Where the Money Comes From



### Where the Money Goes



**PUBLIC SAFETY COMMUNICATIONS FUND REVENUES BY SOURCE**

The Public Safety Communications Fund consists of the combined Police and Fire Communications Center. These two Centers merged in 2009. The Communications Center is primarily funded by collection of a monthly E911 fee from phone subscribers for enhanced emergency telephone services from telephone, wireless, and Voice over Internet Protocol.

A contribution from the General Fund provides any additional support required to fully fund the Communications Center.

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>User Fees</u>				
E911 Telephone Fee	\$ 2,039,609	\$ 1,924,000	\$ 1,924,000	0.0
E911 Wireless Telephone Fee	3,083,498	2,876,000	2,876,000	0.0
Subtotal	\$ 5,123,107	\$ 4,800,000	\$ 4,800,000	0.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 951,213	\$ 865,277	\$ 652,263	-24.6
TOTAL	\$ 6,074,320	\$ 5,665,277	\$ 5,452,263	-3.8

**PUBLIC SAFETY COMMUNICATIONS FUND EXPENDITURE SUMMARY**

The 2010 budget for the Public Safety Communications Fund decreases \$213,014 or 3.8% below 2009 projected expenditures. The decline is primarily the result of a service improvement funded in 2009. An allocation of \$250,000 was provided to replace the audio recording system in the Communications Center to accommodate storage and capacity needs.

Personal Services increase \$123,636 primarily due to vacancies in 2009 and benefit adjustments. This increase includes a reduction in overtime of \$173,200.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 4,497,376	\$ 4,609,739	\$ 4,733,375	2.7
Outside Services	366,000	529,401	483,601	-8.7
Commodities	77,351	82,282	68,790	-16.4
Interfund Services	206,635	190,597	166,497	-12.6
Capital Outlay	0	250,000	0	-100.0
Interfund Transfers	925,049	0	0	0.0
Other Expenses	1,910	3,258	0	-100.0
TOTAL	\$ 6,074,320	\$ 5,665,277	\$ 5,452,263	-3.8

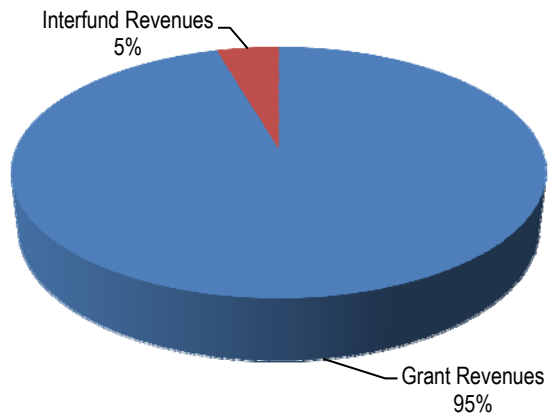
<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Police Communications	\$ 4,719,654	\$ 5,169,436	\$ 0	-100.0
Fire Communications	429,617	495,841	0	-100.0
Communications Center	0	0	5,452,263	100.0
Wireless Transfer	925,049	0	0	0.0
TOTAL	\$ 6,074,320	\$ 5,665,277	\$ 5,452,263	-3.8

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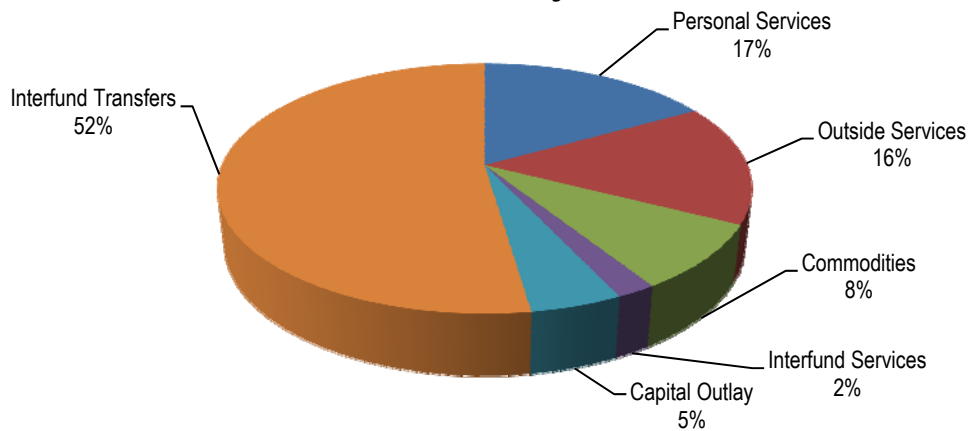
## GRANT FUND

The Grant Fund accounts for revenues received from federal and state sources as well as the General Fund and used for a designated purpose.

### Where the Money Comes From



### Where the Money Goes



## GRANT FUND REVENUES BY SOURCE

Because there is no guarantee that competitive grants will be routinely funded, these funds are treated as non-recurring revenue and are not budgeted until received. The 2010 budget includes \$7,237,161 for all active grants, including stimulus grants, awarded to the City of Savannah. Stimulus grants received will support the police activities, workforce development services, community development activities, YouthBuild activities, and the Youth Futures Authority. The table below identifies grant activity over the last three years.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 590,196	\$ 585,584	\$ 326,316	-44.3
<u>Grant Revenues</u>				
<u>Federal</u>				
US Dept of Labor	\$ 3,187,357	\$ 2,524,289	\$ 5,282,417	109.3
US Dept of Agriculture	461,732	474,859	0	-100.0
US Dept of Justice	1,659,518	171,903	1,164,488	0.0
US Dept of Transportation Enhancement	200,000	0	0	0.0
Bureau of Justice Assistance	49,909	3,715	0	-100.0
Subtotal	\$ 5,558,516	\$ 3,174,766	\$ 6,446,905	103.1
<u>State</u>				
Governor's Office of Highway Safety	\$ 165,191	\$ 118,759	\$ 0	-100.0
Georgia Emergency Mgmt Agency (GEMA)	681,117	361,240	50,104	-86.1
Georgia Criminal Justice Council	38,329	0	0	0.0
Georgia Department of Natural Resources	0	73,725	21,600	-70.7
Georgia Technology Authority	0	426,000	116,000	-72.8
Dept of Community Affairs	73,114	6,250	0	-100.0
Governor's Office for Children and Families	0	48,764	276,236	466.5
Miscellaneous	3,662	0	0	0.0
Subtotal	\$ 961,413	\$ 1,034,738	\$ 463,940	-55.2
Total Grant Revenues	\$ 6,519,929	\$ 4,209,504	\$ 6,910,845	64.2
TOTAL	\$ 7,110,125	\$ 4,795,088	\$ 7,237,161	50.9

## GRANT FUND EXPENDITURE SUMMARY

Grant Fund expenditures will enhance City operations. Grant expenditures are projected to be \$7,237,161 in 2010, which is \$2,442,073 or 50.9% above 2009 projected expenditures.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 1,109,192	\$ 1,052,769	\$ 1,271,241	20.8
Outside Services	1,759,982	1,406,049	1,120,687	-20.3
Commodities	1,740,777	360,858	608,020	68.5
Interfund Services	93,795	101,594	144,996	42.7
Capital Outlay	180,308	470,574	337,062	-28.4
Interfund Transfers	2,010,866	1,392,006	3,755,155	169.8
Other Expenses	15,206	11,238	0	-100.0
<b>TOTAL</b>	<b>\$ 6,910,126</b>	<b>\$ 4,795,088</b>	<b>\$ 7,237,161</b>	<b>50.9</b>

<u>Program</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Coastal Workforce Services	\$ 2,905,224	\$ 2,203,629	\$ 4,808,399	118.2
Youth Build-HUD	282,133	320,660	474,018	47.8
Youth Build-General Fund	112,885	113,599	177,716	56.4
Summer Lunch	461,732	474,859	0	-100.0
Highway Enforcement of Aggressive Traffic (HEAT)	421,171	300,060	0	-100.0
Homeland Security - Police	509,290	280,564	0	-100.0
Homeland Security - Fire	172,223	49,896	50,104	0.4
Fire Grants	27	38,475	0	-100.0
Justice Assistance-Police	153,172	171,903	1,164,488	577.4
Savannah Impact-Police	99,288	3,715	0	-100.0
Department of Justice -Police	21,985	0	0	0.0
COPS Interoperable	1,694,248	0	0	0.0
Youth Futures Grant	0	48,764	276,236	466.5
Boating Infrastructure Grant	0	98,300	0	-100.0
Department of Community Affairs	33,298	6,250	0	-100.0
Eastside Documentation Project	0	0	23,200	100.0
Bonaventure Kiosk Project	0	0	10,000	100.0
Wireless Communities	0	684,414	253,000	-63.0
Other State Grants	43,450	0	0	0.0
<b>TOTAL</b>	<b>\$ 6,910,126</b>	<b>\$ 4,795,088</b>	<b>\$ 7,237,161</b>	<b>50.9</b>



## HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund accounts for Hotel/Motel Tax revenue and related expenditures. Half of the Hotel/Motel Tax revenue received by the City is transferred to the General Fund. The other half is distributed between the Convention and Visitors Bureau to promote tourism and the Savannah International Trade and Convention Center and Civic Center to operate trade and convention facilities.

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>Taxes</u>				
Hotel/Motel Tax	\$ 11,276,743	\$ 9,500,000	\$ 9,642,500	1.5
TOTAL	\$ 11,276,743	\$ 9,500,000	\$ 9,642,500	1.5
<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Contribution to Convention and Visitors Bureau	\$ 3,758,538	\$ 3,166,350	\$ 3,213,845	1.5
Contribution to Trade Center	1,598,080	1,387,737	1,405,554	1.3
Transfer to General Fund	5,638,398	4,750,000	4,821,250	1.5
Transfer to Civic Center	281,727	195,913	201,851	3.0
TOTAL	\$ 11,276,743	\$ 9,500,000	\$ 9,642,500	1.5

## AUTO RENTAL TAX FUND

The Auto Rental Tax Fund accounts for excise taxes on charges to the public for vehicle rentals from locations within the City. This revenue is divided between the General Fund and the Civic Center Fund. Seventy-five percent of the proceeds are allocated to the Civic Center Fund and the remaining twenty-five percent to the General Fund. The revenue supports the promotion of trade, commerce, and tourism and the provision of a convention facility.

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 1,426,218	\$ 1,250,000	\$ 1,268,750	1.5
TOTAL	\$ 1,426,218	\$ 1,250,000	\$ 1,268,750	1.5
<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Transfer to General Fund	\$ 356,555	\$ 312,500	\$ 317,188	1.5
Transfer to Civic Center	1,069,664	937,500	951,562	1.5
TOTAL	\$ 1,426,218	\$ 1,250,000	\$ 1,268,750	1.5





# DEBT SERVICE FUND

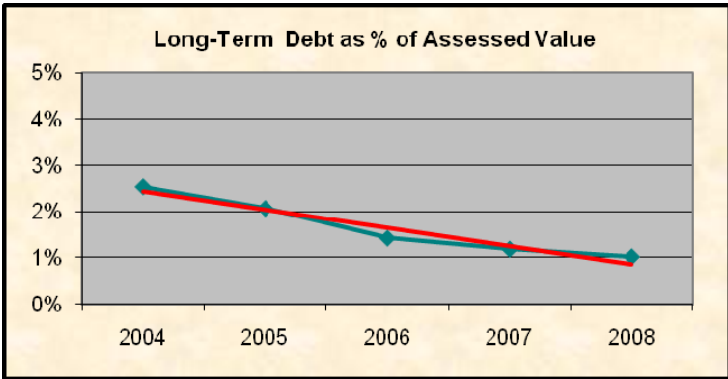
## RATIOS AND RATINGS

### LEGAL DEBT MARGIN

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. The 2008 unused legal bonded debt margin was \$498,659,695, which is the same as the total debt limit.

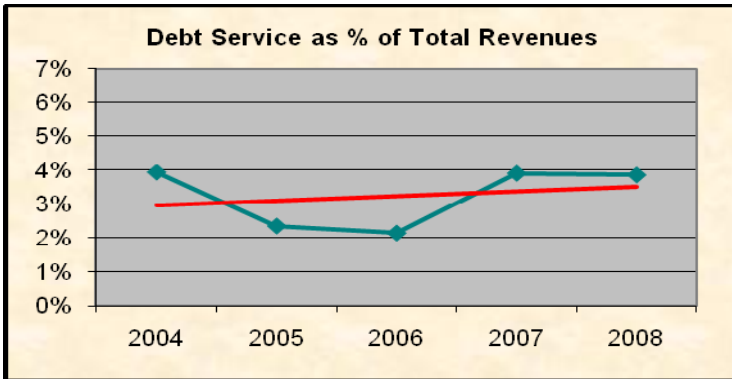
### DEBT AS A PERCENT OF ASSESSED VALUE

Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below shows long-term debt and major contractual obligations as a percentage of total assessed valuation. Included in this analysis are general obligation bonds, contractual obligations, Sanitation and Civic Center debt. Excluded are parking related and water/sewer debt because they are fully self-supporting enterprise activities. The amount of long-term debt and major contractual obligations as a percentage of valuation for 2008 was 1.02%, which is below 8% of total valuation during this period.



### DEBT SERVICE AS A PERCENT OF TOTAL REVENUE

According to the ICMA *Handbook for Evaluating Financial Condition*, the credit industry considers net direct debt exceeding 20% of revenue a potential problem. Ten percent is considered acceptable. The City's debt service has remained below 4% during the period 2004 - 2008.



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## BOND RATINGS

The City's bond rating is the primary factor in deciding what interest rate will be paid on debt. It is also considered a measure of the City's overall financial strength. The City's policy states: Good communication with bond rating agencies will be maintained and full disclosure on every financial report, as well as bond prospectus, will continue.

The City's general obligation bonds ratings are further evidence of its financial strength. Such rankings mean the City's bonds are considered to be of good investment quality. The City's bond ratings are shown in the chart below.

<b>General Obligation Bond Rating</b>	
Standard and Poor's	AA
Moody's Investor's Service	Aa3
<b>Water and Sewer Debt Rating</b>	
Standard and Poor's	AA+
Moody's Investor's Service	Aa3

The table on the following page is a summary of outstanding debt issues and 2010 debt service. It includes the City's general obligation debt, major contractual obligations for drainage, Civic Center, Water, Sewer, I & D Water bonds and loans, parking related debt, Community Development Section 108 HUD Notes, and lease purchase payments for fire vehicles. Fund revenues provide the resources to pay the debt service expenditures for each fund.

At original issue, these debts totaled \$236,403,562. The amount currently expected to be outstanding at the end of 2009 is \$183,493,317.

**SUMMARY OF OUTSTANDING DEBT ISSUES AS OF JANUARY 1, 2009  
AND 2010 DEBT SERVICE SUMMARY**

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2009	2010 Debt Service Requirement
<b><u>General Fund Supported Obligations</u></b>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage improvements	\$37,000,000	09/17/2009	08/01/2032	\$37,000,000	\$2,725,344
Lease purchase note	Fire fighting apparatus	2,446,629	05/01/2006	05/01/2013	1,485,985	412,466
<b><u>Water and Sewer Revenue Obligations</u></b>						
Series 2003	Refund Water and Sewer Revenue Bonds Series 1993 and certain GEFA Notes and fund water and sewer improvements	42,210,000	04/03/2003	12/01/2017	14,060,000	4,715,704
Series 2009 A & B	Refund Water and Sewer Revenue Bonds Series 1997 and fund water and sewer improvements	28,900,000	09/17/2009	12/01/2029	28,455,000	2,499,619
SRF** Notes	Water and sewer improvements	49,441,933	various	08/01/2029	36,192,332	1,747,326
<b><u>Sanitation Fund Supported Obligations</u></b>						
RRDA***Series 2003	Refund RRDA Revenue Bonds Series 1994 and Series 1995 and fund landfill improvements	18,845,000	10/23/2003	08/01/2019	14,895,000	987,285
RRDA***Series 2009	Refund RRDA Revenue Bonds Series 1997	12,315,000	09/17/2009	08/01/2015	12,315,000	2,264,441
<b><u>Mobility and Parking Services Fund Supported Obligations</u></b>						
DSA* Series 2003	Refund DSA Series 1995 which in part funded parking facilities and fund the Liberty Street Garage	14,335,000	12/23/2003	08/01/2019	10,380,000	1,333,329
DSA* Series 2005	Whitaker Street Garage	24,820,000	12/01/2005	08/01/2032	24,820,000	1,162,413
<b><u>Civic Center Fund Supported Obligations</u></b>						
DSA* Series 2003	Refund DSA Series 1995 which in part funded Civic Center renovations	4,090,000	12/23/2003	08/01/2019	2,655,000	511,143
<b><u>Community Development Fund Supported Obligations</u></b>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	08/01/2020	1,235,000	200,654
Total		\$236,403,562			\$183,493,317	\$18,559,723

\* DSA - Downtown Savannah Authority contractual obligation

\*\* SRF - State Revolving Fund program operated by State of Georgia

\*\*\* RRDA - Resource Recovery Development Authority contractual obligation

## ANNUAL DEBT SERVICE REQUIREMENTS

The table below shows the debt funding requirements for the City of Savannah for 2010 – 2032. The amounts show principal and interest and is based on outstanding debt issues.

### ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS For Direct General Obligation, Revenue Bonds and Contractual Obligations 2010-2032 As of December 31, 2009

Year	General Obligation Bonds		Revenue Bonds <sup>1</sup>		Tax Supported Contractual Obligations <sup>2</sup>		Non Tax Supported Contractual Obligations <sup>3</sup>		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2010	0	0	5,860,000	1,360,790	1,775,000	950,344	3,720,000	2,436,805	16,102,938
2011	0	0	6,045,000	1,164,215	1,725,000	1,049,629	3,760,000	2,381,519	16,125,362
2012	0	0	4,695,000	961,240	2,485,000	1,010,816	3,855,000	2,280,681	15,287,737
2013	0	0	2,960,000	822,308	2,540,000	960,378	3,965,000	2,176,056	13,423,741
2014	0	0	3,035,000	743,545	2,590,000	902,353	4,085,000	2,062,969	13,418,867
2015	0	0	3,080,000	659,063	2,660,000	840,732	4,220,000	1,940,381	13,400,176
2016	0	0	3,265,000	570,936	2,730,000	766,479	4,070,000	1,798,256	13,200,671
2017	0	0	1,905,000	451,116	2,815,000	687,699	4,230,000	1,645,631	11,734,446
2018	0	0	815,000	386,046	2,900,000	600,111	4,410,000	1,479,456	10,590,614
2019	0	0	835,000	363,002	845,000	503,355	4,635,000	1,303,056	8,484,413
2020	0	0	860,000	338,579	870,000	478,089	1,405,000	1,111,788	5,063,455
2021	0	0	885,000	312,585	900,000	451,794	1,465,000	1,052,075	5,066,454
2022	0	0	915,000	282,384	925,000	423,714	1,530,000	987,981	5,064,079
2023	0	0	950,000	251,160	955,000	393,651	1,595,000	921,044	5,065,855
2024	0	0	980,000	218,741	990,000	361,682	1,665,000	851,263	5,066,686
2025	0	0	1,015,000	185,299	1,025,000	327,577	1,740,000	776,338	5,069,213
2026	0	0	1,050,000	150,662	1,060,000	291,599	1,820,000	698,038	5,070,299
2027			1,085,000	114,831	1,095,000	259,534	1,910,000	607,038	5,071,403
2028			1,120,000	77,805	1,135,000	225,808	2,005,000	511,538	5,075,151
2029			1,160,000	39,585	1,180,000	184,126	2,095,000	421,313	5,080,023
2030					1,220,000	140,790	2,190,000	327,038	3,877,828
2031					1,265,000	95,589	2,295,000	223,013	3,878,602
2032					1,315,000	48,721	2,400,000	114,000	3,877,721

<sup>1</sup> Revenue Bonds shown include the Water and Sewer Revenue Refunding and Improvement Bonds, Series 2003 and Series 2009 A & B.

<sup>2</sup> Tax Supported Contractual Obligations include the Downtown Savannah Authority Refunding Revenue Bonds Series 2009 A & B.

<sup>3</sup> Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2003, the Downtown Savannah Authority Revenue Bonds, Series 2005, Resource Recovery Development Authority Revenue Refunding Bonds, Series 2003 and Series 2009.

# CAPITAL IMPROVEMENT PROJECTS FUND

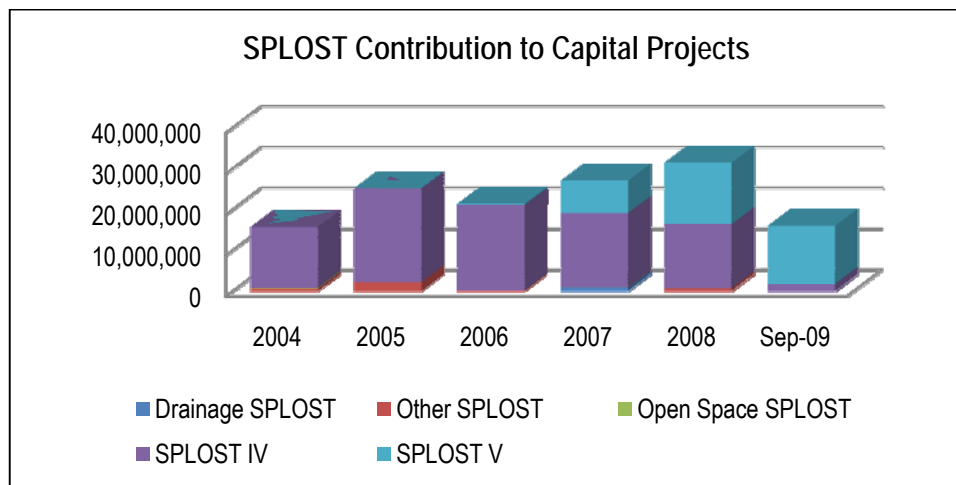
## CAPITAL BUDGET FINANCIAL PLANNING

The five year Capital Improvement Program (CIP) is updated annually for the acquisition, renovation or construction of new or existing capital facilities and infrastructure. Anticipated funding sources are identified to support the program. The capital program is usually funded using a combination of current revenues, special taxes, bonds or contractual payments. Development of the capital budget is coordinated with development of the operating budget. Projects included in the first year of the plan are adopted as a part of the annual operating budget. The remaining years of the capital program serve as a guide for future planning and are reviewed and modified in subsequent years where applicable. Before the plan is updated, a review of capital project progress and accomplishments is completed to gain insight that is used in future planning.

In the last five years, the City has invested over \$300 million in capital projects in the community. Historical contributions to capital projects from several key funding sources are highlighted as well as various capital projects. The graphs that follow show historical contributions from the Special Purpose Local Option Sales Tax (SPLOST), Water and Sewer Fund, and the General Fund.

