



2011

CITY OF SAVANNAH SERVICE PROGRAM & BUDGET Savannah, Georgia





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

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, 2010.

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.

2011 SERVICE PROGRAM & BUDGET

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Mayor

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District 4

MARY OSBORNE
District 2

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District 5

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JEFF FELSER
Post 2 At-Large

ACTING CITY MANAGER
ROCHELLE D. SMALL-TONEY

ACTING ASSISTANT CITY MANAGERS
STEPHANIE CUTTER
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Management and Financial Services

CHIEF FINANCIAL OFFICER
RICHARD M. EVANS

RESEARCH and BUDGET DIRECTOR
WANDA L. WILLIAMS

Special recognition is given to the following individuals for their assistance in preparation of the 2011 Proposed Budget.

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Stephanie Cutter	Public Development
Marty Johnston	Management and Financial Services
Chief Willie Lovett	Police
Chief Charles Middleton	Fire and Emergency Services
Joseph Shearouse	Leisure Services
Gene Prevatt	Sanitation
Robert Scanlon	Public Works and Water Resources

RESEARCH and BUDGET STAFF

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SPECIAL ACKNOWLEDGEMENTS

Citywide Priorities Team

Results Teams

- Team Leaders
- Facilitators
- Recorders
- Team Members

Finance Department

Public Information Office

Department and Division Managers

Outside Agencies

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City Manager's Message

"There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction." John F. Kennedy

October 28, 2010

To the Honorable Mayor and Aldermen:

The *2011 Proposed Service Program and Budget* is presented for your consideration and is the culmination of the work and talents of many dedicated city employees.

This 2011 fiscal plan represents a "program of action" for the city and positions the organization to respond to the downturn in our local economy, while continuing to provide quality municipal services to our citizens, businesses, and visitors. The proposed budget is based on your adopted six Priority Focus areas:

- Public Safety
- Health & Environment
- Neighborhood Vitality
- Economic Growth/Poverty Reduction
- Culture & Recreation
- High Performing Government

While setting the budget parameters to include a reduction of the property tax millage rate from 13 mills to 12.5 mills, as directed by City Council in August 2010, the 2011 proposed budget provides for the continued investment in our greatest asset, our employees, and includes a two percent (2%) general wage increase, also directed by City Council. These are directives that I fully support.

Although these are economically challenging times, we accepted the challenge. As a team, we viewed this as an opportunity to closely examine every service delivery system and program under the direction of the City of Savannah and investigated opportunities to grow our revenues that do not first seek to increase taxation. Beginning in this 2011 budget planning cycle, we adopted five guiding principles that undergird the proposed budget plan:

- City Council Priorities
- Employee Pay
- Public Safety
- Overall Efficiencies
- Long-Term Financial Stability

The future of the economy is uncertain, however, continuing the examination of our service delivery systems and implementing cost savings measures during and beyond FY 2011 is the most prudent course of action and wisest stewardship of our declining resources.

LOOKING BACK OVER THE YEAR: Accomplishments

During FY 2010, there are many noteworthy accomplishments that occurred under each of City Council's six Priority Focus areas:

Public Safety

- Violent Crime dropped 25% through the 3rd Quarter
- Property Crime reduced by 15%
- Total Part 1 Crime reduced by 16%
- Savannah Fire awarded \$3 million in grants
- Embarked on the construction of 2 new fire stations

Health & Environment

- Worked with Healthy Savannah to pass the Smoke-free Savannah Ordinance
- Completed curb and gutter projects in the Fernwood and Edgemere/Sackville neighborhoods
- Completed a new bicycle lane on Washington Avenue
- Made improvements to Wilshire Wastewater Treatment Plant
- Leveraged \$3.9 million federal funds for acquisition and demolition of flood-damaged structures

Neighborhood Vitality

- Received \$4,187,706 in American Recovery and Reinvestment Act Stimulus Funding (ARRA)
- New Food Lion grocery store in Carver Commons development on MLK
- Implemented Neighborhood Renaissance Savannah initiative
- Provided housing assistance to 672 citizens
- Began the revitalization process of Waters Avenue
- Purchased EnerGov Software program for enhancing inspections/permitting processes

Economic Growth/Poverty Reduction

- Broke ground on Pirates Cove Water Park
- Established the City's 3rd Enterprise Zone
- Developed international partnerships
- U.S. President Barack Obama visited YouthBuild program
- Savannah's poverty rate fell 1.9%
- Opened Moses Jackson Advancement Center

Culture & Recreation

- Opened Ellis Square
- Opened Fort at Forsyth Park
- Savannah named most playful city
- Completed Bacon Park Tennis Complex

High Performing Government

- Completed Phase II of Project DeRenne
- Adopted the Domestic Partner Benefits policy
- Citizen engagement through Social media i.e. Podcast, Facebook and Twitter
- Achieved collection of 94.9% of real property tax levy
- Began installation of new ERP and MS Govern software systems to streamline internal functions and improve customer service

FINANCIAL CHALLENGES: Changes from a Year Ago

The development process for the budget was based on consideration of actions that will stimulate economic growth, efficiencies that will enhance the attractiveness of the City as well as address quality of life issues to meet the priorities of the Mayor and Council.

Appropriations for the proposed 2011 budget plan total \$270,645,594, which is \$7,764,664 or 2.8% below the 2010 projected budget. Of this total, \$165,886,292 will support a large share of City services which are within the General Fund. This allocation is \$5,776,064 or 3.4% below the 2010 projected budget.

Challenges in preparing the 2011 fiscal plan included property tax assessments capped at 0% growth through 2011 by the State of Georgia, the impact of a planned reduction in the millage rate, sales tax revenue continuing to fall below the trend line, the need to establish a new normal for service delivery operations that is sustainable, the need to provide a higher level of funding to meet General Fund capital infrastructure needs, and the need to remain financially sound through prudent decision-making.

In order to balance the budget, adjustments were made in service delivery operations through identified efficiencies. The results included right-sizing and restructuring core services to meet Council priorities and service delivery needs and reducing or eliminating non-core services.

Major changes in revenue include a proposed adjustment in the millage rate, a reduction in sales tax revenue, and a modest increase in water and sewer service fees. Property taxes are the single most significant source of revenue for the City. The City's current millage rate of 13 mills is reduced back to the 2009 level of 12.50 mills, per City Council's directive. This resulted in a \$4.1 million reduction in property tax revenue for the 2011 budget planning process. The General Fund's second major source of revenue is sales tax. This revenue source is expected to be \$2,341,693 or 5.9% below total 2010 projected sales tax revenue. A draw from the Sales Tax Stabilization Fund was required to balance the 2010 budget due to the continuing decline in this revenue source. A draw from the Sales Tax Stabilization Fund is not proposed for 2011.

In order to properly operate and maintain the water and sewer system, the only fee increase included in the budget is a modest adjustment in fees for water and sewer services. Overall, the impact of the proposed increase on the combined monthly water and sewer bill for the median City customer (who uses about 15CCFs bi-monthly) is \$1.65 per month. This change will fund anticipated increases in the operation and maintenance cost of the system and will fund the capital improvement/capital maintenance plan. Even with this modest increase, these fees remain among the lowest in the State of Georgia.

The proposed capital improvement/maintenance plan has been updated for 2011-2015. The plan totals \$192.1 million and provides funding for all thirteen improvement categories.

Major expenditure changes include approximately \$2 million for a two percent (2%) general wage increase for employees, effective January 1, 2011. A general wage increase has not been provided since 2008. Funds have also been included to continue comprehensive benefits for employees and their dependents. A Temporary Retirement Incentive Program is proposed for eligible employees. This opportunity is expected to reduce the workforce by approximately 285 employees.

The incentives include:

- For those at normal retirement age, provide an additional month of service credit for each full year of service up to a maximum of three years
- For those at early retirement age, remove the age related reduction and presume all employees are at normal retirement age
- Both groups may elect to receive a termination incentive payment of 10% of the actuarial value of their individual pension resulting in a new actuarially determined monthly annuity.

Proposed adjustments in service delivery operations will reduce the workforce. In 2010, the projected authorized workforce is 2,622.89 full-time equivalent permanent positions. In 2011, 2,547.58 full-time equivalent permanent positions are proposed. These adjustments result in a reduction of 75.31 full-time equivalent permanent positions.

RESPONSE TO FINANCIAL CHALLENGES: Sustainable Progress

The mission of the City is to always provide exceptional municipal services at the lowest cost possible without sacrificing quality, efficiency, or customer service. We will use this financially challenging time as an opportunity for continuing a "program of action" for service improvements, cost reductions, and expanding revenue sources rather than looking first to increase taxation.

In closing, I again acknowledge the work of many dedicated and committed public servants, especially the Results Team members and other committee members of the City's Budgeting for Outcomes (BFO) program, the City Manager's Office staff, the Research and Budget Department staff, the Public Information Office, the Bureau Chiefs and their respective departmental leaders, and in particular, the members of the Acting City Manager's Budget and Finance Team: Stephanie Cutter, Acting Assistant City Manager; Marty Johnston, Acting Assistant City Manager; Dick Evans, Chief Financial Officer; Wanda L. Williams, Research and Budget Director; and Beth Robinson, Human Resources Director. A remarkable team and an awesome job well done!

Respectfully submitted,



Rochelle D. Small-Toney
Acting City Manager

"We must look for the opportunity in every difficulty instead of being paralyzed at the thought of the difficulty in every opportunity"--Unknown

2011 BUDGET OVERVIEW

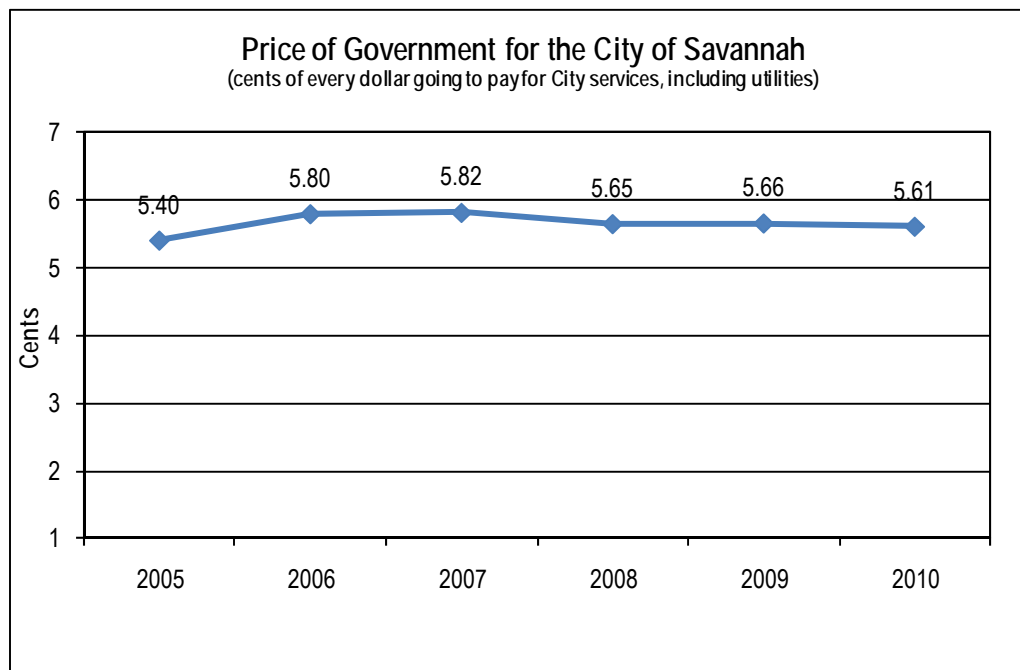
The City of Savannah addresses an essential question by using the Budgeting for Outcomes approach to budgeting: How can citizens get the most value for the taxes and fees they pay?

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 the 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.¹ During the most recent six year period, Savannah, citizens have spent between 5.40 and 5.82 cents of their dollar of annual personal income on City services as shown in the graph below.



¹ 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

ECONOMIC OUTLOOK

The U.S. national economy began a modest recovery in 2009 after several quarters of recession. The recovery continued slowly in 2010; most analysts predict year-end growth in real Gross Domestic Product (GDP) of around 2.5 percent. The recovery has been due in part to temporary government spending programs, small gains in the labor market, and companies purchasing of software and equipment due to low interest rates. More robust growth has not been realized due to still high unemployment, lackluster consumer spending, unfavorable balance of trade, and continued problems in the housing and commercial real estate markets. Unemployment remained near 9.5% for 2010, but should see slight improvement into the 9.0% range in 2011. Nationwide economic growth in 2011 will again be slow; analysts predict GDP growth between 2.3-2.8 percent. Inflation is expected to remain low and should not negatively impact the continued recovery.

The Georgia economy remains worse off than the U.S. because of the state's heavy reliance on the real estate, construction, and construction products industries. In 2010, the Georgia unemployment rate hovered above the national rate, staying around 10% and peaking slightly higher. The Georgia economy grew in 2010, but at a much slower rate than the GDP. As with the national economy, Georgia will experience continued weak growth in 2011; forecasters expect less than 2.0%.

The Savannah economy is in recovery and outperforming the Georgia economy as a whole. Stronger growth and unemployment below the rest of the state are due to the strength of the tourism and higher education industries, as well as proximity to the port and military installations. Sluggish home sales and construction continue to be the most significant hindrance to improvement in this area of the economy. The Savannah economy and unemployment rate continued to improve through 2010, and should strengthen further in 2011, but it could be several more years before a return to pre-recession levels of prosperity.

FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly and have lasting effects, 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.

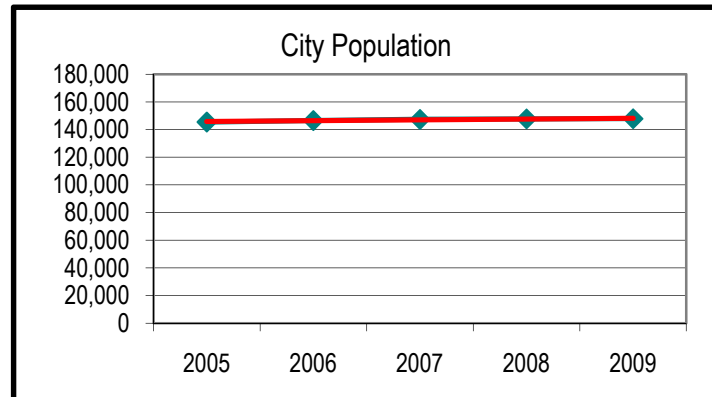
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

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 2,371 from 2005 to 2009, going from 145,420 to 147,791. The trend during this five year period reflects increasing population with slow and steady growth.

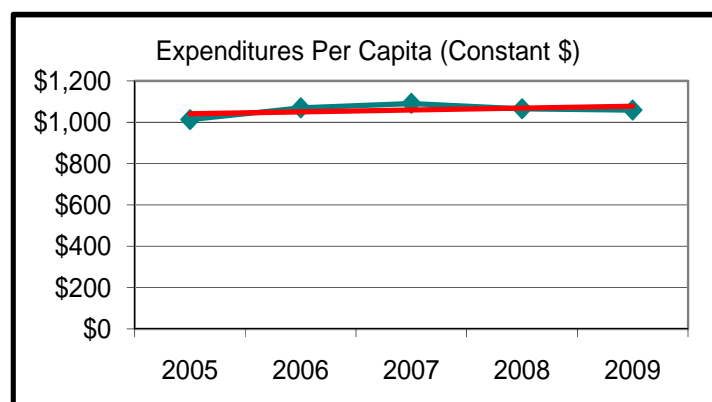


Expenditures per Capita

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 \$1,012 in 2005 and increased to \$1,058 in 2009. This change is attributed to:

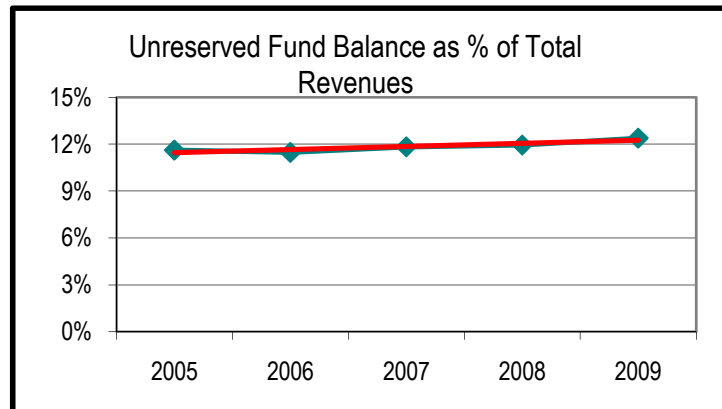
- Increased cost of delivering municipal services
- Enhancement in the level of services provided
- Creation of new services

Expenditures per capita in constant dollars declined in 2008 and 2009 due to the impact of the economic recession and declining revenue.



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) now recommends, at a minimum, that governments maintain an unrestricted fund balance in their General Fund of no less than two months of regular General Fund operating revenues or expenditures. Based on the City's General Fund revenue of \$172,743,741 in 2009, two months would equal \$28,790,624 or 16.67%. The City's 2009 ending unreserved fund balance was \$21,382,479.



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.

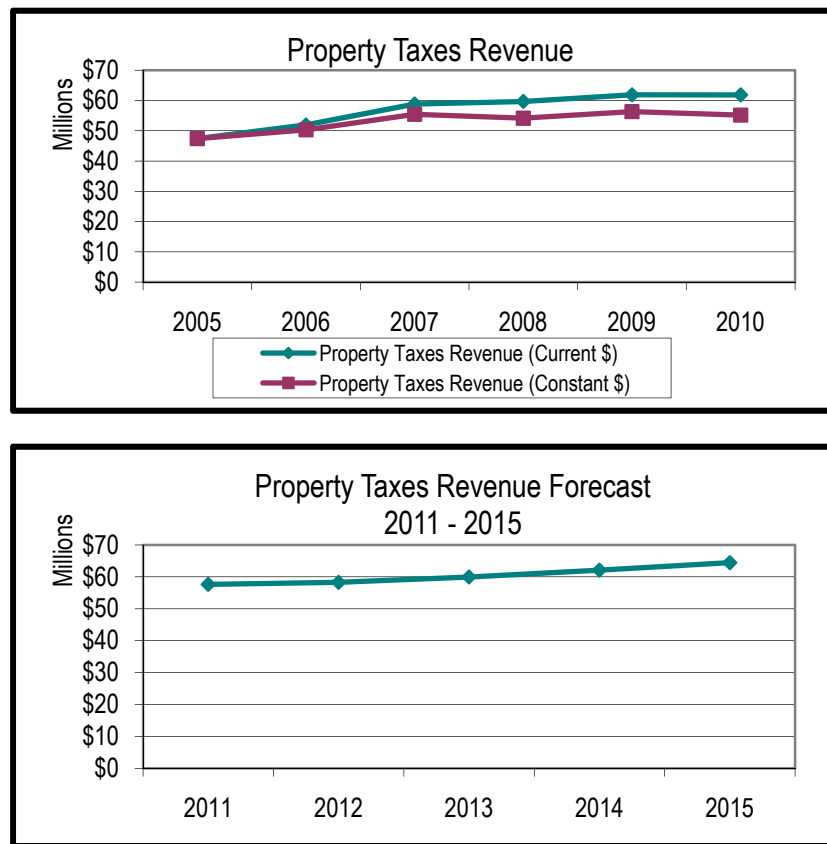
Property Taxes

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 millage rate was gradually reduced from a high of 17.46 mills in 1996 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. Economic conditions caused some property values to decline, and the City of Savannah tax digest decreased by 4.83% in 2010 compared to 2009. Because of this, City Council adopted a 2010 millage rate of 13 mills. The 2011 budget is based on a millage rate of 12.5 mills and a further decline in the taxable assessed value of property. Adjustments to the millage rate will continue to be reviewed each year in consideration of the City's ability to remain financially sound as well as competitive in attracting new residents and retaining current businesses.

The five year forecast for property taxes revenue is based on a millage rate of 12.5 mills. While some new growth and development is included in the projections, there are no major annexations planned. Revenue is anticipated to rise as the housing market recovers from the current status and the state moratorium on increases in assessed value is lifted.

Property taxes revenue over a six year period in current and constant dollars is shown in the graph below. The amount for 2010 is the forecast amount. Also shown is the five year forecast for property taxes revenue.



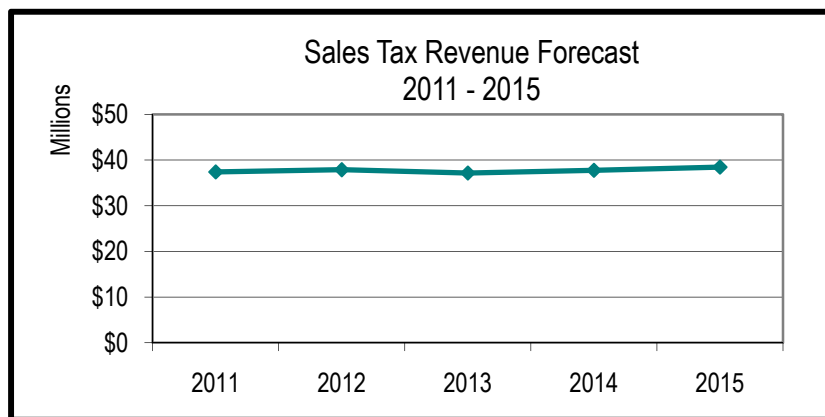
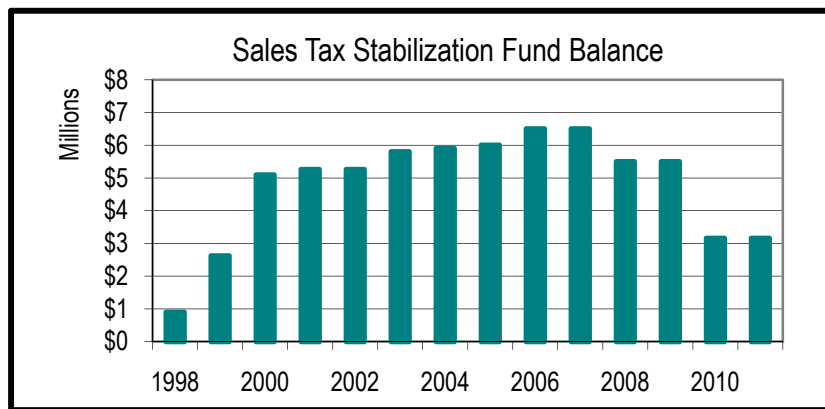
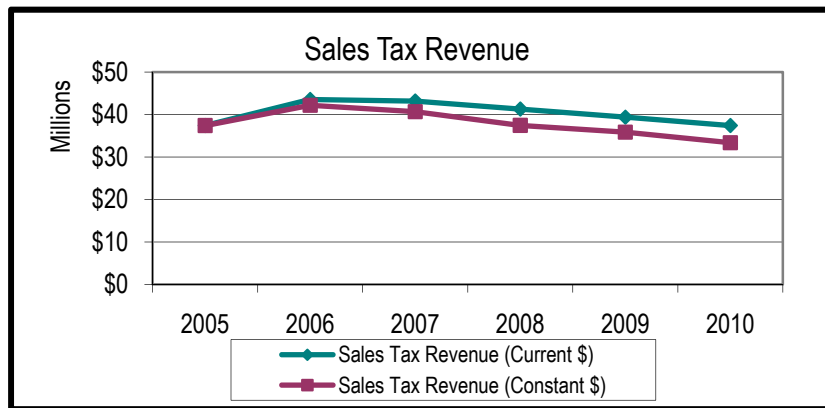
Sales Tax

The General Fund's second major revenue source is sales tax. 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%. This percentage is in effect through 2012, consistent with the distribution agreement which expires thereafter.

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, as this tax is highly elastic and directly impacted by performance of the economy. 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 a draw from the Fund in 2010.

The five year forecast assumes the City of Savannah's distribution percentage will decline in 2013 based on population growth in other areas of the County. However, the negotiations are influenced by factors in addition to population (such as daytime population) and it is difficult to predict the outcome and new distribution percentages. The forecast does include modest growth as economic conditions are expected to improve and consumer confidence rise. Pre-recession growth rates are not anticipated, as it has been predicted people will practice more controlled spending along with higher savings rates.

Sales tax revenue over a six year period in current and constant dollars is shown in the graph which follows. The amount for 2010 is the forecast amount. Also shown is the Sales Tax Stabilization Fund balance, which reflects the projected draw in 2010, and the five year forecast for sales tax revenue.