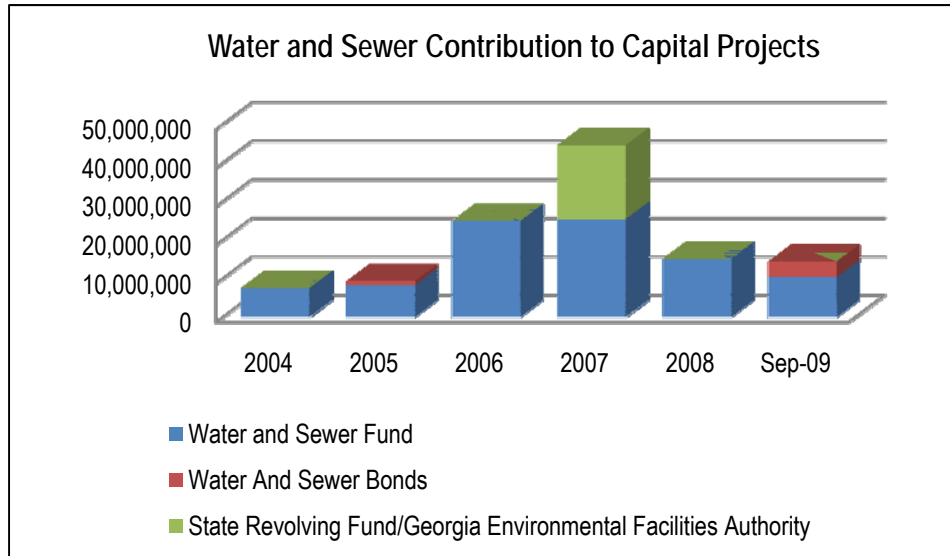
### Special Purpose Local Option Sales Tax

In anticipation of SPLOST funding, the City has pre-funded approximately \$39 million in total projects. While this source of revenue has been a tremendous asset to the City's capital program, it is also a source that must be carefully monitored because it is sensitive to changes in economic conditions. At the present time, the City has not received any new funds from the most recent voter approved SPLOST (SPLOST V) for the period October 1, 2008 – September 30, 2014. Based on recent economic conditions, it is unlikely that the City will receive the \$160 million projected during 2005-2006, the peak of sales tax growth. The projection may need to be reduced by approximately \$33 million, requiring adjustments such as projects eliminated from the plan, modified or put on hold until economic conditions improve.



## Water and Sewer Fund

Water and sewer rates are projected five years into the future in order to anticipate needs for operation and maintenance of the system and to fund the capital improvement/maintenance plan. The graph below shows historical contributions to capital projects and funding source by type. The picture that follows shows the investment being made in system expansion and system upgrade that will spur economic growth.

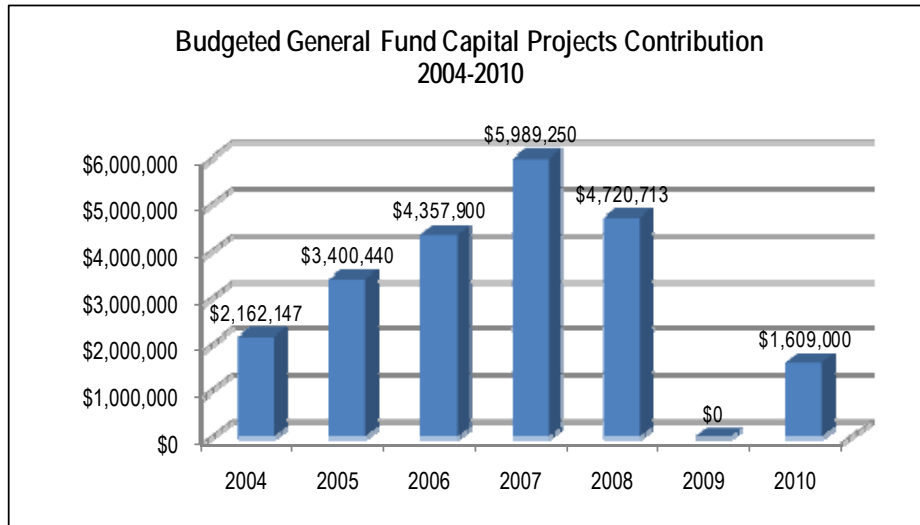


## WATER AND SEWER SYSTEM EXPANSION/UPGRADE IMPROVEMENTS

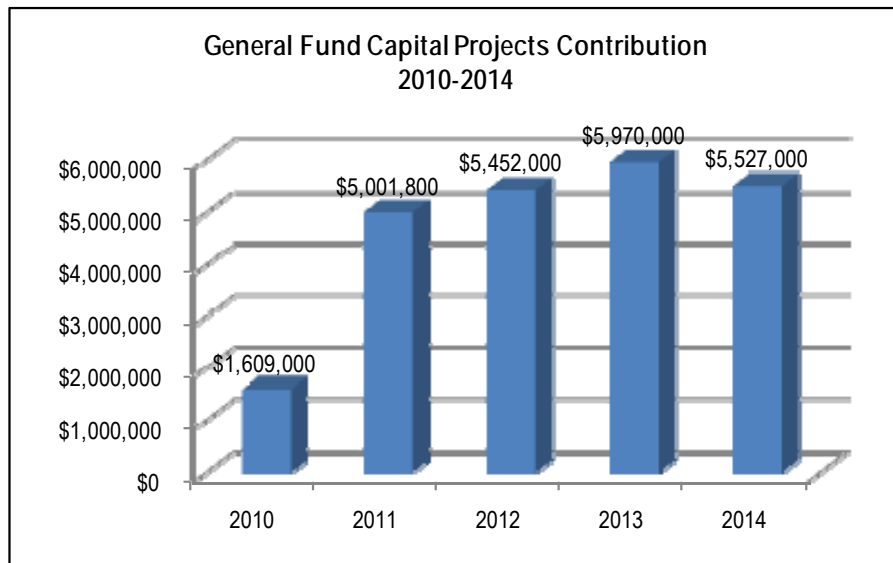


## General Fund

General Fund revenue supports general government projects. This source of funding can be used for any lawful project. The graph below shows budgeted contributions from the General Fund for various capital projects during the period 2004 – 2010. During 2009-2013, an annual contribution of \$5 million for capital projects was planned. In 2009, as a budget balancing strategy, the capital plan did not include funding for General Fund projects due to financial conditions that were impacting revenue at the local level. Instead, the focus was placed on the use of General funds that had been previously allocated for approved projects. Funding is proposed in the 2010 budget to begin restoration of capital funding to address infrastructure needs.



As shown in the graph below, General Fund contributions are planned to increase beginning in 2011 to restore funding to continue maintenance and development projects.



Some capital projects that have been completed or are near completion include Streetcar and Tracks on River Street, the Data Center, and Accessible Sidewalks/Ramps in the City's Historic District.

The City's comprehensive transportation system includes many components:

- DOT Shuttle Bus
- Savannah Belles Ferry
- Streetcar

The streetcar shown in the picture below runs along River Street, It is powered by a marine diesel engine whose power is recycled into and out of ultra-capacitors every time the car stops and starts to make it hybrid efficient. The engines are fueled with B20 bio-diesel which is produced locally in part using grease from various restaurants the streetcar passes each day.

Streetcar Ridership: Averages 2,800 month  
DOT Shuttle Ridership: Averages 7,800 per month (9,000 peak)  
Parking Shuttle: Averages 3,400 per month

Additional programs are in place to encourage alternative forms of mobility that include:

- Bicycle Friendly Communities Program and the installation of bike racks throughout the downtown area
- Coastal Commuters Rideshare Program to encourage carpooling
- HOT Pass Program which provides discounted public transportation incentives to City employees

The 2010-2014 capital plan includes a project for Track and Infrastructure Work on the west end of River Street.

STREETCAR AND TRACKS ON RIVER STREET



The Information Technology Data Center now located in the Civic Center is an example of resiliency and energy savings. The original cost of \$1,200,000 for the center was reduced to \$800,000 because the project was completed in-house. A portion (\$350,000) of the funding came from an ARRA Energy Block Grant.

The old data center ran at 35% efficiency, which means for every dollar spent to power the data center, it cost an additional \$2.85 to cool. The new data center runs at 75% efficiency, which means it only cost \$1.35 to cool for every dollar spent. Chilled water is used to cool the room. This is the most efficient cooling method to date. Existing resources are being used on a multi-purpose basis by using a small fraction of the Civic Center's existing capacity in their chillers that already run 24/7. Energy consumption has also been reduced due to the use of virtual servers as well as the data center being a lights out facility. The center has greater visibility and remote management capabilities which greatly reduces the need to be on-site.



## DATA CENTER



A focus on accessible sidewalks and ramps has been on-going. A total of 1,458 accessible ramps have been installed in the Historic District using a sheltered M/WBE program.

## ACCESSIBLE SIDEWALKS AND RAMPS



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## CAPITAL BUDGET PREPARATION

The capital budget process usually begins in April with the distribution of the capital budget preparation manual to departments. The manual provides instructions to departments on how and when project requests should be submitted. Requests are submitted by departments in May. From mid-May to June, requests are reviewed by the Research and Budget Department and the CIP Review Committee. Formal presentations are made to the CIP Review Committee by applicable bureaus on their requests after this time period.

Evaluation criteria, along with specific Council priorities, goals and objectives, guide the Review Committee when allocating resources for capital project requests. Evaluation criteria include the following:

- Legal Mandate
- Public Health or Safety
- Maintenance of a Public Asset/Resiliency
- Economic Vitality Impact
- Operating Budget Impact
- Geographic Equity
- Resiliency

Resiliency, the capacity to recover from disaster events, was added to the evaluation criteria in 2008.

Because preliminary revenue estimates indicated it would be necessary to modify the updated capital plan due to funding constraints in 2010, the decision was made by the CIP Review Committee to focus available funding primarily on maintenance and safety improvements.

The Research & Budget Department developed and submitted a preliminary five year capital plan recommendation to the ACM/Management & Financial Services in August, 2009. This recommendation was submitted to the City Manager in September and to Bureau Chiefs for their review and input in October. The City Manager made the final recommendation for the updated plan to the Mayor and Council in November. After several work sessions and a public hearing, the recommended plan was revised with any noted changes and/or adopted as presented.

During the ensuing year, sources of funding will be confirmed and funds appropriated for approved projects in the first year of the capital plan.

## BUDGET PROCESS SCHEDULE

TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
February 11, 2009	Operating	Budgeting for Outcomes Kick-off
March 6, 2009	Operating	Complete Indicators
March 20, 2009	Operating	Complete Strategy Map
April 8, 2009	Operating	Complete Draft Request for Results
April 16-17, 2009	Operating	Conduct work sessions with Results Teams on preparing Offers
April 23, 2009	Operating	Strategy Maps presented to City Council at workshop
April 29, 2009	Operating	Strategy Maps presented at Town Hall meeting
May 1, 2009	Operating	Complete Request for Results
May 4, 2009	Operating	Efficiency improvements recommendations presented to Value Team, Citywide Priorities Team, and City Manager
May 14 - 15, 2009	Operating	Conduct work sessions with Sellers on preparing Offers and provide optional coaching sessions
May 26, 2009	Operating	Budget materials made available in Sharepoint for Sellers
June, 2009	Capital	Research and Budget begins development of the 2010-2014 Capital Plan
June 10, 2009	Operating	Offers from Sellers due in Sharepoint
July, 2009	Capital	Research and Budget continues development of the 2010-2014 Capital Plan
July 1, 2009	Operating	Confirmation of accepted Offers due to Bureau Chiefs
July 2, 2009	Operating	Complete First Round Rankings (Results Teams)
July 13, 2009	Operating	Complete First Round Rankings (Citywide Priorities Team)

TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
July 20 – 31, 2009	Operating	City Manager Briefing on recommended Offers by Priority
August 14, 2009	Operating	Price of Government allocations provided to Results Teams
August 27, 2009	Capital	2010-2014 Capital Budget recommendation provided to the Assistant City Manager
September 30, 2009	Capital	2010-2014 Capital Budget recommendation provided to the City Manager
October 7, 2009	Capital	2010-2014 Capital Budget recommendation provided to the Bureau Chiefs
October 22, 2009	Operating	Council Briefing on Financial Update
November 5, 2009	Capital	Council Briefing on 2010-2014 Capital Improvement Program
Week of November 16, 2009	Operating and Capital	Proposed Budget made available to Council and public
November 30 – December 2, 2009	Operating and Capital	Council Retreat: Budget Work Sessions
December 3, 2009	Operating and Capital	Public Hearing
December 17, 2009	Operating and Capital	Budget and Revenue Ordinances Adopted with any City Council amendments

## CAPITAL BUDGET STRATEGIES

Budget strategies for development of the 2010 – 2014 Capital Improvement Program included:

- Focusing limited resources on Council priorities
- Maintaining infrastructure and capital assets to protect the public and avoid future financial liabilities
- Moving 2010 non-maintenance General Fund capital improvements to 2011 – 2014 and reducing the 2010 planned annual contribution from \$5.0 million to \$1.6 million; an improvement over 2009 where no funding was budgeted from the General Fund
- Maintaining capital improvements funded by other sources

## 2010 -2014 CAPITAL PLAN REVENUES BY SOURCE

The five year Capital Improvement Program revenue sources are projected to total \$227,277,380. The table below provides a breakdown of allocations by year and the graph that follows shows each revenue source as a percentage of total revenue. Revenue changes are as follows:

- Special Purpose Local Option Sales Tax (SPLOST) will make up \$121,165,000 or 53% of the revenue stream during the plan period
- SPLOST will be used primarily to fund Civic Center Improvements and Public Building Improvements
- General Fund will contribute \$23,559,800 or 10% during the plan period

Revenue Source	5 Year Total	2010	2011	2012	2013	2014
General Fund	\$ 23,559,800	\$ 1,609,000	\$ 5,001,800	\$ 5,452,000	\$ 5,970,000	\$ 5,527,000
40% of Cemetery Lot Sales	600,000	120,000	120,000	120,000	120,000	120,000
Civic Center Fund	1,654,500	117,500	325,000	422,000	390,000	400,000
General Fund (Preservation Fee)	2,968,640	553,640	600,000	600,000	600,000	615,000
Georgia DOT	129,000	54,000	75,000	0	0	0
Golf Course Fund	490,500	95,500	128,000	132,000	135,000	0
I & D Water Fund	3,396,000	371,000	1,100,000	1,925,000	0	0
Parking Fund	1,190,000	800,000	390,000	0	0	0
Sewer Fund	44,115,450	9,839,450	15,971,000	6,083,000	6,111,000	6,111,000
State Aid	1,308,000	1,005,000	131,000	105,000	67,000	0
SPLOST V	121,165,000	79,117,000	40,048,000	2,000,000	0	0
Water Fund	26,700,490	6,924,700	5,077,000	8,627,300	3,599,745	2,471,745
<b>Total</b>	<b>\$ 227,277,380</b>	<b>\$ 100,606,790</b>	<b>\$ 68,966,800</b>	<b>\$ 25,466,300</b>	<b>\$16,992,745</b>	<b>\$15,244,745</b>

## 2010 – 2014 CAPITAL PLAN EXPENDITURE SUMMARY

Capital Improvement Program expenditures for the five year period are projected to total \$227,277,380. Water, Sewer, and I&D Water Improvements account for \$74,211,940 or 33% of planned capital project spending. Water and Sewer projects include a flow equalization system for the President Street Plant; the system will provide the City with the ability to minimize flushing action of the incoming increase in wastewater flow due to planned plant closures. Three water reclamation projects will allow the re-use of water in several city areas. Completion of these projects will allow the City to comply with the State's new water plan requirement for reclaimed water use. Many of the other projects address routine maintenance and infrastructure replacement

Civic Center Improvements, which account for \$63,921,500 or 28% of total planned expenditures and are primarily for a new arena. Major Public Building Improvements include plans to construct an Arts Culture Education Center, police precincts, new police headquarters, a new police training facility, and new fire stations. This will account for \$41,424,500 or 18% of planned capital spending

New Drainage infrastructure will be installed to reduce flooding incidents as well as continue ongoing rehabilitation of the City's storm sewers over the five year period. Street Improvements include Westside-Downtown Corridor and projects designed to address ongoing maintenance. These improvements account for \$12,500,000 or 6% and \$16,702,000 or 7% of planned capital spending respectively.

Community Development Improvements, which account for \$6,298,000 or 3% of capital spending, will address redevelopment of several neighborhoods and corridors throughout the City such as Savannah Gardens, Ogeechee Road, Waters Avenue, West Bay Street and Wheaton Street. The table that follows provides a breakdown by category of planned spending during the five year period.

Expenditure Category	5 Year Total	2010	2011	2012	2013	2014
Cemetery Improvements	\$ 695,800	\$ 120,000	\$ 150,800	\$ 185,000	\$ 120,000	\$ 120,000
Civic Center Improvements	63,921,500	29,384,500	33,325,000	422,000	390,000	400,000
Community Development	6,298,000	1,750,000	4,548,000	0	0	0
Drainage Improvements	12,500,000	11,350,000	250,000	300,000	300,000	300,000
I & D Water Improvements	3,696,000	471,000	1,200,000	2,025,000	0	0
Other Improvements	500,000	260,000	80,000	80,000	80,000	0
Park and Recreation Improvements	2,872,000	1,000,000	250,000	477,000	695,000	450,000
Public Building Improvements	41,424,500	25,958,500	2,867,000	5,095,000	3,687,000	3,817,000
Sewer Improvements	50,727,450	12,467,450	17,299,000	7,411,000	7,439,000	6,111,000
Squares and Monuments	1,616,640	426,640	265,000	485,000	120,000	320,000
Street Improvements	16,702,000	11,017,000	1,615,000	1,225,000	1,590,000	1,255,000
Traffic Improvements	6,535,000	2,205,000	3,468,000	562,000	300,000	0
Water Improvements	19,788,490	4,196,700	3,649,000	7,199,300	2,271,745	2,471,745
Total	\$ 227,277,380	\$ 100,606,790	\$ 68,966,800	\$25,466,300	\$16,992,745	\$15,244,745

## 2010 CAPITAL PLAN REVENUES BY SOURCE

The five year Capital Improvement Program revenue total \$227,277,380. Of this amount, \$100,606,790 is included for projects in the first year of the plan. No new debt will be issued to fund capital projects in this budget year. The funding sources are identified in the table below.

Revenue Source	5 Year Total	2010
General Fund	\$ 23,559,800	\$ 1,609,000
Civic Center Fund	1,654,500	117,500
General Fund (Preservation Fee)	2,968,640	553,640
Georgia DOT	129,000	54,000
Golf Course Fund	490,500	95,500
I & D Water Fund	3,396,000	371,000
Parking Fund	1,190,000	800,000
Sewer Fund	44,115,450	9,839,450
State Aid	1,308,000	1,005,000
SPLOST V	121,165,000	79,117,000
Water Fund	26,700,490	6,924,700
Total	\$ 227,277,380	\$ 100,606,790

Several key SPLOST funded projects are included in the 2010 Budget such as the Westside-Downtown Savannah Corridor. Improvements to this corridor will include utilities, drainage, streetscapes, sidewalks, stream corridor improvements, vehicle and pedestrian connectivity for good access and egress to the new arena and related facilities.

Other key SPLOST projects include::

- New Arena
- Public Safety Headquarters
- Police Precincts and Savannah Public Safety Complex
  - Building permanent facilities for police officers and for various police units
- Daffin Park Renovations, Phases III and IV
  - Extending park lighting, jogging trails, restoring the fountain and relocating parking on the site
- Grayson Stadium
  - Installing permanent seating, bleacher renovation, irrigation and internal facilities renovations to include locker rooms, training areas, team support areas, restrooms, concession areas, and specialty seating
- Arts-Culture Education Center
- Drainage improvements
- Savannah Gardens demolition and redevelopment
- Waters Avenue and Wheaton Street Redevelopment

## 2010 CAPITAL EXPENDITURE SUMMARY

Capital Improvement Program expenditures will impact thirteen improvement categories and six priorities that will continue maintenance of necessary infrastructure. The categories and associated funding are identified in the table below.

Expenditure Category	5 Year Total	2010
Cemetery Improvements	\$ 695,800	\$ 120,000
Civic Center Improvements	63,921,500	29,384,500
Community Development	6,298,000	1,750,000
Drainage Improvements	12,500,000	11,350,000
I & D Water Improvements	3,696,000	471,000
Other Improvements	500,000	260,000
Park and Recreation Improvements	2,872,000	1,000,000
Public Building Improvements	41,424,500	25,958,500
Sewer Improvements	50,727,450	12,467,450
Squares and Monuments	1,616,640	426,640
Street Improvements	16,702,000	11,017,000
Traffic Improvements	6,535,000	2,205,000
Water Improvements	19,788,490	4,196,700
Total	\$ 227,277,380	\$ 100,606,790

### Operating Budget Impacts

Seven projects included in the Capital Improvement Program are expected to have a direct impact on the operating budget of City departments. Revenue impact amounts are anticipated from new revenues that total \$264,280. Expenditure impacts are anticipated from new, on-going costs as follows: \$139,720 for additional staff, and \$1,707 for materials, operating supplies, and utilities.

Projects funded in 2010 are listed as follows by Priority with a brief description. An “R” or “N” is shown by each project to indicate whether it is recurring or non-recurring. Each description includes the 2010 cost, five-year cost, funding source, operating budget impact amount and impact where applicable, and service impact.

<b>ECONOMIC GROWTH</b>	<b>\$42,382,540</b>
------------------------	---------------------

<b>Arena</b>	<b>N</b>
Build a new arena to replace existing out-dated arena	
2010 Cost:	\$29,267,000
Total 5 Year Cost:	\$62,267,000
Funding Source:	SPLOST V
Operating Budget Impact Amount:	\$0
Service Impact:	This project will meet current facility requirements of touring shows, attract more shows with more variety and possibly bring minor league sports to Savannah.

<b>Westside-Downtown Savannah Corridor</b>	<b>N</b>
Improve infrastructure in the area between West Boundary and Stiles Avenue.	
2010 Cost:	\$9,500,00
Total 5 Year Cost:	\$9,500,00
Funding Source:	SPLOST V
Operating Budget Impact Amount:	\$0
Service Impact:	This project will provide the necessary infrastructure improvements for a successful arena.

<b>Waters Avenue Streetscape Design, Acquisitions and Improvements</b>	<b>N</b>
Infrastructure improvements will be made along the corridor to enhance surrounding neighborhoods.	
2010 Cost:	\$800,000
Total 5 Year Cost:	\$800,000
Funding Source:	SPLOST V
Operating Budget Impact Amount:	\$50,000
Operating Budget Impact:	This project will incur park maintenance expenses.
Service Impact:	This project will revitalize commercial and mixed use derelict properties.

<b>Wheaton Street Streetscape Design, Acquisitions and Improvements</b>	<b>N</b>
Infrastructure improvements will be made along the corridor to enhance surrounding neighborhoods.	
2010 Cost:	\$550,000
Total 5 Year Cost:	\$700,000
Funding Source:	SPLOST V
Operating Budget Impact Amount:	\$25,000
Operating Budget Impact:	This project will incur park maintenance expenses.
Service Impact:	This project will revitalize commercial and mixed use derelict properties.

<b>Sewer Large Tract Infrastructure Extension</b>	<b>R</b>
Extend existing infrastructure to newly annexed areas.	
2010 Cost:	\$360,500
Total 5 Year Cost:	\$1,862,500
Funding Source:	Sewer Fund
Operating Budget Impact Amount:	The impact will be estimated as specific projects are indentified and designed.
Service Impact:	This project will support economic development of newly annexed areas.



<b>Water Large Tract Infrastructure Extension</b>		<b>R</b>
Extend existing infrastructure will be extended to newly annexed areas.		
2010 Cost:	\$360,500	
Total 5 Year Cost:	\$1,844,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	The impact will be estimated as specific projects are identified and designed.	
Service Impact:	This project will support economic development of newly annexed areas that will increase the tax base and water revenue.	

<b>Streetcar Track &amp; Infrastructure Work on River Street</b>		<b>N</b>
Improve the road and track for electric street cars.		
2010 Cost:	\$300,000	
Total 5 Year Cost:	\$550,000	
Funding Source:	Mobility & Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will impact riders, businesses, and motorists along the River Street/Bay Street/General McIntosh corridor.	

<b>Downtown Entryways Beautification</b>		<b>N</b>
Renovate the landscaped medians and other landscaping along major entryways to the City, including I -16.		
2010 Cost:	\$246,640	
Total 5 Year Cost:	\$246,640	
Funding Source:	Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project is needed to ensure landscape viability and aesthetic value and enhance tourism.	

<b>Developer Oversizing for Waterlines</b>		<b>R</b>
Oversize water lines in new developments to insure infrastructure is adequate to serve future needs.		
2010 Cost:	\$159,700	
Total 5 Year Cost:	\$833,600	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will ensure future capacities in areas of potential growth.	

<b>River Street Parking Lot</b>		<b>N</b>
Construct surface lot for 50-60 vehicles to provide worker access to River Street via street car.		
2010 Cost:	\$140,000	
Total 5 Year Cost:	\$280,000	
Funding Source:	Mobility & Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide additional parking for downtown workers.	

<b>Developer Oversizing for Sewer Lines</b>		<b>R</b>
Enlarge or upgrade the sewer system or lift stations to meet future system demands.		
2010 Cost:	\$108,200	
Total 5 Year Cost:	\$677,200	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will ensure future capacity in areas of potential growth.	

Parking Garage Gate Equipment		N
Replace gate equipment at the city parking garages.		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$100,000	
Funding Source:	Mobility & Parking Services Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Customers will be able to enter and exit in a timely manner.	

Square Renovation		R
Make streetscape lighting and sidewalk improvements.		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$370,000	
Funding Source:	Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will improve aesthetics of the historic squares.	

Rousakis Plaza and Riverfront Repairs		R
Make ongoing repairs to Rousakis Plaza facilities.		
2010 Cost:	\$80,000	
Total 5 Year Cost:	\$310,000	
Funding Source:	Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide for the upkeep of a major tourist attraction.	

Developer Oversizing/Mitigation for Stormwater		R
Oversize stormwater pipes to increase flood plain protection.		
2010 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide more effective drainage in developmental areas.	

# PUBLIC SAFETY

# \$31,905,000

## SPLOST V Drainage Improvements

N

Improve conveyance in various drainage basins.

2010 Cost: \$11,000,000

Total 5 Year Cost: \$11,000,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: This project will reduce incidents of structural and street flooding.

## Public Safety Headquarters

N

Construct new facilities for the police headquarters.

2010 Cost: \$9,800,000

Total 5 Year Cost: \$9,800,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: This project will replace current facilities for Savannah Chatham Metropolitan Police headquarters which is the oldest continually used barracks in the country.

## Police Precincts Construction

N

Construct facilities for the police officers working in the precincts.

2010 Cost: \$5,600,000

Total 5 Year Cost: \$5,600,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$31,800

Service Impact: This will replace leased facilities for Savannah Chatham Metropolitan Police Department.

## Savannah Public Safety Complex

N

Refurbish existing buildings to become space for the Training Unit, SCMPD Property Room and storage parking for Special Operations specialized vehicles.

2010 Cost: \$2,500,000

Total 5 Year Cost: \$2,500,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$13,200

Service Impact: This project will replace a rented space used by the Training Unit, greatly expand needed space for the Property Room, and add covered protected parking for specialized vehicles.

## 37<sup>th</sup> Street Corridor Signal Upgrade

N

Upgrade all traffic signals from Ogeechee Road to Waters Avenue.

2010 Cost: \$1,215,000

Total 5 Year Cost: \$1,215,000

Funding Source: SPLOST V, State Aid

Operating Budget Impact Amount: \$0

Service Impact: Provide an upgraded system that is reliable, maintenance free and provides a higher degree of signal display visibility.

<b>Critical Workforce Shelter</b>		<b>N</b>
Build a shelter at the I & D facility to house and shelter critical work force during necessary events.		
2010 Cost:	\$900,000	
Total 5 Year Cost:	\$2,700,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$9,500	
Operating Budget Impact:	This impact reflects the annual cost of electricity and air conditioning.	
Service Impact:	This project will provide a safe sheltering place for critical work force.	

<b>Eisenhower Drive Inter-Connect</b>		<b>N</b>
Install fiber-optic communication cable to inter-connect signals along this arterial and upgrade four signalized intersections.		
2010 Cost:	\$490,000	
Total 5 Year Cost:	\$490,000	
Funding Source:	SPLOST V, State Aid	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will improve traffic mobility by reducing delay and congestion and increase operating speeds from an average speed of 17 miles per hour (MPH) to 21 MPH.	

<b>Downtown Traffic Signal System</b>		<b>N</b>
Provide matching funds for a GDOT project to upgrade the close loop signal system in the downtown area.		
2010 Cost:	\$300,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will improve traffic mobility through a more reliable traffic signal system.	

<b>Traffic Signal at Mall &amp; Hodgson Memorial</b>		<b>N</b>
Upgrade the traffic signal at Mall / Hodgson Memorial Blvd.		
2010 Cost:	\$180,000	
Total 5 Year Cost:	\$180,000	
Funding Source:	General Fund, Georgia DOT	
Operating Budget Impact Amount:	\$0	
Service Impact:	This will increase visibility, traffic mobility and reduce electrical and maintenance costs.	

<b>Brick Line Replacement</b>		<b>R</b>
Replace deteriorating brick storm lines with a concrete pipe or structural liner.		
2010 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will reduce structural failures.	

<b>Storm Sewer Rehabilitation</b>		<b>R</b>
Rehabilitate structural defects in stormwater lines.		
2010 Cost:	\$150,000	
Total 5 Year Cost:	\$1,100,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide more efficient drainage operating capacity.	

Bridge Maintenance		R
Maintain and repair the City's bridges.		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$700,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide safe and well maintained bridges.	

Pushbuttons and Audible Pedestrian Signals		N
Upgrade 36 intersections with audible pedestrian pushbuttons.		
2010 Cost:	\$20,000	
Total 5 Year Cost:	\$120,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will assist the blind and visually impaired to safely navigate signalized intersections.	

# HEALTH & ENVIRONMENT

# \$14,705,450

## Sewer Line Rehabilitation

R

Rehabilitate and/or replace deteriorated or damaged sewer lines.

2010 Cost: \$2,034,000

Total 5 Year Cost: \$10,520,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will reduce sewer stoppages and cave-ins.

## Sewer Lift Station Rehabilitation

R

Rehabilitate and/or replace pump stations currently obsolete and/or reaching capacity.

2010 Cost: \$1,571,000

Total 5 Year Cost: \$8,145,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will provide reliable pump stations with capacities to serve future customers.

## Reclaimed Water Phase I

N

Install new reclaimed water mains to serve specific areas with reclaimed water.

2010 Cost: \$1,328,000

Total 5 Year Cost: \$5,312,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This will comply with the State new water plan requirement for reclaimed water use.

## Sewer Lift Station #23 Directional Drill

N

Install a parallel force main.

2010 Cost: \$1,250,000

Total 5 Year Cost: \$1,250,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will allow additional flows to President Street Plant.

## Crossroads WQCP Expansion & Force Main Design

N

Design the future Crossroads Water Quality Control Plant (WQCP) expansion and force main.

2010 Cost: \$1,000,000

Total 5 Year Cost: \$1,000,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will supply more sanitary sewer flow capacity to the area.

## President Street Treatment Plant Equalization System

N

Add a flow equalization system to the President Street Plant.

2010 Cost: \$1,000,000

Total 5 Year Cost: \$11,000,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will prevent any regulatory permit (NPDES) non compliance issues that may be caused by peak flow flushing action.

President Street Main Power Plant		N
Replace the main power circuit breakers and power circuit breaker building.		
2010 Cost:	\$750,000	
Total 5 Year Cost:	\$750,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project guarantees the continuing successful operation of the President Street Plant.	

Reclaimed Water-Crossroads		N
Install new water mains to service the Airport and Crossroads areas with reclaimed water.		
2010 Cost:	\$750,000	
Total 5 Year Cost:	\$750,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will comply with the State new water plan requirement for reclaimed water use.	

Miscellaneous Water Line Improvements		R
Replace certain deteriorated and/or undersized water lines.		
2010 Cost:	\$620,000	
Total 5 Year Cost:	\$3,280,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will reduce water leaks in the system.	

Southwest Quadrant Well at Little Neck Road		N
Construct a new water supply source within the recently annexed area of the Southwest Quadrant.		
2010 Cost:	\$600,000	
Total 5 Year Cost:	\$600,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	(\$164,000)	
Service Impact:	This well will serve the newly annexed Southwest Quadrant as well as provide for a backup water source should surface water sources be compromised.	

Reclaimed Water-East Savannah		N
Install new reclaimed water mains to service President St, Strathmore, and industrial users with reclaimed water.		
2010 Cost:	\$550,000	
Total 5 Year Cost:	\$550,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This will comply with State new Water Plan requirement for reclaimed water use.	

Treatment Plant Capital Improvements		R
Make various improvements to the plant.		
2010 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project allows the City to continue to meet its discharge requirements under the NPDES permit.	

<b>I &amp; D Water Quality Improvements</b>		<b>N</b>
Prepare to ensure compliance with EPA regulations and ensure the capability to blend surface and groundwater is in place.		
2010 Cost:	\$500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will ensure proper treatment processes and techniques meet new drinking water regulations.	

<b>Wastewater Treatment Plant Capital Expansion</b>		<b>R</b>
Fund increased treatment capacity at the City's wastewater treatment plants.		
2010 Cost:	\$400,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Operating Budget Impact:	The impact will be estimated as specific projects are identified and designed.	
Service Impact:	This project will provide service to a growing community.	

<b>Wastewater Treatment Plant Capital Maintenance</b>		<b>R</b>
Fund improvements needed at the wastewater treatment plants.		
2010 Cost:	\$350,000	
Total 5 Year Cost:	\$1,750,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide proper and more efficient and effective wastewater treatment.	

<b>Re-roof I &amp; D Chemical Building</b>		<b>N</b>
Replace the chemical building's roof at the I & D Plant.		
2010 Cost:	\$271,000	
Total 5 Year Cost:	\$271,000	
Funding Source:	I & D Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide needed repairs to a City facility.	

<b>I &amp; D Water Laboratory</b>		<b>N</b>
Design and build a new laboratory to replace the existing one.		
2010 Cost:	\$200,000	
Total 5 Year Cost:	\$600,000	
Funding Source:	I & D Water Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide more efficient and effective laboratory space.	

<b>Well Preventative Maintenance Program</b>		<b>R</b>
Perform preventive maintenance of 5 wells to ensure reliable operation 24 hours a day, 7 days week.		
2010 Cost:	\$200,000	
Total 5 Year Cost:	\$1,055,270	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide wells that perform at 100% design capacity.	



<b>Overhead Water Storage Tank Repair and Repainting</b>		<b>R</b>
Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University.		
2010 Cost:	\$119,000	
Total 5 Year Cost:	\$629,690	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will insure the physical integrity of the infrastructure.	

<b>Stormwater Separation</b>		<b>R</b>
Direct stormwater out of the sanitary sewer system.		
2010 Cost:	\$113,300	
Total 5 Year Cost:	\$586,300	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will remove stormwater that would create additional wastewater flows and stoppages.	

<b>Sewer SCADA Remote Terminal Replacements</b>		<b>R</b>
Replace existing RTUs controlling lift stations.		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project replaces antiquated units and will be used to further automate the lift station operations.	

<b>Water Alternate Disinfection Modification</b>		<b>N</b>
Switch the disinfection process from gas to liquid		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$400,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will improve employee safety and reduce liability from potential exposure to surrounding community.	

<b>Sewer Lift Station/Small Plants Monitoring</b>		<b>R</b>
Place remote terminal units at lift stations for the SCADA system.		
2010 Cost:	\$81,000	
Total 5 Year Cost:	\$429,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will serve as an additional safety mechanism to monitor lift stations to avoid system failures.	

<b>Water Replacement of SCADA Remote Terminal Units (RTUs)</b>		<b>R</b>
Replace aged equipment.		
2010 Cost:	\$80,000	
Total 5 Year Cost:	\$240,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will prevent disruption of services due to unplanned failures of old equipment.	

Replacement of Hydro-pneumatic Water Tanks		N
Replace hydro-pneumatic tanks at various well sites throughout the supply system.		
2010 Cost:	\$50,000	
Total 5 Year Cost:	\$200,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will help the wells continue to perform at design capacity 24 hours per day.	

Well Electrical Preventative Maintenance		R
Inspect periodically, clean, repair and/or replace electrical power and control systems of 44 wells.		
2010 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide preventive maintenance to the wells in the system.	

Water SCADA Upgrade		R
Upgrade SCADA system hardware and software.		
2010 Cost:	\$30,000	
Total 5 Year Cost:	\$158,730	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide remote monitoring and control to allow for prompt response to potential problems.	

Sewer SCADA Upgrade		R
Upgrade SCADA system hardware and software.		
2010 Cost:	\$25,750	
Total 5 Year Cost:	\$132,750	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will upgrade the system to ensure that it operates at the highest capacity.	

# CULTURE & RECREATION

# \$9,596,000

Arts-Culture-Education Center		N
Construct a community-use theater.		
2010 Cost:	\$5,700,000	
Total 5 Year Cost:	\$5,700,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$1,967	
Operating Budget Impact:	This project will receive more revenue for classes and rent than the existing facility.	
Service Impact:	This project will provide equipment, work area and a performance venue for the community and be an anchor for MLK revitalization.	

Grayson Stadium		N
Update the current facility.		
2010 Cost:	\$2,000,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	A higher quality facility will be created that will host multiple events.	

Daffin Park Renovation Phase III & IV		N
Complete renovations for the northern half of Daffin Park.		
2010 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	An improved facility will be available that will serve all residents.	

Children's Museum		N
Stabilize and renovate historical railroad building at the Battlefield Park site to serve as a facility for a Children's Museum.		
2010 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	This will provide an additional source of education and entertainment for youth.	

Bacon Park Golf Course Facilities		N
Renovate and expand the parking lot by 50 spaces and make irrigation and drainage improvements.		
2010 Cost:	\$95,500	
Total 5 Year Cost:	\$490,500	
Funding Source:	Golf Course Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The project will result in cost effective preventive maintenance.	

Civic Center Walk in Cooler Replacement		N
Replace existing walk in cooler & freezers in concession areas.		
2010 Cost:	\$75,000	
Total 5 Year Cost:	\$75,000	
Funding Source:	Civic Center Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The project will replace outdated/worn out equipment.	

<b>Windsor Forest Community Center Maintenance &amp; Repair</b>		<b>N</b>
Renovate the interior and make Americans with Disabilities Act -mandated improvements in the Windsor Forest Community Center.		
2010 Cost:	\$63,000	
Total 5 Year Cost:	\$63,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The center serves senior citizens, neighborhood children and adults and will provide space for community meetings.	

<b>Cemetery Roadway Improvements</b>		<b>R</b>
Install paving and drainage to 6.3 miles of major arterial roadways in Bonaventure, Greenwich, Laurel Grove North & South cemeteries.		
2010 Cost:	\$55,000	
Total 5 Year Cost:	\$115,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact Amount:	\$0	
Service Impact:	Cemetery visitors will not have to drive on road shoulders after rain and will be able to access all parts of the cemeteries.	

<b>Civic Center Technical Stage Lighting Upgrade</b>		<b>N</b>
Upgrade stage lighting fixtures.		
2010 Cost:	\$42,500	
Total 5 Year Cost:	\$107,500	
Funding Source:	Civic Center Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The Civic Center can continue to provide shows with adequate lighting.	

<b>Greenwich Cemetery Park Development</b>		<b>N</b>
Develop a passive park-like area around the historically significant butterfly-shaped lily ponds in Greenwich Cemetery.		
2010 Cost:	\$35,000	
Total 5 Year Cost:	\$95,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact Amount:	\$0	
Service Impact:	The park will provide a scenic historical site & passive recreational opportunities to visitors—a major focal point to the cemetery.	

<b>Greenwich Cemetery Expansion Design</b>		<b>N</b>
Develop approximately 5 acres (Sections 6 & 7) of Greenwich Cemetery for burials. The undeveloped sections need to be cleared, graded and surveyed prior to marketing.		
2010 Cost:	\$25,000	
Total 5 Year Cost:	\$25,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact Amount:	\$0	
Service Impact:	New sections must be developed as burial right. An assortment of lots at various prices is required for steady sales.	

<b>Cemetery Monument Conservation</b>		<b>R</b>
Restore dilapidated monuments, mausoleums and cemetery structures that have become decayed and are public safety hazards.		
2010 Cost:	\$5,000	
Total 5 Year Cost:	\$5,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will improve the appearance and safety of cemeteries allowing the public exposure to historically and culturally significantly open spaces.	

# NEIGHBORHOOD VITALITY

# \$1,917,800

## Savannah Gardens

N

Demolish of the blighted Savannah Gardens apartment buildings as part of the redevelopment project and make way for new housing, commercial and mixed use development.

2010 Cost: \$400,000

Total 5 Year Cost: \$798,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: This project will help create stable neighborhoods.

## Street Resurfacing

R

Resurface City streets.

2010 Cost: \$400,000

Total 5 Year Cost: \$2,000,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will perform repairs, prevent deterioration and eliminate costly future repairs.

## Water Improvements for Paving Projects

R

Replace water lines in the proposed paving project areas.

2010 Cost: \$267,800

Total 5 Year Cost: \$1,402,800

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will mitigate the impact of replacing water lines under newly paved streets.

## Street Paving

R

Pave the remaining 2.60 miles of unpaved streets.

2010 Cost: \$200,000

Total 5 Year Cost: \$700,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will provide paved streets, enhance adjacent properties, eliminate grading and dust, and improve the quality of life for residents.

## Sewer Extensions to Unserved Areas

R

Install sanitary sewers in areas where the City will provide future service.

2010 Cost: \$113,300

Total 5 Year Cost: \$584,300

Funding Source: Sewer Fund

Operating Budget Impact Amount: The impact will be estimated as specific projects are identified and designed.

Service Impact: This project will support economic development in new service areas.

<b>Water Extensions to Unserved Areas</b>		<b>R</b>
Extend water mains to sparsely populated areas within the distribution system that are presently served by private wells or are potential growth areas.		
2010 Cost:	\$159,700	
Total 5 Year Cost:	\$844,400	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	The impact will be estimated as specific projects are identified and designed.	
Service Impact:	This project will support economic development in new service areas.	

<b>River Street Ramps Reconstruction</b>		<b>R</b>
Remove and salvage, and repair the stone surface, the sub-base and base, and replace at the proper grade.		
2010 Cost:	\$127,000	
Total 5 Year Cost:	\$577,000	
Funding Source:	Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will repair ramps, maintain the area's appearance, and prevent vehicle damage while allowing access to River Street.	

<b>LARP Street Resurfacing</b>		<b>R</b>
Adjust manhole covers and frames in conjunction with resurfacing by GA DOT (LARP).		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide safe riding surfaces for the public and longer life span of the road.	

<b>Sidewalk Repairs</b>		<b>R</b>
Remove and replace hazardous sidewalk segments.		
2010 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will result in defect - free sidewalks.	

<b>Sewer Share of Paving</b>		<b>R</b>
Replace damaged or deteriorated sewer lines prior to continuing street paving projects.		
2010 Cost:	\$82,400	
Total 5 Year Cost:	\$428,400	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will eliminate duplication of work by replacing deteriorated lines prior to paving.	

<b>Repair/Install Curbs</b>		<b>R</b>
Remove and replace broken curbing by tree roots or normal wear and tear.		
2010 Cost:	\$50,000	
Total 5 Year Cost:	\$450,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will repair defective infrastructure, improve drainage and eliminate public hazards.	

# HIGH PERFORMING GOVERNMENT \$100,000

## Gamble Building Capital Maintenance

N

Upgrade elevator, bathrooms, and renovate interior in connection with staff relocation.

2010 Cost: \$100,000

Total 5 Year Cost: \$500,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: Upgrading elevator and the restrooms will ensure code compliance and further maintain the interior and exterior structure of the building.

## Parking Garage Software Equipment

N

Replace old software in all the garages.

2010 Cost: \$260,000

Total 5 Year Cost: \$260,000

Funding Source: Mobility & Parking Services Fund

Operating Budget Impact Amount: \$0

Service Impact: Better revenue controls, payment system and account information



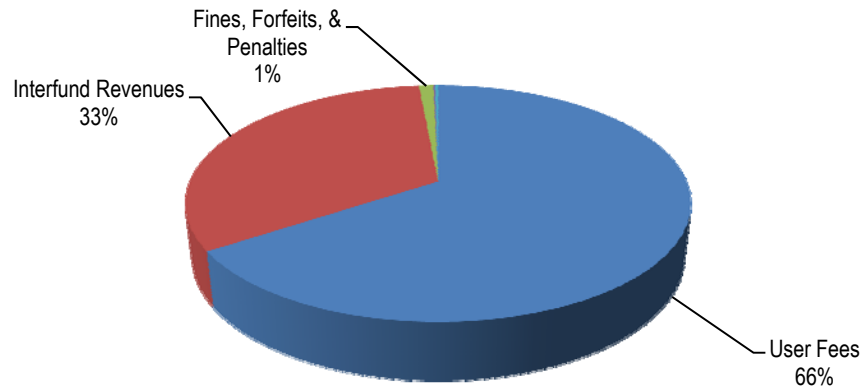


# ENTERPRISE FUNDS

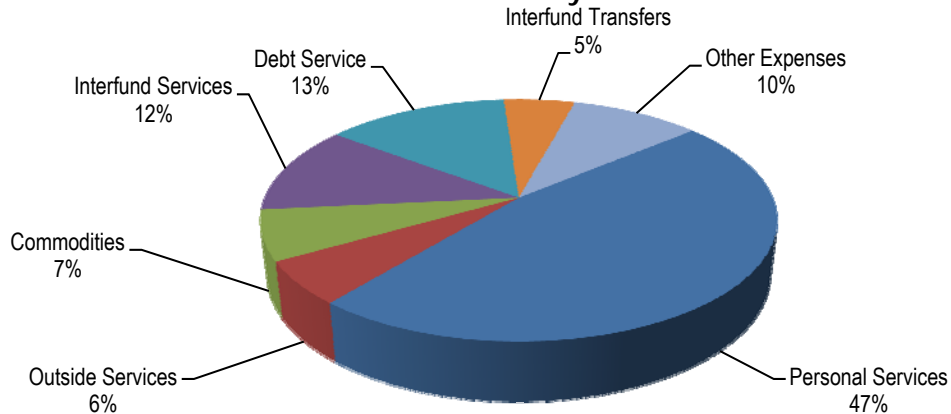
## SANITATION FUND

The Sanitation Fund accounts for revenues collected and used to provide the following services: residential and commercial collection, refuse disposal, street sweeping, recycling and litter abatement, and collection/disposal of construction and demolition waste.