User Fees

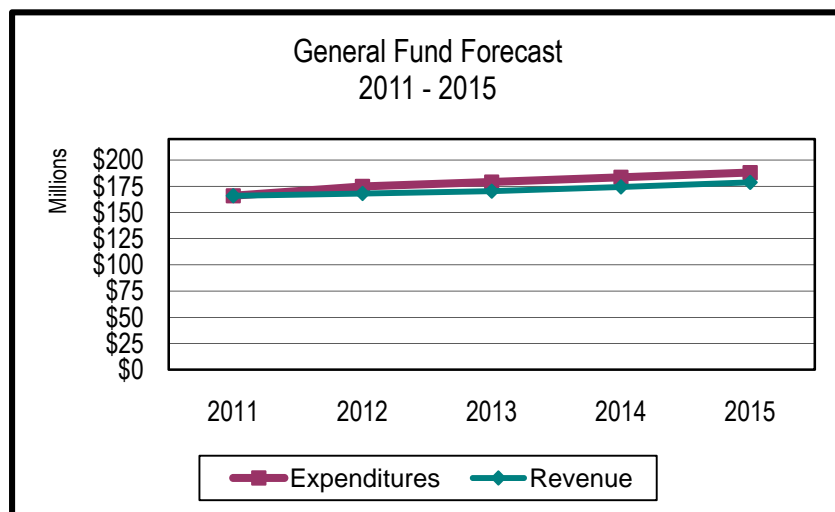
User fees are charged for specific services such as leisure activities and development services. User fees are projected to generate about 15% of General Fund revenue in 2011. The largest user fee is the reimbursement from Chatham County for police services provided to the unincorporated area. This fee is a result of the City and County police merger in 2005. There are no fee changes or new fees included in the 2011 General Fund revenue budget.

Five Year Plan Forecast

General Fund revenue for the period 2011 – 2015 is projected to increase slowly as the economy gradually recovers. The forecast for property taxes and sales tax, which account for the majority of General Fund revenue, were discussed previously. Other revenue sources such as hotel/motel tax, business tax, development fees, and interest earned are projected to show improvement over the next few years. A small amount is included each year for potential fee increases.

Due to an expected decrease in revenue in 2011, expenditures are also planned to decrease. Beginning In 2012, expenditure growth is expected. In most areas spending increases are expected to be very limited as a result of low inflation and a small degree of growth in discretionary spending. However, areas that are projected to impact spending growth are within salaries and wages. A 2% wage increase has been included for 2012 – 2015; adjustments for benefits such as worker's compensation, retiree medical and pension; capital infrastructure spending which is projected to gradually increase reaching \$5 million by 2014; and subsidies necessary to support Sanitation services.

The gap in projected in revenues and expenditures is expected to be managed through city-wide efforts that include managing benefit spending while remaining competitive, implementing efficiencies and innovations that 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. Because the capital requirements of the water and sewer utility are very large, a multi-year approach for financial planning is essential. Careful financial planning is also required because of the system's reliance on the public capital markets for borrowing, and the need to remain competitive with system's bond covenants.

Future Rate Projection

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

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 2011 – 2015 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.

The rates forecasted in this projection for 2011 have been decreased (to provide for an average monthly increase for the median customer of \$.75) and the rates for 2012-2015 are the same as computed last year. Although rate increases are forecast, the annual changes are comparatively modest and the system's rates compare favorably with the rates of other similar cities.

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 (actual)	1.65	2.75	3.85	5.26%	5.67%	5.87%
2011	0.75	1.25	1.75	2.27%	2.44%	2.52%
2012	1.05	1.75	2.45	3.11%	3.33%	3.44%
2013	0.90	1.50	2.10	2.58%	2.77%	2.85%
2014	0.75	1.25	1.75	2.10%	2.24%	2.31%
2015	0.60	1.00	1.40	1.64%	1.76%	1.81%
Average (last 5 years)	\$0.81	\$1.35	\$1.89	2.34%	2.51%	2.59%

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

Restrictions on Groundwater Withdrawals Will Require Increased Reliance on Surface Water

It is anticipated that EPD will further restrict the City's withdrawals from the Floridan aquifer. In past years, typically less than 700 MG of surface water was purchased by the groundwater system to supplement its needs. For 2010, it is projected that 2,181 MG gallons will be purchased; and for 2011 it is assumed that 2,200 MG will be needed at a cost of \$2,020,000. Purchases of this volume of water from the surface water system will create upward pressure on the expenses on the groundwater system. The State of Georgia is engaged in discussions with South Carolina which may result in even greater curtailment of ground water withdrawals; this in turn will require even more purchases of water from the I&D system and create more pressure on system expenses in the future.

Capital Improvement Program

The Capital Improvement Program is updated annually. The plan has been updated for the period 2011- 2015. The proposed plan totals \$64,236,000, of which \$26,861,000 is for water projects and \$37,402,000 is for sewer projects. In addition to these projects, an I & D capital project plan totaling \$5,196,000 will be funded by inter-fund loans between the Water and Sewer Fund and the I & D Fund.

Planned Borrowing

The capital funding plan includes just one future borrowing being a \$5,000,000 bond issue in year 2011. Two borrowings in 2009 were completed as planned. The first was completion of the draw down of the SRF loan for Crossroads Sewage Plant in the amount of \$23,275,000. The second completed borrowing in 2009 was a water and sewer revenue bond issue which provided new funding in the amount of \$15,000,000.

Service Improvements

The projection assumes no significant service improvements will be implemented in 2011 or future years.

SANITATION FUND

The Council's vision statement desires to make the City of Savannah an environmentally healthy community for its citizens. In keeping with this vision, several decisions were made in 2007 that have changed the way municipal solid waste is managed.

Landfill Capacity

The waste-to-energy incineration process at the Resource Recovery Facility that had been used for many years to reduce the amount of waste disposed of at the landfill was discontinued. Instead, the City began to use its own landfill for routine waste disposal once again. While capacity remains in the permitted area of the landfill, actions are underway to expand the landfill in preparation to meet future needs. The expansion is estimated to have a \$15 million financial impact in 2016.

Single stream curbside recycling was implemented in 2009. This process has been very successful. Marketing the benefits of the community's participation in this process has helped to keep this program on track. One such tool that has been used is the distribution of calendars to residents that provide information on dates of service for waste disposal and proper disposal of waste.

Future Rate Projections

The current five year plan for this fund contemplated an increase in residential and commercial fees in 2011 to finance and meet service delivery needs of the community. In lieu of a rate increase, improvements to reduce costs through operational efficiencies are planned. To achieve operational efficiencies, an improvement in code enforcement will be implemented by combining property maintenance code enforcement with sanitation code enforcement. Efficiencies will also be implemented in residential refuse collection, refuse disposal, street cleaning, commercial refuse collection, and recycling and litter control within fund operations. These efficiencies will be

monitored during the year to ensure the maximum benefits intended are achieved; adjustments will be made as needed. These actions are necessary in preparation of the increase in costs anticipated to expand the landfill in future years.

With the changes made in management of municipal solid waste, changes in rates will be necessary in future years. The City of Savannah has traditionally used an incremental approach to rate adjustments to minimize the impact on citizens. The financial plan for this fund will continue to be used to manage rate adjustments to meet operational and capital needs. It will be updated and adjusted as decisions are made that impact management of municipal solid waste.

BUDGET SUMMARY

City-wide revenues total \$317,319,433 for 2011. This is a 2.9% decrease below the 2010 projected amount. The decline is primarily due to less revenue from the taxes and grant categories. Impacting revenues in 2011 are increases in water and sewer consumption fees. The table below provides a summary of 2009 actual, 2010 projected, and 2011 budget revenues.

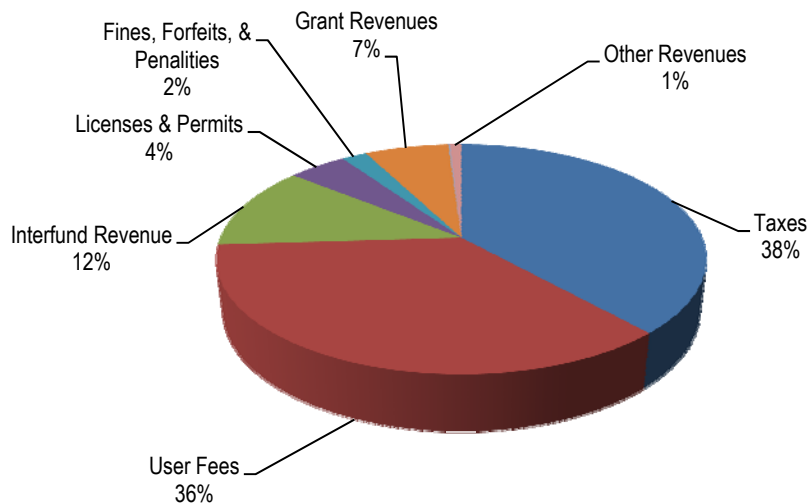
	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
REVENUE				
Fund Balance/Change in Net Assets January 1st	\$ 306,451,715	\$ 380,302,885	\$ 428,705,602	12.7
Taxes	\$ 127,852,023	\$ 128,152,773	\$ 121,440,720	-5.2
User Fees	109,753,411	110,415,953	113,465,657	2.8
Interfund Revenue	34,635,979	36,667,300	37,299,115	1.7
Licenses & Permits	14,038,909	14,297,126	14,576,396	2.0
Fines, Forfeits, & Penalties	6,177,763	6,319,104	6,278,504	-0.6
Grant Revenues	26,734,501	26,153,281	21,010,483	-19.7
Interest Earned	1,072,180	287,981	326,500	13.4
Other Revenues	<u>6,052,757</u>	<u>4,519,457</u>	<u>2,922,058</u>	<u>-35.3</u>
TOTAL REVENUE	\$ 326,317,523	\$ 326,812,975	\$ 317,319,433	-2.9
 TOTAL FUNDS AVAILABLE	 \$ 632,769,238	 \$ 707,115,860	 \$ 746,025,035	 5.5

After adjusting for transfers between funds, total expenditures for 2011 are \$270,568,877 or 2.8% below the 2010 projected budget. The changes are primarily due to adjustments in the workforce, a 2% general wage increase, an enhanced comprehensive benefits program, a proposed Temporary Retirement Incentive Program, reductions in various departmental expenditure accounts, and increased capital projects funding. Core services are being maintained to meet Council priorities and some non-core services are being reduced or eliminated.

	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
<u>EXPENDITURES</u>				
Personal Services	\$ 155,263,297	\$ 153,828,762	\$ 150,719,126	-2.0
Outside Services	35,173,770	38,254,189	36,539,989	-4.5
Commodities	16,681,498	18,220,178	17,279,200	-5.2
Interfund Services	25,816,656	28,451,463	29,548,907	3.9
Capital Outlay	10,936,372	8,777,172	7,726,741	-12.0
Debt Service	16,432,777	17,472,494	17,295,069	-1.0
Interfund Transfers	41,705,560	43,767,489	41,137,887	-6.0
Other Expenses	<u>18,512,461</u>	<u>18,041,228</u>	<u>17,072,514</u>	<u>-5.4</u>
SUBTOTAL	\$ 320,522,391	\$ 326,812,975	\$ 317,319,433	-2.9
Less Interfund Transfers	\$ (68,056,038)	\$ (48,402,717)	\$ (46,750,556)	-3.4
TOTAL EXPENDITURES	\$ 252,466,353	\$ 278,410,258	\$ 270,568,877	-2.8
Fund Balance/Change in Net Assets December 31st	\$ 380,302,885	\$ 428,705,602	\$ 475,456,158	10.9

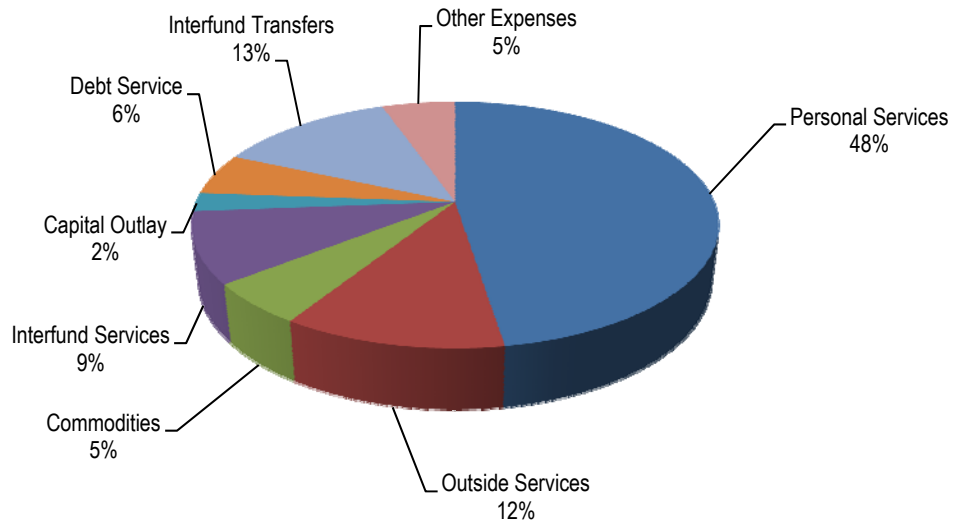
REVENUE

The graph below presents a breakdown, by category, of total revenues for 2011. 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 by major code for 2011 after adjusting for transfers between funds. Of the total funds budgeted, Personal Services is the largest expenditure category. This category will support wages and an enhanced comprehensive benefits program. Funding for Outside Services, Commodities, and Capital Outlay will be used to provide direct services to citizens.



REVENUE CHANGES

This budget recommends returning to the 2009 millage rate of 12.5. The proposed budget maintains the majority of fees for City services at the 2010 level; only water and sewer consumption charges are slated to increase as detailed below.

Water and Sewer Fund. The proposed base charges for water and sewer service in 2011 are unchanged from 2010. Only the consumption charges are proposed to increase. The impact of the proposed 2011 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:

	2011 over 2010
Monthly Increase in Combined Water & Sewer Bill	\$0.75
Percentage Increase	2.27%

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 2010 and proposed 2011 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	\$0.74	\$0.78
Over 15 CCFs	\$0.92	\$0.96
Water, Outside City		
Base Charge (bi-monthly)	\$16.59	\$16.59
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$1.11	\$1.17
Over 15 CCFs	\$1.38	\$1.44

Sewer Rates	Current	Proposed
Sewer, Inside City		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$2.34	\$2.40
Over 15 CCFs	\$2.72	\$2.78
Sewer, Outside City		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.51	\$3.60
Over 15 CCFs	\$4.08	\$4.17

The fee for recovery of capital costs for reclaimed water distribution is assumed to be continued at a rate of \$600 per ECU. Implementation of this fee assumed that EPD will allow the City to not require the installation of purple pipe in new subdivisions. The fee is 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. The fee was successfully implemented on January 1, 2010 on all new connectors to the water and sewer system within the City.

CITY-WIDE REVENUE DETAIL

The table below compares 2009 actual revenues with 2010 projected revenues and 2011 budgeted revenues.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Taxes</u>				
Property Taxes	\$ 61,878,808	\$ 61,862,380	\$ 57,638,360	-6.8
Sales Tax	39,378,004	39,741,693	37,400,000	-5.9
Other Taxes	<u>26,595,211</u>	<u>26,548,700</u>	<u>26,402,360</u>	<u>-0.6</u>
Subtotal	\$ 127,852,023	\$ 128,152,773	\$ 121,440,720	-5.2
<u>User Fees</u>				
Leisure Services Fees	\$ 735,279	\$ 719,950	\$ 746,245	3.7
Inspection Fees	1,273,518	1,294,650	1,449,500	12.0
Fees for Other Services -				
General Fund	20,739,761	21,542,394	21,917,047	1.7
E911 Fees	4,777,551	4,800,000	4,800,000	0.0
Haz-Mat Services	161,485	145,200	145,200	0.0
Water Services	19,256,262	19,073,887	19,713,072	3.4
Sewer Services	30,021,329	30,035,460	31,043,858	3.4
I & D Services	8,458,313	8,121,313	9,064,850	11.6
Sanitation Services	15,695,758	15,422,949	15,282,500	-0.9
Mobility and Parking				
Services	7,224,400	7,862,750	7,864,750	0.0
Civic Center Services	1,324,755	1,295,400	1,335,400	3.1
Golf Course Lease	<u>85,000</u>	<u>102,000</u>	<u>103,235</u>	<u>1.2</u>
Subtotal	\$ 109,753,411	\$ 110,415,953	\$ 113,465,657	2.8
<u>Interfund Revenues</u>				
Internal Service Charges	\$ 10,249,029	\$ 10,165,199	\$ 10,401,449	2.3
Interfund Services	19,787,125	21,596,358	21,804,113	1.0
General Fund Contribution	<u>4,599,825</u>	<u>4,905,743</u>	<u>5,093,553</u>	<u>3.8</u>
Subtotal	\$ 34,635,979	\$ 36,667,300	\$ 37,299,115	1.7
Licenses & Permits	\$ 14,038,909	\$ 14,297,126	\$ 14,576,396	2.0
Fines, Forfeits, & Penalties	\$ 6,177,763	\$ 6,319,104	\$ 6,278,504	-0.6
Grant Revenues	\$ 26,734,501	\$ 26,153,281	\$ 21,010,483	-19.7
Interest Earned	\$ 1,072,180	\$ 287,981	\$ 326,500	13.4
Other Revenues	\$ 6,052,757	\$ 4,519,457	\$ 2,922,058	-35.3
TOTAL	\$ 326,317,523	\$ 326,812,975	\$ 317,319,433	-2.9

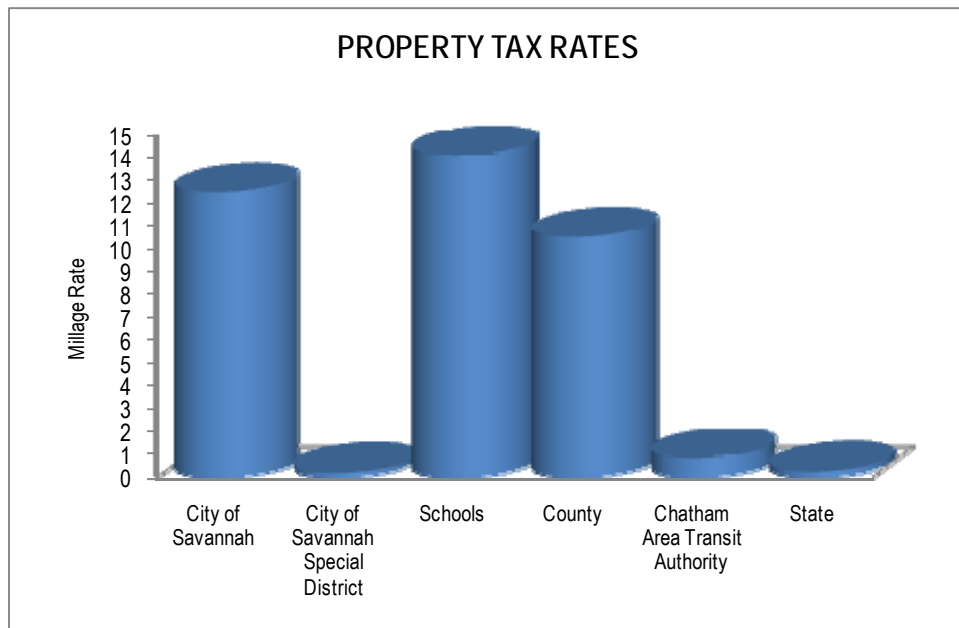
WHAT DOES A PROPERTY OWNER PAY?

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 2011 budget is balanced with a City of Savannah millage rate of 12.5 mills, which represents a reduction of .5 mills from the 2010 adopted millage rate.

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 planned to be 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 OVERLAPPING¹ GOVERNMENTS
2000 - 2009

(PER \$1,000 OF ASSESSED VALUE)

Year	City	City Special District ²	Schools	County	Chatham Area Transit Authority	State	Total
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
2009	12.500	0.200	13.404	10.537	0.820	0.250	37.711

¹ 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).

² 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 38% of City revenue and include property taxes, sales tax and other taxes such as alcohol taxes and the hotel/motel tax. Taxes revenue is projected to decrease in 2011 primarily due to a planned reduction in the millage rate and a decrease in the anticipated draw from the Sales Tax Stabilization Fund. The City millage rate is budgeted at 12.5 mills for 2011, which is a decline of .5 mills from the 2010 adopted rate.
- User Fees are received for specific services provided by the City and represent 36% of revenue. More than half of user fee revenue is generated by Water, Sewer, and Sanitation services. Rate increases are planned only for water and sewer consumption charges in 2011.
- 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 increase \$187,810 in 2011.
- Licenses & Permits revenue is derived from such sources as alcoholic beverage licenses and utility franchise fees. 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. Also included in this category are red light camera fines, and execution fees and interest related to delinquent taxes.
- Grant Revenues are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. In 2011, city-wide grant revenues are anticipated to decline by \$5,142,798.
- 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 2011 as interest rates are anticipated to rise.
- Other Revenues consist of items such as miscellaneous revenue, payment in lieu of taxes, and draw on reserves. The decrease in 2011 is primarily the result of draws on reserves in the Computer Purchase and Vehicle Purchase Funds in 2010.

CITY-WIDE EXPENDITURE DETAIL

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

	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
General Fund	\$ 171,787,828	\$ 171,662,356	\$ 165,759,587	-3.4
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 363,123	\$ 458,282	\$ 439,570	-4.1
Grant	7,175,125	9,071,004	5,335,506	-41.2
Community Development	11,880,873	17,993,752	16,555,151	-8.0
Public Safety Communications	5,125,992	5,283,977	5,250,291	-0.6
Hotel Motel Tax	4,962,128	5,149,910	5,294,741	2.8
Subtotal	\$ 29,507,241	\$ 37,956,925	\$ 32,875,259	-13.4
<u>Enterprise Funds</u>				
Sanitation	\$ 23,541,307	\$ 23,527,407	\$ 24,268,967	3.2
Civic Center	3,135,986	3,580,745	3,434,555	-4.1
Water	21,980,598	21,861,915	22,424,437	2.6
Sewer	31,158,891	30,371,358	31,294,348	3.0
I & D Water	8,687,102	8,313,784	9,209,167	10.8
Mobility and Parking Services	10,118,260	11,020,082	10,867,007	-1.4
Golf Course	6,500	102,000	103,235	1.2
Subtotal	\$ 98,628,644	\$ 98,777,291	\$ 101,601,716	2.9
<u>Internal Services Funds</u>				
Internal Services	\$ 10,187,172	\$ 10,165,199	\$ 10,401,449	2.3
Computer Purchase	576,658	800,000	364,730	-54.4
Vehicle Purchase	9,834,848	7,451,204	6,316,692	-15.2
Subtotal	\$ 20,598,678	\$ 18,416,403	\$ 17,082,871	-7.2
Total	\$ 320,522,391	\$ 326,812,975	\$ 317,319,433	-2.9
Less Interfund Transfers	\$ (68,056,038)	\$ (48,402,717)	\$ (46,750,556)	-3.4
TOTAL	\$ 252,466,353	\$ 278,410,258	\$ 270,568,877	-2.8

CITY-WIDE EXPENDITURE CHANGES

Expenditures in this budget have been reduced significantly in response to a decline in various revenues. City-wide expenditures total \$270,568,877 or 2.8% below 2010 projected expenditures after adjusting for interfund transfers. 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, which is comprised primarily of funding for salaries and wages for employees and a comprehensive benefits program for employees and their dependents. This category decreases \$3,109,636 or 2.0% below 2010 projected expenditures. The major changes are described as follows.

The current compensation system was adopted in September, 2007 based on a study conducted by the University of Georgia/Carl Vinson Institute of Government. The pay was approximately 104% of the average market rate for positions in comparable organizations. Today, removing outliers, the pay scale is 1.25% above the average market rate for benchmark positions. No general wage increase has been provided since a 2% increase authorized in 2008. A 2% general wage increase is proposed, effective January 1, 2011 with associated funding of \$1,937,013. In order to fund the general wage increase at the lower millage rate, the performance skill increase is proposed to be eliminated.

Workforce changes are proposed in 2011 that impact various departments within the organization. Some of these changes may result in reduction in force while others will result in restructuring and reorganizing department staff to gain efficiencies and cost savings. In addition, a Temporary Retirement Incentive Program is proposed. The number of City of Savannah employees eligible for normal retirement is 316. The number of City of Savannah employees eligible for early retirement is 237. The total eligible for this incentive program is 553. Program offerings will include:

- An additional month of service credit for each full year of service up to a maximum of three (3) years for those at normal retirement age.
- Removing the age related reduction and presume all employees are at normal retirement age for those at early retirement age.
- Both groups may elect to receive a termination incentive payment of 10% of the actuarial value of their individual pension resulting in a new actuarially determined monthly annuity. This program is estimated to result in savings of \$1,300,000.

This proposed budget continues the comprehensive medical benefits plan to employees and their dependents with an employer contribution of \$13,741,310, which is \$499,608 below the 2010 projected contribution. Total health plan costs per employee, including fixed costs, are slightly down from last year. If this trend continues, 2010 will be the 2nd year in a row with a negative trend. Total costs per employee are \$6,522, which is 31% below the government norm. No premium rate increase is proposed for active employees in 2011. This will be the 3rd year in a row in which the premiums for active employees remain unchanged.

Provisions of the *Affordable Health Care Act* that will impact the City of Savannah include:

- Extension of coverage to age 26 for adult children
- Lifetime limits prohibited for essential benefits
- Over the counter drugs and supplies will be considered ineligible expenses under a Flexible Spending Account. The 2011 budget also includes an allocation of \$6,850,000 in recognition of the City's cost of post retirement medical benefits for employees.