### Where the Money Comes From



### Where the Money Goes



## SANITATION FUND REVENUES BY SOURCE

The Sanitation Fund collects revenue as shown in the table below. Revenue projections for 2010 assume no changes in the sanitation rates for 2010 from 2009 rates. Revenues to be collected in 2010 are projected to total \$23,711,603, which is \$277,457 or 1.2% below 2009 projected revenues.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Residential Refuse Fees	\$ 12,059,524	\$ 12,532,000	\$ 12,545,000	0.1
Commercial Refuse Fees	1,316,616	1,229,863	1,230,000	0.0
Refuse Disposal Tip Fees	86,619	45,960	48,000	4.4
Ash Disposal Fees	425,242	0	0	0.0
Commercial Disposal Fees (City)	1,368,329	1,270,872	1,239,000	-2.5
Commercial Disposal Fees (Private)	2,167,570	0	0	0.0
C & D Waste Fees	329,382	236,400	236,400	0.0
Recycling Recovery	0	161,449	161,449	0.0
Special Trash Collection Fee	86,551	145,164	120,000	-17.3
Private Lane Refuse Service	3,420	3,460	3,500	1.2
Refuse Cart Sales	17,920	9,814	10,000	1.9
Senior Citizens Discount	<u>(21,849)</u>	<u>(22,981)</u>	<u>(35,000)</u>	<u>52.3</u>
Subtotal	\$ 17,839,324	\$ 15,612,001	\$ 15,558,349	-0.3
<u>Interfund Revenues</u>				
Interfund Disposal Fees	\$ 958,682	\$ 1,139,000	\$ 1,002,000	-12.0
Interfund Commercial Fees	270,297	288,262	285,596	-0.9
Services to General Fund	3,352,569	3,418,575	3,424,342	0.2
General Fund Contribution	<u>2,311,950</u>	<u>3,156,576</u>	<u>3,091,922</u>	<u>-2.0</u>
Subtotal	\$ 6,893,497	\$ 8,002,413	\$ 7,803,860	-2.5
<u>Fines, Forfeits &amp; Penalties</u>				
Sweeper Parking Citations	\$ 239,376	\$ 254,751	\$ 262,394	3.0
<u>Interest Earned</u>				
Interest / Dividends	\$ 100,918	\$ 27,427	\$ 30,000	9.4
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 85,631	\$ 40,268	\$ 60,000	49.0
Sale of Fixed Assets	0	54,200	0	-100.0
Miscellaneous Uncollected	<u>4,617</u>	<u>(2,000)</u>	<u>(3,000)</u>	<u>50.0</u>
Subtotal	\$ 90,247	\$ 92,468	\$ 57,000	-38.4
<b>TOTAL</b>	<b>\$ 25,163,362</b>	<b>\$ 23,989,060</b>	<b>\$ 23,711,603</b>	<b>-1.2</b>

## SANITATION FUND EXPENDITURE SUMMARY

Sanitation Fund expenditures decrease \$277,457 or 1.2% below 2009 projected expenditures. Expenditure areas decrease \$702,367 based on cost-reduction strategies to operate more efficiently. These decreases are off-set by an increase of \$424,910 in Personal Services, Debt Service, and Other Expenses primarily due to vacancies in 2009, benefit adjustments, debt service requirements, and vehicle replacement requirements.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 10,142,278	\$ 10,934,987	\$ 11,189,280	2.3
Outside Services	1,753,546	1,740,160	1,358,611	-21.9
Commodities	1,768,539	1,596,457	1,589,223	-0.5
Interfund Services	2,712,252	2,893,709	2,785,867	-3.7
Capital Outlay	117,003	113,399	0	-100.0
Debt Service	3,408,130	3,214,148	3,237,242	0.7
Interfund Transfers	1,085,134	1,351,710	1,259,367	-6.8
Other Expenses	4,332,932	2,144,490	2,292,013	6.9
<b>TOTAL</b>	<b>\$ 25,319,814</b>	<b>\$ 23,989,060</b>	<b>\$ 23,711,603</b>	<b>-1.2</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Sanitation Director	\$ 824,526	\$ 1,079,798	\$ 1,041,662	-3.5
Residential Refuse Collection	9,404,178	8,262,037	7,756,061	-6.1
Refuse Disposal	9,012,766	6,143,668	6,123,412	-0.3
Street Cleaning	2,325,476	2,388,936	2,194,969	-8.1
Commercial Refuse Collection	1,767,904	1,789,995	1,662,048	-7.1
Recycling & Litter Abatement	39,100	2,387,608	2,657,041	11.3
Sanitation Interdepartmental	1,945,862	1,937,018	2,276,410	17.5
<b>TOTAL</b>	<b>\$ 25,319,814</b>	<b>\$ 23,989,060</b>	<b>\$ 23,711,603</b>	<b>-1.2</b>

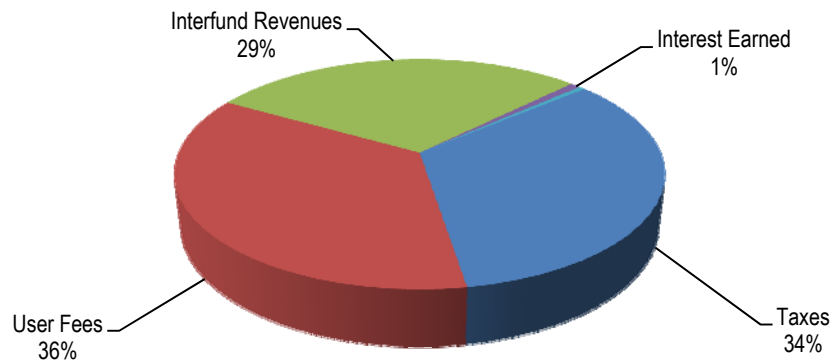


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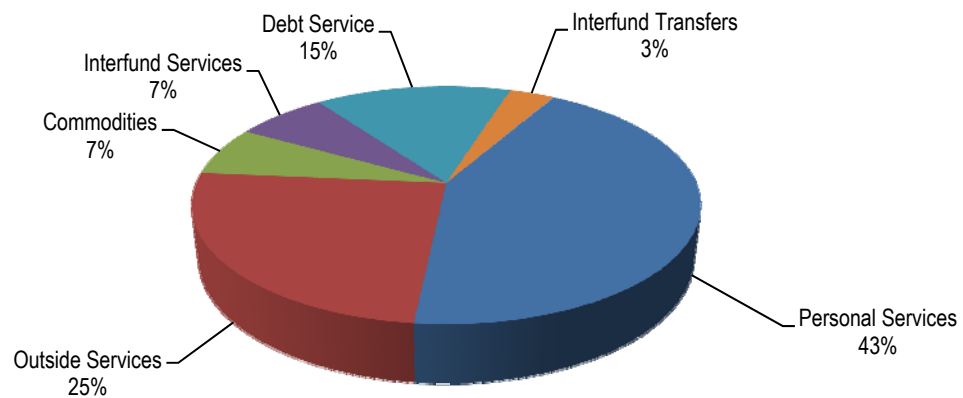
## CIVIC CENTER FUND

The Civic Center Fund accounts for revenues collected to provide a venue for a variety of cultural, business, social, and sporting events.

### Where the Money Comes From



### Where the Money Goes



## CIVIC CENTER FUND REVENUES BY SOURCE

The Civic Center is the venue for a variety of cultural, business, social and sporting events. Taxes, the largest operating revenue source, include auto rental tax and hotel/motel tax. This source of revenue is expected to generate \$1,153,413 in 2010, representing a 1.8% increase over 2009 revenue.

User Fees, the next largest operating revenue, include building, box office, and equipment rent that are collected from event sponsors as well as fees for parking. Parking fees are associated with special events.

Operating revenue is projected to decrease 1.5% in 2010 due to current economic conditions. A contribution from the General Fund will be required to cover operating expenditures.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 1,069,664	\$ 937,500	\$ 951,562	1.5
Hotel/Motel Tax	<u>281,727</u>	<u>195,913</u>	<u>201,851</u>	<u>3.0</u>
Subtotal	\$ 1,351,391	\$ 1,133,413	\$ 1,153,413	1.8
<u>User Fees</u>				
Building/Rental	\$ 617,775	\$ 592,400	\$ 590,900	-0.3
Box Office	292,870	248,500	203,000	-18.3
Equipment	15,057	15,000	14,000	-6.7
Parking	70,530	70,000	77,500	10.7
Concessions Food/Beverage	384,316	320,500	300,500	-6.2
Catering	23,111	22,500	15,000	-33.3
Reimbursed Labor	7,564	6,000	4,500	-25.0
Novelty Sales	<u>36,790</u>	<u>27,500</u>	<u>24,000</u>	<u>-12.7</u>
Subtotal	\$ 1,448,012	\$ 1,302,400	\$ 1,229,400	-5.6
<u>Interfund Revenues</u>				
Services To General Fund	\$ 100,000	\$ 135,000	\$ 135,000	0.0
General Fund Contribution	<u>684,028</u>	<u>698,378</u>	<u>877,449</u>	<u>25.6</u>
Subtotal	\$ 784,028	\$ 833,378	\$ 1,012,449	21.5
<u>Interest Earned</u>				
Interest Earned	\$ 80,602	\$ 27,000	\$ 27,000	0.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 6,460	\$ 2,000	\$ 16,500	725.0
TOTAL	\$ 3,670,494	\$ 3,298,191	\$ 3,438,762	4.3

## CIVIC CENTER EXPENDITURE SUMMARY

The Civic Center is comprised of two activities: administrative/operations and concessions. The fund's largest expenditure category is within Personal Services to provide permanent staff to support Civic Center operations. Another major expenditure is Outside Services for building related expenditures such as utilities, maintenance, and temporary labor. Bond principal/interest, within Debt Service is another major expenditure category.

The Civic Center's 2010 budget increases 4.3% or \$140,571. The primary change is due to a contribution of \$117,500 within Interfund Services to fund two capital improvement projects in 2010.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 1,539,659	\$ 1,558,652	\$ 1,490,919	-4.3
Outside Services	689,357	754,540	850,519	12.7
Commodities	255,043	243,687	229,687	-5.7
Interfund Services	338,800	229,265	237,030	3.4
Capital Outlay	8,000	0	0	0.0
Debt Service	489,354	509,759	511,143	0.3
Interfund Transfers	370,000	0	117,500	100.0
Other Expenses	2,288	2,288	1,964	-14.2
<b>TOTAL</b>	<b>\$ 3,692,501</b>	<b>\$ 3,298,191</b>	<b>\$ 3,438,762</b>	<b>4.3</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Civic Center Operations	\$ 3,297,284	\$ 2,962,725	\$ 3,164,597	6.8
Civic Center Concessions	395,217	335,466	274,165	-18.3
<b>TOTAL</b>	<b>\$ 3,692,501</b>	<b>\$ 3,298,191</b>	<b>\$ 3,438,762</b>	<b>4.3</b>



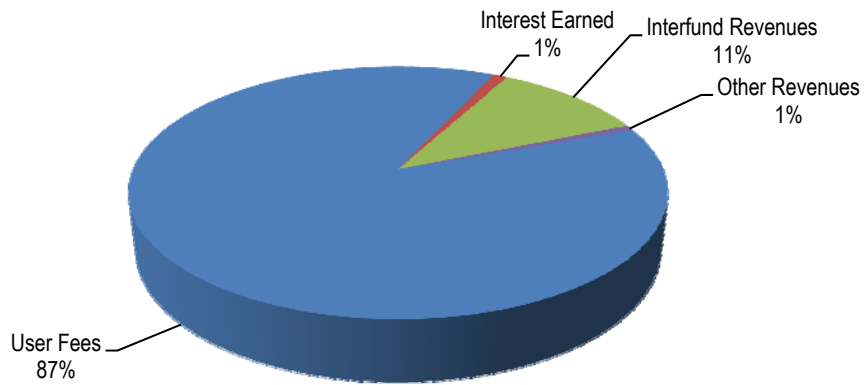


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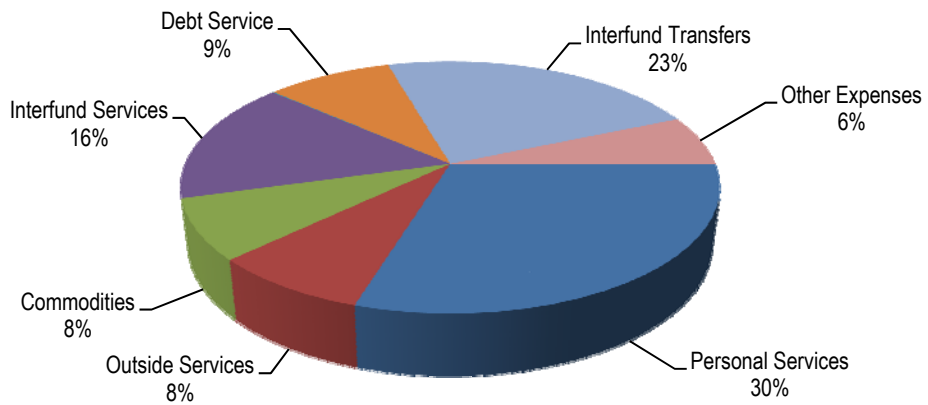
## WATER FUND

The Water Fund accounts for revenues collected to produce safe potable water to meet the needs of the Savannah community and other surrounding areas.

### Where the Money Comes From



### Where the Money Goes



## WATER FUND REVENUES BY SOURCE

Water Fund revenue sources reflect the cost of supply and demand, development, and local government services. The combined revenue for water sales-inside and water sales-outside the City represents 69.7% of the 2010 proposed Water Fund revenue. Rates proposed for 2010 are increased from 2009. The proposed base charge for 2010 is unchanged from 2009 bi-monthly rates of \$11.06 inside the City and \$16.59 outside the City; only the consumption charge is proposed to increase. The recommended increase for rates inside the City is +\$.04/CCF and +\$.06/CCF outside the City. Fund revenues are projected to increase \$1,203,624 or 5.5% above 2009 projected revenues.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 9,626,555	\$ 10,112,167	\$ 10,910,418	7.9
Water Sales - Outside	4,840,825	4,852,002	5,310,215	9.4
Wholesale Water Sales	1,424,939	1,962,414	2,016,000	2.7
Water Tap-In	723,283	825,000	714,000	-13.5
Crossroads Business Center	130,000	130,000	0	-100.0
Senior Citizens Discount	(22,511)	(22,617)	(50,000)	121.1
Water Meter Installation	349,761	304,750	370,000	21.4
Additional Water Connection	1,563,812	606,317	682,140	12.5
Water Cut-On	451,475	395,720	400,000	1.1
Subtotal	\$ 19,088,138	\$ 19,165,753	\$ 20,352,773	6.2
<u>Interfund Revenues</u>				
Reimbursement from I & D Water Fund	\$ 228,946	\$ 244,914	\$ 232,300	-5.2
Reimbursement from Sanitation Fund	156,373	164,160	150,334	-8.4
Reimbursement from Sewer Fund	1,804,521	1,827,107	1,739,475	-4.8
Reimbursement from General Fund	54,488	0	0	0.0
Water Purchased/Other Funds	416,319	410,070	403,198	-1.7
Subtotal	\$ 2,660,647	\$ 2,646,251	\$ 2,525,307	-4.6
<u>Interest Earned</u>				
Interest Earned	\$ 770,709	\$ 118,000	\$ 200,000	69.5
Interest from Sinking Fund	0	5,500	30,000	445.5
Subtotal	\$ 770,709	\$ 123,500	\$ 230,000	86.2
<u>Other Revenues</u>				
Fire Sprinkler Reimbursement	\$ 41,711	\$ 54,578	\$ 50,000	-8.4
Lease Revenue	26,599	0	0	0.0
Other Miscellaneous	480	0	0	0.0
Transmitter Tower Rent	78,855	64,468	100,000	55.1
Miscellaneous Water Revenue	49,144	4,906	5,000	1.9
Discounts	611	0	0	0.0
Subtotal	\$ 197,400	\$ 123,952	\$ 155,000	25.0
<b>TOTAL</b>	<b>\$ 22,716,895</b>	<b>\$ 22,059,456</b>	<b>\$ 23,263,080</b>	<b>5.5</b>

## WATER FUND EXPENDITURE SUMMARY

The 2010 proposed budget for the Water Fund increases \$1,203,624 or 5.5% above 2009 projected expenditures. The primary change in the budget is due to an increase in Interfund Transfers of \$935,515 or 21.1% for a contribution for water capital improvement projects.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 6,747,608	\$ 6,782,754	\$ 6,930,401	2.2
Outside Services	1,767,407	2,095,915	1,885,498	-10.0
Commodities	1,974,504	1,780,640	1,807,816	1.5
Interfund Services	3,159,203	3,455,280	3,670,006	6.2
Capital Outlay	22,649	35,759	18,500	-48.3
Debt Service	2,111,322	2,102,361	2,093,412	-0.4
Interfund Transfers	5,122,000	4,424,298	5,359,813	21.1
Other Expenses	1,258,018	1,382,449	1,497,634	8.3
<b>TOTAL</b>	<b>\$ 22,162,712</b>	<b>\$ 22,059,456</b>	<b>\$ 23,263,080</b>	<b>5.5</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Water and Sewer Director	\$ 636,870	\$ 773,571	\$ 696,899	-9.9
Water and Sewer Planning and Engineering	1,195,007	1,176,050	1,217,622	3.5
Water Supply and Treatment	4,784,150	5,283,735	5,340,784	1.1
Water Distribution	4,124,340	4,030,638	4,083,955	1.3
Utility Services	1,899,803	1,881,532	1,833,345	-2.6
Water Interdepartmental	9,522,543	8,913,930	10,090,475	13.2
<b>TOTAL</b>	<b>\$ 22,162,712</b>	<b>\$ 22,059,456</b>	<b>\$ 23,263,080</b>	<b>5.5</b>

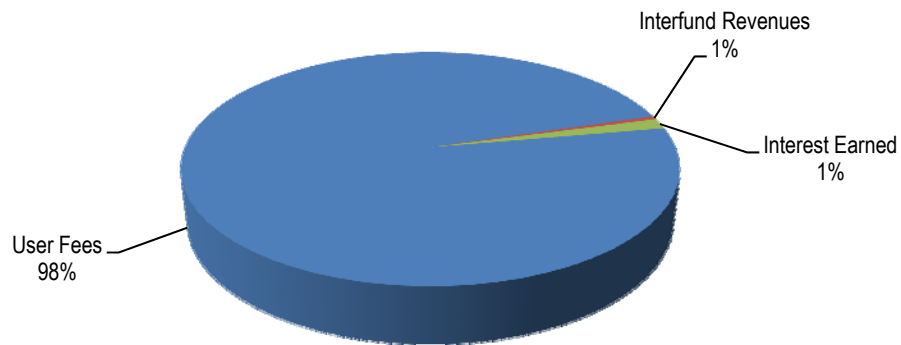


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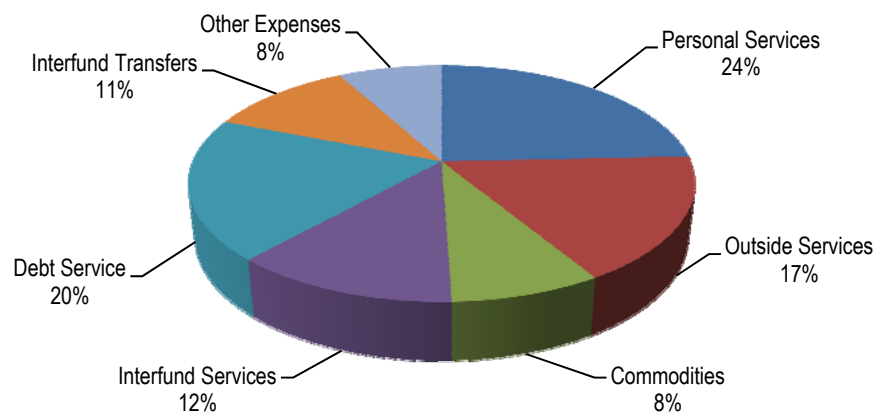
## SEWER FUND

The Sewer Fund accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah residents.

### Where the Money Comes From



### Where the Money Goes



## SEWER FUND REVENUES BY SOURCE

The Sewer Fund collects revenue from the sources identified in the table below. The combined revenue for sewer services-inside and sewer services-outside represents 81.8% of the 2010 proposed Sewer Fund revenue. Rates proposed for sewer service in 2010 are higher than 2009. The proposed base charge for 2010 is unchanged from 2009 bi-monthly rates of \$8.80 inside the City and \$13.20 outside the City; only the consumption charge is proposed to increase. The recommended increase for inside rates is +\$.18/CCF and +\$.27/CCF for outside rates. Fund revenue is proposed to increase \$2,091,438 or 7.0% above 2009 projected revenues primarily due to sewer service revenue inside and outside of the City.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Sewer Service - Inside City	\$ 17,162,767	\$ 17,975,288	\$ 19,251,501	7.1
Sewer Service - Outside City	7,396,532	7,240,738	7,854,616	8.5
Septic Tank Disposal	161,478	95,016	110,000	15.8
Reclaimed Water Sales	98,712	91,865	105,000	14.3
Senior Citizens Discount	(21,849)	(21,952)	(50,000)	127.8
Sewer Tap-In	416,904	525,000	465,000	-11.4
Line Televising	35,692	10,686	20,000	87.2
Additional Sewer Connection	1,720,788	1,777,214	1,368,920	-23.0
Sewer Cut-On	378,014	323,929	350,000	8.0
Crossroads Business Center	130,000	130,000	0	-100.0
Wholesale Sewer Service	1,156,530	1,237,768	1,306,400	5.5
Purple Pipe	0	0	517,500	0.0
Grease Abatement Permit	13,940	18,605	15,000	-19.4
Subtotal	<u>\$ 28,649,508</u>	<u>\$ 29,404,157</u>	<u>\$ 31,313,937</u>	<u>6.5</u>
<u>Interfund Revenues</u>				
Services Purchased by Other Funds	\$ 145,390	\$ 144,925	\$ 144,925	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 0	\$ 212,000	\$ 425,000	100.5
Interest From Sinking Fund	0	9,500	30,000	215.8
Subtotal	<u>\$ 0</u>	<u>\$ 221,500</u>	<u>\$ 455,000</u>	<u>105.4</u>
<u>Other Revenues</u>				
Miscellaneous Uncollected Reserve	\$ (18,926)	\$ 34,989	\$ 0	-100.0
Miscellaneous Sewer Revenue	42,867	21,853	5,000	-77.1
Subtotal	<u>\$ 23,941</u>	<u>\$ 56,842</u>	<u>\$ 5,000</u>	<u>-91.2</u>
TOTAL	\$ 28,818,839	\$ 29,827,424	\$ 31,918,862	7.0

## SEWER FUND EXPENDITURE SUMMARY

The proposed budget for the Sewer Fund in 2010 is \$31,918,862, which is a \$2,091,438 or 7.0% increase above 2009 projected expenditures. This increase is primarily due to adjustments in wages and benefits, funds for capital improvement projects that are ongoing and new in 2010. Debt Service increases \$1,415,234 or 29.7% above 2009 primarily due to capital improvement projects.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 7,487,635	\$ 7,381,154	\$ 7,755,551	5.1
Outside Services	4,654,390	5,454,692	5,435,747	-0.3
Commodities	1,767,749	2,380,067	2,599,548	9.2
Interfund Services	3,993,415	3,934,917	3,864,233	-1.8
Capital Outlay	243,944	289,692	0	-100.0
Debt Service	4,068,002	4,763,693	6,178,927	29.7
Interfund Transfers	4,009,970	3,281,918	3,551,253	8.2
Other Expenses	2,150,012	2,341,291	2,533,603	8.2
<b>TOTAL</b>	<b>\$ 28,375,117</b>	<b>\$ 29,827,424</b>	<b>\$ 31,918,862</b>	<b>7.0</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Sewer Maintenance	\$ 3,266,371	\$ 3,244,762	\$ 3,237,479	-0.2
Lift Stations Maintenance	4,226,488	4,419,758	4,201,430	-4.9
President Street Plant	6,561,037	6,639,692	6,867,963	3.4
Regional Plants	2,035,558	2,801,776	2,967,293	5.9
Sewer Interdepartmental	12,285,663	12,721,436	14,644,697	15.1
<b>TOTAL</b>	<b>\$ 28,375,117</b>	<b>\$ 29,827,424</b>	<b>\$ 31,918,862</b>	<b>7.0</b>



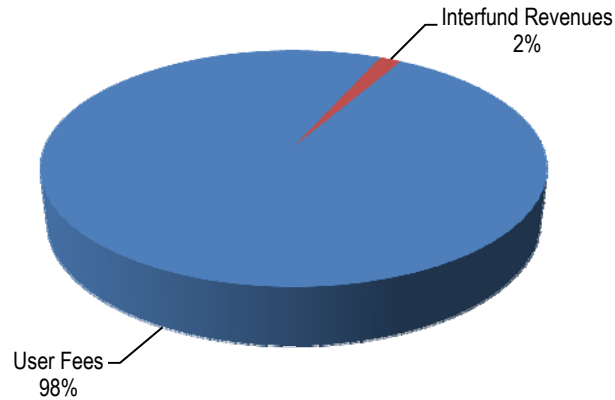


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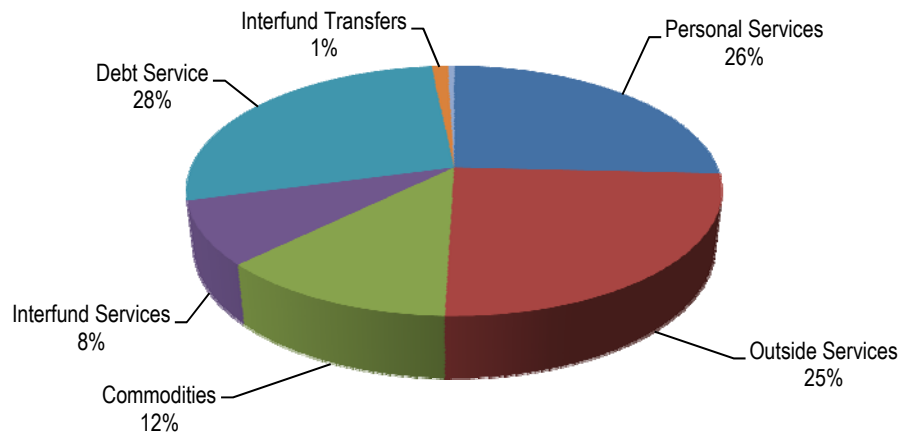
## INDUSTRIAL & DOMESTIC WATER FUND

The I & D Water Fund accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.

### Where the Money Comes From



### Where the Money Goes



## INDUSTRIAL & DOMESTIC WATER FUND REVENUES BY SOURCE

I & D Water Plant operations are funded by charges to its commercial customers. Special research tasks and other monitoring activities of the I & D Water Plant are funded through a federal grant. The majority of I & D Water revenue comes from six industrial customers: Weyerhaeuser, City of Savannah, International Paper, Tronox, Savannah Foods, and Englehard. Revenues to support the Industrial and Domestic Water Fund (I & D) in 2010 total \$8,499,019, which is \$322,540 or 3.7% below 2009 projected revenues. Revenue sources are shown below.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Water Sales - Contract	\$ 6,922,053	\$ 7,079,314	\$ 6,676,041	-5.7
Water Sales - City	<u>1,234,462</u>	<u>1,530,000</u>	<u>1,680,000</u>	<u>9.8</u>
Subtotal	\$ 8,156,515	\$ 8,609,314	\$ 8,356,041	-2.9
<u>Interfund Revenues</u>				
Admin. Services to Water Fund	\$ 149,540	\$ 154,977	\$ 142,978	-7.7
<u>Grant Revenue</u>				
Tritium Grant	\$ 40,752	\$ 30,653	\$ 0	-100.0
<u>Interest Earned</u>				
Interest Earned	\$ 102,067	\$ 26,615	\$ 0	-100.0
<u>Other Revenues</u>				
Discounts	\$ 214	\$ 0	\$ 0	0.0
TOTAL	\$ 8,449,088	\$ 8,821,559	\$ 8,499,019	-3.7

## INDUSTRIAL & DOMESTIC WATER FUND EXPENDITURE SUMMARY

The I & D Water Fund supports a raw water pump station, filtration plant, laboratory, operations and maintenance, two booster stations, storage tanks, raw water lines, and distribution systems. The 2010 budget is \$8,499,019, which is a decrease of \$322,540 or 3.7% below 2009 projected expenditures. A contribution of \$371,000 is included for two capital improvement projects that are in the 2010-2014 Capital Improvement Program to maintain the I & D Water Plant. This increase is off-set by decreases in Outside Services, Interfund Services, Capital Outlay, Debt Service, and Other Expenses based on planned expenditures.

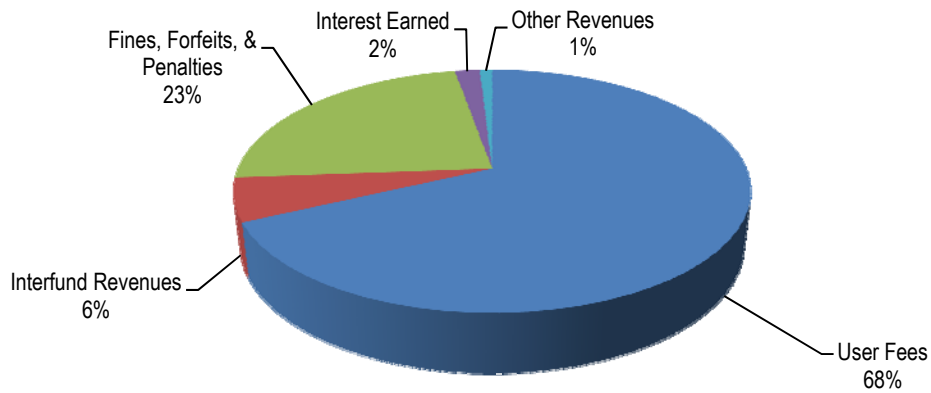
<u>Expenditure Area</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
Personal Services	\$ 2,117,505	\$ 2,115,970	\$ 2,190,552	3.5
Outside Services	1,699,404	2,142,376	2,098,550	-2.0
Commodities	1,107,037	996,257	1,035,600	3.9
Interfund Services	815,350	802,809	691,752	-13.8
Capital Outlay	17,736	206,550	0	-100.0
Debt Service	2,501,726	2,410,019	2,342,908	-2.8
Interfund Transfers	132,000	100,000	100,000	0.0
Other Expenses	47,664	47,578	39,657	-16.6
TOTAL	\$ 8,438,421	\$ 8,821,559	\$ 8,499,019	-3.7
<u>Department</u>				
I & D Water	\$ 8,438,421	\$ 8,821,559	\$ 8,499,019	-3.7
TOTAL	\$ 8,438,421	\$ 8,821,559	\$ 8,499,019	-3.7

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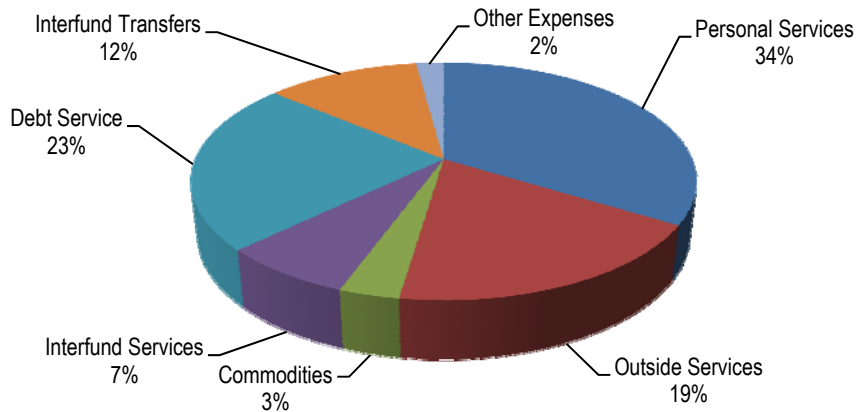
## MOBILITY AND PARKING SERVICES FUND

The Mobility and Parking Services Fund accounts for revenues collected to operate the City's parking management program that consists of on-street parking, off-street parking, and parking garages.

### Where the Money Comes From



### Where the Money Goes



## MOBILITY AND PARKING SERVICES FUND REVENUES BY SOURCE

The largest revenue sources for the Mobility and Parking Services Fund are garage/lot fees, parking citation fines, and parking meter fees. Revenues in 2010 are projected to total \$10,704,827.

Taxi citation fees are proposed to increase from \$25 to \$50 in 2010. Parking meter revenue is projected to increase due to a full year of the rate increase implemented in Zone A in 2009. Revenue from parking citations is projected to increase primarily due to vacancies in 2009. The increase in revenue from services to the General Fund is related to the planned addition of more red light cameras in 2010.

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>User Fees</u>				
Parking Meters	\$ 1,746,049	\$ 1,825,000	\$ 2,025,000	11.0
Visitors Center Lot	173,449	193,000	193,000	0.0
State Street Parking Garage	596,678	620,000	620,000	0.0
Robinson Parking Garage	636,545	770,000	770,000	0.0
Bryan Street Parking Garage	940,606	1,125,000	1,100,000	-2.2
Liberty Street Parking Garage	511,595	500,000	500,000	0.0
Whitaker Street Parking Garage	83,902	1,275,000	1,500,000	17.6
Commercial Vehicle Decals	296,365	310,000	310,000	0.0
Leased Parking Spaces	43,850	50,000	50,000	0.0
Equine Sanitation	29,187	30,000	34,800	16.0
Docking Fees	-	6,000	20,000	233.3
MPC Rents - State Street	43,915	46,315	45,000	-2.8
Visitor Day Pass	83,508	110,000	115,000	4.5
Subtotal	\$ 5,185,649	\$ 6,860,315	\$ 7,282,800	6.2
<u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 174,673	\$ 174,673	\$ 174,673	0.0
Services to General Fund	395,452	373,885	442,354	18.3
Subtotal	\$ 570,125	\$ 548,558	\$ 617,027	12.5
<u>Fines, Forfeits &amp; Penalties</u>				
Parking Citations	\$ 2,489,180	\$ 2,150,000	\$ 2,500,000	16.3
Taxi Citations	3,165	3,500	5,000	42.9
Subtotal	\$ 2,492,345	\$ 2,153,500	\$ 2,505,000	16.3
<u>Interest Earned</u>				
Interest Earned	\$ 440,202	\$ 190,000	\$ 200,000	5.3
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 141,322	\$ 125,000	\$ 100,000	-20.0
TOTAL	\$ 8,829,643	\$ 9,877,373	\$ 10,704,827	8.4

**MOBILITY AND PARKING SERVICES FUND EXPENDITURE SUMMARY**

The Mobility and Parking Services Fund is an enterprise fund for the operation of the City's mobility and parking management programs, consisting primarily of on-street parking, parking garages, shuttle services, streetcar operations, and dock management. The 2010 budget is \$10,704,827 or 8.4% above 2009 projected expenditures.

Personal Services increase \$96,168 in 2010 due to vacancies in 2009 as well as benefit adjustments.

Outside Services increase \$257,650 primarily due to building repair and building maintenance allocations for the parking garages, an upgrade for the multi-space meters related to credit card payments, and maintenance fees for additional red light cameras planned for 2010.

Commodities increase \$114,183 for an upgrade to the handheld citation ticket writers.

Interfund Services increase \$85,708 primarily due to an increase in the allocation for services by the General Fund.

Within Interfund Transfers is a decrease of \$76,000 in the Contribution to Capital Improvement Program (CIP). The allocation for building renewal/replacement increases \$317,654 because additional funds are projected to be available in 2010 to contribute toward future parking structures.

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Personal Services	\$ 3,100,602	\$ 3,515,215	\$ 3,611,383	2.7
Outside Services	1,230,328	1,733,622	1,991,272	14.9
Commodities	217,630	235,688	349,871	48.4
Interfund Services	763,468	687,065	772,773	12.5
Capital Outlay	5,315	0	0	0.0
Debt Service	1,823,440	2,499,879	2,495,742	-0.2
Interfund Transfers	200,154	1,014,727	1,256,381	23.8
Other Expenses	166,670	191,177	227,405	18.9
<b>TOTAL</b>	<b>\$ 7,507,606</b>	<b>\$ 9,877,373</b>	<b>\$ 10,704,827</b>	<b>8.4</b>

<u>Department</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Mobility and Parking Administration and Enforcement	\$ 2,790,937	\$ 3,172,684	\$ 3,441,498	8.5
Parking Garages and Lots	3,770,807	4,818,690	5,015,846	4.1
Parking Interdepartmental	945,863	1,885,999	2,247,483	19.2
<b>TOTAL</b>	<b>\$ 7,507,606</b>	<b>\$ 9,877,373</b>	<b>\$ 10,704,827</b>	<b>8.4</b>



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## GOLF COURSE FUND

The Golf Course Fund accounts for revenues collected to pay for entryway and lawn maintenance and other improvements to the Bacon Park Golf Course which consists of a putting green, chipping green, lighted driving range, and clubhouse.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>User Fees</u>				
Lease Revenue	\$ 85,000	\$ 102,000	\$ 102,000	0.0
<u>Interest Earned</u>				
Interest Earned	8,997	0	0	0.0
TOTAL	\$ 93,997	\$ 102,000	\$ 102,000	0.0
<u>Expenditure Area</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
Outside Services	\$ 6,500	\$ 6,500	\$ 6,500	0.0
Interfund Transfers	0	95,500	95,500	0.0
TOTAL	\$ 6,500	\$ 102,000	\$ 102,000	0.0

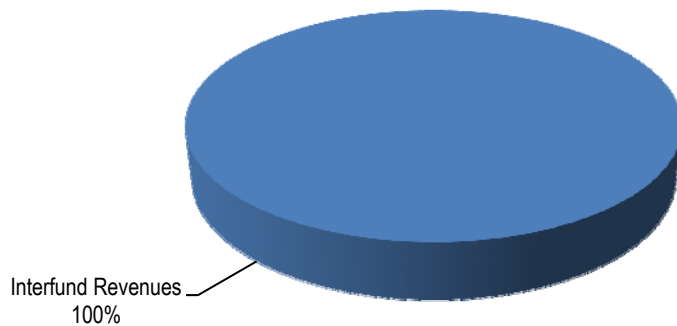




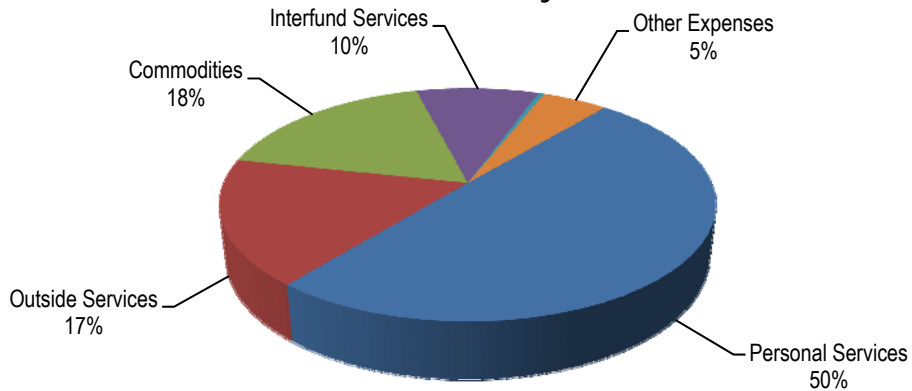
# INTERNAL SERVICES FUND

The Internal Services Fund accounts for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Information Technology and Vehicle Maintenance.

### Where the Money Comes From



### Where the Money Goes



## INTERNAL SERVICES FUND REVENUES BY SOURCE

The Internal Services Fund is a proprietary fund which includes the Information Technology and Vehicle Maintenance Departments. These Departments are administered by the Management and Financial Services Bureau. Support services provided by these Departments are paid for by other City departments to ensure the true cost of City services is reimbursed. Revenues by Source are shown in the table below.

<u>Revenue Source</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
<u>Interfund Revenues</u>				
General Fund	\$ 6,140,126	\$ 6,941,635	\$ 6,789,940	-2.2
Hazardous Material Team Fund	17,597	19,198	23,620	23.0
Grant Fund	25,344	29,331	21,119	-28.0
Community Development Fund	90,018	85,136	78,443	-7.9
Public Safety Communications Fund	206,635	184,938	160,838	-13.0
Sanitation Fund	1,644,586	1,863,838	1,575,701	-15.5
Water and Sewer Funds	999,168	1,136,140	1,023,468	-9.9
I and D Water Fund	57,308	68,041	68,729	1.0
Civic Center Fund	47,140	42,119	37,418	-11.2
Mobility and Parking Services Fund	171,894	151,198	162,076	7.2
Internal Services Fund	537,587	512,696	219,812	-57.1
Land Bank Authority	<u>4,639</u>	<u>3,756</u>	<u>4,035</u>	<u>7.4</u>
Subtotal	\$ 9,942,042	\$ 11,038,026	\$ 10,165,199	-7.9
<u>Other Revenues</u>				
Discounts	\$ 812	\$ 0	\$ 0	0.0
Miscellaneous	<u>9,687</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 10,499	\$ 0	\$ 0	0.0
TOTAL	\$ 9,952,541	\$ 11,038,026	\$ 10,165,199	-7.9

## INTERNAL SERVICES FUND EXPENDITURE SUMMARY

Expenditures for the Internal Services Fund decrease \$872,827 or 7.9% below 2009 projected expenditures. The primary changes occur within Personal Services due to a \$354,697 or 6.5% decrease in wages and benefit costs due to cross department collaboration to provide customer service more efficiently as well as vacant positions in 2010. Outside Services decrease \$141,815 or 7.4% primarily due to planned changes in the use of technical purchased services. Commodities decrease \$163,163 or 8.4% primarily due to fewer planned purchases of operating supplies and materials, small fixed assets, and vehicle parts. Debt service decreases \$290,835 due to completion of the tele-electronics repayment.

<u>Expenditure Area</u>	<u>2008 Actual</u>	<u>2009 Projected</u>	<u>2010 Budget</u>	<u>% Change 09-10</u>
Personal Services	\$ 4,996,440	\$ 5,416,022	\$ 5,061,325	-6.5
Outside Services	1,442,240	1,918,581	1,776,766	-7.4
Commodities	1,844,115	1,953,534	1,790,371	-8.4
Interfund Services	798,884	883,788	971,560	9.9
Capital Outlay	0	25,000	47,250	89.0
Debt Service	290,838	290,835	0	-100.0
Interfund Transfers	2,627	0	0	0.0
Other Expenses	485,295	550,266	517,927	-5.9
TOTAL	\$ 9,860,438	\$ 11,038,026	\$ 10,165,199	-7.9

<u>Expenditure Area</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Vehicle Maintenance	\$ 4,855,995	\$ 5,253,502	\$ 5,040,606	-4.1
Information Technology	4,713,606	5,493,689	5,124,593	-6.7
Tele-Electronics	290,838	290,835	0	-100.0
TOTAL	\$ 9,860,439	\$ 11,038,026	\$ 10,165,199	-7.9



# OTHER FUNDS

## RISK MANAGEMENT FUND

The Risk Management Fund provides for benefits offered to City of Savannah employees. Employee benefits include three basic categories: Social Security, Pension, and Insurance. Allocations to these categories may include employer contributions and/or employee contributions.

**Social Security:** In 2010, the City will contribute \$8,504,214 to Social Security. This represents a decrease of \$13,869 compared to 2009 expenditures. City employees will contribute the other portion of the Social Security contribution for a total of \$17,008,428 in 2010.

**Pension:** Contributions to the Pension Fund total \$15,629,442 in 2010. The City's contribution of \$7,966,458 is \$893,379 more than the 2009 contribution. This is primarily attributed to the pension rate being increased from 6.65% to 7.84%. The City's obligation to the "Old Pension Fund" is fully funded so no contribution is required in 2010.

The annual pension contributions by the City are based on the recommendations from the independent Actuarial Report prepared for the City of Savannah Employee's Retirement Plan. The employee contribution for 2010 is projected at \$7,037,738.

### Employee Contributions

<u>Contributions</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Social Security	\$ 8,297,799	\$ 8,518,083	\$ 8,504,214	-0.2
Pension	6,427,373	7,073,079	7,966,458	12.6
Group Medical Insurance	14,612,541	14,771,121	14,235,188	-3.6
Group Life Insurance	227,038	442,971	403,979	-8.8
Disability Insurance	91,442	160,811	145,847	-9.3
Unemployment Compensation	49,995	85,656	76,843	-10.3
Worker's Compensation	2,050,605	4,013,291	3,765,116	-6.2
<b>TOTAL</b>	<b>\$ 31,756,793</b>	<b>\$ 35,065,012</b>	<b>\$ 35,097,645</b>	<b>0.1</b>

### Employee Contributions

<u>Contributions</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Social Security	\$ 8,297,799	\$ 8,518,083	\$ 8,504,214	-0.2
Pension	6,427,373	6,959,332	7,037,738	1.1
Group Medical Insurance	3,675,000	3,735,964	3,922,762	5.0
Group Life Insurance	322,000	322,000	332,000	3.1
<b>TOTAL</b>	<b>\$ 18,722,172</b>	<b>\$ 19,535,379</b>	<b>\$ 19,796,714</b>	<b>1.3</b>

## Pension

<u>Contributions</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
City	\$ 6,427,373	\$ 7,073,079	\$ 7,966,458	12.6
Airport Commission	400,056	482,153	465,171	-3.5
Metropolitan Planning Commission	118,176	107,702	154,833	43.8
Youth Futures Authority	0	8,006	5,242	-34.5
Health Department	4,414	9,245	0	-100.0
<b>TOTAL</b>	<b>\$ 6,950,019</b>	<b>\$ 7,680,185</b>	<b>\$ 8,591,704</b>	<b>11.9</b>

## Medical Insurance

Group Medical Insurance: The 2010 City contribution to the Group Medical Insurance Fund will be \$14,235,188. Other significant contributions include active employees of the City, \$3,922,762; Savannah Airport Commission, \$1,430,650; Metropolitan Planning Commission, \$356,475; and the Homeless Authority, \$136,500. Also, retired employees are projected to contribute \$1,601,250 to the Group Medical Insurance Fund.