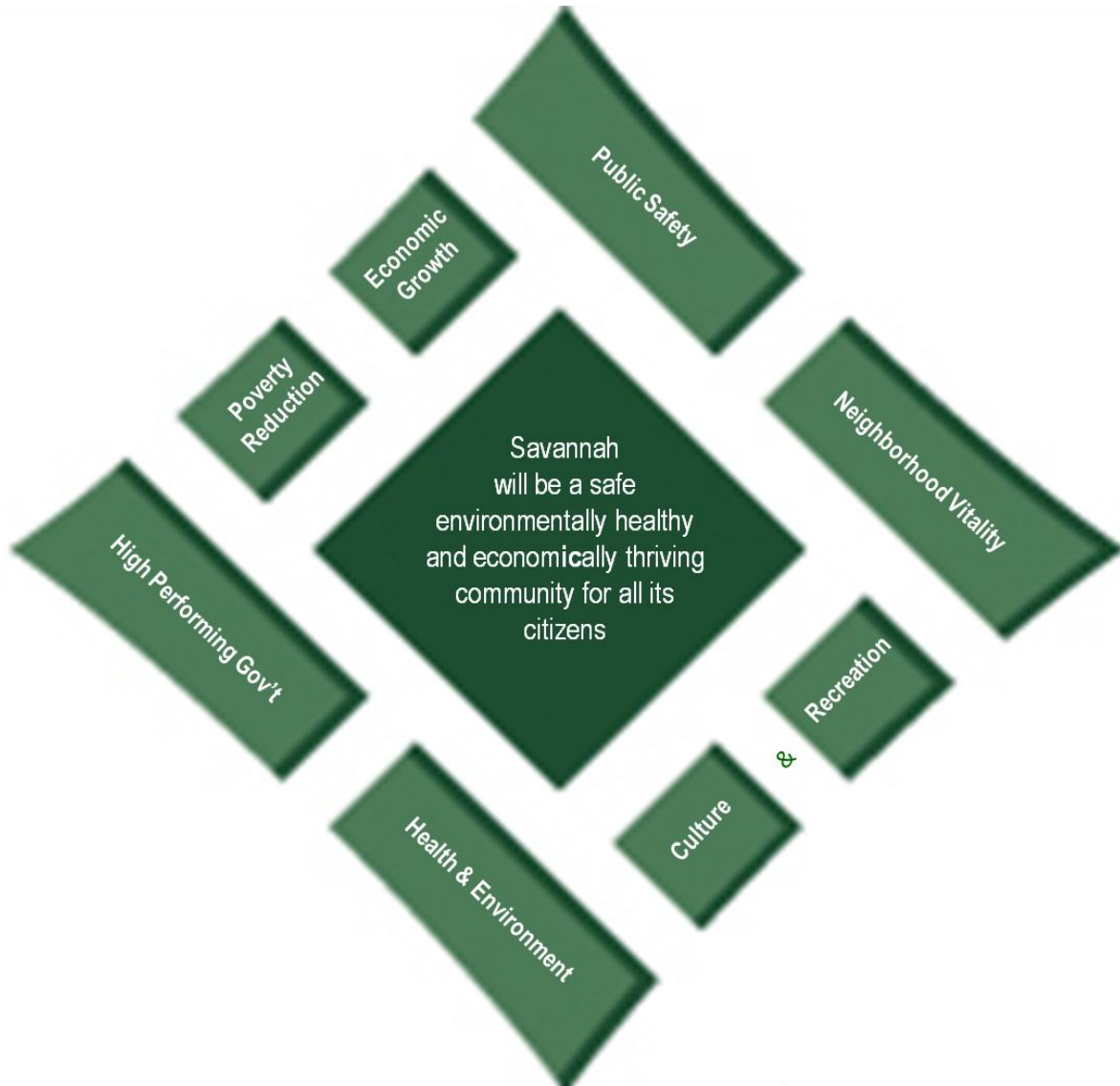
Based on the tenth actuarial study that reflects the pension changes adopted by City Council as of January 1, 2001, the recommended minimum pension contribution for 2011 compared to the past eight years is as follows:

- 2003 \$3,509,400
- 2004 \$3,901,400
- 2005 \$4,849,800
- 2006 \$5,628,454
- 2007 \$6,305,394
- 2008 6,422,959
- 2009 \$7,015,798
- 2010 \$7,922,994
- 2011 \$7,964,466

The increase in the 2011 contribution compared to the contribution in 2010 is due to the following:

- Decrease in total payroll
 - Increase due to investment yield being less than actuarial assumption
 - Effect of maintaining a 30 year amortization period
 - Effect of changes in actuarial assumptions
 - 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 \$11,834,276. While expenditures for other contractual services decrease, funding for electricity, equipment maintenance and data processing equipment maintenance increases. Funding for services in this category decreases \$1,714,200 or 4.5% below 2010 projected expenditures.
 - **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 small fixed assets and clothing & laundry. This expenditure category decreases \$940,978 or 5.2% below 2010 projected expenditures.
 - **Interfund Services** represents services provided to City departments on a cost reimbursement basis. This expenditure category represents 9% of the operating budget. The largest costs are for services provided by the General Fund to other funds, computer services, and vehicle maintenance services. This category increases \$1,097,444 or 3.9% primarily due to an increase in insurance by Risk Management, vehicle charges to maintain the City fleet, services by Sanitation to the General Fund, and services by the General Fund to other funds.
 - **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 \$1,050,431 or 12.0% in this expenditure category is based on reduced spending in 2011.
 - **Debt Service** is for payments of principal and interest to lenders or creditors on outstanding debt. This area decreases \$177,425 or 1.0% below 2010 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 (\$850,396), Hazardous Material Team Fund (\$254,370), Public Safety Communications Fund (\$450,291), and the Community Development Fund (\$1,278,461). An allocation of \$626,504 is included in 2011 for transfer to the Tax Allocation District Fund 1. An allocation of \$3,219,000 is included to continue funding for General Fund capital projects. Expenditures in this category represent 13% of the total budget and decrease \$2,629,602 or 6.0% below 2010 projected expenditures.

- 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 \$968,714 or 5.4% below 2010 projected expenditures primarily due to less funding available to purchase services from outside agencies



PROJECTED CHANGES IN FUND BALANCE

FUND BALANCES 2007-2009

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 1-1-2007	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	Beginning Fund Balance 1-1-2009	Ending Fund Balance 12-31-2009	Net Increase/Decrease 2009
General	19,911,178	21,711,287	1,800,109	21,711,287	21,972,218	260,931	21,972,218	22,928,128	955,910
Special Revenue	3,887,853	10,795,844	6,907,991	10,795,844	17,964,798	7,168,954	17,964,798	24,715,568	6,750,770
Debt Service	818,925	876,962	58,037	876,962	906,019	29,057	906,019	915,812	9,793
Capital Projects	50,867,341	50,513,688	(353,653)	50,513,688	48,594,807	(1,918,881)	48,594,807	41,462,786	(7,132,021)
TOTAL	75,485,297	83,897,781	8,412,484	83,897,781	89,437,842	5,540,061	89,437,842	90,022,294	584,452

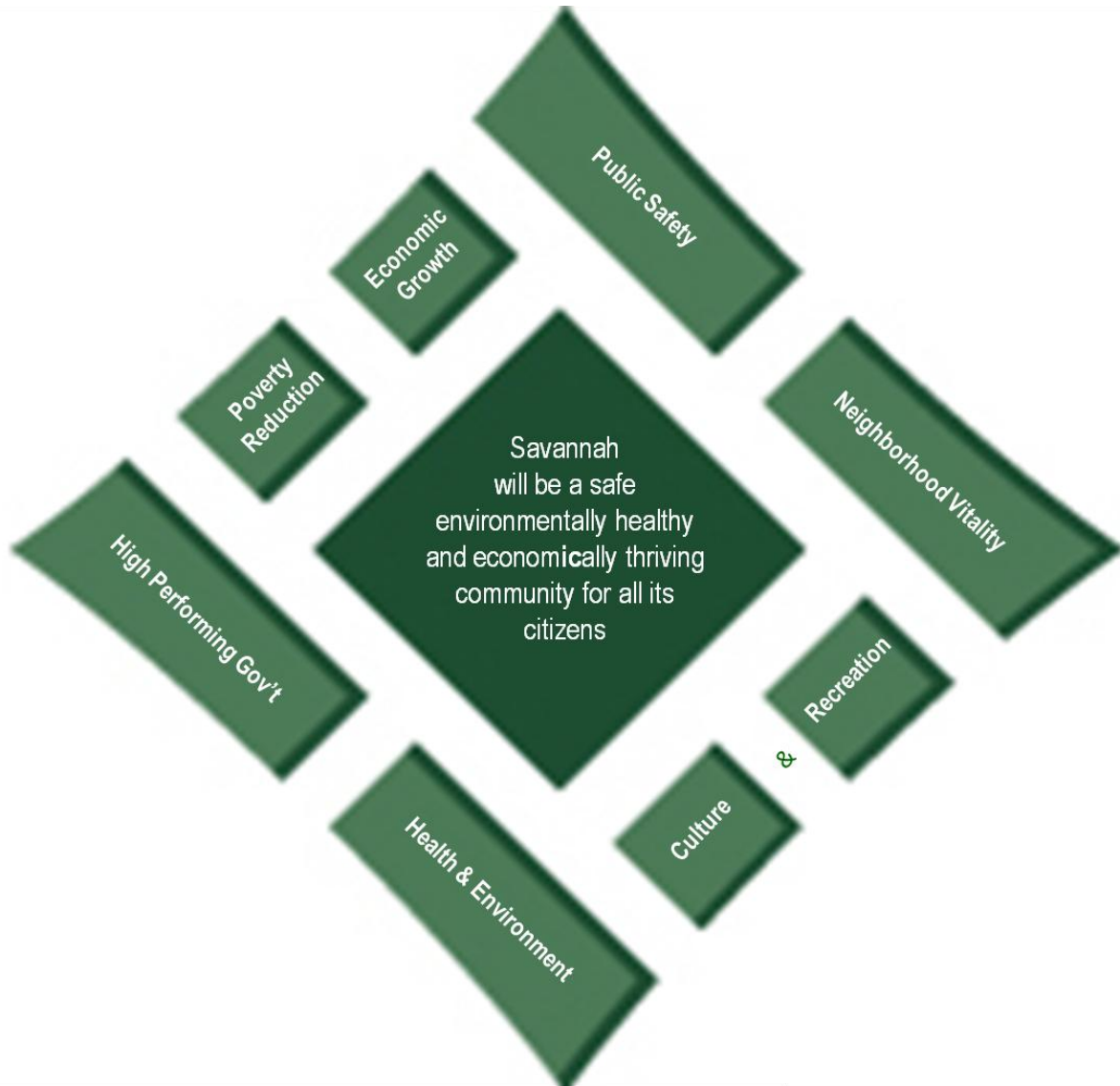
FUND BALANCES 2010-2011

The General Fund is the largest City of Savannah fund and is classified as a governmental fund. As in prior years, the 2011 General Fund budget is consistent with the general accounting practice of maintaining a reserve for unforeseen contingencies. The projected General Fund fund balance of approximately \$23 million for the end of fiscal year 2011 equates to 13.8% of total General Fund expenditures. Included with the General Fund in the tables below are projected 2010 and 2011 fund balances/equities for selected City governmental funds.

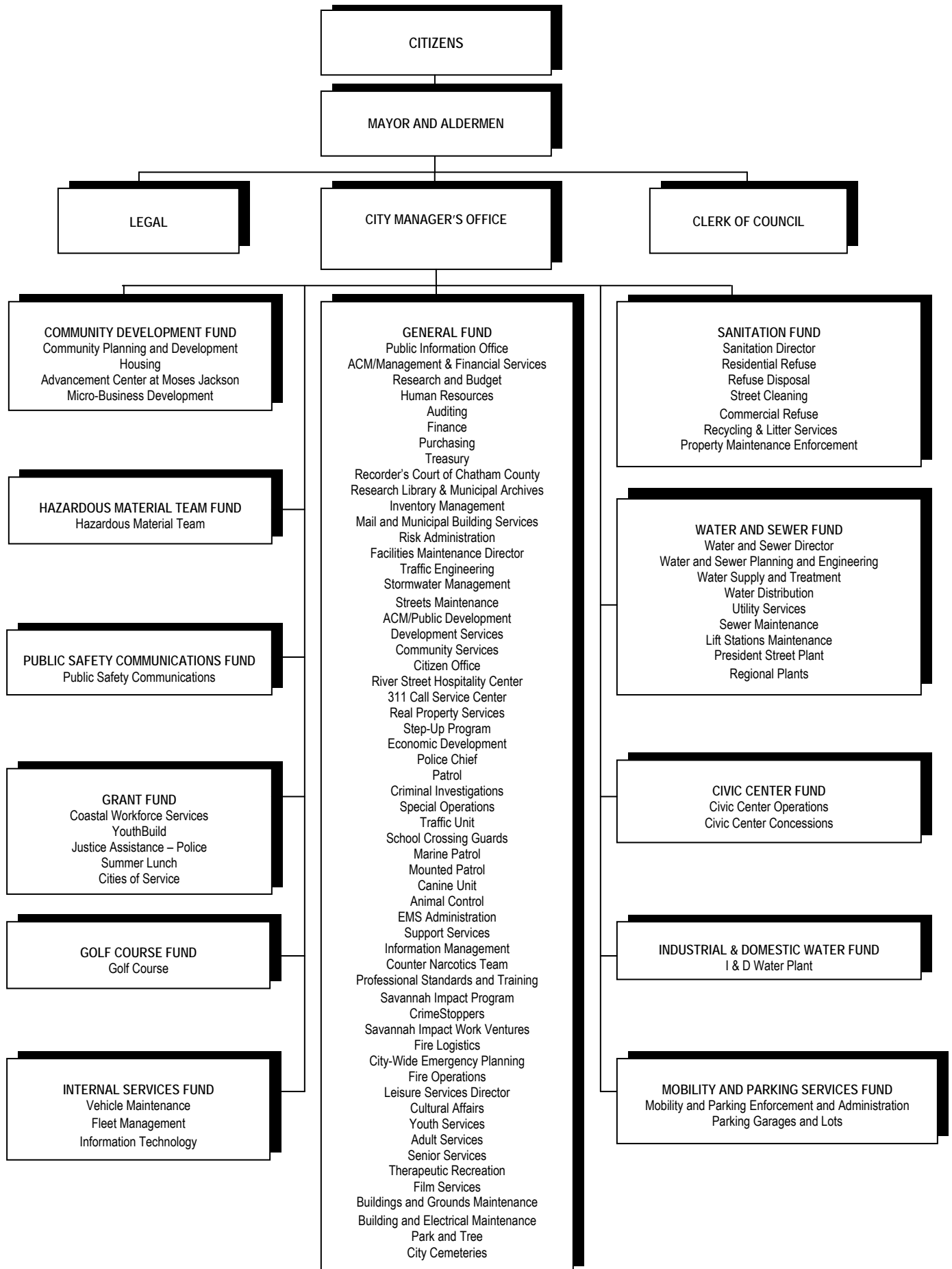
The Special Revenue entry in the tables consist of the following funds: Grant, Property Acquisition, Public Safety Communications, Hazardous Material Team, Hotel/Motel Tax, Auto Rental Tax, Confiscated Assets, Economic Development, and City OPEB Reserves funds.

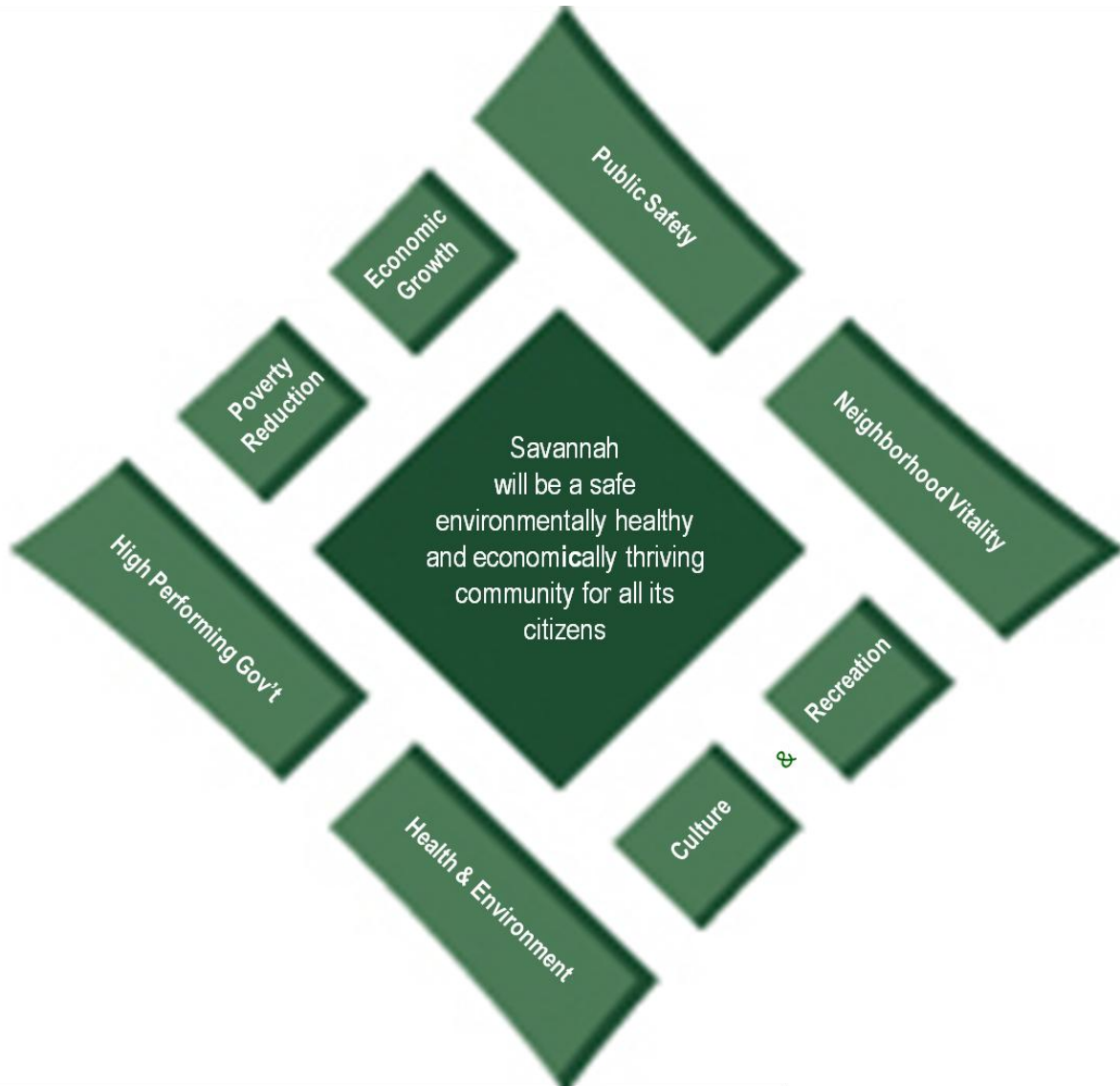
Fund	Beginning Fund Balance 1-1-2010	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2010
General	22,928,128	169,320,663	161,461,142	30,787,649	2,341,693	10,201,214	22,928,128
Special Revenue	24,715,568	36,403,034	30,588,173	30,530,429	935,229	6,750,090	24,715,568
Debt Service	915,812	0	2,725,344	(1,809,532)	2,725,344	0	915,812
Capital Projects	41,462,786	20,520,649	30,000,000	31,983,435	9,479,351	0	41,462,786
TOTAL	90,022,294	226,244,346	224,774,659	91,491,981	15,481,617	16,951,304	90,022,294

Fund	Beginning Fund Balance 1-1-2011	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2011
General	22,928,128	165,759,587	154,247,204	34,440,511	0	11,512,383	22,928,128
Special Revenue	24,715,568	33,002,673	26,945,108	30,773,133	885,694	6,943,259	24,715,568
Debt Service	915,812	0	3,130,380	(2,214,568)	3,130,380	0	915,812
Capital Projects	41,462,786	82,669,563	92,866,500	31,265,849	10,196,937	0	41,462,786
TOTAL	90,022,294	281,431,823	277,189,192	94,264,925	14,213,011	18,455,642	90,022,294



ORGANIZATIONAL STRUCTURE





AUTHORIZED POSITIONS BY FUND

<u>Department/Activity²</u>	<u>2009 Authorized</u>	<u>2010 Authorized</u>	<u>2011¹ Authorized</u>	<u>Change 2010-2011</u>
General Administration				
Mayor and Aldermen	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's Office	7.00	7.00	5.00	-2.00
Public Information Office	7.00	7.00	6.00	-1.00
Tourism & Film Services	5.00	5.00	0.00	-5.00
Citizen Office	4.50	5.00	0.00	-5.00
Subtotal	42.50	43.00	29.00	-14.00
Management & Financial Services				
ACM/Mgt. & Financial Services	4.53	4.00	4.00	0.00
Research & Budget	11.00	12.00	9.00	-3.00
Human Resources	21.09	20.63	18.63	-2.00
Auditing	10.00	10.00	8.00	-2.00
Finance	15.00	15.00	13.00	-2.00
Purchasing	7.00	7.00	6.00	-1.00
City-Wide Emergency Planning	1.00	0.00	0.00	0.00
Treasury	23.00	23.00	22.00	-1.00
Recorder's Court of Chatham County	28.50	28.50	27.00	-1.50
Research Library & Municipal Archives	2.00	2.00	2.00	0.00
Central Services Director	3.00	0.00	0.00	0.00
Inventory Management	5.00	5.00	5.00	0.00
Mail and Municipal Bldg Services	0.60	0.60	0.60	0.00
Risk Administration	6.00	9.00	5.00	-4.00
River Street Hospitality Center	2.25	2.25	0.00	-2.25
311 Call Service Center	4.00	6.00	0.00	-6.00
Subtotal	143.97	149.98	120.23	-29.75
Public Works				
Facilities Maintenance Director	8.00	7.00	5.00	-2.00
Traffic Engineering	32.00	32.00	29.25	-2.75
Stormwater Management	67.00	67.00	60.00	-7.00
Streets Maintenance	54.00	55.00	49.00	-6.00
City Cemeteries	31.63	0.00	0.00	0.00
Subtotal	192.63	161.00	143.25	-17.75
Public Development				
ACM/Public Development	7.00	7.00	7.00	0.00
Development Services	56.00	62.00	51.00	-11.00
Community Services	11.00	3.00	3.00	0.00
Property Maintenance Enforcement	34.00	33.00	0.00	-33.00
Citizen Office	0.00	0.00	17.50	17.50
River Street Hospitality Center	0.00	0.00	2.25	2.25
311 Call Service Center	0.00	0.00	3.00	3.00
Real Property Services	6.00	5.00	5.00	0.00
Step-Up Program	1.00	1.00	1.00	0.00

¹ Workforce changes in 2011 will impact various departments within the organization. Some of these changes will result in reduction in force while others will result in restructuring and reorganizing department staff to gain efficiencies and cost savings.

² Refer to the Appendix for the authorized positions detail for each year.