The tables which follow show the breakdown of the contributions, as well as expenditures, to the Fund.

<u>Contributions</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
City	\$ 14,612,541	\$ 14,771,121	\$ 14,235,188	-3.6
Employee	3,675,000	3,735,964	3,922,762	5.0
Retiree	1,600,000	1,100,000	1,155,000	5.0
City Medicare Advantage	0	1,052,560	1,105,000	5.0
Employee Deduction Medicare Advantage	185	0	0	0.0
Retirees Medicare Advantage	425,000	425,000	446,250	5.0
Airport Commission	1,075,000	1,362,526	1,430,650	5.0
Metropolitan Planning Commission	220,000	339,500	356,475	5.0
Youth Futures Authority	15,000	37,607	46,238	23.0
Youth Futures Authority Employees	8,900	8,000	8,400	5.0
Homeless Authority	130,000	130,000	136,500	5.0
Savannah Development & Renewal Authority	16,000	15,000	15,750	5.0
Direct Payees/COBRA	36,000	75,000	78,750	5.0
Refunds/Rebates	100,000	680,000	50,000	-92.6
Interest Earned	345,341	40,000	40,000	0.0
Draw (Contribution) from/to Reserves	(438,900)	(1,726,278)	537,037	-131.1
<b>TOTAL</b>	<b>\$ 21,820,067</b>	<b>\$ 22,046,000</b>	<b>\$ 23,564,000</b>	<b>6.9</b>

<u>Expenditures</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
Medical Claims	\$ 15,897,718	\$ 16,510,000	\$ 18,161,000	10.0
Drug Claims	4,111,821	3,720,000	3,720,000	0.0
Administrative Charges	1,180,124	1,155,000	955,000	-17.3
Audit & Consulting Fees	45,000	58,000	55,000	-5.2
Specific Stop-Loss Coverage	500,404	550,000	638,000	16.0
Savannah Business Group	85,000	53,000	35,000	-34.0
<b>TOTAL</b>	<b>\$ 21,820,067</b>	<b>\$ 22,046,000</b>	<b>\$ 23,564,000</b>	<b>6.9</b>

### Life Insurance

**Group Life Insurance:** The City provides each employee in a full-time or part-time permanent position life insurance equal to one times annual earnings rounded to the next thousand, with a minimum volume of coverage of \$10,000. The City's budget for group life insurance is \$403,979 in 2010.

The City offers the option for regular employees to purchase additional life insurance. This optional coverage is in addition to the basic life insurance provided by the City and is paid for by the employee. Employees' cost for supplemental life will equal \$332,000 in 2010.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$222,000 in 2010.

<u>Contributions</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
City	\$ 227,038	\$ 442,971	\$ 403,979	-8.8
Employee	322,000	322,000	332,000	3.1
Retiree	215,000	215,000	222,000	3.3
Metropolitan Planning Commission	12,500	12,500	13,500	8.0
Airport Commission	58,000	58,000	60,000	3.4
Youth Futures Authority	2,170	2,170	2,179	0.4
Homeless Authority	3,600	3,600	3,600	0.0
Savannah Development & Renewal Authority	750	750	850	13.3
Interest Earned	4,300	500	500	0.0
Draw (Contribution) from/to Reserves	174,125	21,759	90,809	317.3
<b>TOTAL</b>	<b>\$ 1,019,483</b>	<b>\$ 1,079,250</b>	<b>\$ 1,129,417</b>	<b>4.6</b>
<u>Expenditures</u>				
Life Insurance Premiums	\$ 1,019,483	\$ 1,079,250	\$ 1,129,417	4.6

### Long Term Disability

Disability Insurance: The 2010 City Disability Insurance contribution will be \$145,847. All contributions to Disability Insurance are made by the employer.

	2008	2009	2010	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>09-10</u>
City	\$ 91,442	\$ 160,811	\$ 145,847	-9.3
Youth Futures	0	2,384	698	-70.7
Interest Earned	582	0	0	0.0
Draw (Contribution) from/to Reserves	48,282	(10,610)	6,040	-156.9
<b>TOTAL</b>	<b>\$ 140,306</b>	<b>\$ 152,585</b>	<b>\$ 152,585</b>	<b>0.0</b>
<u>Expenditures</u>				
Long Term Disability Premiums	\$ 140,306	\$ 152,585	\$ 152,585	0.0

### Unemployment Compensation

Unemployment Compensation: The City Unemployment Compensation contribution will be \$76,843 in 2010. All contributions to Unemployment Compensation are made by the employer.

	2008	2009	2010	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>09-10</u>
City	\$ 49,995	\$ 85,656	\$ 76,843	-10.3
Interest Earned	579	0	0	0.0
Draw (Contribution) from/to Reserves	(3,670)	(4,556)	4,257	-193.4
<b>TOTAL</b>	<b>\$ 46,904</b>	<b>\$ 81,100</b>	<b>\$ 81,100</b>	<b>0.0</b>
<u>Expenditures</u>				
Claims - Department of Labor	\$ 46,904	\$ 78,000	\$ 78,000	0.0
Administrative Fees	0	3,100	3,100	0.0
<b>TOTAL</b>	<b>\$ 46,904</b>	<b>\$ 81,100</b>	<b>\$ 81,100</b>	<b>0.0</b>

### Worker's Compensation

Worker's Compensation: The City's Worker's Compensation contribution will total \$3,765,116 in 2010. The employer makes this contribution.

	2008	2009	2010	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>09-10</u>
City	\$ 2,050,605	\$ 4,013,291	\$ 3,765,116	-6.2
Youth Futures Authority	0	1,283	1,283	0.0
Excess Insurance Reimbursement	206,445	799,236	50,000	-93.7
Subsequent Injury Trust Fund Reimbursement	255,145	111,908	86,360	-22.8
Draw (Contribution) from/to Reserves Umbrella	1,327,305	49,210	(182,003)	-469.8
<b>TOTAL</b>	<b>\$ 3,839,500</b>	<b>\$ 4,974,928</b>	<b>\$ 3,720,756</b>	<b>-25.2</b>



	2008		2009		2010	% Change
<u>Expenditures</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>09-10</u>
Medical Claims	\$ 2,091,859	\$	2,185,183	\$	1,855,229	-15.1
Indemnity	828,368		774,561		613,377	-20.8
Excess Insurance Premium	180,238		159,579		159,579	0.0
Permanent Disability Payment	318,343		331,068		281,408	-15.0
Settlements	40,000		752,443		0	-100.0
Cost Containment	0		141,651		141,651	0.0
Youth Build Insurance Premium	0		18,985		18,985	0.0
Third Party Administrator Fee	329,150		231,244		250,717	8.4
Contractual	44,985		75,173		75,173	0.0
Drug Testing	3,619		6,902		6,902	0.0
Subsequent Injury Trust Fund	0		294,637		294,637	0.0
Other Expenses	2,938		3,502		23,098	559.6
<b>TOTAL</b>	<b>\$ 3,839,500</b>	<b>\$</b>	<b>4,974,928</b>	<b>\$</b>	<b>3,720,756</b>	<b>-25.2</b>

### OTHER RISK MANAGEMENT

In addition to the risk management account for Worker's Compensation, there are accounts for Property, Judgments & Losses, and Auto Liability. These three accounts are grouped together in one category as Other Risk Management. Total contributions for Other Risk Management will be \$1,841,666 in 2010. The Risk Management Fund umbrella provides reserves against large losses.

**Property:** This risk management account, which includes purchased property insurance, is designed to cover major equipment losses occurring from accidents such as storm damage or explosions and major losses due to fire damage. Also covered are such things as money and securities, blanket and fidelity bonds, and computers.

	2008		2009		2010	% Change
<u>Contributions</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>09-10</u>
City	\$ 1,567,131	\$	719,955	\$	719,955	0.0
Insurance Reimbursement	259,618		0		0	0.0
Draw (Contribution) from/to						
Reserves	(898,492)		372,221		357,502	-4.0
Interest Earned	8,334		0		0	0.0
<b>TOTAL</b>	<b>\$ 936,591</b>	<b>\$</b>	<b>1,092,176</b>	<b>\$</b>	<b>1,077,457</b>	<b>-1.3</b>
<u>Expenditures</u>						
Contractual Services	\$ 33,000	\$	43,000	\$	43,000	0.0
Premiums	825,829		889,959		934,457	5.0
Uninsured Losses/Claims	77,762		159,217		100,000	-37.2
<b>TOTAL</b>	<b>\$ 936,591</b>	<b>\$</b>	<b>1,092,176</b>	<b>\$</b>	<b>1,077,457</b>	<b>-1.3</b>

Judgments & Losses: Claims against the City are paid from the Judgments & Losses account. These claims typically involve such issues as sewer line back-up problems.

	2008		2009		2010	% Change
<u>Contributions</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>09-10</u>
City	\$	1,002,000	\$	529,700	\$ 529,700	0.0
Workers Comp Stop Loss		16,682		0	0	0.0
Interest Earned		55,262		0	0	0.0
Draw (Contribution) from/to Reserves		982,309		(123,478)	16,088	-113.0
<b>TOTAL</b>	<b>\$</b>	<b>2,056,253</b>	<b>\$</b>	<b>406,222</b>	<b>\$ 545,788</b>	<b>34.4</b>
<u>Expenditures</u>						
Claims & Settlements	\$	181,417	\$	298,717	\$ 438,283	46.7
Third Party Administrator Fee		26,871		25,608	25,608	0.0
Contractual Expenses		45,868		70,597	70,597	0.0
Transfer to Auto Liability		1,790,000		0	0	0.0
Other Expenses		12,097		11,300	11,300	0.0
<b>TOTAL</b>	<b>\$</b>	<b>2,056,253</b>	<b>\$</b>	<b>406,222</b>	<b>\$ 545,788</b>	<b>34.4</b>

**Auto Liability:** This program provides for the payment and defense of Automobile Liability claims against the City of Savannah and is uninsured.

	2008		2009		2010	% Change
<u>Contributions</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>09-10</u>
City	\$	(320,000)	\$	598,356	\$ 592,011	-1.1
Interest Earned		9,879		0	0	0.0
Transfer From Judgement/Losses		1,790,000		0	0	0.0
Draw (Contribution) from/to Reserves		(765,306)		209,331	171,595	-18.0
<b>TOTAL</b>	<b>\$</b>	<b>714,573</b>	<b>\$</b>	<b>807,687</b>	<b>\$ 763,606</b>	<b>-5.5</b>
<u>Expenditures</u>						
Claims & Settlements	\$	406,303	\$	566,116	\$ 469,935	-17.0
Third party Administrator Fee		112,098		133,886	133,886	0.0
Subrogation		0		13,500	13,500	0.0
Cost Containment		0		2,042	2,500	22.4
Contractual Expenses		10,354		10,000	10,000	0.0
Drug Testing		20,234		23,253	29,000	24.7
Auto Premium		41,635		45,700	47,985	5.0
Other Expenses		2,817		3,190	6,800	113.2
Safety		121,132		10,000	50,000	400.0
<b>TOTAL</b>	<b>\$</b>	<b>714,573</b>	<b>\$</b>	<b>807,687</b>	<b>\$ 763,606</b>	<b>-5.5</b>

## COMPUTER PURCHASE FUND

The Computer Purchase Fund is used to maintain and replace components of the City's computer network (personal computers, connections, servers) and to purchase new computer items. Revenue is primarily derived from contributions from departments for these purchases.

### REVENUES/EXPENDITURES

	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>Interfund Revenues</u>				
Department Contributions	\$ 556,007	\$ 553,708	\$ 469,199	-15.3
<u>Interest Earned</u>				
Interest Earned	\$ 13,702	\$ 10,000	\$ 0	-100.0
<u>Other Revenues</u>				
Draw (Contribution) on Reserves	\$ 0	\$ 377,430	\$ 0	-100.0
Miscellaneous	<u>9,246</u>	<u>10,000</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 9,246	\$ 387,430	\$ 0	-100.0
TOTAL	\$ 578,955	\$ 951,138	\$ 469,199	-50.7
	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>Expenditures</u>				
Commodities	\$ 416,846	\$ 746,213	\$ 469,199	-37.1
Capital Outlay	154,682	204,925	0	-100.0
TOTAL	\$ 571,528	\$ 951,138	\$ 469,199	-50.7

## VEHICLE PURCHASE FUND

The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. The revenue of \$6,225,141 for 2010 is based on vehicle use charges and funds to purchase fleet additions. Expenditures will primarily be used to purchase vehicle equipment.

## REVENUES/EXPENDITURES

<u>Revenue Source</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Budget</u>	% Change <u>09-10</u>
<u>Interfund Revenues</u>				
Vehicle Use Charges	\$ 5,900,337	\$ 6,243,368	\$ 6,167,541	-1.2
Fleet Addition Contribution	652,695	89,195	57,600	-35.4
Subtotal	\$ 6,553,032	\$ 6,332,563	\$ 6,225,141	-1.7
<u>Interest Earned</u>				
Interest Earned	\$ 218,246	\$ 120,000	\$ 0	-100.0
<u>Other Revenues</u>				
Sales Revenue	\$ 815,594	\$ 896,021	\$ 0	-100.0
Insurance Proceeds	23,520	18,788	0	-100.0
Draw (Contribution) to/from Reserves	0	3,488,968	0	-100.0
Subtotal	\$ 839,114	\$ 4,403,777	\$ 0	-100.0
TOTAL	\$ 7,610,392	\$ 10,856,340	\$ 6,225,141	-42.7
<u>Expenditures</u>				
Outside Services	64,519	65,000	0	-100.0
Capital Outlay	\$ 8,072,646	\$ 10,791,340	\$ 6,225,141	-42.3
Debt Service	(61,628)	0	0	0.0
TOTAL	\$ 8,011,018	\$ 10,791,340	\$ 6,225,141	-42.3

# BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2010 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2009 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN FOR THE CITY.

WHEREAS, the City Manager submitted the Proposed 2010 Service Program and Budget to the Mayor and Aldermen on November 18, 2009, and the City Manager also submitted the Capital Improvement Program for 2010-2014 on November 18, 2009; and

WHEREAS, the City Manager's Proposed 2010 Service Program and Budget and Capital Improvement Program for 2010-2014 have been reviewed by the Mayor and Aldermen; and

WHEREAS, the Proposed 2010 Service Program and Budget was made available for public review on November 20, 2009, and availability of the Proposed 2010 Service Program and Budget for public review and the time and place of the public hearing on the budget was advertised on November 20, 2009; and

WHEREAS, the Mayor and Aldermen conducted a public hearing on the Proposed 2010 Service Program and Budget on December 3, 2009 to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2010 Service Program and Budget:

- Allocate \$50,000 from General Fund Contingency for the cruise ship initiative
- Savannah Development and Renewal Authority will provide quarterly reports and funding will be allocated on a quarterly basis
- Defer closing the senior programs at the Carver Heights Center, the Hudson Hill Center and the Woodville Center for one year to allow for monitoring and analysis of attendance and programming to be used as the basis for a final recommendation

THEREFORE, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled that:

Section 1. The following estimated revenues and appropriations are adopted for the indicated funds and departments for the year 2009 (January 1, 2009 through December 31, 2009), and the year 2010 (January 1, 2010 through December 31, 2010):

General Fund		<u>Revised 2009</u>		<u>2010</u>
Total Estimated Revenue	\$	179,595,683	\$	171,938,891
<b>Bureau Appropriations:</b>				
General Government	\$	3,582,800	\$	3,503,326
Management and Financial Services		9,746,833		9,687,510
Recorder's Court		2,300,000		2,198,721
Public Works		19,535,171		17,471,708
Public Development		9,800,000		9,786,102
Police		61,185,810		59,715,281
Fire		24,000,000		23,892,411

Leisure Services		20,901,703		21,301,349
Other Governmental Services		15,500,000		12,963,855
Interfund Transfers		<u>13,043,366</u>		<u>11,418,628</u>
Total Appropriations	\$	<u>\$179,595,683</u>	\$	<u>171,938,891</u>
Grant Fund				
Total estimated revenue	\$	<u>7,500,000</u>	\$	<u>7,237,161</u>
Total appropriations	\$	<u>7,500,000</u>	\$	<u>7,237,161</u>
Community Development Fund				
Total estimated revenue	\$	<u>17,742,790</u>	\$	<u>15,345,964</u>
Total appropriations	\$	<u>17,742,790</u>	\$	<u>15,345,964</u>
Housing/Property Acquisition Fund				
Total estimated revenue	\$	<u>2,100,000</u>	\$	<u>0</u>
Total appropriations	\$	<u>2,100,000</u>	\$	<u>0</u>
Hazardous Material Team Fund				
Total estimated revenue	\$	<u>450,000</u>	\$	<u>434,128</u>
Total appropriations	\$	<u>450,000</u>	\$	<u>434,128</u>
Public Safety Communications Fund				
Total estimated revenue	\$	<u>6,200,000</u>	\$	<u>5,452,263</u>
Total appropriations	\$	<u>6,200,000</u>	\$	<u>5,452,263</u>
Public Safety Wireless Reserve				
Total estimated revenue	\$	<u>250,000</u>	\$	<u>0</u>
Total appropriations	\$	<u>250,000</u>	\$	<u>0</u>
Economic Development Fund (Section 108 Loan)				
Total estimated revenue	\$	<u>1,500,000</u>	\$	<u>0</u>
Total appropriations	\$	<u>1,500,000</u>	\$	<u>0</u>
Confiscated Assets Fund				
Total estimated revenue	\$	<u>175,000</u>	\$	<u>0</u>
Total appropriations	\$	<u>175,000</u>	\$	<u>0</u>

<b>Debt Service Fund</b>			
Total estimated revenue	\$	<u>21,662,492</u>	\$ <u>0</u>
Total appropriations	\$	<u>21,662,492</u>	\$ <u>0</u>
<b>Special Assessment Debt Fund</b>			
Total estimated revenue	\$	<u>100,000</u>	\$ <u>0</u>
Total appropriations	\$	<u>100,000</u>	\$ <u>0</u>
<b>GMA Lease Pool Fund</b>			
Total estimated revenue	\$	<u>2,500,000</u>	\$ <u>0</u>
Total appropriations	\$	<u>2,500,000</u>	\$ <u>0</u>
<b>Hotel/Motel Tax Fund</b>			
Total estimated revenue	\$	<u>12,500,000</u>	\$ <u>9,642,500</u>
Total appropriations	\$	<u>12,500,000</u>	\$ <u>9,642,500</u>
<b>Auto Rental Tax Fund</b>			
Total estimated revenue	\$	<u>1,600,000</u>	\$ <u>1,268,750</u>
Total appropriations	\$	<u>1,600,000</u>	\$ <u>1,268,750</u>

Section 2. Appropriations and estimated revenues for the Capital Improvements Fund are made on a project-length basis, rather than on an annual basis and remain in effect until the project is completed and closed. Appropriations and estimated revenues for the Capital Improvements Fund are adopted as follows:

		<u>Revised 2009</u>		<u>2010</u>
<b>Capital Improvements Fund</b>				
Open project appropriations at year beginning	\$	311,688,423	\$	332,688,423
Add: New appropriations for projects		36,000,000		100,606,790
Less: Appropriations for closed projects		<u>(15,000,000)</u>		<u>(15,000,000)</u>
Open project appropriations at year end	\$	<u>332,688,423</u>	\$	<u>418,295,213</u>

Section 3. In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2010 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2009.

Section 4. In order to maintain a balanced budget, it is authorized that the total 2009 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2009 revenues exceed estimated revenues. It is also authorized that any unused bureau appropriations be transferred to the appropriation for Interfund Transfers for contribution to Capital Improvement Funds.

Section 5. For purposes of administering the budget, the legal level of control is designated to be the Bureaus as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A 36-81-1 et. seq.

Section 6. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2010 – 2014 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2010-2014 are as follows:

		<u>2010 - 2014</u>
Cemetery Improvements	\$	695,800
Civic Center Improvements		63,921,500
Community Development Improvements		6,298,000
Drainage Improvements		12,500,000
I & D Water Improvements		3,696,000
Other Improvements		500,000
Park and Recreation Improvements		2,872,000
Public Building Improvements		41,424,500
Sewer Improvements		50,727,450
Square and Monument Improvements		1,616,640
Street Improvements		16,702,000
Traffic Improvements		6,535,000
Water Improvements		<u>19,788,490</u>
Total	\$	227,277,380

Annual appropriations for capital improvement projects will be necessary in future annual budgets in order to provide the actual funding for any project.

Section 7. All ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.



# SAVANNAH AT A GLANCE

## HISTORY

- The city of Savannah, Georgia, the largest city and the county seat of Chatham County, Georgia, was established in 1733 and was the first colonial and state capital of Georgia.
- Savannah is known as America's first planned city and attracts millions of visitors who enjoy the city's architecture and historic structures.
- Today, Savannah's downtown area is one of the largest National Historic Landmark Districts in the United States (designated in 1966).
- Savannah's City Hall was designed and built by local architect Hyman Witcover in 1904.

## GOVERNMENT

- Savannah's City government adopted a council/manager form of government in 1954.
- This organizational plan places legislative responsibility for municipal government in a City Council and gives administrative or executive authority to the City Manager.
- The Council, which consists of the Mayor and eight Aldermen, levies taxes, enacts ordinances, and adopts the annual budget as well as performing other legislative functions.
- Six Aldermen are elected by district and two are elected Citywide for four-year terms, as is the Mayor.
- Chatham County government consists of eight Commissioners and a County Manager.
- There are seven other small municipalities in Chatham County – Bloomingdale, Garden City, Pooler, Port Wentworth, Thunderbolt, Tybee Island, and Vernonburg.