<u>Department/Activity²</u>	<u>2009 Authorized</u>	<u>2010 Authorized</u>	<u>2011¹ Authorized</u>	<u>Change 2010-2011</u>
Economic Development	7.00	7.00	7.00	0.00
Subtotal	122.00	118.00	96.75	-21.25
Police				
Police Chief	32.00	13.00	13.00	0.00
Patrol	462.75	443.75	442.38	-1.38
Criminal Investigations	102.00	101.00	102.00	1.00
Special Operations	4.00	22.00	21.00	-1.00
Traffic Unit	21.00	21.00	21.00	0.00
School Crossing Guards	21.28	21.28	0.00	-21.28
Marine Patrol	8.00	8.00	8.00	0.00
Mounted Patrol	6.00	7.00	7.00	0.00
Canine Unit	6.00	6.00	6.00	0.00
Animal Control	11.00	13.00	13.00	0.00
EMS Administration	1.00	1.00	1.00	0.00
Support Services	28.00	29.00	27.00	-2.00
Information Management	39.00	35.00	35.00	0.00
Counter Narcotics Team	35.00	35.00	35.00	0.00
Professional Standards and Training	20.00	21.00	21.00	0.00
Savannah Impact Program	14.00	15.00	16.00	1.00
CrimeStoppers	3.00	3.00	3.00	0.00
Savannah Impact Work Ventures	2.00	2.00	2.00	0.00
Subtotal	816.03	797.03	773.38	-23.66
Fire and Emergency Services				
Fire Logistics	20.25	23.00	23.00	0.00
City-Wide Emergency Planning	0.00	2.00	2.00	0.00
Fire Operations	331.00	323.00	323.00	0.00
Subtotal	351.25	348.00	348.00	0.00
Leisure Services				
Leisure Services Director	5.00	7.00	7.00	0.00
Athletics	16.64	1.26	0.00	-1.26
Recreation Services	73.40	0.00	0.00	0.00
Adult Day Care	6.50	0.00	0.00	0.00
Golden Age	21.63	1.00	0.00	-1.00
Cultural Affairs	10.00	10.00	8.00	-2.00
Youth Services	0.00	68.32	58.86	-9.46
Adult Services	0.00	15.38	12.71	-2.67
Senior Services	0.00	27.13	27.51	0.38
Therapeutic Recreation	0.00	4.20	4.20	0.00
Film Services	0.00	0.00	2.00	2.00
Buildings and Grounds Maintenance	52.84	51.40	43.00	-8.40
Building and Electrical Maintenance	19.00	20.00	18.00	-2.00
Park and Tree	66.00	66.00	55.00	-11.00
Design and Construction	10.00	0.00	0.00	0.00
City Cemeteries	0.00	29.63	24.63	-5.00
Subtotal	281.01	301.32	260.91	-40.42
Total General Fund	1,949.38	1,918.33	1,771.51	-146.82
Hazardous Material Team Fund	4.00	4.00	4.00	0.00

<u>Department/Activity²</u>	<u>2009 Authorized</u>	<u>2010 Authorized</u>	<u>2011¹ Authorized</u>	<u>Change 2010-2011</u>
Grant Fund				
Coastal Workforce Services	11.00	11.00	9.00	-2.00
YouthBuild	1.75	2.75	2.75	0.00
Justice Assistance - Police	0.00	1.00	1.00	0.00
Summer Lunch	0.50	0.50	0.00	-0.50
Cities of Service	0.00	1.00	1.00	0.00
Subtotal	13.25	16.25	13.75	-2.50
Community Development Fund				
Community Planning and Development	11.00	12.00	11.00	-1.00
Housing	25.00	24.00	21.00	-3.00
Advancement Center at Moses Jackson	0.00	5.00	4.00	-1.00
Micro-Business Development	0.00	1.00	1.00	0.00
Subtotal	36.00	42.00	37.00	-5.00
Public Safety Communications Fund				
Police Communications	81.00	0.00	0.00	0.00
Fire Communications	9.00	0.00	0.00	0.00
Public Safety Communications	0.00	90.00	90.00	0.00
Subtotal	90.00	90.00	90.00	0.00
Sanitation Fund				
Sanitation Director	16.00	14.00	7.00	-7.00
Residential Refuse	116.50	117.00	113.00	-4.00
Refuse Disposal	16.00	16.00	14.00	-2.00
Street Cleaning	21.50	21.50	18.50	-3.00
Commercial Refuse	14.08	14.00	13.00	-1.00
Recycling & Litter Services	41.50	42.50	33.50	-9.00
Property Maintenance Enforcement	0.00	0.00	34.50	34.50
Subtotal	225.58	225.00	233.50	8.50
Water Fund				
Water and Sewer Director	7.00	7.00	7.00	0.00
Water and Sewer Planning and Engineering	17.00	17.00	17.00	0.00
Water Supply and Treatment	31.00	31.00	31.00	0.00
Water Distribution	49.00	49.25	54.25	5.00
Utility Services	28.00	28.00	23.00	-5.00
Subtotal	132.00	132.25	132.25	0.00
Sewer Fund				
Sewer Maintenance	31.40	31.00	31.00	0.00
Lift Stations Maintenance	29.00	29.00	29.00	0.00
President Street Plant	70.00	70.00	70.00	0.00
Regional Plants	19.00	19.00	19.00	0.00
Subtotal	149.40	149.00	149.00	0.00
I&D Water Fund	43.00	43.00	43.00	0.00
Civic Center Fund	25.00	25.00	23.00	-2.00

<u>Department/Activity²</u>	<u>2009 Authorized</u>	<u>2010 Authorized</u>	<u>2011¹ Authorized</u>	<u>Change 2010-2011</u>
Mobility and Parking Services Fund				
Mobility and Parking Enforcement and Administration	39.65	38.50	36.50	-2.00
Parking Garages and Lots	41.25	40.65	40.65	0.00
Subtotal	80.90	79.15	77.15	-2.00
Internal Services Fund				
Vehicle Maintenance	39.54	38.54	36.54	-2.00
Fleet Management	5.00	5.00	5.00	0.00
Information Technology	38.00	36.00	37.00	1.00
Subtotal	82.54	79.54	78.54	-1.00
TOTAL CITYWIDE	2,831.06	2,803.51	2,652.70	-150.82

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 2009, the unallocated fund reserve totaled \$21.3 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 2011 sales tax revenue budget is \$37,400,000, thus the maximum growth target is currently \$9,350,000.
- 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.

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.

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.

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.

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.

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.

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 direction and guidance from the City Manager, 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 uses Budgeting for Outcomes (BFO) to develop its 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 approved 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 City Council's priorities first.
- The "price of government" is fixed.

Why are we doing it?

- Initially, the City of Savannah chose to use this 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 or other short-term cost reduction methods that are not sustainable. The City continues to use the Budgeting for Outcomes process to make funding decisions to meet service delivery needs.

How does it work?

- **STEP 1: Setting Priorities**
The major priorities approved by City Council, that government services should address that reflect citizen views, are used to develop the budget.
- **STEP 2: Making Decisions about Revenue**
The Citywide Priorities Team uses forecasted revenues analyzed by the financial team as the basis for determining recommended allowances to the Results Teams. Fixed costs and costs not included in offers are developed and subtracted from forecasted revenues to determine the amount of remaining revenue available to

fund offers to meet service delivery needs. With this information in hand, recommended allowances are provided to the Results Teams to begin developing the budget.

- **STEP 3: Using 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 using the Request for Results to determine which offers should be funded to best achieve the City's priorities. The Request for Results includes key indicators to measure progress toward achieving the priority's desired outcomes, factors that should be addressed to meet them, and the best strategies, based on cause and effect, to pursue to achieve the City's priorities. Purchasing plans are then used for each priority.

- **STEP 4: Pricing the Priorities**

The price of each priority is set by the Citywide Priorities Team which consists of key management staff, core financial staff, and citywide representatives. The allowances are based on the availability of funding and the importance of desired outcomes.

- **STEP 5: Inviting Offers**

In addition to budget instructions, the Request for Results for each priority is made available to all departments and authorized outside agencies for developing their offers. Offers for service are only allowed to be submitted to one Results Team although the service may support other priorities. This stipulation is in place to help manage the process. 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. City-wide strategies include cross departmental collaboration, creation of efficiencies, and data driven decision-making.

Based on indicators, factors, and city-wide strategies, the Results Teams make provisional recommendations for services to be purchased from City departments and authorized outside agencies.

- **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 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 buying process starts with offers that best respond to the Request for Results and then provisional recommendations are made to the City Manager about what to fund within the allocated allowance.

In addition to the provisional recommendations presented to the City Manager by the Results Teams, service area leaders also submit provisional recommendations for meeting service delivery needs. The City Manager reviews the provisional recommendations from both groups with the internal budget team before making final decisions on the budget to be presented to City Council. City Council will have an opportunity to make changes to the proposed budget before final adoption.

What is the impact on the existing organizational structure?

- Opens up the budget process and shares financial information with the entire organization to allow all employees to assist in addressing the City's financial challenges
- Trains employees to identify key services, develop supporting performance measures, and to prioritize offers
- Changes the community culture to service collaboration to meet community priorities

Budget Adoption

Council participates in a budget retreat to discuss the budget in detail as well as conduct a public hearing before making a final decision on the proposed budget. After careful and thoughtful consideration, the annual budget will be adopted by December 31st. The City of Savannah's fiscal year begins January 1st and ends December 31st.

Budget Execution

On January 1st 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 is required.

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 page.



BUDGET PROCESS SCHEDULE

TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
Budget Kick-Off	Operating	April 13, 2010
Budget Preparation Training (for City Departments)	Operating	May 6, 2010
SharePoint Open	Operating	May 17, 2010
Budget Preparation Training (for Outside Agencies)	Operating	May 27, 2010
Capital Plan Review of Options for use of Special Purpose Local Option Sales Tax	Capital	June 4, 2010
Budget Offers due in SharePoint (from City Departments)	Operating	June 14, 2010
Budget Offers due in SharePoint (from Outside Agencies)	Operating	June 28, 2010
Capital Plan Review of Options for General Fund	Capital	July 7, 2010
Capital Plan Review: Final Sections	Capital	July 23, 2010
Results Teams Provisional Recommendations	Operating	September 13, 2010
2011 -2015 Proposed Capital Plan to Acting City Manager	Capital	October 14, 2010
Budget Meetings with Acting City Manager	Operating	October 2, 2010 – October 20, 2010
Budget Available	Operating/Capital	November 5, 2010
Council Budget Retreat	Operating/Capital	November 4-5, 2010/November 8-9,2010
Budget Public Hearing	Operating	November 18, 2010/ December 16, 2010
Budget Adoption	Operating	December 16, 2010

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 Emergency Services, and Streets Maintenance. The revenues and activities that are not required by law or administrative decision must be accounted for in a special fund. The General Fund has a greater 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, OPEB Reserve 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, maintenance or construction of major capital facilities and infrastructure.

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. All proprietary funds utilize a flow of economic resources measurement focus. As such, the accounting objectives of this measurement focus are the determination of operating income, changes in net assets, financial position, and cash flow. 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 and Sewer Fund
2. Industrial and 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, Vehicle Maintenance, and Risk Management. These departments, in addition, can supply services to outside agencies for a fee.

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 sales taxes, property taxes, charges for services, grants, and investment income. Revenues generated from fines, forfeitures, penalties, alcohol taxes 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, or the economic asset used.

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 Pension Trust Fund and the Old Pension Trust Fund are accounted for on the accrual basis. The Recorder's Court Fund, Retiree Benefits Fund, and the Flexible Benefits Plan Fund are reported on the modified accrual basis of accounting.

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:

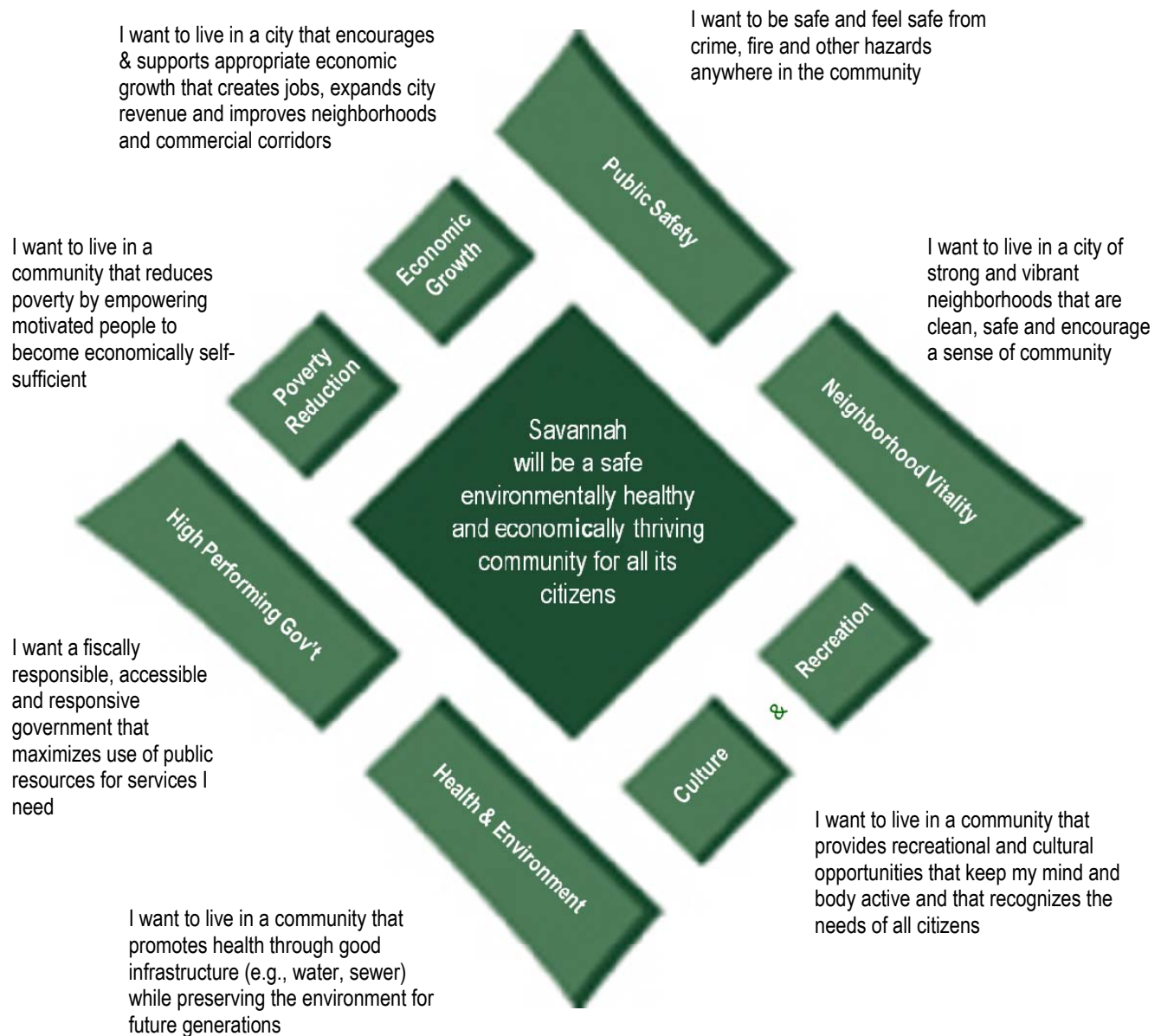
1. Repayments on debt are budgeted as expenditures rather than as a reduction in liabilities.
2. Depreciation expense on fixed assets is not included in the budget as an expense.
3. Contributions of capital from other funds, private developers, and so forth are not budgeted.

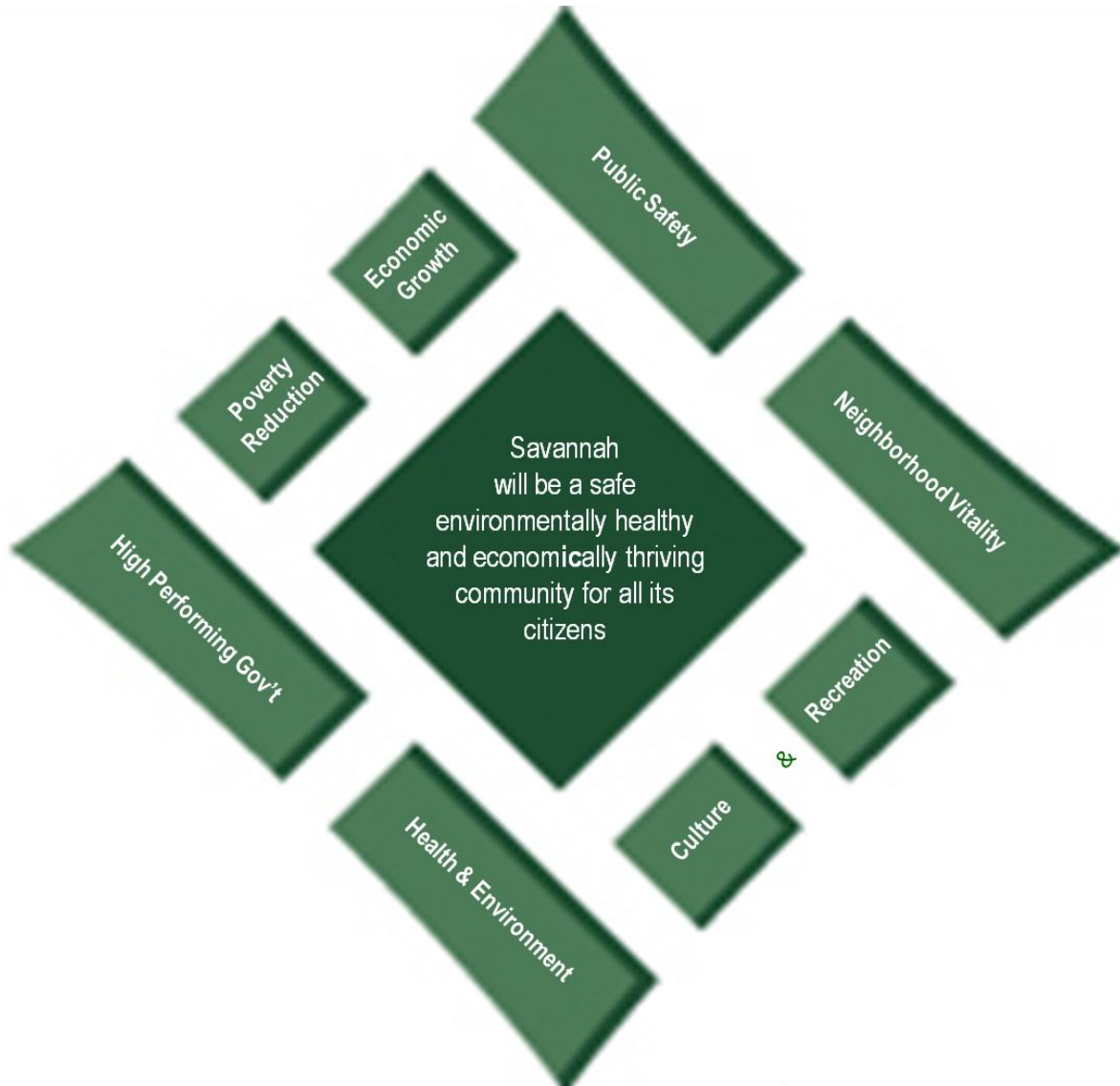
The legal level of control at which expenditures may not exceed the budget is the bureau. Bureaus represent the major departments of the City. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval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



BUDGET PRIORITIES





PUBLIC SAFETY

TEAM MEMBERS

Heath Lloyd	Team Leader
Marc Nelson	Facilitator
Bryan Hollis	Recorder
Jenny Payne	
Juliette Tolbert	
John Dixon	
Julia Durrence	
Barry Baker	
Martin Fretty	
Jerry Cornish	

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:

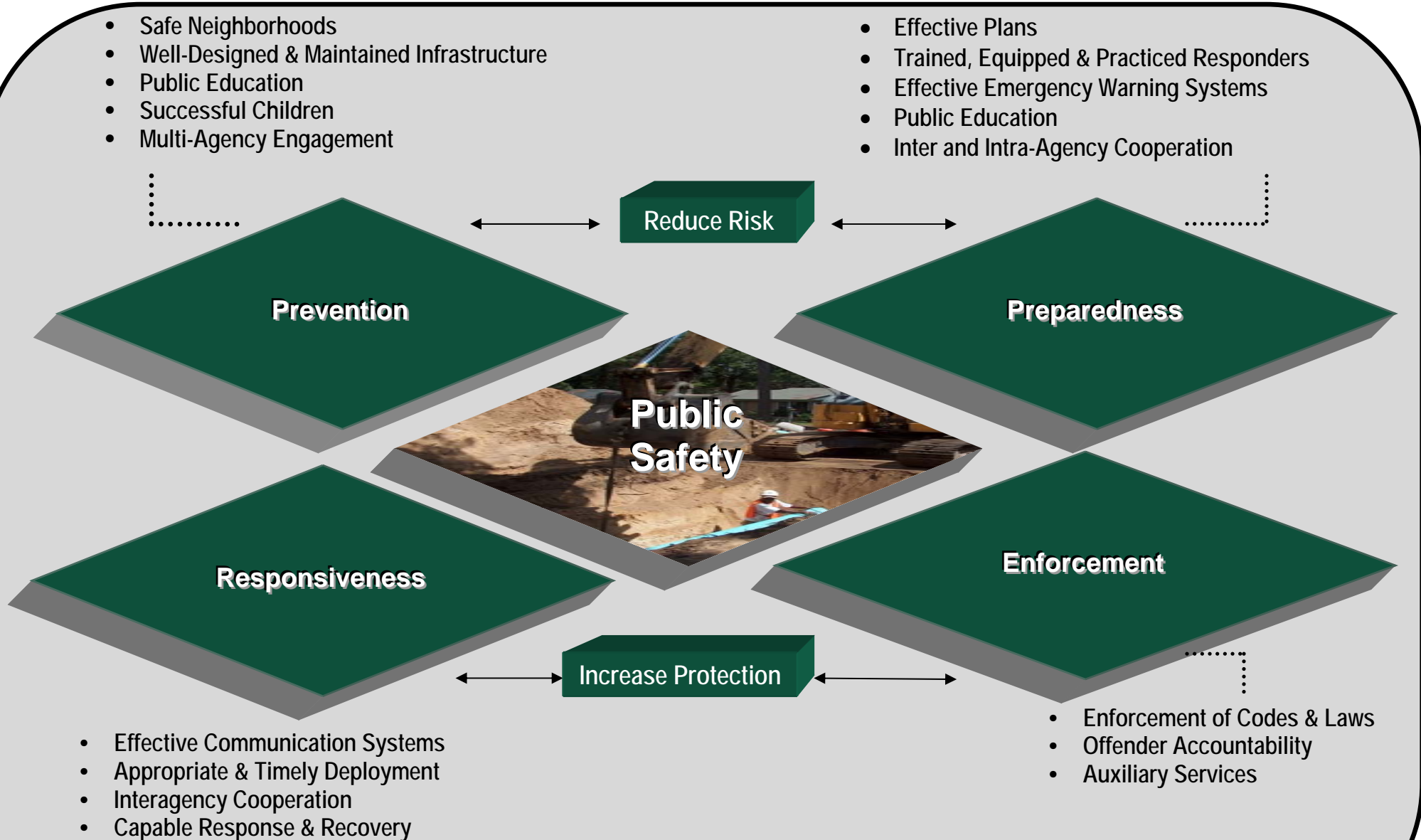
- ensure the safety of structures, neighborhoods, drivers and the community at large; additionally, criminal laws must be enforced to remove violent and non-violent offenders from the street
- ensure immediate consequences for violation of public safety offenses
- provide services which are critical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

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

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

KEY PURCHASES

- Services that reduce risk
- Services that increase protection

ENHANCEMENTS PURCHASED

- City-Wide Emergency Planning

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- The City of Savannah and the Savannah-Chatham County School Board successfully collaborated on the School Crossing Guards program for 2011. The Savannah-Chatham County School System will provide this service at various sites within the City of Savannah beginning January 1, 2011.

PUBLIC SAFETY OFFER SUMMARY

\$77,314,039

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	Management and Financial Services	Court Services	\$1,730,588	\$1,688,676
General	Public Works	Vehicular/Pedestrian Traffic Flow and Safety	\$2,046,678	\$1,959,276
General	Public Works	Street Lighting Maintenance and Operation	\$3,342,248	\$3,139,621
General	Public Works	Conveyance System Maintenance	\$1,772,674	\$1,772,674
General	Public Works	Conveyance System Repair	\$568,005	\$568,005
General	Public Works	Pump Station Maintenance	\$1,467,844	\$1,277,844
General	Public Works	Asphalt Repair/Maintenance	\$980,473	\$931,449
General	Public Works	Lanes & Shoulders/Guardrail	\$862,189	\$818,639
General	Police	Police Bureau Management	\$964,682	\$964,682
General	Police	Public Information	\$154,549	\$154,549
General	Police	Police Court Liaison	\$71,730	\$71,730
General	Police	Patrol Administration	\$22,807,339	\$22,041,726
General	Police	Criminal Investigations	\$6,092,395	\$5,958,467
General	Police	Special Operations Administration	\$1,386,724	\$1,298,484
General	Police	Traffic Unit	\$1,490,947	\$1,350,275
General	Police	School Crossing Guards	\$0	\$0
General	Police	Marine Patrol	\$479,102	\$479,102
General	Police	Mounted Patrol	\$418,322	\$405,522
General	Police	Canine Unit	\$427,518	\$387,623
General	Police	Animal Control	\$608,982	\$608,982
General	Police	EMS Administration	\$61,488	\$61,488
General	Police	Police Support Services	\$2,648,933	\$2,539,597
General	Police	Information Management	\$1,536,698	\$1,396,698
General	Police	CNT	\$2,281,266	\$2,281,266
General	Police	Professional Standards & Training	\$865,127	\$711,308
General	Police	Police Training Unit	\$862,038	\$792,538
General	Police	Police Recruiting / Hiring Unit	\$368,122	\$358,622
General	Police	Offender Reentry Services	\$991,675	\$987,275
General	Police	CrimeStoppers	\$182,630	\$182,630
General	Police	Offender Reentry-Job Development	\$234,216	\$233,616
General	Fire and Emergency Services	Fire Administration	\$239,943	\$236,773
General	Fire and Emergency Services	Logistics	\$1,563,178	\$1,338,438
General	Fire and Emergency Services	Public Education/Information	\$60,845	\$58,685
General	Fire and Emergency Services	Fire Prevention	\$393,399	\$386,799
General	Fire and Emergency Services	Training	\$317,217	\$315,017

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	Fire and Emergency Services	Citywide Emergency Management	\$154,617	\$138,745
General	Fire and Emergency Services	Operations	\$15,071,204	\$14,849,004
Hazardous Material Team	Fire and Emergency Services	Hazardous Materials	\$321,179	\$321,179
Communications	Police	Communications Center	\$4,198,475	\$3,904,914
Mobility and Parking Services	Management and Financial Services	Transportation Regulation	\$229,939	\$183,386
Mobility and Parking Services	Management and Financial Services	Red Light Camera Enforcement	\$158,735	\$158,735
Total			\$80,413,913	\$77,314,039

PERFORMANCE MEASURES

Performance measures for the Public Safety offers are presented here. The offers are in rank order. If an offer was not funded, there is no performance measure presented.