## POPULATION

### Area Population Trends

	2006	2007
Savannah	146,474	147,295
Chatham County	260,243	263,709
Savannah MSA <sup>1</sup>	321,490	329,329

*Source: US Census, Metropolitan Planning Commission, Savannah Area Chamber of Commerce*

### Savannah MSA Population by Age for 2007

Age Range	Percentage of Population
0-19	29.7%
20-34	21.5%
35-54	27.1%
55-74	16.2%
75-Older	5.5%

*Source: U.S. Census Bureau, American Community Survey 2007*

### Savannah MSA Race/Ethnicity for 2005-2007

Race/Ethnicity	Savannah MSA
White	59.0%
African-American	34.0%
Hispanic	3.0%
Other	4.0%

Source: Savannah Area Chamber of Commerce

(US Census, American FactFinder, ACS Demographic and Housing Estimates: 2005-2007)

### Household Income for Savannah MSA

Median Household Income - \$47,884	Number of Households	2007 Estimate (%)
Under \$35,000	46,861	37.0%
\$35,000 to 49,999	18,322	14.5%
\$50,000 to 74,999	23,977	19.0%
\$75,000 - Above	37,151	29.3%

Source: SEDA (U.S. Census Bureau, ACS 2007. Income is in 2007 inflation-adjusted dollars)

## GEOGRAPHY AND CLIMATE

- Savannah is situated at the mouth of the Savannah River, which forms the border between Georgia and South Carolina.
- Savannah is approximately 250 miles southeast of Atlanta, Georgia, 140 miles north of Jacksonville, Florida and 110 miles southwest of Charleston, South Carolina.
- On average, Savannah experiences 4 weeks where temperatures approach freezing (32 degrees or below) and 2 months where temperatures are often in the 90s.

## ECONOMY

Savannah has a remarkable balance of diversity of trades and industries. In the manufacturing arena, no one industry predominates. There are over 40 companies employing 150 or more people. Among these are 18 Fortune 500 companies and 18 international companies. Fifteen (15) of Savannah's major employers (100+ employees) have chosen to locate their corporate headquarters here.

### Employment by Sector in Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation, Utilities	31,038	22.9%
Educational/Health Services	19,878	14.6%
Leisure/Hospitality	18,690	13.8%
Federal/State/Local Government	18,277	13.5%
Professional & Business Services	15,922	11.8%
Manufacturing	12,809	9.5%
Natural Resources/Mining/Construction	7,188	5.4%
Financial Activities	5,163	3.8%
Other Services	4,349	3.2%
Information	1,835	1.4%
Unclassified	86	0.1%
<b>Total</b>	<b>135,235</b>	<b>100.0%</b>

Source: SEDA, April 2009

### Savannah MSA Major Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet aircraft/aerospace equip.	6,024
Memorial Health University Medical Center	Hospital	4,643
Ft. Stewart/Hunter Army Airfield	Civilian personnel on bases	4,285
Savannah-Chatham County Board of Education	Public schools	4,093
St. Joseph's/Candler Health System	Hospital	3,304
Wal-Mart	Retail	2,935
City of Savannah	Government	2,500
Momentum Resources II, Inc.	Employment services	1,703
Savannah College of Art & Design	Education	1,500
Chatham County	Government	1,500

Source: SEDA/Savannah Area Chamber of Commerce- 12/2008 - 1/2009

### City of Savannah Major Taxpayers

Taxpayer	Type of Business	2009 Assessed Valuation	Percentage of Total Assessed Valuation
Gulfstream	Aircraft Manufacturer	\$475,710,130	3.26%
International Paper	Paper Manufacturer	183,593,064	1.26%
Southern Energy	Lighting Provider	152,677,610	1.05%
Georgia Power	Electric Utility	102,029,170	0.70%
Weyerhaeuser	Paper Manufacturer	78,521,326	0.54%
Walmart	General Retailer	67,005,905	0.46%
Tronox Pigments	Chemical Manufacturer	66,734,983	0.46%
Colonial Oil/Terminals/Chemical/Land	Oil/Gas Distributor	55,153,702	0.38%
Home Depot	Home Improvements	45,385,252	0.31%
Georgia Pacific	Wood/Paper Product	\$41,733,910	0.29%

Source: Chatham County Finance, 2009

<sup>1</sup> Savannah Metropolitan Statistical Area Includes Chatham, Effingham, and Bryan Counties

## TRANSPORTATION

- U.S. 17, 17A, 80 and GA 21 are important highways with I-95 as the major north/south interstate from New England to Miami.
- These highways and I-16, the major east/west interstate, are just 10 miles from Savannah's Historic District.

## QUALITY OF LIFE

- A mild climate and abundant outdoor resources enrich the quality of life for Savannah residents.
- Guests are captivated by the City's charm, the richness of heritage and all the activities the City offers.
- With Savannah's numerous performing arts and area attractions, residents and visitors alike enjoy the best life has to offer in Savannah.

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## Annual Events

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Martin Luther King, Jr. Parade	January
Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
1 <sup>st</sup> Saturday on the River	March through December
Annual Tour of Homes and Gardens	March
St. Patrick's Day	March
Savannah Music Festival	March through April
North of Gaston Street Tour of Homes and Gardens	April
Savannah College of Art and Design International Festival	April
Savannah College of Art and Design Sidewalk Art Festival	April
Savannah Scottish Games	May
River Street Fireworks	July
Jewish Food Festival	October
Oktoberfest	October
Savannah Film and Video Festival	October
Savannah Greek Festival	October
Blues & BBQ Festival	November
Savannah Seafood Festival	November
Festival of Trees and Lights	December
Holiday Tour of Homes	December

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## HONORS AND AWARDS

- "Ranked Among Top 10 Cities in the U.S. and Canada" - *Travel + Leisure Magazine*, July 2009
- "America's Most Mannerly City" - *Charleston School of Protocol and Etiquette*, June 2009
- "Top 10 Trips to Reboot Your Life" - *Out Magazine*, May 2009
- "Top 25 City for the Arts" - *American Style Magazine*, April 2009
- "50 Best Romantic Getaways" - *Travel + Leisure's Magazine*, May 2009
- "Ranked #2 Best Southern City by Southern Living Readers" - *Southern Living Magazine*, January 2009
- "Ranked a Top 10 American Travel Destination" - *Condé Nast Traveler*, August 2008
- "Ranked Among Top 10 Cities in the U.S. and Canada" - *Travel + Leisure Magazine*, July 2008
- "Winner, 2008 Gold Service Award" - *Meetings & Conventions Magazine*, July 2008
- "50 Great Things to America" - *The Daily Telegraph London*, March 2008
- "Top 10 Destinations to Boost your Love" - *Cosmopolitan Magazine*, February 2008

Inquiries regarding the Proposed 2010 annual budget for the City of Savannah or requests for mailing should be directed to:

City of Savannah  
Research & Budget Department  
P.O. Box 1027  
Savannah, Georgia 31402  
(912) 651-6490

This document is also available on the internet at [www.savannahga.gov](http://www.savannahga.gov).



# GLOSSARY OF KEY TERMS

**Accounting System** - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

**Accrual Basis** - Method of accounting in which transactions are recorded at the time they are incurred, as opposed to when cash is received or spent.

**Activity** - An organizational classification composed of related work programs aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/service for which expenditures are made.

**Adjusted Budget** - The budget as adopted by the City Council and adjusted to show transfers into or out of it.

**Ad Valorem Taxes** - Taxes levied on real and personal property according to valuation of the property and the tax rate.

**Appropriation** - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with expenditures.

**Assessed Valuation** - A value that is established for real and personal property for use as a basis for levying ad valorem taxes.

**Balanced Budget** – A budget in which planned revenues available equal planned expenditures.

**Base Budget** - The base budget includes the approved expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Service changes and capital improvements are not included in the base budget.

**Bond** - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

**Budget** - An annual financial plan embodying estimated expenditures for providing services and the proposed means of financing them.

**Budgeting for Outcomes** – A process used to create budgets that focus on achieving specific results with strategies that provide the highest value for the dollar.

**Bureau** - The primary organizational breakdown within many City funds. Each bureau serves a specific function or functions within the given fund entity.

**Buyer** – The team designated to make initial recommendations regarding proposed purchasing plans and ranking offers.

**Capital Expenditure** - An addition to the value of a fixed physical asset, constructed or purchased, that has a useful life of ten years or more and cost \$5,000 or more.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to City facilities including buildings, streets, water/sewer lines, and parks.

**Capital Improvement Program Projects (CIP Projects)** - Construction, renovation or physical improvement projects costing more than \$5,000 are termed capital expenditures or CIP Projects. These projects may include the maintenance or renovation of an existing structure or the construction of a new facility.

**Capital Outlay** - Capital items are defined as tangible items such as tools, desks, machinery and vehicles costing more than \$5,000 each and having a use-life of more than one year.

**Class Title** - Job classification or title.

**Commodities** - Items of expenditure in the operating budget which, after use, are consumed or show a material change in their physical condition and which are generally of limited value and/or are characterized by rapid depreciation. Office supplies, postage and small fixed assets are examples of commodities.

**Community Development Block Grant (CDBG)** - A federal domestic assistance grant to develop viable urban communities by providing decent housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

**Consolidated Omnibus Budget Reconciliation Act (COBRA)** - Grants employees and their dependents the right to continue receiving coverage under the employer's health care plan at the employer's group rate.

**Contingency** - Those funds included in the budget for the purpose of providing a means to cover minor unexpected costs during the budget year.

**Debt Retirement** - The repayment of general long-term debt principal and interest.

**Debt Service** - Payments of principal and interest to lenders or creditors on outstanding debt.

**Department** - Bureaus are subdivided into departments. A department may refer to a single activity or a grouping of related activities.

**Draw From Reserve For Open Purchase Orders** - Withdrawal of funds previously set aside to cover encumbrances from the previous year.

**Employee Benefits** - Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for social security and the various pension, medical and life insurance plans.

**Encumbrance** - Commitment of funds to be used for goods and services not yet delivered.

**Enterprise Fund** - A self-supporting fund designed to account for activities supported by user charges. In the City of Savannah, the enterprise funds are Water, Sewer, I & D Water, Mobility & Parking Services, Civic Center, Golf Course, and Sanitation.

**Expenditure** - The payment of cash or the incurring of a liability for the acquisition of goods and services.

**Factor** - An important contributor to an outcome.



**Fiduciary Fund** - Fiduciary funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

**Fiscal Year** - The accounting period for which an organization budgets is termed the fiscal year. In the City of Savannah, the fiscal year is the same as the calendar year.

**Franchise Fee** - A fee levied on utilities for use of City rights-of-way.

**Fund** - A set of interrelated self balancing accounts to record revenues and expenditures for the purpose of carrying out specific objectives.

**Fund Balance** - The excess of the revenues and other financing sources over the expenditures and other uses.

**General Fund** - The fund that accounts for all revenues and expenditures which are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.

**General Fund Contribution** - Subsidy to a fund which is not supported by its own revenues. The Sanitation and Civic Center Funds generally require this contribution.

**General Obligation Bonds** - Bonds used to finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from property taxes and these bonds are backed by the "full faith and credit" of the issuing government.

**Generally Accepted Accounting Principles (GAAP)** - A set of standard rules and procedures used to account for the receipt and expenditure of funds.

**Goal** - A measurable statement of desired conditions to be maintained or achieved.

**Governmental Funds** - These funds are used to finance the acquisition, usage, and balances of the City's expendable financial resources. The City utilizes the following types of governmental funds: the General Fund, Special Revenue Funds, Capital Improvement Projects Fund and Debt Service Fund.

**Grade** - A measurement on the City's pay plan scale used to assign pay to job classifications.

**Grant** - An award of funding provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

**Home Program** - A federal program that allocates funds for housing through block grants. These grants require non-federal matching funds.

**I & D** - Refers to the Industrial and Domestic Water Supply operations.

**Indicator** – A measure or combination of measures that allows the observer to know whether performance is in line, ahead of or behind a specific service at a specific level.

**Infrastructure** - Physical assets such as streets and buildings.

**Interfund Transfers** - Amounts transferred from one fund to another, primarily for work or services provided.

**Internal Services Fund** - The Internal Services Fund is used to account for the financing of goods or services provided by one department of a government to other departments or agencies on a cost-reimbursement basis.

**Local Option Sales Tax (LOST)** - State legislation allows local governments to levy an additional sales tax in its jurisdiction. The City of Savannah currently collects proceeds based on a 1% voter approved local option. Use of these funds are unrestricted.

**Major Code** - A major code is assigned to classify eight major groups of expenditures. These groups are: Personal Services, Outside Services, Commodities, Interfund Services, Capital Outlay, Debt Related Charges, Interfund Transfers, and Other Expenses. Each group consists of a series of minor codes which have related functional characteristics.

**Mandate** – A legal requirement that a jurisdiction provide a specific service at a specific level.

**Millage Rate** - The tax rate on property. One mill equals \$1 per \$1,000 of assessed property value.

**Minor Code** - Classifies the type or description of items purchased or the services obtained within a major code. Examples include salaries, supplies, and professional services. This is the most detailed expenditure classification. A minor code is also known as the account code.

**Modified Accrual Accounting** - A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred.

**Objective** - A decision about the amount of progress to be made within a specified time in reducing the gap between real conditions and ideal conditions described in the goal.

**Offer** – Takes place of the traditional departmental budget requests; a set of activities that helps achieve a result.

**Operations Budget** - Referred to as an operating budget. The portion of the budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, travel and fuel.

**Ordinance** - A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the City.

**Organization Chart** - A chart representing the authority, responsibility, and relationships among departmental entities within the City organization.

**Other Expenses** - Items of expenditure primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City.

**Outside Services** - Items of expenditure for services the City receives primarily from an outside company. Utilities, rent, travel and advertising are examples of outside services.

**Performance Measures** - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

**Personal Services** - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees as well as the fringe benefit costs associated with City employment.

**Program** - An organized set of related work activities within a bureau or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

**Projected** - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

**Property Tax** - A tax levied on the assessed value of real, public utility and personal property. Generally, assessed value is 40% of market value.

**Proprietary Funds** - All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. The City utilizes two types of proprietary funds: Enterprise Funds and Internal Services Fund.

**Result** – statement indicating what citizens want from their government in terms that the average citizen might use.

**Results Team** – A group designated by a jurisdiction to create Requests for Results and to rank offers.

**Revenue** - Money or income received by the City from external sources such as taxes collected or an amount received for performing a service.

**Revenue Bonds** - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest due on the bond.

**Risk Management** - The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability and property exposures.

**Round One Offer Ranking** – Results Teams' ranking of offers according to best value for the dollar to achieve results without regard to mandates or dedicated funds.

**Round Two Offer Ranking** – Results Teams final rankings of offers that include consideration of mandates and dedicated funds.

**Scalability** – The process by which Sellers indicate how much of a result they can produce at various price levels.

**Self-Insurance** - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

**Seller** – A department within a bureau or other authorized group submitting an offer in response to Request for Results.

**Seller Offer** – A proposal to provide a particular service, program or activity.

**Special Purpose Local Option Sales Tax (SPLOST)** - A one cent voter approved addition to the sales tax to be used only for specified capital purposes.

**Special Revenue Funds** - Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes.

**Strategy** – A set of actions to achieve an outcome.

**Strategy Map** – A visual representation of the pathway to the result.

**User Charges** - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Water, Sewer and Residential Refuse fees.

**Vision Statement** – A meaningful statement that describes the future of the organization as seen through the eyes of the customer, stakeholder, employee, and citizens.

# TABLE OF FUNDS AND DEPARTMENTS

## LEGEND

<u>RESULT TEAM</u>	<u>PRIORITY</u>
Public Safety	PS
Health & Environment	HE
Neighborhood Vitality	NV
Culture & Recreation	CR
Economic Growth	EG
Poverty Reduction	PR
High Performing Government	HPG

## GENERAL FUND

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
101	0110	Mayor and Aldermen	HPG
101	0115	Clerk of Council	HPG
101	0120	City Manager	HPG
101	0123	Public Information Office	HPG
101	0130	Legal	HPG
101	0140	Tourism & Film Services	EG
101	0150	Citizen Office	PS
101	1101	ACM/Management & Financial Services	HPG
101	1102	Research & Budget	HPG
101	1103	Human Resources	HPG
101	1104	Auditing	HPG
101	1105	Finance	HPG
101	1106	Purchasing	HPG
101	1109	City-Wide Emergency Planning	PS
101	1111	Treasury	HPG
101	1120	Recorder's Court of Chatham County	PS
101	1121	Research Library & Municipal Archives	HPG
101	1152	Inventory Management	HPG
101	1153	Mail and Municipal Services	HPG
101	1155	Risk Administration	HPG
101	1158	River Street Hospitality Center	EG
101	1159	Savannah 311 Call Service Center	HPG
101	2101	Public Works Director	HE
101	2103	Traffic Engineering	PS, EG
101	2104	Stormwater Management	PS, HE
101	2105	Streets Maintenance	PS, NV, EG
101	2106	Cemeteries	CR
101	2111	Service Center	HE
101	3101	ACM/Public Development	NV
101	3102	Development Services	NV, EG, HPG
101	3104	Community Services	NV
101	3106	Property Maintenance	NV
101	3125	Real Property Services	NV, HPG
101	3130	Step-Up Savannah	PR
101	3205	Economic Development	EG, PR
101	3701	Entrepreneurial Center	EG

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
101	3702	Small Business Assistance Corporation	EG
101	4201	Police Chief	PS
101	4210	Patrol	PS
101	4220	Criminal Investigations	PS
101	4230	Special Operations	PS
101	4231	Traffic Unit	PS
101	4232	School Crossing Guards	PS
101	4233	Marine Patrol	PS
101	4234	Mounted Patrol	PS
101	4235	Canine Unit	PS
101	4236	Animal Control	PS
101	4237	EMS Administration	PS
101	4240	Support Services	PS
101	4250	Information Management	PS
101	4261	Counter Narcotics Team	PS
101	4262	Professional Standards and Training	PS
101	4263	Savannah Impact	PS
101	4264	CrimeStoppers	PS
101	4265	Savannah Impact Work Ventures	PS
101	5101	Fire Administration	PS
101	5140	Fire Operations	PS
101	6101	Leisure Services Director	CR
101	6112	Cultural Affairs	CR
101	6114	Coffee Bluff Marina	CR
101	6115	Youth Services	CR
101	6116	Adult Services	CR
101	6117	Senior Services	CR
101	6118	Therapeutics Recreations	CR
101	6120	Buildings and Grounds Maintenance	NV, CR
101	6121	Building and Electrical Maintenance	HPG
101	6122	Park and Tree	NV
101	6123	Design and Construction	EG
101	8114	Healthy Kids – Healthy Community	CR
101	8114	St. Patrick's Parade Shuttle	CR
101	8114	International Economic Development	EG
101	8121	Neighborhood Documentation Project	NV

**HAZARDOUS MATERIAL TEAM FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
104	5155	Hazardous Material Team	PS

**GRANT FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
211	3309	Coastal Workforce Services	PR
211	3360	Youth Build	PR
213	9203	Wireless Communities	PR

**COMMUNITY DEVELOPMENT**

221	3202	Community Planning and Development	NV, PR
221	3203	Housing	NV
221	3131	Advancement Center at Moses Jackson	PR

**PUBLIC SAFETY COMMUNICATIONS FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
241	4251	Communications Center	PS

**SANITATION FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
511	7101	Sanitation Director	HE, NV
511	7102	Residential Refuse Collection	HE
511	7103	Refuse Disposal	HE
511	7104	Street Cleaning	HE
511	7105	Commercial Refuse Collection	HE
511	7107	Recycling and Liter Abatement	HE

**WATER AND SEWER FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
521	1112	Utility Services	HPG
521	2501	Water and Sewer Planning and Engineering	HE
521	2502	Water Supply and Treatment	HE
521	2503	Water Distribution	PS, HE
521	2504	Water and Sewer Director	HE
521	2551	Sewer Maintenance	HE
521	2552	Lift Stations Maintenance	HE
521	2553	President Street Plant	HE
521	2554	Regional Plants	HE

**I & D WATER PLANT FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
531	2581	I & D Water Plant	HE

**CIVIC CENTER FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
551	6140	Civic Center Operations	CR
551	6141	Civic Center Concessions	CR

**GOLF COURSE FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
541	6151	Golf Course	CR

**MOBILITY AND PARKING SERVICES FUND**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
561	1113	Mobility and Parking Administration and Enforcement	PS, HE, EG, PR
561	1114	Parking Garages and Lots	EG

**LANDBANK AUTHORITY**

<u>Fund</u>	<u>Department</u>	<u>Department Name</u>	<u>Priority</u>
951	9501	Land Bank Authority	NV

**OUTSIDE AGENCIES**

<u>Fund</u>	<u>Abbreviation</u>	<u>Agency Name</u>	<u>Priority</u>
101	MPC	Metropolitan Planning Commission	NV, EG, HPG
101	CHS	Coastal Heritage Society	CR
101	SDRA	Savannah Development Renewal Authority	EG
101	TCCa	The Creative Coast Alliance	EG
101	YFA	Youth Futures Authority	PR



# CULTURAL CONTRIBUTIONS

## KEY ISSUES

In May of 2009, the Department of Cultural Affairs Staff conducted 9 group workshop sessions and 18 individual technical assistance appointments for Savannah's cultural organizations seeking a 2010 cultural contract.

Applicants were instructed on the techniques to properly prepare the application narrative and budget. Staff directed agencies to develop proposals that position the highest caliber of arts activities as catalyst to advance the Savannah City Council priorities of expanded and effective communication, economic development, community development and educational advancement.

The need for cultural programs aimed to further the creative skill development and engagement of Savannah's young adults was emphasized.

On July 6<sup>th</sup>, 2009, 29 applications from 18 agencies were submitted to the Department of Cultural Affairs. August 3-6, 2009 the Cultural Affairs Commission Members met for four evenings to evaluate proposals. Commission members discussed the merits of each application and voted to determine the funding levels to recommend. Staff recorded consensus statements reflecting the Commission's comments and prepared data of outcomes of 2009 programming and projected outcomes for 2010 programming.

## REVENUE TRENDS AND ISSUES

Since the inception of arts funding in 1979, the City has functioned as a key supporter of local arts agencies. The 2010 allocation was decreased from the 2009 allocation by 18.2%. The funds for the Contract for Arts Services Program were designated at \$810,000. The 2009 allocation was \$990,000. Organizations were required to show a cash match for City funded programs, scaled by budget size and program fund request.

## KEY PURCHASES

Weave – A – Dream Program

- Flexible application deadline
- Focused on youth targeted programs

All Walks of Life (AWOL)

- Media arts workshop and skill development workshops targeting teens/young adults through a program design that is infused with popular culture

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

The Cultural Affairs Commission elected not to recommend the following proposed activities for funding:

- Savannah Children's Choir, *Artist Residency – Esperanza Spaulding*      Request: \$7,500      Recommendation: \$0
- C Impact: Described the proposal as vague and indicated that the vagueness made it difficult to gain a reasonable perspective on whether project design would support the attainment of cultural literacy among youth audiences.
- Savannah Philharmonic, *Picnic in the Park*      Request: \$45,526      Recommendation: \$0
- C Financial Sustainability: Questioned the capacity of the organization to raise funds in the current economic climate on the scale articulated in the proposal given the vagueness of fundraising plans and outcomes of past programming efforts.