GOAL: A City where citizens can be safe and feel safe from crime, fire and other hazards anywhere in the community.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

RECORDER'S COURT - COURT SERVICES				
OBJECTIVE: To handle traffic, misdemeanor, felony, and local ordinance cases filed by police officers and code enforcement officers with jurisdiction in the City of Savannah and the unincorporated areas of the county.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Cases Processed	---	50,230	50,480	50,560
Delinquent Notices Issued	---	6,150	6,135	6,170
Payment Plans Established	---	4,200	5,660	5,675
Quality Measures				
Percent of arrested persons who have a first appearance advisement hearing	---	100.00%	100.00%	100.00%
Number of days after Court filing to enter all traffic citations onto the court docket	---	3	3	3
Outcome Measures				
Average number of days from case filing to disposition on criminal charges, either by sentencing or through committal to a higher court.	---	21	21	21
Average number of days to dispose of traffic citations within after being placed on a court docket.	---	35	35	35

PUBLIC WORKS BUREAU

TRAFFIC ENGINEERING - VEHICULAR/PEDESTRIAN TRAFFIC FLOW AND SAFETY				
OBJECTIVE: To provide the City with efficiently maintained transportation infrastructure and systems that are fully functional, hazard-free, aesthetically pleasing while meeting current requirements and identifying future needs.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Traffic signal repairs	---	700	719	700
Traffic sign repairs	---	8,100	7733	7,800
Traffic Studies	---	850	700	800
Quality Measures				
Citizen Complaints responded to within 24-hrs	---	90.00%	99.00%	90.00%
Signal Malfunctions addressed within 24-hours	---	95.00%	94.00%	95.00%
Down/missing stop or yield signs addressed within 24-hrs	---	95.00%	95.00%	95.00%
Outcome Measures				
Major corridors operate at Level C (15-19 mph) or better	---	90.00%	90.00%	90.00%
Rate reduction at top 20 accident locations	---	10.00%	35.00%	10.00%

TRAFFIC ENGINEERING - STREET LIGHTING MAINTENANCE AND OPERATION				
OBJECTIVE: To 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.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Maintain and repair existing City owned lights	---	550	604	550
Coordinate the repair of outages for existing lights leased through Georgia Power	---	550	800	700
Coordinate the installation of new street lights	---	150	35	150
Quality Measures				
Percentage of City---owned light outages reported through the SAV311 system are responded to within 3 days	---	90.00%	100.00%	90.00%
Percentage of street miles meeting minimum lighting standard	---	95.00%	95.00%	95.00%
Ensure that the Georgia Power average to repair outages reported through SAV311 is within 3 to 5 business days	---	3.00	3.00	3.00
Outcome Measures				
Reduce citizen requests for new lights by approximately 5% when compared with previous year	---	5.00%	82.00%	5.00%
Customer satisfaction with the lighting system from the City-wide survey is maintained or improved	---	80.00%	80.00%	80.00%

STORMWATER MANAGEMENT - CONVEYANCE SYSTEM MAINTENANCE				
OBJECTIVE: Preventative maintenance for the City's stormwater conveyance system including over 12,000 catch basins and manholes, 158 miles of canals and ditches and 330 miles of underground pipeline and large drainage boxes/conduits.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Manage all authorized projects	---	100.00%	100.00%	100.00%
Quality Measures				
Exceeding the project's budget without authorization	---	0.00%	0.00%	0.00%
Outcome Measures				
No structural flooding due to 10 year 24 hour level or less rainfall events (7 inches in 24 hours)	---	0	0	0

STREETS MAINTENANCE - ASPHALT REPAIR/MAINTENANCE				
OBJECTIVE: To provide safety and continuity of travel throughout the street/road network by keeping it free of defects such as potholes, depressions and sink holes.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Potholes repaired annually	---	860	850	1,230
Utility cuts prepped and restored	---	1,950	2,141	2,050
Quality Measures				
Repaired within the 3 day proctor	---	100.00%	100.00%	100.00%
Restored with the 14 day proctor	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent potholes repaired	---	100.00%	98.80%	100.00%
Percent utility cuts restored	---	100.00%	109.80%	100.00%

STORMWATER MANAGEMENT - PUMP STATION MAINTENANCE				
OBJECTIVE: To provide constant, positive drainage for the City of Savannah through the use of seven (7) stormwater pumping stations located in major drainage basins throughout the City.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Check and evaluate seven pump stations daily in compliance with State law	---	365	365	365
Reduce operating costs while improving pump station reliability	---	30.00%	85.00%	30.00%
Quality Measures				
Average cost per day to keep each pump station online for 24 hours	---	\$400	\$400	\$400
Pumps on-line ready at all times	---	99.00%	99.00%	99.00%
Outcome Measures				
Total conveyance capability per minute (gallons)	---	2,990,000	2,990,000	2,990,000

STREETS MAINTENANCE - LANES & SHOULDERS/GUARDRAIL				
OBJECTIVE: To provide unobstructed accessibility to all lanes, keeping them smooth and free of vegetation for all vehicular traffic.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Miles of lanes serviced and maintained annually	---	58.0	61.70	58.00
Miles of shoulders/road edge serviced annually	---	35.0	44.80	40.00
Quality Measures				
Lane requests serviced within 31 day proctor	---	100.00%	100.00%	100.00%
Shoulder/ road edges serviced within the 14 day proctor	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent of 58 lane miles serviced annually	---	100.00%	106.00%	100.00%
Percent of 40 shoulder miles serviced annually	---	100.00%	128.00%	100.00%

POLICE BUREAU

POLICE PATROL - POLICE PATROL				
OBJECTIVE: To provide patrol of neighborhoods, respond to calls for police services, take reports of criminal activity, identify and apprehend suspects, render aid in emergency situations, and work with residents and businesses to reduce crime problems in all areas of the jurisdiction.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Calls for service:				
Citizen initiated	---	171,000	180,455	180,000
Officer initiated	---	250,000	302,398	303,000
Part I crimes:	---	10,660	10,015	9,061
Violent crimes	---	---	---	911
Property crimes	---	---	---	8,150
Cases assigned for follow-up investigation	---	10,000	13,570	13,000
Quality Measures				
Citizens satisfied with police services	---	85.00%	73.30%	75.00%
Average Priority 1 response time in minutes	---	6:00	5:15	6:00
Outcome Measures				
Arrests	---	12,000	12,057	12,000
Reduction in Part I crimes:	---	9.50%	15.00%	9.50%
Violent crimes	---	---	---	5.00%
Property crimes	---	---	---	10.00%

CRIMINAL INVESTIGATIONS – CRIMINAL INVESTIGATIONS				
OBJECTIVE: To provide follow-up investigation of crimes, forensic services, the identification, location, and apprehension of offenders, and assist the District Attorney in the preparation of cases for the successful prosecution of arrestees.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Assigned Cases:				
Homicide	---	---	20	19
Aggravated Assault	---	---	360	342
Robbery	---	---	455	432
Special Victims Unit	---	---	1,020	969
Financial Crime	---	---	580	522
Calls for service (Forensics)	---	---	5,509	5,233
Quality Measures				
Case Closures:				
Homicide	---	---	18	14
Aggravated Assault	---	---	198	188
Robbery	---	---	123	123
Special Victims Unit	---	---	984	935
Financial Crime	---	---	406	522
Latent prints recovered (Forensics)	---	---	1,401	916

CRIMINAL INVESTIGATIONS – CRIMINAL INVESTIGATIONS				
OBJECTIVE: To provide follow-up investigation of crimes, forensic services, the identification, location, and apprehension of offenders, and assist the District Attorney in the preparation of cases for the successful prosecution of arrestees.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Outcome Measures				
US Clearance Rate:				
Homicide	---	---	64.00%	64.00%
Aggravated Assault	---	---	55.00%	55.00%
Robbery	---	---	27.00%	27.00%
SCMPD Clearance Rate:				
Homicide	---	---	90.00%	71.50%
Aggravated Assault	---	---	55.00%	55.00%
Robbery	---	---	27.00%	28.40%
Special Victims Unit	---	---	96.50%	96.50%
Financial Crime	---	---	70.00%	100.00%
Latent print matches (Forensics)	---	---	295	328

FIRE AND EMERGENCY SERVICES BUREAU

FIRE LOGISTICS – LOGISTICS				
OBJECTIVE: To select, train, and evaluate Fire Bureau personnel; manage and participate in the development of the Fire budget; prepare and present staff reports; monitor payroll functions; and oversee all repairs and maintenance of the fire stations and equipment.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Trained, equipped & practiced firefighters for fitness monitoring programs	---	300	329	329
Reduce electricity costs in facilities owned by SFES	---	17	17	17
Quality Measures				
Firefighters who participate in fitness monitoring programs	---	98.00%	98.00%	98.00%
Facilities that show reduction in electricity kilowatt usage	---	75.00%	75.00%	75.00%
Outcome Measures				
Firefighters that score in the “good” range on fitness programs	---	90.00%	90.00%	90.00%
Total reduction of electricity kilowatt usage	---	15.00%	5.00%	5.00%

FIRE LOGISTICS - PUBLIC EDUCATION/INFORMATION				
OBJECTIVE: To provide education services to the public to support the Fire Bureau's priority of fire prevention by delivery of programs through schools, churches, and community meetings, and provide news media public awareness offerings.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Public education programs	---	650	550	600
SFES "Public Relations" media blitz campaigns	---	15	19	15
Quality Measures				
Notify requesting party of SFES acceptance within 2 business days	---	95.00%	95.00%	95.00%
Media outlets communicated to within community	---	98.00%	98.00%	98.00%
Outcome Measures				
Citizen contacts via public education programs	---	30,000	25,000	30,000
Local major media outlets covering SFES Media Blitz campaigns	---	95.00%	95.00%	95.00%

FIRE LOGISTICS - FIRE PREVENTION				
OBJECTIVE: To apply fire prevention principles that minimize the risk of injury, loss of life, and loss of property through a comprehensive inspections and investigations program by the Fire Marshal's Office and Arson Unit.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Days to process plan reviews	---	10	10	10
Title 25 Inspections	---	750	750	750
Quality Measures				
Plans reviewed within six days	---	90.00%	90.00%	90.00%
Title 25 inspections performed in one year	---	65.00%	65.00%	65.00%
Outcome Measures				
Plans ready for pick-up within 10 days	---	85.00%	85.00%	85.00%
Title 25 inspections completed within two years	---	100.00%	100.00%	100.00%

FIRE LOGISTICS - TRAINING				
OBJECTIVE: To provide training and educational partnership programs that meet the organizational needs to achieve national certification for all uniform personnel.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Firefighters maintaining mandatory certification	---	300	329	329
Firefighters trained in wide area disaster response	---	300	300	---
Fire officers trained for NPQ (National Board on Fire Service Professional Qualifications) certification	---	---	---	163
Quality Measures				
Training completed within calendar year	---	95.00%	95.00%	95.00%
Firefighters trained within six months	---	80.00%	80.00%	---

FIRE LOGISTICS - TRAINING				
OBJECTIVE: To provide training and educational partnership programs that meet the organizational needs to achieve national certification for all uniform personnel.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Firefighters tested for NPQ certification	---	---	---	80.00%
Outcome Measures				
Firefighters meeting state, Insurance Services Office, and Occupational Health & Safety Administration training requirements	---	95.00%	95.00%	95.00%
Operations personnel that meet wide area Search and Rescue certification	---	95.00%	95.00%	---
Fire officers achieved NPQ certification	---	---	---	80.00%

CITY-WIDE EMERGENCY PLANNING - CITYWIDE EMERGENCY MANAGEMENT				
OBJECTIVE: To coordinate the City's preparation and response efforts to emergency situations and major disasters.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Citywide emergency planning documents	---	4	4	4
NIMS (National Incident Management System) compliance measures	---	45	45	45
Quality Measures				
Annual update of Citywide emergency planning documents by May 1	---	---	100.00%	90.00%
Report NIMS performance measures for NIMSCAST by September 30	---	100.00%	100.00%	100.00%
Outcome Measures				
City employees knowable of the Citywide emergency planning documents	---	---	80.00%	80.00%
City employees completing the required NIMS training for their assignments	---	---	80.00%	75.00%

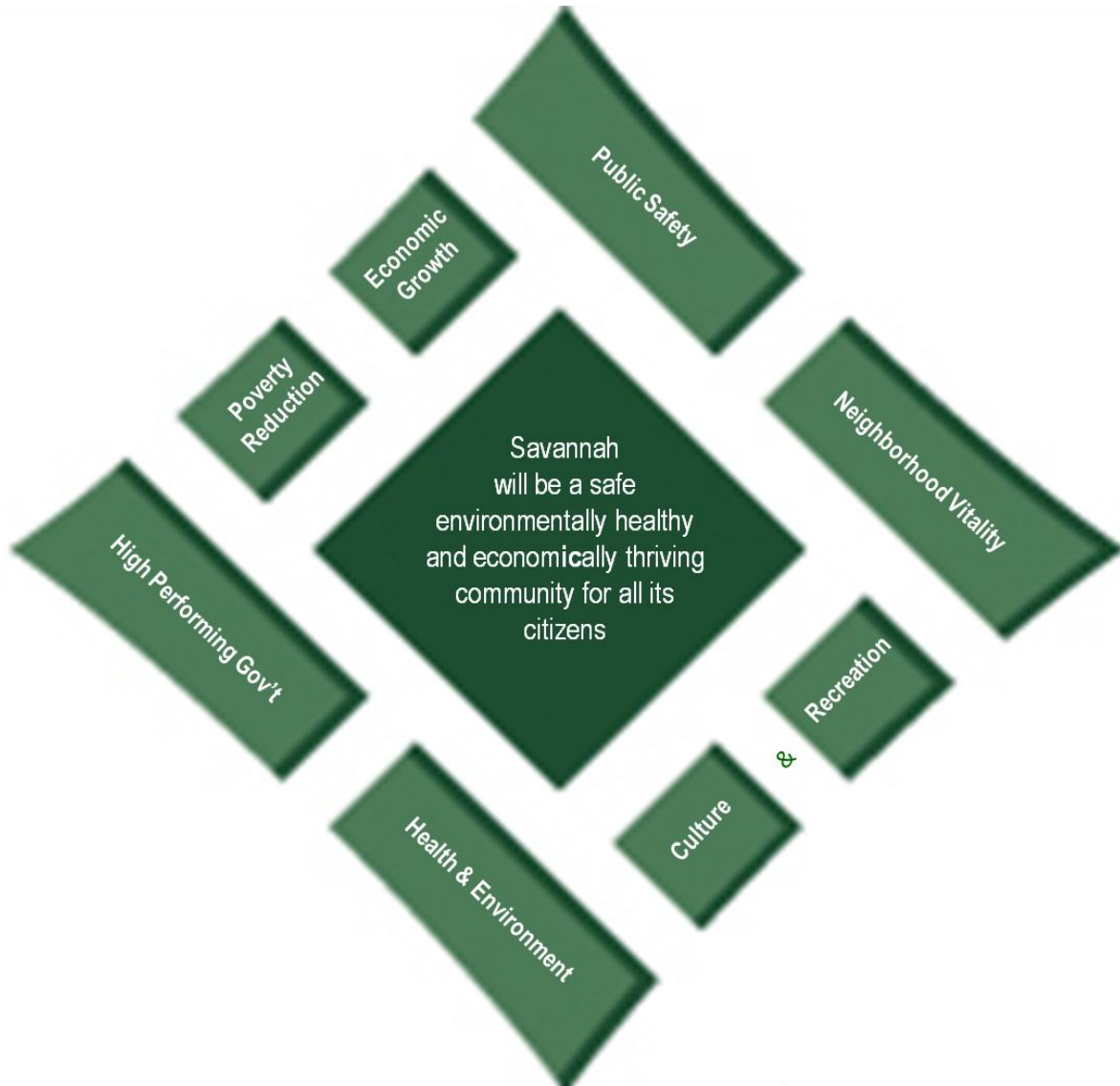
FIRE OPERATIONS - OPERATIONS				
OBJECTIVE: To respond to emergencies including fire suppression, technical rescue, regional search/rescue, and hazardous materials, and collaborate with the Water Department on fire hydrant maintenance.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Structure fires that incur at least \$5,000 in damage	---	--	110	120
Rescue emergencies responded to	---	160	160	160
Quality Measures				
Save 80% of the value of structures, 85% of the time	---	---	85.00%	85.00%
Percent of rescue emergencies where the victim(s) is (are) extricated within 30 minutes	---	---	95.00%	95.00%
Outcome Measures				
Meet quality measure 95% of the time	---	---	95.00%	95.00%
Meet quality measure 90% of the time	---	---	90.00%	90.00%

HAZARDOUS MATERIAL TEAM - HAZARDOUS MATERIALS				
OBJECTIVE: To provide proactive inspections of facilities housing hazardous materials and assist the private sector partners in planning to prevent life-threatening disasters, as well as act as the Regional Response Team for Chatham and surrounding counties.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Facility Chemical Inventory Reports processed	---	140	236	140
Facilities requiring Tier II site visits scheduled for the purpose of pre-planning	---	140	87	140
Quality Measures				
Facility Chemical Inventory Reports reviewed and entered into database	---	95.00%	100.00%	95.00%
Facility walk-through conducted and pre-plans submitted to database	---	95.00%	95.00%	95.00%
Outcome Measures				
Facility Chemical Inventory Reports available for use on haz-mat incidents	---	95.00%	100.00%	95.00%
Facility pre-plans completed and available for use on haz-mat incidents	---	95.00%	95.00%	95.00%

MANAGEMENT AND FINANCIAL SERVICES BUREAU

MOBILITY & PARKING ADMINISTRATION/ENFORCEMENT - TRANSPORTATION REGULATION				
OBJECTIVE: To prevent mechanical failure and accidents, as well as prevent and pursue allegations of fraud and deception, in vehicles for hire (taxi cabs, tour trolleys, wreckers, motor coaches, etc.).				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Inspections/permits issued to taxis, wreckers, and tour vehicles	---	1,100	1,427	1,450
Mystery shopping operations conducted	---	9	35	160
Customer concerns reported to the office	---	60	35	35
Quality Measures				
Issuance Cost per transportation permit	---	\$53	\$53	\$53
Mystery shopping operations where violations were found	---	0.11%	5.00%	5.00%
Customer concerns where the regulated company was found at fault	---	50.00%	50.00%	50.00%
Outcome Measures				
Transportation permit holders in compliance at inspection	---	97.00%	97.00%	97.00%
Mystery shopping target in compliance	---	90.00%	90.00%	90.00%
Inspected vehicles involved in an at fault accident	---	1.00	1.00	1.00

MOBILITY & PARKING ADMINISTRATION/ENFORCEMENT - RED LIGHT CAMERA ENFORCEMENT				
OBJECTIVE: To manage and enforce the City's red light camera program in order to prevent drivers from running red lights and make major intersections safer.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Citations issued as a result of red light monitoring	---	10,000	9,062	10,000
Red light citations collected per year	---	8,500	8,879	9,930
Quality Measures				
Cost per red light citation issued	---	\$10	\$13	\$19
Citations issued that are collected	---	85.00%	98.00%	99.30%
Outcome Measures				
Percent decline in the likelihood of a traffic accident that resulted in an injury at lights with a camera	---	40.00%	40.00%	40.00%



HEALTH & ENVIRONMENT

TEAM MEMBERS

Megan Duffy Team Leader
Brian White Facilitator
Louisa Browne Recorder
Brad Goodman
Bill Hodgins
Delamar Turner
Rosa Davis
John Sawyer
Gene Prevatt

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

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

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.

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)

ENHANCEMENTS PURCHASED

- None

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- Stormwater Public Education and Marketing Campaign
- Impervious Surface GIS Layer

HEALTH & ENVIRONMENT OFFER SUMMARY **\$37,671,677**

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
Mobility and Parking Services	Management and Financial Services	Equine Sanitation	\$41,187	\$41,187
General	Public Works	Public Works Director's Office	\$365,185	\$365,185
General	Public Works	Public Works Engineering	\$215,727	\$172,394
General	Public Works	Stormwater Public Education and Marketing Campaign	\$10,000	\$0
General	Public Works	NPDES Compliance	\$326,785	\$315,285
General	Public Works	Impervious Surface GIS Layer	\$52,000	\$0
General	Public Development	Flood Mitigation & Drainage	\$53,975	\$53,975
Sanitation	Sanitation	Solid Waste Strategic Management	\$397,949	\$379,877
Sanitation	Sanitation	Environmental Compliance	\$69,555	\$67,306
Sanitation	Sanitation	Solid Waste Public Education	\$102,933	\$0
Sanitation	Sanitation	Residential Refuse Collections	\$4,265,555	\$4,110,637
Sanitation	Sanitation	Solid Waste Disposal	\$1,784,488	\$1,562,133
Sanitation	Sanitation	Transfer Stations	\$172,303	\$131,310
Sanitation	Sanitation	Street Cleaning	\$1,119,777	\$971,590
Sanitation	Sanitation	Collect Commercial Refuse	\$862,787	\$658,122
Sanitation	Sanitation	Recycling Services for the City of Savannah	\$1,110,737	\$988,623
Sanitation	Sanitation	Litter Control Services for the City of Savannah	\$810,279	\$538,022
Water	Water Resources	Planning and Engineering	\$916,672	\$916,672
Water	Water Resources	Ground Water Supply	\$3,122,598	\$3,122,598
Water	Water Resources	Water Distribution	\$3,349,862	\$3,349,862
Sewer	Water Resources	Sewer Maintenance	\$2,333,379	\$2,333,379
Sewer	Water Resources	Lift Stations	\$3,910,167	\$3,910,167
Sewer	Water Resources	Main Waste Water Treatment Facility	\$5,718,912	\$5,718,912
Sewer	Water Resources	Regional Plants	\$2,545,801	\$2,545,801
I & D Water	Water Resources	Surface Water Supply and Treatment	\$5,418,640	\$5,418,640
Total			\$39,077,253	\$37,671,677

PERFORMANCE MEASURES

Performance measures for the Health & Environment offers are presented here. The offers are in order by bureau then by department. If an offer was not funded, there is no performance measure presented.

GOAL: A community that promotes health through good infrastructure while preserving the environment for future generations.

MANAGEMENT AND FINANCIAL SERVICES BUREAU

MOBILITY & PARKING ADMIN./ENFOR. - EQUINE SANITATION				
OBJECTIVE: To perform daily cleaning of horse spills and urine by utilizing equipment specifically designed to address equine sanitation.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
"Urine hot spots" cleaned up within equine sanitation service area	---	17	17	34
Horse manure spills cleaned up within equine sanitation service area	---	2,200	2,060	2,111
Quality Measures				
Cost per "urine hot spot" cleanup in equine sanitation service areas	---	\$35	\$35	\$35
Cost per horse manure spill cleanup in equine sanitation service areas	---	\$35	\$23	\$35
Outcome Measures				
Urine spots sprayed	---	7,100	6,944	7,000
Citizen complaints concerning equine sanitation	---	75	54	75

PUBLIC WORKS BUREAU

PUBLIC WORKS - PUBLIC WORKS DIRECTOR'S OFFICE				
OBJECTIVE: To ensure proper upkeep and growth of the City's streets, sidewalks, drainage, street lighting, traffic control, water, and sanitary sewer systems through efficient management of the Public Works Bureau.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Public Works departments monitored for compliance with the City's infrastructure/ operations/ environmental policies	---	100.00%	100.00%	100.00%
Quality Measures				
Respond to customer service requests within standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Customer satisfaction with Bureau services	---	100.00%	100.00%	100.00%

STORMWATER MANAGEMENT - PUBLIC WORKS ENGINEERING				
OBJECTIVE: To mitigate problems associated with stormwater runoff by assisting with planning and review of City capital projects, and inspection and review of private development plans.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Development and plat applications reviewed per month	---	12	12	12
BMP inspections of development projects per month	---	10	10	10
Quality Measures				
Reportable excursions to the environment from department-monitored projects	---	0	0	0
Development reviews completed within 10 days of department receipt	---	75.00%	75.00%	75.00%
Outcome Measures				
Projects completed within parameters set by City	---	100.00%	100.00%	100.00%
Projects completed on-time and within budget	---	100.00%	100.00%	100.00%

STORMWATER MANAGEMENT - NPDES COMPLIANCE				
OBJECTIVE: To comply with Federal and State stormwater guidelines through testing, monitoring, enforcement, and public education activities.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Stormwater education events	---	14	14	14
Industrial stormwater inspections	---	14	8	14
Private stormwater management units inspected	---	180	45	180
Quality Measures				
Percent compliance with requirements of State of Georgia municipal stormwater permit	---	100.00%	100.00%	100.00%
Outcome Measures				
No harmful or toxic materials entering area rivers from the City's stormwater system	---	0	0	0

PUBLIC DEVELOPMENT BUREAU

REAL PROPERTY SERVICES - FLOOD MITIGATION & DRAINAGE				
OBJECTIVE:				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Grants initiated/completed	---	---	---	2/ 3
Properties acquired	---	---	---	22
Right-of-ways acquired	---	---	---	2
Quality Measures				
Percent remaining flood endangered properties to be acquired	---	---	---	60.00%
Outcome Measures				
Percent requested right-of-ways acquired	---	---	---	100.00%

SANITATION BUREAU

SANITATION DIRECTOR – SOLID WASTE STRATEGIC MANAGEMENT				
OBJECTIVE: To support the development of a cohesive, comprehensive, effective and efficient solid waste management plan.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Approved Solid Waste Management Plan	---	1	1	1
Dean Forest Road Landfill Design and Operating Permit	---	1	1	1
Quality Measures				
Solid Waste Management Program implemented or within planned development stages	---	100.00%	100.00%	100.00%
Landfill operations in compliance with EPD standards	---	100.00%	100.00%	100.00%
Outcome Measures				
Citizen satisfaction with sanitation services	---	90.00%	90.00%	90.00%
Disposal capacity at the City Landfill (City resident and commercial customers)	---	100.00%	100.00%	100.00%

SANITATION DIRECTOR - ENVIRONMENTAL COMPLIANCE				
OBJECTIVE: To provide environmental compliance monitoring and support for solid waste collection and disposal operations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Dean Forest Road Landfill Operating Permit Compliance Reports prepared	---	12	12	12
Title V Air Quality Permit Compliance Reports prepared	---	8	8	9
Leachate Compliance Certification Report prepared	---	13	12	12
Quality Measures				
Dean Forest Road Landfill Compliance Reports submitted on time	---	100.00%	100.00%	100.00%
Monthly Air Quality Reports submitted accurately and on time	---	100.00%	100.00%	100.00%
Monthly Leachate Compliance Reports Accurate and on Time	---	100.00%	100.00%	100.00%
Outcome Measures				
12 Title V Reports submitted to EPD	---	100.00%	100.00%	100.00%
12 Leachate Discharge Reports submitted to City Industrial Pre-treatment Program	---	100.00%	100.00%	100.00%

SANITATION DIRECTOR - SOLID WASTE PUBLIC EDUCATION				
OBJECTIVE: To be proactive in educating citizens about compliance with City sanitation policies to achieve a safe and healthy community.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Comprehensive public education plan developed and implemented	---	1	1	1
Commercial Refuse Collection Marketing Plan developed and implemented	---	1	1	1
Solid waste management public education events completed	---	4	4	4
Quality Measures				
Public education plan components implemented	---	100.00%	100.00%	100.00%
Planned strategies marketing Commercial Refuse Collection implemented	---	100.00%	100.00%	100.00%
Planned solid waste education events completed	---	100.00%	100.00%	100.00%
Outcome Measures				
Residents properly contain refuse	---	95.00%	95.00%	95.00%
Reduction in off-schedule service collections	---	10.00%	5.00%	10.00%

RESIDENTIAL REFUSE - RESIDENTIAL REFUSE COLLECTIONS				
OBJECTIVE: To provide efficient and timely collection of refuse, yard waste, and bulk items for City residents.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Residents receiving weekly residential refuse and yard waste collection services	---	48,000	48,000	50,000
Vehicles washed and sanitized daily	---	100.00%	100.00%	100.00%
Quality Measures				
Percent of residential refuse and yard waste pickups completed on schedule	---	99.00%	99.00%	100.00%
Vehicles ready for operations when needed	---	100.00%	100.00%	100.00%
Outcome Measures				
Valid missed collections of 1% or less	---	1.00%	1.00%	1.00%
Bulk item collections completed within standard	---	95.00%	95.00%	95.00%
Vehicles sanitized before placing them in service	---	100.00%	100.00%	100.00%

REFUSE DISPOSAL - SOLID WASTE DISPOSAL				
OBJECTIVE: To manage the City landfill in an environmentally responsible manner namely by maximizing space and complying with Federal and State regulations regarding solid waste disposal.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Tons of refuse received	---	140,000	140,000	140,000
Tonnage diverted	---	---	---	20,000
Quality Measures				
Cost per ton	---	\$38	\$38	\$38
Outcome Measures				
Compliance with EPD standards	---	100.00%	100.00%	100.00%

REFUSE DISPOSAL - TRANSFER STATIONS				
OBJECTIVE: To provide facilities for residents to drop off excess dry trash where it can be properly transferred to the landfill or other location; this puts less stress on collection activities and decreases illegal dumping.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Customers served at Bacon Park Facility	---	23,000	21,588	24,000
Customers served at Dean Forest Road Facility	---	10,000	12,523	12,523
Quality Measures				
Percent Waste received at BPTS transported for diversion or disposal	---	100.00%	100.00%	100.00%
Percent waste received at DFRL transported for diversion or disposal		100.00%	100.00%	100.00%
Cost per ton transferred	---	\$60	\$60	\$60
Outcome Measures				
Tons transferred from Bacon Park Transfer Station	---	4,000	4,000	4,210
Tons transferred from Dean Forrest Road Landfill	---	1,000	1,000	1,033

STREET CLEANING - STREET CLEANING				
OBJECTIVE: To maintain an acceptable cleanliness level on all paved and curbed streets, and to clean areas that are inaccessible to street sweepers as well.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Miles of curbed/paved streets swept annually	---	35,000	32,600	32,600
"No Parking" citations issued annually	---	30,000	30,000	30,000
Quality Measures				
Streets swept on time-with missed streets made up within the 4 day requirement	---	100.00%	100.00%	100.00%
Issue citations with minimal voiding	---	100.00%	99.00%	99.00%
Outcome Measures				
Maintain a midpoint cleanliness average rating of at least 3.00 or above on a scale of 1-4	---	100.00%	100.00%	100.00%
Make up all missed streets within 4 days	---	100.00%	100.00%	100.00%
2.0% or less - citations dismissed due to departmental error	---	100.00%	98.00%	98.00%

COMMERCIAL REFUSE - COLLECT COMMERCIAL REFUSE				
OBJECTIVE: To provide refuse collection services to commercial and institutional customers around the City.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Collection of cubic yards of refuse from City commercial containers annually	---	468,000	379,141	380,000
Service City construction and demolition waste containers annually	---	960	803	840
Repair and paint City commercial refuse containers annually	---	500	467	500
Quality Measures				
Empty all City commercial refuse containers as scheduled eliminating missed collections	---	100.00%	100.00%	100.00%
Service all City construction and demolition waste containers within 24 hours of service call	---	100.00%	100.00%	100.00%
Perform required maintenance on all City commercial refuse containers within established 311 service code standards	---	100.00%	100.00%	100.00%
Outcome Measures				
Service all City commercial refuse containers according to collection schedule	---	100.00%	100.00%	100.00%
Complete all City construction and demolition waste container request for service within 24 hours	---	100.00%	100.00%	100.00%
Complete all container maintenance repairs within 311 standards	---	100.00%	100.00%	100.00%

RECYCLING & LITER ABATEMENT - RECYCLING SERVICES FOR THE CITY OF SAVANNAH				
OBJECTIVE: To provide efficient and cost-effective recycling services for residents in order to save landfill space and have less impact on the environment.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Provide curbside recycling services for all City residents and commercial recycling services	---	27,000	22,000	23,000
Landfill diversion increased by increasing recyclable materials tonnage		14,500	11,900	13,200
Environmental education and training provided for residents based on requested and scheduled educational sessions	---	6,000	7,300	8,500
Quality Measures				
Recycling services staff to address 311 missed collection concerns within 24 hours	---	100.00%	100.00%	100.00%
Recycling Education Coordinator will continue to distribute online surveys pertaining the quality of environmental education sessions	---	95.00%	95.00%	100.00%
Outcome Measures				
Recycling Services 311 complaints will decrease in 2011 compared to 2010	---	50.00%	50.00%	50.00%
Increase tonnage diverted from the landfill in 2011 compared to 2010 to provide cleaner air	---	5.00%	10.00%	25.00%
Satisfaction rate on environmental education to citizens	---	95.00%	95.00%	100.00%

RECYCLING & LITER ABATEMENT - LITTER CONTROL SERVICES FOR THE CITY OF SAVANNAH				
OBJECTIVE: To encourage a healthier and more attractive city by collecting litter from streets and right-of-ways regularly, and by informing the public about the need to reduce litter.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
City blocks serviced for litter annually	---	155,000	165,866	110,000
Litter baskets serviced annually	---	48,000	76,839	38,000
Quality Measures				
Service all discard material and empty litter baskets within 24 hours	---	100.00%	100.00%	100.00%
Completion of scheduled litter routes	---	100.00%	100.00%	100.00%
Outcome Measures				
Reduce litter complaints	---	---	25.00%	25.00%
Increase the number organizations supporting anti-litter programs in 2011 compared to 2010	---	---	10.00%	10.00%

WATER RESOURCES BUREAU

W&S PLANNING & ENG.- PLANNING AND ENGINEERING				
OBJECTIVE: To ensure proper community growth and compliance with federal and state environmental guidelines through review and approval of all water and sewer construction plans, specifications, technical reports and contract documents.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Private development and capital improvement projects, plans, specifications and as---built documents review	---	1,150	954	975
Water meter applications and water line tap request processed	---	1,300	557	575
Contract documents and pay request documents processed	---	60	85	60
Quality Measures				
Standard response time compliance	---	100.00%	100.00%	100.00%
Outcome Measures				
Plans and as-built documents reviewed within the 10 working day period	---	100.00%	100.00%	100.00%
Water meter applications and water line tap request processed within the two-day period	---	100.00%	100.00%	100.00%
Contract documents and pay request documents processed within 10 working days	---	100.00%	100.00%	100.00%

WATER SUPPLY & TREATMENT - GROUND WATER SUPPLY				
OBJECTIVE: To provide an adequate supply of safe drinking water for Savannah residents while complying with all local, federal, and state drinking water policies.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Gallons of water pumped and treated (million gallons/day)	---	23.53	23.53	23.53
Well sites monitored for pressure each day	---	50	50	50
Gallons of water fluoridated each day (average million gallons/day)	---	19.6	19.6	19.6
Quality Measures				
Safe Drinking Water Act violations	---	0	0	0
Valid water quality complaints	---	50	50	50
Samples collected and analyzed	---	3,200	3,200	3,200
Outcome Measures				
Met or exceeded the performance requirement for water treatment of the Safe Drinking Water Act	---	100.00%	100.00%	100.00%

WATER DISTRIBUTION - WATER DISTRIBUTION				
OBJECTIVE: To maintain the water distribution system, thereby ensuring safe drinking water is delivered at adequate pressure for fire hydrants as well as daily use.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Water leaks repaired	---	620	620	605
Water meter and fire hydrant installation & replacement	---	4,335	4,335	4,224
Facilities (backflow devices, hydrants, and utility locates) tested, serviced, and repaired	---	47,675	47,675	48,064
Quality Measures				
Water leak repaired within standard	---	100.00%	100.00%	100.00 %
Water meter tasks completed within standard	---	100.00%	100.00%	100.00%
Facilities inspected and installed within standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent of water meters 2-inch and larger accurately measuring flow	---	98.00%	98.00%	99.00%
0 incidents of toxic and obnoxious chemicals entering the distribution system and 0 dry fire hydrants	---	0	0	0
0 violation notifications from Public Service Commission regarding State Dig Law	---	0	0	0

SEWER MAINTENANCE - SEWER MAINTENANCE				
OBJECTIVE: To maintain the infrastructure needed to collect and deliver wastewater and sewage from the businesses and residents in the City and unincorporated Chatham County to the City Water Reclamation Plants for treatment.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
System failures - breaks and cave-ins repaired and stoppages cleared	---	490	520	510
Feet of line repaired / extended	---	3,500	3,500	3,850
Linear feet of sewer line cleared	---	505,800	505,800	531,090
Quality Measures				
Respond to Priority 1 service requests within standard	---	100.00%	100.00%	100.00%
Completion of line cleaning within in-house standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent homes not having experienced sewer stoppages or slow sewage flow (from Citizens Survey)	---	85.00%	85.00%	85.00%
Percent breaks /stoppages resulting in spills to waters of the State	---	0	0	0

LIFT STATIONS - LIFT STATIONS				
OBJECTIVE: To maintain the 185 lift/pump stations needed to convey wastewater and sewage through the system to the water treatment/reclamation plants.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
# of Lift Stations operated	---	188	188	185
Maintenance tasks conducted	---	347,377	347,377	358,185
Air release valve Inspection, rehab & replacement	---	---	440	440
Quality Measures				
Priority 1 lift station checks once per day	---	100.00%	100.00%	100.00%
Priority 2 lift station checks within standard	---	100.00%	100.00%	100.00%
All maintenance tasks completed within standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Lift station failures resulting in major spills to waters of the State	---	0	0	0
Lift station failures resulting in minor spills to waters of the State	---	0	0	0

PRESIDENT STREET PLANT - MAIN WASTE WATER TREATMENT FACILITY				
OBJECTIVE: To provide premium, cost effective, permit compliant wastewater treatment and reuse water for irrigation sales.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Gallons of waste water treated (billion gallons)	---	7,000,000,000	7,000,000,000	7,048,150,000
Pretreatment permits managed	---	27	27	27
Miles of existing sewer lines televised	---	18	18	18
Quality Measures				
Sanitary sewer revenue cost recovery	---	100.00%	100.00%	100.00%
Permit renewals	---	100.00%	100.00%	100.00%
TV Fees revenue cost recovery	---	95.00%	95.00%	95.00%
Outcome Measures				
Monthly NPDES permits met	---	12	12	12
Customer satisfaction achieved	---	87.00%	87.00%	87.00%

REGIONAL PLANTS - REGIONAL PLANTS				
OBJECTIVE: To provide high quality and cost effective wastewater treatment through the professional operation and maintenance of the three regional wastewater treatment plants.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Gallons of wastewater treated (billion gallons)	---	2,200,000,000	2,200,000,000	2,186,350,000
Monitoring reports completed	---	12	12	12
Quality Measures				
Wastewater entering Plant treated	---	100.00%	100.00%	100.00%
Effluent treated per Standards	---	100.00%	100.00%	100.00%
Outcome Measures				
Quality standards for wastewater met	---	100.00%	100.00%	100.00%
Compliance standards met	---	100.00%	100.00%	100.00%

WATER SUPPLY & TREATMENT - SURFACE WATER SUPPLY AND TREATMENT				
OBJECTIVE: To provide reliable drinking water to citizens that use surface water as the source for drinking as well as meet demand of industrial customers while meeting compliance with all local, state and federal drinking water regulations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Gallons pumped and treated (million gallons/day)	---	9,656	9,656	9,656
Chemical and bacteriological tests performed	---	134,858	134,858	134,858
Instrument calibrations performed	---	2,300	2,300	2,300
Quality Measures				
EPD violations	---	0	0	0
Valid complaints	---	0	0	0
Outcome Measures				
Met or exceeded performance requirements of the Safe Drinking Water Act	---	100.00%	100.00%	100.00%

NEIGHBORHOOD VITALITY

TEAM MEMBERS

Joy Gellatly	Team Leader
Deborah Kicklighter	Facilitator
Undine Truedell	Recorder
Melissa Carter	
Pete Shonka	
Bryan Shaw	
Anthony Hood	
Brian Gore	
Stephen Henry	

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:

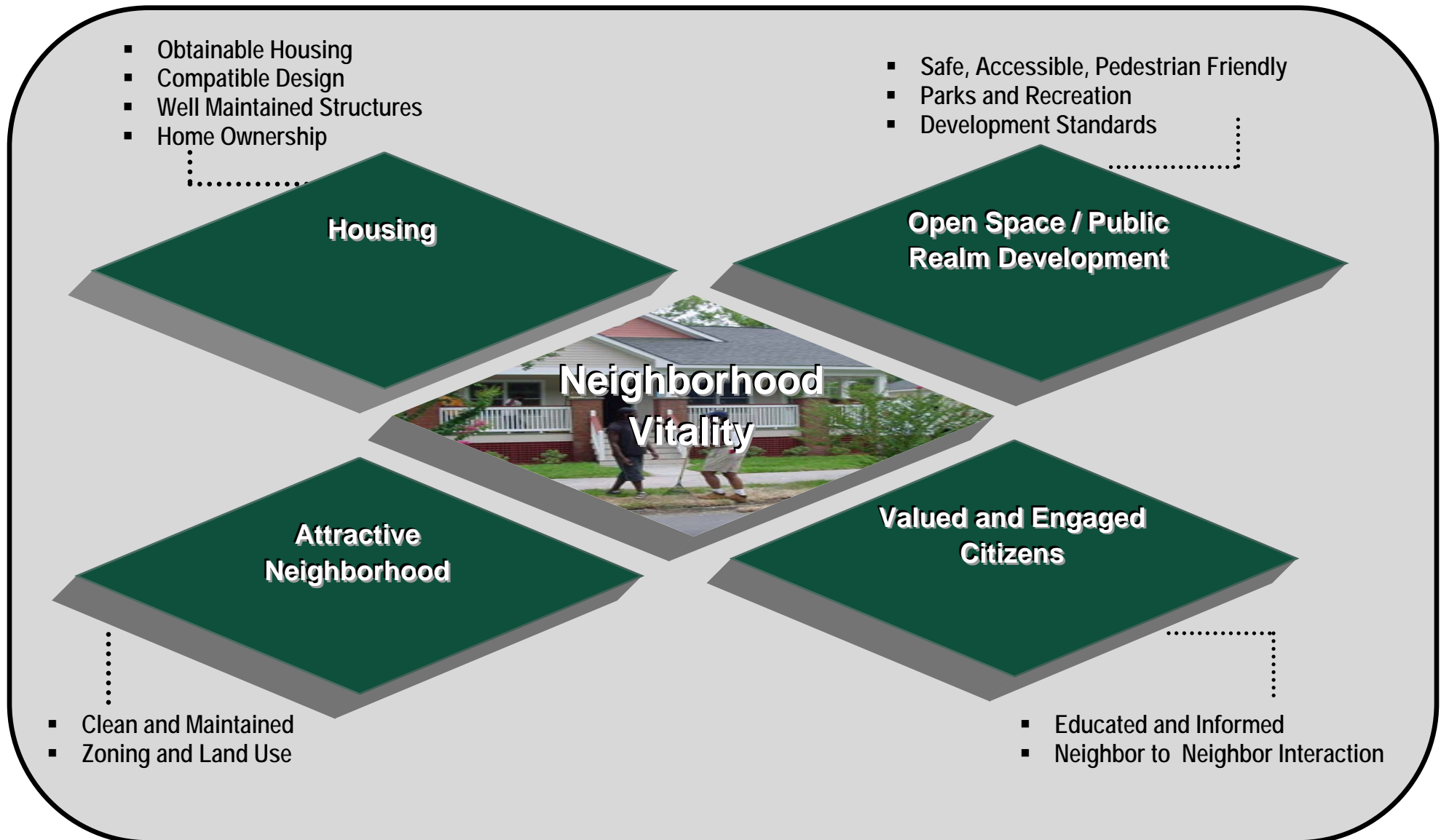
- increase resident understanding and civic responsibility through public outreach, education, and accessibility to information and resources within the community
- create opportunities for citizens to connect, interact, and collaborate to build neighbor-to-neighbor relations and work collectively on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

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

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.

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

- Development Permitting and Inspections, additional resources to address zoning issues

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- Right-of Way Encroachment
- Neighborhood Documentation.

NEIGHBORHOOD VITALITY OFFER SUMMARY \$12,937,522

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	Management and Financial Services	Right-of-Way Encroachment Enforcement	\$12,500	\$0
General	Public Works	ROW/Vegetation Maintenance	\$795,402	\$773,562
General	Public Works	Concrete Repair/Maintenance	\$782,340	\$520,178
General	Public Development	ACM - Public Development	\$675,501	\$550,040
General	Public Development	Operation Clean Sweep	\$79,080	\$71,093
General	Public Development	Development Permitting, Inspections & Zoning	\$2,601,357	\$2,291,042
General	Public Development	Code Enforcement	\$2,008,196	\$0
General	Public Development	Citizen Engagement	\$452,282	\$441,530
General	Public Development	Delinquent Property Conversion	\$328,991	\$328,991
General	Public Development	Acquisition for Redevelopment	\$108,215	\$105,420
Community Development	Community Development	Neighborhood Planning & Revitalization	\$141,453	\$113,511
Community Development	Community Development	Housing Improvement Program	\$438,149	\$396,133
Community Development	Community Development	Home Purchase Program	\$386,075	\$348,492
Community Development	Community Development	Housing Development Program	\$317,932	\$306,143
General	Leisure Services	Park Maintenance	\$1,369,164	\$1,171,941
General	Leisure Services	Playground Equipment Maintenance	\$255,305	\$207,805
General	Leisure Services	Park & Median Maintenance	\$1,974,905	\$1,633,939
General	Leisure Services	Urban Forestry	\$1,297,473	\$1,080,660
General	Leisure Services	Neighborhood Documentation	\$55,425	\$0
General	Metropolitan Planning Commission	Development Services	\$571,320	\$451,109
General	Metropolitan Planning Commission	Historic Preservation	\$352,587	\$330,587
Sanitation	Sanitation	Code Enforcement	\$0	\$1,815,346
Sanitation	Sanitation	Sanitation Code Enforcement	\$242,319	\$0
Total			\$14,916,980	\$12,937,522

PERFORMANCE MEASURES

Performance measures for the Neighborhood Vitality offers are presented here. The offers are in order by bureau then by department. If an offer was not funded, there is no performance measure presented.

GOAL: A city of strong and vibrant neighborhoods that are clean, safe, and encourage a sense of community.

PUBLIC WORKS BUREAU

STREETS MAINTENANCE -ROW/VEGETATION MAINTENANCE				
OBJECTIVE: To keep City neighborhoods and streets attractive by controlling vegetation growth at City-owned properties and along rights-of-way.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
530 city owned lots serviced 8 times per growing season	---	4,240	4,448	4,240
485 Right-Of-Way miles mowed 9 times during the growing season	---	4,365	3,260	4,365 miles
Quality Measures				
Lots serviced/mowed within the 4 week proctor	---	100.00%	100.00%	100.00%
ROW miles serviced within the 5 week proctor	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent of lots serviced/mowed	---	90.00%	104.90%	92.00%
Percent of Right-Of-Way mowed and/or	---	95.00%	74.60%	91.00%

STREETS MAINTENANCE - CONCRETE REPAIR/MAINTENANCE				
OBJECTIVE: To keep City neighborhoods safe, walkable, and accessible by repairing sidewalks, curbs and gutters as needed, and by installing ADA compliant ramps at intersections.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Footage of sidewalk repaired/restored annually	---	7,920 feet	10,771 feet	8,700 feet
Footage of curb and gutter repaired/restored annually	---	5,280 feet	4,241 feet	5,800 feet
ADA accessible ramps installed	---	500	125	275
Quality Measures				
Repairs completed within the 150 day proctor	---	95.00%	91.60%	96.00%
ADA ramp installation completed within the 180 day proctor	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent sidewalk feet repaired/restored	---	100.00%	136.00%	100.00%
Percent curb & gutter feet repaired/restored	---	100.00%	80.00%	100.00%
Percent ramps installed	---	100.00%	25.00%	100.00%

PUBLIC DEVELOPMENT BUREAU

ACM/PUBLIC DEVELOPMENT – ACM/PUBLIC DEVELOPMENT				
OBJECTIVE: To provide administrative oversight of the eight departments and four agencies for the Bureau of Public Development; provide a Hearing Officer for the City's Derelict Rental Program and the coordinator for Operation Clean Sweep and revitalize Waters Avenue so that it will continue to be a thriving community for residents/businesses .				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget

ACM/PUBLIC DEVELOPMENT – ACM/PUBLIC DEVELOPMENT				
OBJECTIVE: To provide administrative oversight of the eight departments and four agencies for the Bureau of Public Development; provide a Hearing Officer for the City's Derelict Rental Program and the coordinator for Operation Clean Sweep and revitalize Waters Avenue so that it will continue to be a thriving community for residents/businesses .				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Federal and State dollars approved for the City of Savannah through programs administered by the BPD	---	---	---	\$17,417,700
Quarterly Citizen updates via internet/print media/government access channel to inform citizens of the Bureau's services, ex. Permit process, Waters Ave and MLK Blvd development, City Codes and Ordinances	---	---	---	4
Public Development employees trained in the High Performance Organization Program	---	---	---	153
Quality Measures				
Percent Federal and State grants administered according to the guidelines provided	---	---	---	90.00%
Percent neighborhoods and community groups engaged and informed of the City government's ability to respond to their concerns and requests as for information, measured by statistical representation at the Neighborhood Meetings and other citizen groups	---	---	---	90.00%
Percent employees who have received training in the High Performance Organization program which will increase the level of professionalism when interacting with customers	---	---	---	100.00%
Outcome Measures				
Percent Federal and State grant programs that have followed measured guidelines of success	---	---	---	90.00%
Percent citizen's request, complaints, or concerns responded to within 48 hours	---	---	---	100.00%
Percent citizen satisfaction of the accessibility of the BPD services and responsiveness as measured by statistical representation at the Neighborhood Meetings and other citizen groups	---	---	---	90.00%

ACM/PUBLIC DEVELOPMENT - OPERATION CLEAN SWEEP				
OBJECTIVE: To increase the stability of neighborhoods and increase property values which should cause a decline in criminality and blight in City of Savannah neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Operation Clean Sweep and mini sweeps	---	---	25	25
Coordination of support departments assisting with marketing, planning, property advisement, and preparation for each clean up	---	---	3	5
City Departments participating on site for each clean up	---	---	8	10
Quality Measures				
Percent requests for unplanned mini sweeps responded to and added to, the OCS schedule within 10-30 days	---	---	90.00%	90.00%
Percent citizen complaints responded to within 48 hours	---	---	100.00%	100.00%