**FREE PROGRAMMING**

<b>ALL WALKS OF LIFE (AWOL)</b>	<b>\$7,000</b>
<p>Performance and Exhibition: Arts, Beats, and Lyrics (AB+L)                  Amount: \$7,000                  # of Services: 7                  AWOL is presenting <i>AB+L</i>, a regionally – noted exhibition that includes the work of visual and urban performance artists. Marketing efforts rely heavily on web-based technologies to engage the interest of the at-risk youth audience segment. A skill development component allows local artists, youth and adult, to interact with the professional artists during mini-arts workshops.</p>	
<b>ARMSTRONG ATLANTIC STATE UNIVERSITY, HOLA</b>	<b>\$7,000</b>
<p>Performance and Demonstration: <i>Brazilian Waves and Carnival d’Brazil</i>                  Amount: \$7,000                  # of Services: 2                  HOLA is presenting an educational workshop targeting school aged youth. It precedes an evening performance by the Brazilian Winds, a group which performs songs drawn from the bassa nova and samba musical genres. Access for the City’s Latino/Hispanic populations is achieved through bilingual communication (written and verbal).</p>	
<b>COASTAL JAZZ ASSOCIATION</b>	<b>\$60,000</b>
<p>Concerts: Big Band Concert Series                  Amount: \$5,000                  # of Services: 3                  Targeted demographics are encouraged to explore the relationship between this uniquely American art form and additional musical styles through the presentation of series of concerts. The organization prioritizes accessibility to these concerts through partnerships on venue selection. Access for the teen/young adult constituency is achieved through performance opportunities for this demographic.</p> <p>Community Center Jazz Workshops                  Amount: \$5,000                  # of Services: 6                  Interactive lectures introduce participants to jazz instruments and the use of the voice. The Cultural Affairs Commission indicated that the proposal did not clearly substantiate how the activity would contribute to cultural literacy given that program design/content was unchanged from prior years. It was determined that this youth-targeted initiative represented a sufficient contribution to the cultural inventory that it should be reconfigured with a requirement that the entity re-develop program content to address the aforementioned concern.</p> <p>29<sup>TH</sup> Annual Savannah Jazz Festival                  Amount: \$50,000                  # of Services: 18                  Managed by a volunteer organization, the Jazz Festival pairs local talent and nationally/regionally renowned artists. A program format ranging from artist demonstrations/clinics, lectures, and performances helps to refine the participant’s understanding of Jazz. Program design, site selection, and collaborative relationships are mechanisms used to engage a demographically inclusive audience that includes new audience segments.</p>	

DEPARTMENT OF CULTURAL AFFAIRS		\$57,500
<b>Free Community Concerts</b>		
Amount:	\$6,000	
# of Services: 25		
An ongoing collaboration allows the Department to activate public spaces with performances by engaging local instrumentalists and vocalists for performances of American standards, jazz classics, and more alternative fare. The selection of non-traditional venues enhances the cultural inventory through the creation of accessible high-quality performances, while branding the community as a cultural destination among visiting tourist populations.		
<b>Weave-A-Dream Program</b>		
Amount:	\$10,000	
# of Services: 45		
This initiative directs the community's artists and arts organizations to devise youth-targeted programs that use the arts as their core strategy to remedy or alleviate community needs ranging from community development to individual skill attainment. Priority is given to projects that use strategic collaborations that support audience development, resource sharing, and accessibility for the culturally under-served. Priority is also given to projects with multiple levels of participation including that of steward, of spectator, and of creator.		
<b>2010 October Event</b>		
Amount:	\$41,500	
# of Services: 4		
Description: Collaborations with local businesses and performing arts entities will culminate in an event that expands access to symphonic music. The evening's performances are provided by locally and regionally renowned artists ranging in age from teens to seniors.		

FRIENDS OF JOHNNY MERCER, INC.		\$12,500
<b>2010 Johnny Mercer Concert</b>		
Amount:	\$12,500	
# of Services: 14		
This volunteer-led organization is spearheading a celebration which highlights the musical legacy of this acclaimed Savannahian. The centerpiece of the organization's offerings is a November concert that features a big band orchestra, regionally renowned artists, and original arrangements of some of Mercer's less known works. Accessibility is achieved through the expansion of collaborative relationships that support audience development, cultural enrichment, and resource sharing.		

GEORGIA HISTORICAL SOCIETY (GHS)		\$18,500
<b>Lecture Series: "The Impact of African America Lives on Three Centuries of American History"</b>		
Amount:	\$18,500	
# of Services: 10		
Description: GHS is presenting a lecture series that explores how three African Americans experts – a jurist, athlete, and worker have shaped the cultural heritage of this nation and of this region. Youth and young adult targeted programmatic components include the creation of web-based curriculum packets that align with CRCT standards and the creation of technical internship aimed at developing and delivering curriculum materials.		

KING - TISDELL COTTAGE FOUNDATION		\$12,500
<b>Exhibition Series: "Yes We Can: A New Vision for the Arts"</b>		
Amount:	\$12,500	
# of Services: 6		
Description: Awareness of the work of African – American artists is achieved through the presentation of 3 temporary exhibitions. The addition of an extended, sequential learning experiences targeting youth populations will expand participant understanding of exhibition themes as well as art-making techniques.		

<b>LATIN AMERICAN SERVICES ORGANIZATION (L.A.S.O.)</b>	<b>\$10,000</b>
<b>Fiesta Latina</b> <b>Amount:</b> \$10,000 <b># of Services:</b> 17 Description: Planned and implemented by a coalition of agencies, this family oriented festival uses performances, demonstrations, hands – on arts activities, and vending/food booths to foster an increased awareness of the cultural heritage of Latin and Central American countries. Access to the targeted population is provided via bilingual advertisement and written/oral communication.	
<b>LIVE OAK PUBLIC LIBRARIES</b>	<b>\$86,000</b>
<b>Children’s Book Festival</b> <b>Amount:</b> \$86,000 <b># of Services:</b> 50 The Festival explores the literary tradition through a series of activities that culminates in an outdoor event targeting youth audience segments. The Festival features regionally- and nationally- known illustrators, poets, and authors. Access is achieved through a targeted marketing strategy.	
<b>SAVANNAH ASIAN FESTIVAL COMMITTEE</b>	<b>\$50,000</b>
<b>Savannah Asian Festival</b> <b>Amount:</b> \$50,000 <b># of Services:</b> 11 This Festival represents the collective efforts of volunteers from Savannah’s Asian ethnic enclaves to produce a family – oriented celebration. Festival components, which pair the culturally authentic with the modern, are used to broaden and deepen participant awareness of the historical and social ideologies that shaped the represented cultures. Multiple levels of access exist for citizens to participate as stewards, creators, and spectators at an event that includes local and regional acts as well as vending of cultural wares/food booths.	
<b>SAVANNAH BOOK FESTIVAL, INC.</b>	<b>\$4,500</b>
<b>Savannah Book Festival</b> <b>Amount:</b> \$4,500 <b># of Services:</b> 42 Multiple locations in the Landmark District and nationally/regionally renowned authors are combined in this Festival which aims to nurture an appreciation of the literary arts. Accessibility is achieved through the incorporation of technology, programmatic content, and a series of collaborative partnerships.	
<b>SAVANNAH COASTAL PUPPETRY GUILD</b>	<b>\$4,500</b>
<b>Showtime for Seniors: <i>Little Richard’s Georgia Musical Revue</i></b> <b>Amount:</b> \$4,500 <b># of Services:</b> 10 Program design represents a collaborative effort on the part of the presenting organization, the Puppetry Guild, and the City’s Golden Age Department to craft a performance of an interactive puppetry vignette that encourages social development and cognition in the targeted senior demographic.	
<b>SAVANNAH FOLK MUSIC SOCIETY</b>	<b>\$12,500</b>
<b>21<sup>st</sup> Annual Savannah Folk Music Festival</b> <b>Amount:</b> \$12,500 <b># of Services:</b> 13 The Festival brings together national and regional talent for performances that provide a context for understanding the depth of this musical genre. The Friday evening features a free open air concert at City Market. Saturday’s old time country dance features a skilled dance caller. Sunday’s performances will provide area youth the opportunity to perform their original folk music composition before the assembled audience. The inclusion of a youth focused programmatic element is designed to engage the teenage/young adult demographic.	

<b>SAVANNAH STATE UNIVERSITY</b>		<b>\$135,000</b>
Black Heritage Festival		
Amount:	\$135,000	
# of Services: 48		
This family – oriented Festival represents a volunteer effort to expand awareness of the historical events, social forces, and political dynamics that gave birth to African – American culture. Program design incorporates a diverse variety of offerings to engage a demographically inclusive audience through the visual, literary, performing, or media arts. The depth and scope of collaborative partnerships with the public and private sector provides the presenting organization with a unique opportunity for expanded program offerings; for resource sharing; cross promotion; and for audience development.		
<b>TARA FEIS COMMITTEE</b>		<b>\$67,500</b>
Tara Feis: St. Patrick's Family Festival		
Amount:	\$67,500	
# of Services: 12		
A volunteer led effort produces a family – oriented celebration of Celtic culture. Tara Feis includes food booths, hands – on arts projects, cultural performances, musical performances, and spoken word performances that showcase this culture in a fashion that is suitable for an audience of all ages.		
<b>TELFAIR MUSEUM OF ART</b>		<b>\$95,000</b>
Art for All		
Amount:	\$15,000	
# of Services: 136		
This program, which targets the community's youth, teenage, seniors, & special needs populations, includes several elements: docent led tours of temporary/permanent exhibitions with sign language interpretation on select ones; hands – on, sequential learning experiences; as well as public performance and public exhibition opportunities for participants of all ages. The process of discussion, observation, and direct art making experiences deepens participant understanding of permanent and temporary exhibitions. The program employs programmatic and marketing strategies to assure meaningful access for these populations.		
Art in Focus		
Amount:	\$80,000	
# of Services: 23		
A series of programs will expand access to cultural enrichment. Program components -- artist residencies, youth workshops, and lectures by eminent artists and scholars – interpret and provide learning opportunities related to the Museum's major temporary/permanent exhibitions and other arts events. Targeted audiences include youth, teenagers, and adult populations. The program also uses arts to positively engage the targeted teen demographic during hours when teens are most vulnerable to dangerous activities and pernicious influences.		

# ECONOMIC GROWTH

**\$170,000** (211 Services Purchased)

## TICKETED PROGRAMMING – CULTURAL TOURISM

<b>SAVANNAH FILM FESTIVAL</b>		<b>\$45,000</b>
Savannah Film Festival		
Amount:	\$45,000	
# of Services:	75	
<p>The novice, the seasoned professional, and the spectator are provided valuable insight into the inner workings of the industry through a program design that pairs skill development opportunities with high caliber film screenings. Networking possibilities abound as do the opportunities for Festival organizers to highlight Savannah's salient physical and cultural resources before an audience that includes national and international industry professionals. The 8 day festival typically features 60 films, many of which are contenders for industry recognition, as well as skill development workshops aimed at sharpening participants understanding of the industry and its inner workings.</p>		
<b>SAVANNAH MUSIC FESTIVAL</b>		<b>\$125,000</b>
Savannah Music Festival		
Amount:	\$125,000	
# of Services:	136	
Dates:	March 19 – April 5, 2010	
<p>This Festival includes a vocal competition and musical performances from a variety of genres including jazz, blues, classical, bluegrass, and Americana. A comprehensive marketing plan that employs a multiple media mix will continue organizational efforts to brand the City as a cultural destination. National in scope, the marketing plan places an increasing emphasis on web-based technologies through the integration of social networking platforms; upgrade to existing platforms that incorporate informational widgets; and an ergonomic design. Access for youth is provided through a free education concert series and the high school jazz band workshop.</p>		
<b>TOTAL AMOUNT</b>	<b>\$810,000</b>	
<b>TOTAL SERVICES PURCHASED</b>	<b>713</b>	

# SOCIAL SERVICES CONTRIBUTIONS

## KEY ISSUES

On June 5, 2009, the Research and Budget Department released a BFO Offer Grant Announcement to new agencies interested in participating in the grant process as well as agencies currently receiving funding.

The announcement explained the Budgeting for Outcomes (BFO) process and invited all interested parties to attend a work session on the new process. Written instructions for completing the application for funding was provided electronically to all interested applicants. Applicants were informed that the services offered must support at least one of the seven Priorities approved by Council, i.e. Public Safety, Neighborhood Vitality, Culture & Recreation, Poverty Reduction, Health & Environment, Economic Growth and High Performing Government.

The criteria for submitting BFO Offers was specified and applicants were asked to submit their BFO Offers electronically to the Research and Budget Department by June 30, 2009 at 4:00 p.m. Contact information was provided for applicants needing assistance in completing their applications.

## REVENUE TRENDS AND ISSUES

The City of Savannah has provided funding to support the provision of social services to citizens in the community through various agencies. The allocation for 2010 was reduced to \$486,000 or 8.0% below the 2009 allocation of \$528,300. The Social Services Results Team individually ranked the offers based on outcomes that demonstrated a link to one of Council's priorities, changes in attitude, knowledge and behavior; process improvements, non-duplicative City services, and low administrative costs. Organizations requesting \$5,000.00 or less will be urged to collaborate with City funded agencies.

## KEY PURCHASES

### Rape Crisis Center

- Collaborates with SCMPD in providing immediate response to sexual attacks
- Supports prevention by providing training in areas such as self protection and awareness

### Coastal Children Advocacy

- Extensive collaboration with other community agencies
- Supports law enforcement in the investigation, prosecution and treatment of child sexual abuse cases

### Medbank Foundation

- Provides in excess of \$6M per year in medication to the Savannah community

### America's Second Harvest

- Assist in poverty reduction by annually providing 100,000 lbs of food to 50,000 citizens
- Provide nutrition workshops to social service agencies

### Park Place Outreach

- Assist in crime prevention by providing a "safe haven" for youth that are homeless, abused or at-risk

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## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

Parent University – Agency recommended to collaborate with Youth Futures Authority and/or Step Up to provide desired programming.

Due to funding constraints, higher priority was given to existing successful programs versus new requests such as:

- Senior Citizens, Inc. - Learning Center
- Senior Citizens, Inc. - Sterling Rides
- The First Tee of Savannah, Inc.



# TABLE OF RECOMMENDED OFFERS

**\$486,000**

101-RCC-01	Rape Crisis Center of the Coastal Empire, Inc.	Sexual Assault Response Team	\$52,000
Public Safety	Providing an effective response to sexual assault victims through a 24 hour crisis line and hospital response is critical in addressing public safety. The Rape Crisis Center provides well trained advocates and forensic nurses to work closely with police, following a mandated protocol, and resulting in a positive team approach.		
101-CCAC-01	Coastal Children's Advocacy Center	Forensic Interviews/Crisis Intervention	\$25,000
Public Safety	CCAC provides a confidential, child-friendly site for videotaping forensic interviews with sexual abuse victims and child witnesses to violence. The center offers free crisis intervention, counseling, emotional support, case management, information and referrals, court testimony, and follow-up services.		
101-MB-01	MedBank	Medication Assistance Program	\$12,000
Poverty Reduction	MedBank provides prescription medications to City of Savannah residents free of charge. As a support service for low-income working families, removing the high cost of prescription medications from the household expenses, the family can focus household money to financially strengthen the family position in moving out of poverty.		
101-ASH-01	America's Second Harvest	Warehouse/Agency Distribution	\$18,000
Poverty Reduction	America's Second Harvest of Coastal Georgia's Warehouse/Agency Distribution Program provides social service agencies in our community access to nutritious food they need to service emergency feeding programs to low income inner city citizens of Savannah.		
101-TMC-01	Mediation Center of the Coastal Empire, Inc.	Mediation Center	\$12,000
Neighborhood Vitality	The Mediation Center trains adult and youth volunteer mediators to provide a comfortable, fast, cost-effective, voluntary and fair process where citizens can use their voices rather than litigation, prosecution, discipline or violence to settle their disputes by reaching a mutually-acceptable, binding written agreement.		
101-ASH-02	America's Second Harvest	Brown Bag for the Elderly	\$20,000
Poverty Reduction	America's Second Harvest of Coastal Georgia's Brown Bag for the Elderly Program provides bags of groceries to low-income seniors at the end of each month.		
101-LIFE-01	Living Independence for Everyone (LIFE), Inc.	Core Service Programs of Independent Living Skills Training, Peer Support, Information and Referral, Individual/Systems Advocacy and Nursing Home Transition	\$17,000
Economic Growth	LIFE's mission is to empower people with disabilities to achieve equal rights, equal opportunity and integration into our community. We embrace the independent living philosophy which is based on the core independent living concepts of consumer control, self advocacy, community change, and cross disability participation.		

101-SCI-09	Senior Citizens, Inc.	Senior Companion Program	\$15,000
Economic Growth	This program hires seniors living in poverty to be companions/assistance to frail seniors. This is a Federal program which allows the stipend/salary paid to the Companions not to interfere with any other assistance they are receiving.		
101-PPO-01	Park Place Outreach, Inc.	Emergency Child Caring Instution	\$18,000
Public Safety	PPO serves youth ages 11-17 that are homeless, abuse victims, or at-risk. PPO is the only local Child Caring Institution that allows youth to self-admit. Services (listed below) help youth, families, and the community--youth off the streets prevents and reduces juvenile crime.		
101-GBCC-01	Greenbriar Children's Center, Inc.	Early Childhood Development	\$30,000
Poverty Reduction	Greenbriar's Early Childhood Development program includes two centers located in the targeted areas with the highest populations of persons living in poverty. The program provides affordable, quality, personalized education and care to children, ages 6 months to 5 years and case management services to families.		
101-SCI-03	Senior Citizens, Inc.	Meals On Wheels	\$13,000
Economic Growth	Meals On Wheels provides a hot lunchtime meal to homebound seniors. The lunch is designed specifically to meet the nutritional needs of seniors. City funds are used as "match" funding for larger Federal/State grants.		
101-CSAH-01	Chatham-Savannah Authority for the Homeless	Homeless Services Coordination	\$54,000
Neighborhood Vitality	Uniquely designed and legislatively created in 1989 to strongly encourage participation from and unite various levels of government and community agencies, the Chatham-Savannah Authority for the Homeless provides central planning for homeless services. The agency coordinates local efforts to address the issue of homelessness.		
101-CIS-01	Communities In Schools	Inner-City High School Graduation	\$11,000
Poverty Reduction	The Savannah Corporate Academy Performance Learning Center is an alternative high school founded by CIS for the purpose of educating and graduating inner-city students that have either dropped out or who are at risk of dropping out of school. We have graduated nearly 1,000 students and want to continue that success.		
101-FGPEOA - 02	Economic Opportunity Authority for Savannah-Chatham	Foster Grandparent Program	\$10,000
Poverty Reduction	The Foster Grandparent Program is an intergenerational program offering low income seniors 60 years and older the opportunity to serve as mentors and tutors for children with special and literacy needs. The program's dual purpose enables seniors to help children while receiving a stipend to supplement their income.		
101-STEPS-01	Summer Therapeutic Enrichment Program Savannah	Therapeutic Enrichment Camp	\$11,000
Culture & Recreation	S.T.E.P.S. is a five week summer therapeutic stimulation program for children with severe, profoundly, physically and mentally disabilities. It is designed and equipped for children during the summer months. Program prevents regression by 99 percent.		

101-SSHC-01	Savannah Speech and Hearing Center	Sound Start-A School for the Deaf	\$8,000
Poverty Reduction	Sound Start, a school for the deaf and hard of hearing, is a program of Savannah Speech and Hearing Center. The objective of Sound Start is to teach deaf and hard of hearing children to listen, speak, and understand spoken language in order to be mainstreamed in a regular education program.		
101-CSCA-01	Chatham-Savannah Citizen Advocacy, Inc.	Citizen Advocacy	\$10,000
Culture & Recreation	Protection and advocacy for people with developmental disabilities at risk of abuse, neglect, or exclusion from community life by creating and supporting responsible, one-to-one voluntary relationships between a person with a developmental disability and a well-connected local citizen.		
101-SCI-04	Senior Citizens, Inc.	Adult Day Care/Health	\$10,000
Poverty Reduction	The Adult Day Care/Health services provided at the Ruth Byck Center gives all day care to frail seniors. Services are offered from 7:00 a.m. to 6:00 p.m. allowing caregivers to work.		
101-BGCGS-01	Boys & Girls Clubs of Greater Savannah	Boys & Girls Clubs @ Crusader Center	\$7,000
Culture & Recreation	The B&GC has successfully engaged in a partnership with the Savannah Recreation Department in order to implement B&GC philosophies to serve more youth. Enhanced programs offered at the Crusader unit include Power Hour, Project Learn activities, SMART programs, and Triple Play as well as others from all BGCA core programs.		
101-BGCGS-02	Boys & Girls Clubs of Greater Savannah	Boys & Girls Clubs @ Tatemville Center	\$7,000
Recreation & Culture	The B&GC has successfully engaged in a partnership with the Savannah Recreation Department in order to implement B&GC philosophies to serve more youth. Enhanced programs offered at the Crusader unit include Power Hour, Project Learn activities, SMART programs, and Triple Play as well as others from all BGCA core programs.		
101-SCI-01	Senior Citizens, Inc.	Family Advocates	\$24,000
Poverty Reduction	Family Advocates work directly with seniors and their families to help them receive all of the assistance they need either through Senior Citizens, Inc. or from any source (governmental, social services, for profit). This is essential for families struggling financially.		
101-RSVPEOA -01	Economic Opportunity Authority for Savannah-Chatham	Retired & Senior Volunteer Program	\$10,000
Culture & Recreation	The Retired and Senior Volunteer Program helps people 55 and older find service opportunities. Volunteers serve in organizations that range from food banks to healthcare agencies and educational facilities. RSVP involves seniors in service that utilizing their skills and lifelong experiences.		
101-MBH-01	My Brothaz H.O.M.E., Inc.	Health Education & Supportive Services	\$11,000
Poverty Reduction	The objective of this offer is to provide health education and risk reduction services to 150 low-income working persons in the City of Savannah including men, women and youth who are living with HIV/AIDS based on case management, outreach, individual, group and eligible supportive services.		

<b>101-SCI-02</b>	<b>Senior Citizens, Inc.</b>	<b>In-Home Services</b>	<b>\$7,000</b>
Economic Growth	In-Home Services provides personal support to seniors by meeting their needs for daily living. Support includes housekeeping, grooming, and sitter/companion services. City money will be used as match funding for federal/state grants.		
<b>101-SCI-07</b>	<b>Senior Citizens, Inc.</b>	<b>Summer Angels</b>	<b>\$2,000</b>
Culture & Recreation	Summer Angels is a summertime volunteer program for middle school (grades 7 and 8) youth. Angels spend their summer in a supervised "volunteer camp" helping seniors.		
<b>101-AWOL-01</b>	<b>All Walks of Life</b>	<b>Arts Based Juvenile Delinquency</b>	<b>\$70,000</b>
Public Safety	AWOL provides at-risk youth Arts and Technology based programs during after school and evening hours. Youth are engaged in project based learning activities. AWOL programs teach youth respect for self and others, encourage creativity, education and most of all non-violence.		
<b>101-NL-01</b>	<b>Savannah Navy League</b>	<b>Sponsorship of Naval Vessels</b>	<b>\$2,000</b>
Economic Growth	Savannah Navy League anticipates revenues to the City of Savannah from sponsorships of naval vessels in 2010 to exceed one million dollars. Additionally, Savannah Navy League will sponsor one Sea Cadet Unit serving 20-25 youth ranging in age from 11 to 17.		

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