ACM/PUBLIC DEVELOPMENT - OPERATION CLEAN SWEEP				
OBJECTIVE: To increase the stability of neighborhoods and increase property values which should cause a decline in criminality and blight in City of Savannah neighborhoods.				
Outcome Measures				
Percent neighborhood groups satisfied with Operation Clean Sweep as determined by survey completed at neighborhood meetings	---	---	---	95.00%
Percent neighborhoods with decreased crime statistics and violations after Clean Sweep	---	---	80.00%	75.00%

DEVELOPMENT SERVICES - DEVELOPMENT PERMITTING, INSPECTIONS & ZONING				
OBJECTIVE: To provide development permitting and inspection services for all private development projects and all of the zoning enforcement in the city.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Plan reviews performed per year	---	2,000	2,500	2,500
Building and trades inspections performed per year	---	20,000	23,000	24,000
Site inspections performed per year	---	2,500	2,700	3,600
Quality Measures				
Complete 90% of all major plan reviews within 30 days of receiving a complete and correct plan submittal	---	90.00%	90.00%	90.00%
Complete 90% of all minor plan reviews for tenant build-outs, minor renovations, and residential construction with 7 days of receiving a complete and correct plan submittal	---	90.00%	90.00%	90.00%
Complete 95% of all inspection requests within 48 hours	---	95.00%	95.00%	95.00%
Outcome Measures				
Attain a 90% customer satisfaction rating	---	90.00%	90.00%	90.00%

COMMUNITY SERVICES - CITIZEN ENGAGEMENT				
OBJECTIVE: To coordinate community-building activities, engage resident and civic organizations in neighborhood improvement activities; assist residents in implementing projects to help the community; respond to residents in need and connect them to City and other services to help improve properties and lives; and coordinate grant programs which directly improve neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Neighborhood associations and/or other civic groups implementing community improvement programs/projects	---	12	16	12
Resident assistance and service coordination cases handled	---	125	241	125
Provide City liaisonship/ coverage at neighborhood meetings annually	---	90	88	90
Quality Measures				
Percent resident groups and volunteers participating in neighborhood improvement activities indicating positive outcomes were achieved.	---	90.00%	85.00%	90.00%
Percent resident assistance cases responded to within 24-48 hours.	---	100.00%	100.00%	100.00%

COMMUNITY SERVICES - CITIZEN ENGAGEMENT				
OBJECTIVE: To coordinate community-building activities, engage resident and civic organizations in neighborhood improvement activities; assist residents in implementing projects to help the community; respond to residents in need and connect them to City and other services to help improve properties and lives; and coordinate grant programs which directly improve neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Outcome Measures				
Percent neighborhood improvement grants successfully implemented by residents	---	85.00%	85.00%	85.00%
Percent resident service cases successfully assisted and/or resolved		75.00%	75.00%	75.00%

REAL PROPERTY SERVICES - ACQUISITION FOR REDEVELOPMENT				
OBJECTIVE: To acquire properties for redevelopment in targeted neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Target properties identified for infill	---	211	161	50
Quality Measures				
Participating owners in redeveloped areas	---	20.00%	21.00%	20.00%
DeRenne Ave. owners contacted	---	---	---	100.00%
Outcome Measures				
Infill or redevelopment properties acquired	---	4	14	10 properties

COMMUNITY PLANNING & DEVELOPMENT- NEIGHBORHOOD PLANNING & REVITALIZATION				
OBJECTIVE: To work with neighborhood residents, City departments and outside agencies to assess neighborhood conditions, and plan and implement comprehensive strategies to remove deterioration, increase neighborhood attractiveness and safety and build healthy neighborhoods for citizens.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Inter-agency planning projects/activities undertaken to further neighborhood/city improvement	---	6	6	6
Technical projects and planning service requests completed	---	35	35	35
Quality Measures				
Percent public information cases responded to within 2 days	---	100.00%	100.00%	100.00%
Percent technical reviews, planning projects & reports completed within specified timeframes	---	100.00%	---	100.00%
Outcome Measures				
Public input activities completed as part of planning processes to ensure citizen involvement	---	8	9	8
Completed plans and/or capital projects designed to improve public resources & revitalize distressed neighborhoods	---	4	2	4

HOUSING - HOUSING IMPROVEMENT PROGRAM				
OBJECTIVE: To use general and private funds to repair dwelling units occupied by low and moderate income households to help retain affordable housing and stabilize and revitalize neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
190 housing units repaired for low and moderate income households	---	215	220	190
\$1.55 million of federal, private and other investment leveraged other investment leveraged	---	1.66	1.70	1.55
Quality Measures				
90% of low & moderate income households satisfied with service delivered	---	90.00%	100.00%	90.00%
Every \$1 of general fund dollar leverages \$11 of federal, private & other	---	\$8	\$10	\$11
Outcome Measures				
90% of home improvement goals attained	---	90.00%	116.00%	90.00%
90% of leveraging goals attained	---	90.00%	107.00%	90.00%

HOUSING - HOME PURCHASE PROGRAM				
OBJECTIVE: To use limited general funds to leverage significant state, federal and private investment to enable low to moderate income households to become homeowners. This makes homeownership attainable and affordable, builds wealth, and stabilizes and revitalizes neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
90 houses purchased by low to moderate income home buyers	---	90	90	90
\$7.9 million of state, federal, private and other investment leveraged	---	7.9	9.0	7.9
Quality Measures				
90% of program participants satisfied with service delivered	---	90.00%	100.00%	90.00%
Every \$1 of general funds leverages \$37 of federal, private and other investment	---	\$31	\$35	\$37
Outcome Measures				
90% of homeownership goals attained	---	90.00%	100.00%	90.00%
90% of leveraging goals attained	---	90.00%	114.00%	90.00%

HOUSING - HOME DEVELOPMENT PROGRAM				
OBJECTIVE: To use general, local, state and federal funds to develop housing units to be occupied by low to moderate income households. This provides affordable homes, builds wealth, and stabilizes and revitalizes neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Housing units under development for low and moderate income households	---	265	240	184
Amount of state, federal, private and other investment leveraged	---	\$33 million	\$29.2 million	\$21.2 million
Quality Measures				
Percent of housing units meeting Energy Star or EarthCraft Standards	---	90.00%	100.00%	90.00%

HOUSING - HOME DEVELOPMENT PROGRAM				
OBJECTIVE: To use general, local, state and federal funds to develop housing units to be occupied by low to moderate income households. This provides affordable homes, builds wealth, and stabilizes and revitalizes neighborhoods.				
Every \$1 of general funds leverages \$131 of local, state, federal, private and other investment	---	\$125	\$106	\$131
Outcome Measures				
Percent development goals attained	---	90.00%	91.00%	90.00%
Percent leveraging goals attained	---	90.00%	89.00%	90.00%

LEISURE SERVICES BUREAU

BUILDINGS & GROUNDS -PARK MAINTENANCE				
OBJECTIVE: To maintain all assigned Leisure Services Bureau parks in an aesthetically pleasing, safe and user friendly condition.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Park mowings	---	---	---	2,000
Park cleanings	---	---	---	9,600
Quality Measures				
Cost per mowing	---	---	---	\$125
Cost per cleaning	---	---	---	\$50
Outcome Measures				
Percent of park mowing completed	---	---	---	95.00%
Percent of park cleanings completed	---	---	---	95.00%

PARK & TREE - PARK & MEDIAN MAINTENANCE				
OBJECTIVE: To maintain downtown squares, the riverfront plaza and riverwalk, Forsyth Park Arboretum, passive neighborhood parks, and landscaped street medians.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Park Acreage Historic District	-	49.9	51.1	51.1
Park Acreage Neighborhood Parks	-	32.6	32.6	34.3
Median Acreage	-	105.7	105.7	105.7
Quality Measures				
Percent of Parks Maintained on scheduled cycle	-	90.00%	90.00%	80.00%
Percent of Medians Maintained on scheduled cycle	-	80.00%	80.00%	75.00%
Outcome Measures				
Percent of Parks with satisfactory rating	-	90.00%	90.00%	85.00%

PARK & TREE - URBAN FORESTRY				
OBJECTIVE: To maintain the urban forestry in the city which includes all trees on street rights-of-way, within parks and open spaces, and on other City property.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Trees pruned annually	---	5,000	4,500	4,500
Trees removed annually	---	750	750	700
Trees planted annually	---	750	750	300
Site plan reviews		600	500	450

PARK & TREE - URBAN FORESTRY				
OBJECTIVE: To maintain the urban forestry in the city which includes all trees on street rights-of-way, within parks and open spaces, and on other City property.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Quality Measures				
Trees pruned within time standard	---	90.00%	90.00%	80.00%
Trees removed within time standard	---	90.00%	100.00%	100.00%
Survival rate of planted trees	---	95.00%	95.00%	95.00%
Site plan reviews completed within time standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent trees planted/trees removed	---	100.00%	100.00%	43.00%
Development projects meeting ordinance requirements	---	100.00%	100.00%	100.00%

OUTSIDE AGENCY

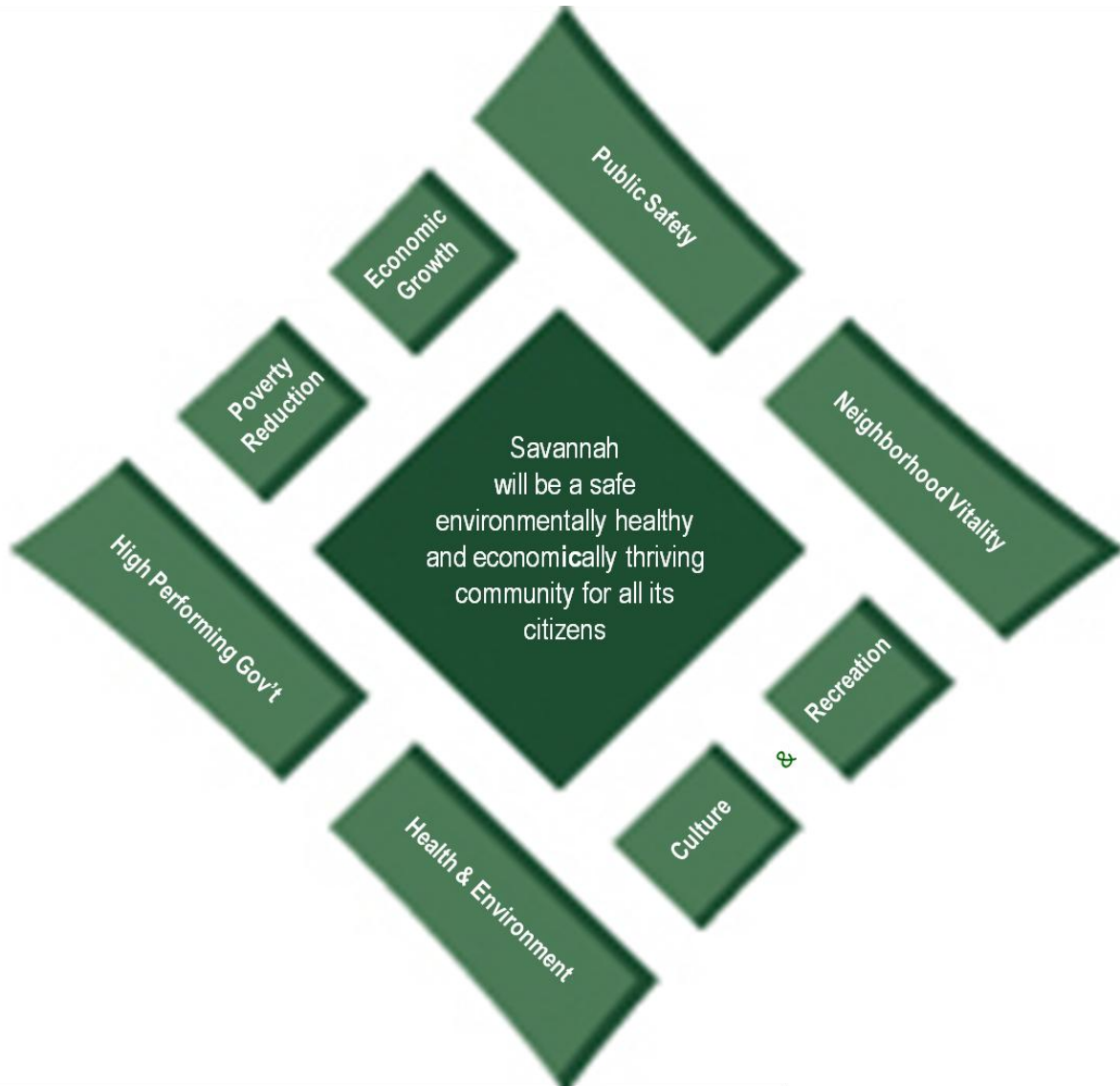
METROPOLITAN PLANNING COMMISSION – DEVELOPMENT SERVICES				
OBJECTIVE: To assure compliance to zoning and subdivision regulations which serve to implement the community's Comprehensive Plan.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Petitions reviewed	---	225	225	230
Requests from public		1,000	1,000	1,000
Quality Measures				
Reviews completed within 15 days	---	75.00%	75.00%	78.00%
Phone calls returned w/in 24 hours	---	80.00%	80.00%	82.00%
Outcome Measures				
Staff decisions approved by the MPC Commission	---	75.00%	75.00%	78.00%
Service requesters expressing satisfaction with staff	---	50.00%	50.00%	50.00%

METROPOLITAN PLANNING COMMISSION - HISTORIC PRESERVATION				
OBJECTIVE: To provide planning and development review services on behalf of the City.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Certificates of Appropriateness Issued	---	240	280	240
Requests from City and other Government Departments	---	25	50	25
Requests for services responded to	---	25	50	25
Quality Measures				
Board decisions rendered within 30 days	---	70.00%	90.00%	70.00%
Staff decisions rendered within 10 days	---	95.00%	95.00%	95.00%
Outcome Measures				
Applicants expressing satisfaction with timeliness of decision	---	75.00%	75.00%	75.00%
Service requesters expressing satisfaction with staff response	---	85.00%	85.00%	85.00%

SANITATION BUREAU

PROPERTY MAINTENANCE - SANITATION CODE ENFORCEMENT				
OBJECTIVE: To encourage clean and attractive neighborhoods through regular enforcement of City sanitation policies.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Neighborhoods for sanitation code compliance	---	104	104	104
Dumpster Free Zone & businesses city-wide for sanitation code compliance	---	9,000	9,000	9,000
Remote areas for illegal dumping activity	---	52	52	52
Quality Measures				
Neighborhoods inspected/addressed weekly	---	100.00%	100.00%	100.00%
Dumpster Free Zone and habitual commercial violators monitored/addressed weekly	---	100.00%	100.00%	100.00%
Identified illegal dumping areas monitored/addressed weekly	---	100.00%	100.00%	100.00%
Outcome Measures				
Neighborhoods with cleanliness level of 3 or above 80% of the time	---	80.00%	80.00%	80.00%
Dumpster Free Zone cleanliness level of 3 or above	---	90.00%	90.00%	90.00%

PROPERTY MAINTENANCE - CODE ENFORCEMENT				
OBJECTIVE: To protect and improve the quality of life in Savannah by performing inspections of dangerous/substandard buildings, derelict vehicles, overgrown grass, debris, illegal dumping, and other general nuisances to eliminate blighted conditions in neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Code Enforcement total compliances achieved annually	---	18,500	7,519	20,500
Neighborhoods proactively inspected quarterly	---	101	101	159
Code enforcement presentations at neighborhood association meetings annually	---	384	384	384
Quality Measures				
Average of 450 compliances per month at occupied dwellings	---	450	223	450
Average of 500 abandoned/derelict vehicle compliances annually	---	---	211	500
Average of 375 overgrown vacant lots compliances per month	---	375	174	375
Outcome Measures				
Percent increase of code violation compliances	---	15.00%	20.00%	25.00%
Respond to non-emergency reports within 2 business days	---	90.00%	90.00%	95.00%



CULTURE & RECREATION

TEAM MEMBERS

Sean Brandon Team Leader
Keith Stover Facilitator
Eileen Baker
Jerry Fleming
Paul Brown
Jay Self
SarahJane Aures
Lynette Allen
Clara Ward

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 citizen's 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:

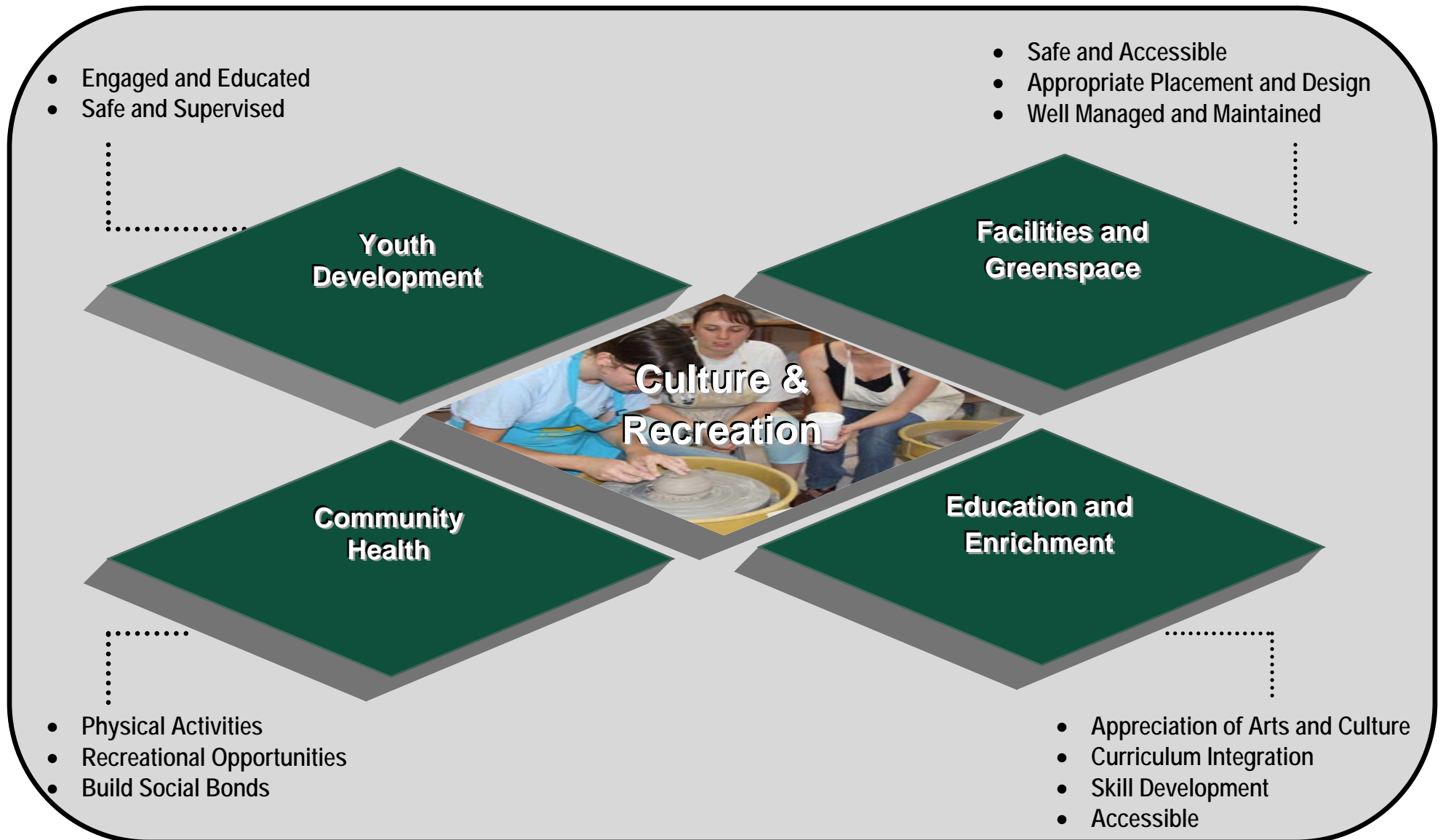
- Encourage all participants to be functionally engaged and properly educated.
- Provide safety and supervision for participants.

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

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.

KEY PURCHASES

- All Youth, Adult and Senior Recreation and Art Services
- Cemetery Preservation & Maintenance

ENHANCEMENTS PURCHASED

- None

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- St. Patrick's Day Shuttle
- Healthy Savannah
- Coffee Bluff Marina and Bacon Park Golf Course are City facilities that are operated under contract

CULTURE & RECREATION OFFER SUMMARY \$12,067,285

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	Management and Financial Services	St. Patrick's Day Shuttle	\$9,000	\$0
General	Management and Financial Services	Healthy Savannah	\$20,500	\$0
General	Coastal Heritage Society	Management & Maintenance of the Savannah History Experience (TSHE)	\$840,130	\$688,907
General	Leisure Services	Administrative Services	\$470,790	\$514,292
General	Leisure Services	Contracts and Communications Administration	\$299,975	\$292,927
General	Leisure Services	Youth & Adult Cultural Education	\$404,532	\$317,319
General	Leisure Services	Coffee Bluff Marina	\$0	\$0
General	Leisure Services	Youth Services	\$3,082,904	\$2,632,799
General	Leisure Services	Athletic Services	\$1,047,543	\$923,731
General	Leisure Services	Senior Services	\$1,575,881	\$1,502,990
General	Leisure Services	Therapeutic Recreation	\$187,443	\$187,443
General	Leisure Services	Athletic Field Maintenance	\$616,645	\$569,060
General	Leisure Services	Custodial Services & Building Care	\$473,927	\$384,381
General	Leisure Services	Swimming Pool Maintenance	\$285,586	\$210,586
General	Leisure Services	Cemetery Administration & Services	\$531,683	\$484,661
General	Leisure Services	Cemeteries	\$837,261	\$718,844
Golf Course	Leisure Services	Bacon Park Golf Services	\$0	\$0
Civic Center	Leisure Services	Ticketed Events	\$391,409	\$335,526
Civic Center	Leisure Services	Civic Center Meetings/Conferences	\$242,911	\$222,411
Civic Center	Leisure Services	Civic Center Building	\$1,308,819	\$1,308,819
Civic Center	Leisure Services	Civic Center Concessions	\$245,893	\$245,893
Grant	Leisure Services	Summer Lunch Program	\$526,696	\$526,696
Total			\$13,399,528	\$12,067,285

PERFORMANCE MEASURES

Performance measures for the Culture & Recreation offers are presented here. The offers are in order by bureau then by department. If an offer was not funded, there is no performance measure presented.

GOAL: A community that provides recreational and cultural opportunities that will keep the mind and body active and that recognizes the needs of all citizens.

OUTSIDE AGENCY

COASTAL HERITAGE SOCIETY - MANAGEMENT & MAINTENANCE OF THE SAVANNAH HISTORY EXPERIENCE				
OBJECTIVE: To provide management and accounting services for the operation and development of the multi-venue, "The Savannah History Experience", and oversees/supports high-quality, cost-effective daily janitorial, grounds keeping, maintenance and utilities services for this City-owned public resource.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Amenities and services made available to site visitors	---	---	---	560,435
Square feet maintained, total indoor and outdoor	---	---	---	546,453
Quality Measures				
City cost to maintain 546,453 sq ft interior & exterior space	---	---	---	\$1.00
City cost to provide for 560,435 services	---	---	---	\$0.52 per visitor
Outcome Measures				
Retail audit & Independent financial audits	---	---	---	Meet or exceed industry standards
Monthly site inspections	---	---	---	Satisfactory or better
Negative visitor comments in surveys	---	---	---	Less than 5%

LEISURE SERVICES BUREAU

LEISURE SERVICES DIRECTOR - ADMINISTRATIVE SERVICES				
OBJECTIVE: To administratively assist all the departments within the bureau by formulating policies and goals that effectively meet the meet the recreational and cultural needs of the citizens.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Parks & Facilities Inspected	---	26	24	26
Citizen-based meetings	---	6	6	6
Quality Measures				
Cost per park and facility inspection	---	\$2,500	\$2,500	\$2,500
Address citizens concerns within 3 business days	---	80.00%	80.00%	80.00%
Outcome Measures				
Percent Inspections with a good or excellent rating	---	90.00%	85.00%	85.00%
Percent citizens satisfied with services	---	90.00%	85.00%	90.00%

CULTURAL AFFAIRS - CONTRACTS AND COMMUNICATIONS ADMINISTRATION				
OBJECTIVE: To create contracts for arts and services, and directs the policies, programmatic guidelines, and delivery methods for comprehensive community wide cultural initiatives of arts, culture, and heritage consistent with city council priorities.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Services purchased and managed	802	713	713	531
Marketing campaigns	40	40	40	40
Quality Measures				
Percent agency reports submitted on time	100.00%	100.00%	90.00%	100.00%
Ratio of marketing expenses to participants	---	1:10	1:10	1:12
Outcome Measures				
Percent customer satisfaction with cultural programs	90.00%	90.00%	90.00%	90.00%
Percent increase of attendance cultural programs	---	10.00%	10.00%	5.00%

CULTURAL AFFAIRS - YOUTH & ADULT CULTURAL EDUCATION				
OBJECTIVE: To provide quality visual and performing arts services that are designed to reach all sectors of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Fee based services	---	50	50	57
Non-Fee based services	---	15	16	17
Youth service agency collaborations	---	18	19	20
Quality Measures				
Percent fee based services equal or exceed program costs	---	90.00%	80.00%	90.00%
Percent non-fee based services not to exceed \$8 per person	---	100.00%	100.00%	100.00%
Percent collaborations with repeat programming	---	80.00%	80.00%	85.00%
Outcome Measures				
Percent fee based services receiving an excellent rating	---	90.00%	90.00%	95.00%
Percent non-fee based services receiving an excellent rating	---	90.00%	90.00%	90.00%
Percent agency collaborations receiving an excellent rating	---	90.00%	90.00%	95.00%

COFFEE BLUFF MARINA- COFFEE BLUFF MARINA				
OBJECTIVE: To provide a well-run and organized Marina site which will contribute to the recreational and ecological health of the Savannah community.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Wet storage of boats	---	10	15	10
Annual visitors	---	8,000	5,500	8,000
Quality Measures				
Timely operating reports	---	80.00%	80.00%	90.00%
Timely financial reports	---	80.00%	80.00%	90.00%
Outcome Measures				
Visitors satisfied with services	---	85.00%	85.00%	85.00%
Visitors satisfied with conditions	---	85.00%	85.00%	85.00%

YOUTH SERVICES - YOUTH SERVICES				
OBJECTIVE: To provide youth development programs for all ages at facilities in neighborhoods and communities with diverse opportunities that focus on physical fitness, education, cultural, social, and emotional experiences.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Registered participants	12,290	11,715	11,755	11,840
Daily attendance	2,369	2,450	2,328	1,400
Quality Measures				
Registered participants	100.00%	100.00%	100.00%	100.00%
Daily attendance	90.00%	90.00%	90.00%	95.00%
Outcome Measures				
Customer satisfaction	90.00%	90.00%	90.00%	90.00%
Satisfaction with quality of recreation opportunities	90.00%	90.00%	90.00%	90.00%

ADULT SERVICES - ATHLETIC SERVICES				
OBJECTIVE: To provide athletic league play as year round structured physical activity, opportunities for residents, organizations, volunteers and business to build social bonds by being involved at the ball fields and gymnasiums and tennis courts in positive, safe and supervised activities.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Youth Sports Teams	288	213	208	205
Youth Participants	5,972	4,240	3,991	4,025
Adult Sports Teams	80	125	80	115
Quality Measures				
Percent youth sports teams participating	90.00%	90.00%	90.00%	90.00%
Percent youth participants participating	90.00%	90.00%	90.00%	90.00%
Percent adult sports teams participating	80.00%	90.00%	80.00%	90.00%
Outcome Measures				
Customer satisfaction with services	90.00%	90.00%	90.00%	90.00%

SENIOR SERVICES - SENIOR SERVICES				
OBJECTIVE: To provide seniors in the community centers such as Golden Age Centers and Adult Day Care Center to foster socialization, education, health, fitness, nutrition, and cultural enrichment.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Golden Age Center registrations	936	900	961	920
Adult Day Care Center registrations	65	55	55	55
Quality Measures				
Registered participants	95.00%	100.00%	100.00%	90.00%
Grant funds received	100.00%	100.00%	100.00%	100.00%
Outcome Measures				
Customer satisfaction	90.00%	90.00%	90.00%	90.00%
Program compliance	90.00%	90.00%	90.00%	90.00%

THERAPEUTICS RECREATION - THERAPEUTIC RECREATION				
OBJECTIVE: To provide services for individuals with special needs to stay active in the community.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Registered participants	321	300	300	300
Camps for special needs	4 Sessions	4 Sessions	4 Sessions	4 Sessions
Quality Measures				
Percent capacity for activities	90.00%	90.00%	90.00%	90.00%
Percent capacity for camps	95.00%	95.00%	95.00%	95.00%
Outcome Measures				
Customer satisfaction with services	90.00%	90.00%	90.00%	90.00%
Customer satisfaction in Special Olympic sports	95.00%	95.00%	95.00%	90.00%

BUILDINGS & GROUNDS - ATHLETIC FIELD MAINTENANCE				
OBJECTIVE: To oversee the planning and 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.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Athletic field preparations	2,533	2,500	2,500	2,500
Athletic field mowings	1,011	1,000	1,000	1,000
Athletic field repairs	171	200	200	200
Outcome Measures				
Cost per athletic field preparation	\$163	\$160	\$160	\$160
Cost per athletic field mowing	\$421	\$425	\$425	\$425
Cost per athletic field repair	\$115	\$130	\$130	\$130
Quality Measures				
Athletic field preparations completed	98.00%	95.00%	95.00%	95.00%
Athletic field mowings completed	96.00%	95.00%	95.00%	95.00%
Athletic field repairs completed	100.00%	95.00%	95.00%	95.00%

BUILDINGS & GROUNDS - CUSTODIAL SERVICES & BUILDING CARE				
OBJECTIVE: To maintain all assigned Leisure Services Bureau facilities in a clean, safe and user friendly condition by providing all necessary janitorial services.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Building cleanings	6,857	6,800	6,800	6,800
Janitorial inspections	148	150	150	150
Quality Measures				
Cost per building cleaning	\$120	\$120	\$120	\$120
Cost per janitorial inspection	\$55	\$55	\$55	\$55
Outcome Measures				
Building cleanings completed	100.00%	95.00%	95.00%	95.00%
Janitorial inspections completed	99.00%	95.00%	95.00%	95.00%

BUILDINGS & GROUNDS - SWIMMING POOL MAINTENANCE				
OBJECTIVE: To provide the citizens of Savannah with quality swimming opportunities by maintaining all City pools in an aesthetically pleasing, safe, and user friendly condition while meeting all federal and state legislative mandates.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Swimming pool inspections	1,228	1,600	1,600	1,600
Swimming pool repairs	481	550	550	550
Outcome Measures				
Cost per swimming pool inspections	\$50	\$50	\$50	\$50
Cost per swimming pool repairs	\$118	\$118	\$118	\$118
Quality Measures				
Swimming pool inspections completed	100.00%	95.00%	95.00%	95.00%
Swimming pool repairs completed	97.00%	95.00%	95.00%	95.00%

CEMETERIES - CEMETERY ADMINISTRATION & SERVICES				
OBJECTIVE: To honor all deeds, contracts, and agreements associated with all five municipal cemeteries and to provide the services specified in those written obligations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Lots available for sale	1,273	1,250	1,250	1,250
Interment services	460	450	475	450
Quality Measures				
Cost-to-revenue ratio per lot/niche sale	0.16	0.15	0.15	0.15
Cost-to-revenue ratio per interment service	1.17	1.20	0.90	1.00
Outcome Measures				
Lot sales	159	150	155	150
Customer satisfaction rating for interment service	4.51	4.50	4.50	4.50

CEMETERIES – CEMETERIES				
OBJECTIVE: To provide high quality historic preservation and grounds maintenance activities in sustaining five world-renown, park-like public cemetery spaces containing massive collections of outdoor sculpture.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Lots maintained	19,823	19,823	19,823	19,823
Lots conserved	41	40	25	40
Quality Measures				
Cost per lot maintained	\$71	\$70	\$65	\$65
Cost per lot conserved	\$4,932	\$5,000	\$7,200	\$5,600
Outcome Measures				
Cemetery appearance ratings	1.36	1.35	1.50	1.50
Cemetery structure condition index rating	59	58	60	60

CIVIC CENTER OPERATIONS - TICKETED EVENTS				
OBJECTIVE: To provide a soundticketing and box office collection process to adhere to auditing and accounting responsibility for events held at the Civic Center.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Ticketed entertainment events	94	91	86	100
Reconciled tills at the end of the business day	99.00%	100.00%	100.00%	100.00%
Quality Measures				
Tickets sold	148,492	148,492	146,000	148,492
Tickets sold accurately	99.00%	98.00%	99.00%	98.00%
Outcome Measures				
Ticketed events settled successfully	94	91	86	94
Customers satisfied with ticket sales	99.70%	99.80%	99.80%	99.80%
Ticketed entertainment events	94	91	86	100

CIVIC CENTER OPERATIONS - CIVIC CENTER MEETINGS/CONFERENCES				
OBJECTIVE: To provide event planning for meetings and conferences held at the Civic Center for public access to government and public education for other nongovernmental organizations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Total events	606	606	610	567
Non ticketed events (not including meetings/conventions)	129	206	210	174
Quality Measures				
Inspection certificates rated above standard ratings	14	14	14	14
Returning events	85.00%	84.00%	85.00%	84.00%
Outcome Measures				
Citizens served	550,000	550,000	540,000	550,000
Returned customer service surveys rated very good	94.00%	95.00%	95.00%	95.00%

CIVIC CENTER OPERATIONS - CIVIC CENTER BUILDING				
OBJECTIVE: To provide a multi-use facility including an arena and performance theater with ancillary space for festivals, community events, and professional performances.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Ticketed entertainment events	94	91	88	100
Reconciled tills at the end of the business day	99.00%	100.00%	100.00%	100.00%
Quality Measures				
Tickets sold	148,492	148,492	146,000	148,492
Tickets sold accurately	99.00%	98.00%	99.00%	98.00%
Outcome Measures				
Ticketed events settled successfully	94	91	88	94
Customers satisfied with ticket sales	99.90%	99.80%	99.80%	99.80%
Ticketed entertainment events	94	91	88	100

CIVIC CENTER CONCESSIONS - CIVIC CENTER CONCESSIONS				
OBJECTIVE: To provide food/beverage service for events held at the Civic Center.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Fire inspections	4	4	4	4
Catering Events	51	51	51	51
Health Inspections	6	6	6	6
Quality Measures				
Fire inspections	4	4	4	4
Catered events	51	51	51	51
Health Inspections	6	6	6	6
Outcome Measures				
Passing grades in fire inspections	4 of 4	4 of 4	4 of 4	4 of 4
Successfully catered events	51	51	51	51
Health Inspections with a rating of 98 or higher	6 of 6	6 of 6	6 of 6	6 of 6
Fire inspections	4	4	4	4

GOLF COURSE - BACON PARK GOLF SERVICES				
OBJECTIVE: To provide affordable and accessible golfing services to the citizens of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Annual rounds of golf	---	30,000	25,000	30,000
Visits to driving range	---	1,500	1,000	1,500
Quality Measures				
Operating reports submitted timely	---	90.00%	80.00%	90.00%
Financial reports submitted timely	---	90.00%	80.00%	90.00%
Outcome Measures				
Youth satisfaction with golfing service	---	85.00%	85.00%	85.00%
Adults satisfaction with golfing services	---	85.00%	85.00%	85.00%

ECONOMIC GROWTH

TEAM MEMBERS

Julie McLean Team Leader
Debbie Robinson Facilitator
Paula Beasley Recorder
Liberto Chacon
Tammy Faughey
MarRonde Lotson
Bridget Lidy
Cindy Landolt
Carliss Bates

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

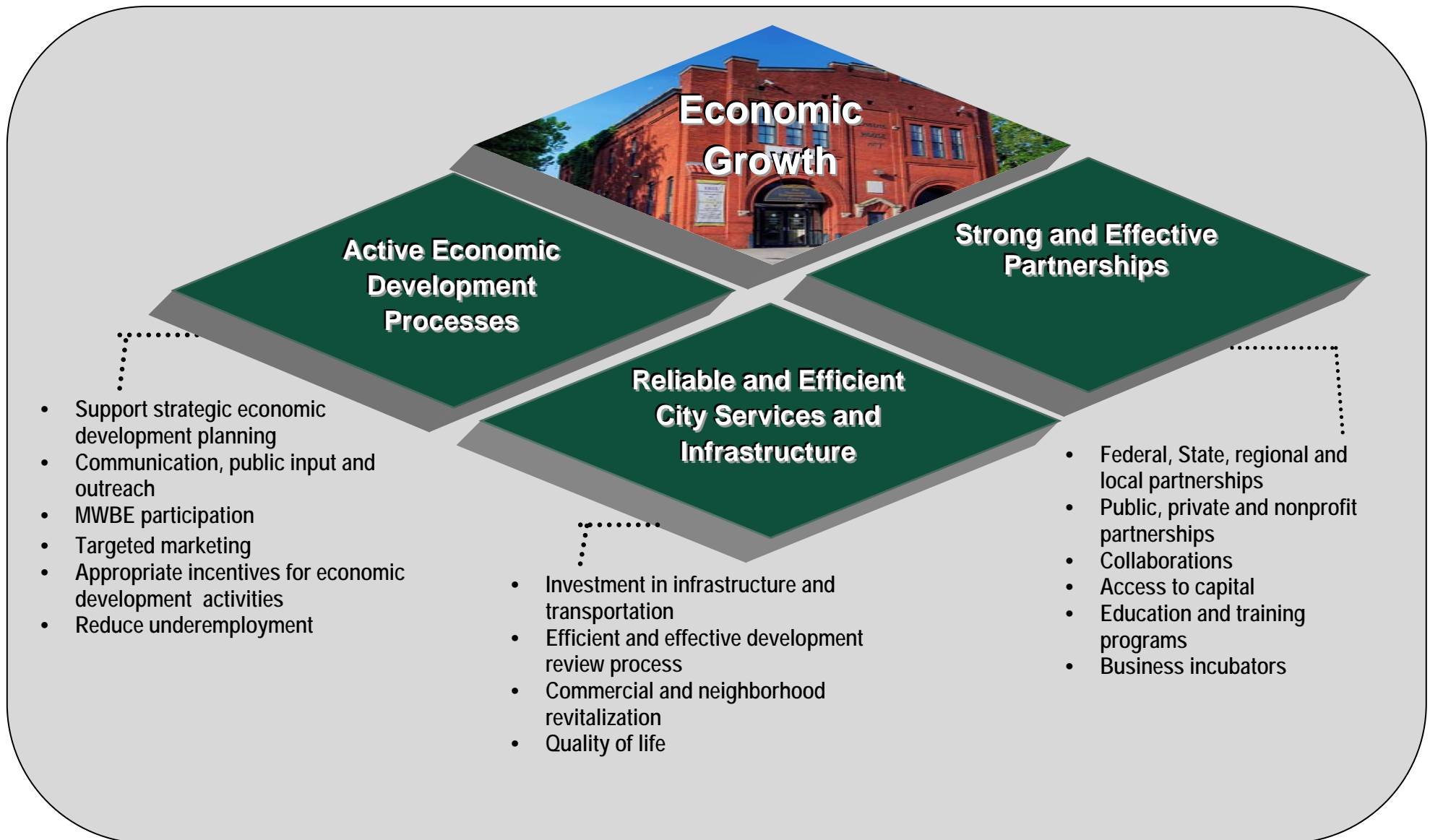
STRATEGY MAP SUMMARY

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

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.

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

- Resources to support the Downtown Service District

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- Savannah Incubator Project

ECONOMIC GROWTH OFFER SUMMARY

\$6,730,549

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	Management and Financial Services	Tourism and Film Services	\$389,916	\$0
General	Leisure Services	Film Services	\$0	\$200,176
Mobility and Parking Services	Management and Financial Services	Greater Downtown Transportation	\$950,504	\$950,504
Mobility and Parking Services	Management and Financial Services	On- Street Parking Management	\$1,372,436	\$1,372,436
Mobility and Parking Services	Management and Financial Services	Off-Street Parking Management	\$2,014,573	\$2,014,573
General	Public Works	Capital Improvement Program and Administration/Review of Private Development and Various Permits	\$101,686	\$72,967
General	Public Works	Street Inspections	\$379,667	\$313,358
General	Public Development	Hospitality Services	\$92,233	\$92,233
General	Public Development	Engineering and Development Services	\$610,780	\$394,484
General	Public Development	Business Retention & Expansion	\$102,564	\$92,564
General	Public Development	M/WBE Program	\$301,023	\$265,023
General	General Fund Interdepartmental	International Economic Development & GSIA	\$36,300	\$36,300
General	Public Development	Savannah Entrepreneurial Center	\$275,405	\$265,405
General	Public Development	Small Business Lending Support	\$95,000	\$80,000
General	Metropolitan Planning Commission	Transportation Planning/MPO	\$57,000	\$46,740
General	Savannah Development Renewal Authority	Sustaining/Growing Greater Downtown	\$612,686	\$450,786
General	Savannah Economic Development Authority	Savannah Incubator Project	\$150,000	\$0
General	The Creative Coast Alliance	The Creative Coast Alliance	\$100,000	\$83,000
Total			\$7,641,773	\$6,730,549

PERFORMANCE MEASURES

Performance measures for the Economic Growth offers are presented here. The offers are in order by bureau then by department. If an offer was not funded, there is no performance measure presented.

GOAL: A community that has appropriate economic growth that creates jobs, expands city revenue, and improves neighborhoods and commercial corridors."

MANAGEMENT & FINANCIAL SERVICES

MOBILITY & PARKING ADMINISTRATION /ENFORCEMENT - GREATER DOWNTOWN TRANSPORTATION				
OBJECTIVE: To provide and support various forms of transportation to include shuttle services, streetcar, pleasure boating (docks), and cycling (bike racks) to meet the needs of residents, workers, shoppers, students and visitors to the downtown area.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Average number of customers utilizing downtown services per month	---	50,000	10,000	15,000
Boats utilizing the recreational docks per month	---	25	75	100
Bicycles per day traveling through Savannah	---	720	720	720
Quality Measures				
Cost per trip funded	---	\$1.26	\$2.00	\$1.26
Cost per trip funded (ground)	---	\$3.33	\$3.40	\$3.33
Outcome Measures				
Satisfaction rating for total system	---	---	50.00%	80.00%
Satisfaction with parking system	---	46.00%	95.00%	46.00%
Bicycle related accidents	---	68	43	68

MOBILITY & PARKING ADMINISTRATION/ENFORCEMENT - ON STREET PARKING MANAGEMENT				
OBJECTIVE: To manage on-street parking to support the growth of downtown businesses, improve the visitor experience, and enhance the quality of life for residents.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Metered and free on-street parking spaces regulated	---	---	6,000+	6,000+
Parking citations issued	---	---	141,500	162,600
Meters repaired	---	---	1,900	1,900
Quality Measures				
Walk-in customers who's concern is resolved without a supervisor	---	90.00%	90.00%	90.00%
Average phone time for customer	---	---	3 minutes	3 minutes
Payments received online	---	---	19,150	28,750
Outcome Measures				
Parking citations collected	---	85.00%	83.00%	83.00%

MOBILITY & PARKING ADMINISTRATION/ENFORCEMENT - ON STREET PARKING MANAGEMENT				
OBJECTIVE: To manage on-street parking to support the growth of downtown businesses, improve the visitor experience, and enhance the quality of life for residents.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Citations issued which are collected by Revenue Investigators	---	25.00%	22.00%	25.00%
Reported meter malfunctions which are repaired by meter technicians	---	100.00%	100.00%	100.00%

PARKING GARAGES & LOTS - OFF-STREET PARKING MANAGEMENT				
OBJECTIVE: To provide and support off-street parking in the City's parking garages and parking lots to meet the needs of residents, workers, shoppers, students, and visitors to the downtown area.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Garage spaces	---	3,427	3,408	3,427
Lot spaces	---	659	659	693
Quality Measures				
Cost per space	---	\$697	\$630	\$697
Cost per gate equipment repair	---	\$820	\$1,213	\$820
Outcome Measures				
Bryan Street Garage occupancy	---	120.00%	121.00%	121.00%
Liberty Street Garage occupancy	---	116.00%	123.00%	123.00%
Robinson Garage occupancy	---	105.00%	80.00%	72.00%
State Street Garage occupancy	---	115.00%	123.00%	123.00%
Whitaker Street Garage occupancy	---	50.00%	54.00%	49.00%

PUBLIC WORKS BUREAU

TRAFFIC ENGINEERING - CAPITAL IMPROVEMENT PROGRAM AND ADMINISTRATION/REVIEW OF PRIVATE DEVELOPMENT AND VARIOUS PERMITS				
OBJECTIVE: To review new development plans for ADA compliance as well as other traffic safety concerns, and to issue permits for dumpsters, block parties, oversized moving, and other activities that may affect traffic flow.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Permits reviewed and issued annually	---	1,500	1700	1,700
Development plans reviewed annually	---	500	500	600
Quality Measures				
Permit applications reviewed and approved or comments entered within 4 working days.	---	90.00%	96.00%	90.00%
Development plans reviewed and approved or comments entered within 10 working days	---	90.00%	95.00%	90.00%
Outcome Measures				
Customer satisfaction rating for services from internal survey	---	80.00%	80.00%	80.00%

STREETS MAINTENANCE - STREET INSPECTIONS				
OBJECTIVE: To inspect street or infrastructure projects, ensuring that they meet the technical specifications and standards laid out by the City of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Job sites/locations inspected annually	---	450	785	495
Quality Measures				
Inspection request granted within the 5 working day proctor	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent sites inspected annually	---	100.00%	100.00%	100.00%

PUBLIC DEVELOPMENT BUREAU

RIVER STREET HOSPITALITY CENTER - HOSPITALITY SERVICES				
OBJECTIVE: To promote tourism and hospitality services for the City of Savannah and provide operations & maintenance of the facility.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Citizens and visitors served	---	---	---	860,000
Cleanliness inspections conducted	---	---	---	24
Quality Measures				
Supply/maintenance cost per visitor	---	---	---	\$0.03
Custodial cost per square foot	---	---	---	\$63.00
Outcome Measures				
Visitor satisfaction rating	---	---	---	3.5
Cleanliness rating	---	---	---	3.0

DEVELOPMENT SERVICES - ENGINEERING AND DEVELOPMENT SERVICES				
OBJECTIVE: To provide essential engineering, construction and project management expertise that ensures the safe, cost-efficient and environmentally-responsible construction of the City's Capital Improvement Programs and other projects.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Preparation of Construction Documents and Evaluation of Bids	---	24/year	38/year	24/year
Needs Assessment and Conceptual Design	---	24/year	25/year	24/year
Construction Management and Inspections. This includes design review, contract administration and construction overview	---	24/year	34/year	24/year
Quality Measures				
100% of projects will be completed on time	---	80.00%	80.00%	80.00%
100% of projects will be completed within budget		80.00%	80.00%	80.00%
Outcome Measures				

DEVELOPMENT SERVICES - ENGINEERING AND DEVELOPMENT SERVICES				
OBJECTIVE: To provide essential engineering, construction and project management expertise that ensures the safe, cost-efficient and environmentally-responsible construction of the City's Capital Improvement Programs and other projects.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
100% of projects will be completed as scheduled, meeting the original intent of the design requirements of the user department	---	n/a	100.00%	100.0%
100% of projects will comply with all City, State and Federal requirements and regulations	---	100.00%	100.00%	100.00%

ECONOMIC DEVELOPMENT - BUSINESS RETENTION & EXPANSION				
OBJECTIVE: To provide assistance to existing businesses and to provide business attraction services that support local economic growth				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Facilitate Business Training & Workshop		8	5	6
Client finance referrals to SBAC or financing partner	---	6	6	5
Assistance to businesses in location, relocation, or expansion efforts	---	24	18	12
Quality Measures				
Business clients obtain loans	---		30.00%	50.00%
Workshop & training attendees find the session useful to their business	---	50.00%	75.00%	75.00%
Business located, relocated, or expanded operations	---	50.00	25.00%	25.00%
Outcome Measures				
Increase Business Tax Revenue	---	NA	NA	15.00%
New jobs created in Savannah Market	---	400	500	600
Clients get loans funded	---	5.00%	4.00%	1.00%

ECONOMIC DEVELOPMENT - M/WBE PROGRAM				
OBJECTIVE: To increase the utilization of M/WBE firms participating in the City's procurement process, achieved by assisting MBEs and WBEs with growing and sustaining their business ventures				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Encourage M/WBE to apply for certification	---	100	75	100
Assist MBE and WBE firms to participate in topical workshops and trainings	---	800	400	750
Quality Measures				
M/WBEs complete process to have site visit	---	300	125	50.00%
Firms trained earn contracts with the city	---	25.00%	25.00%	25.00%
Outcome Measures				
MBE and WBE Certified	---	300	125	50
Increased overall Utilization of M/WBEs	---	25.00%	24.00%	10.00%

ECONOMIC DEVELOPMENT - INTERNATIONAL ECONOMIC DEVELOPMENT & GSIA
--

OBJECTIVE: To provide consulting services to support the Mayor and Council's goal to recruit and retain businesses from anywhere in the world.

Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Engage a diverse representation on the GSIA	---	---	19	8 Culturally District Entities
Quality Measures				
Identify projects/program to collaborate on to Promote Savannah as a globally city	---	---	0	3
Outcome Measures				
New International business in Savannah	---	---	---	1
Increased Tourism	---	---	1.75 billion	1.85 billion

ENTREPRENEURIAL CENTER - SAVANNAH ENTREPRENEURIAL CENTER				
OBJECTIVE: To provide an educational center that is a resource for aspiring entrepreneurs with writing, research, and securing operating capital for the start up				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
New business established	---	12	10	12
Business plans created	---	12	12	12
Unduplicated clients served	---	250	425	250
Quality Measures				
Business plans funded by SBAC or ACCION	---	50.00%	70.00%	50.00%
New business located on a targeted corridor	---	25.00%	2.00%	25.00%
Clients served - enroll in business plan curriculum	---	40.00%	100.00%	40.00%
Outcome Measures				
New Business - remain open for 1 year	---	25.00%	80.00%	25.00%
New jobs created from businesses	---	15	17	15
New business register with the M/WBE program	---	12	6	12

OUTSIDE AGENCIES

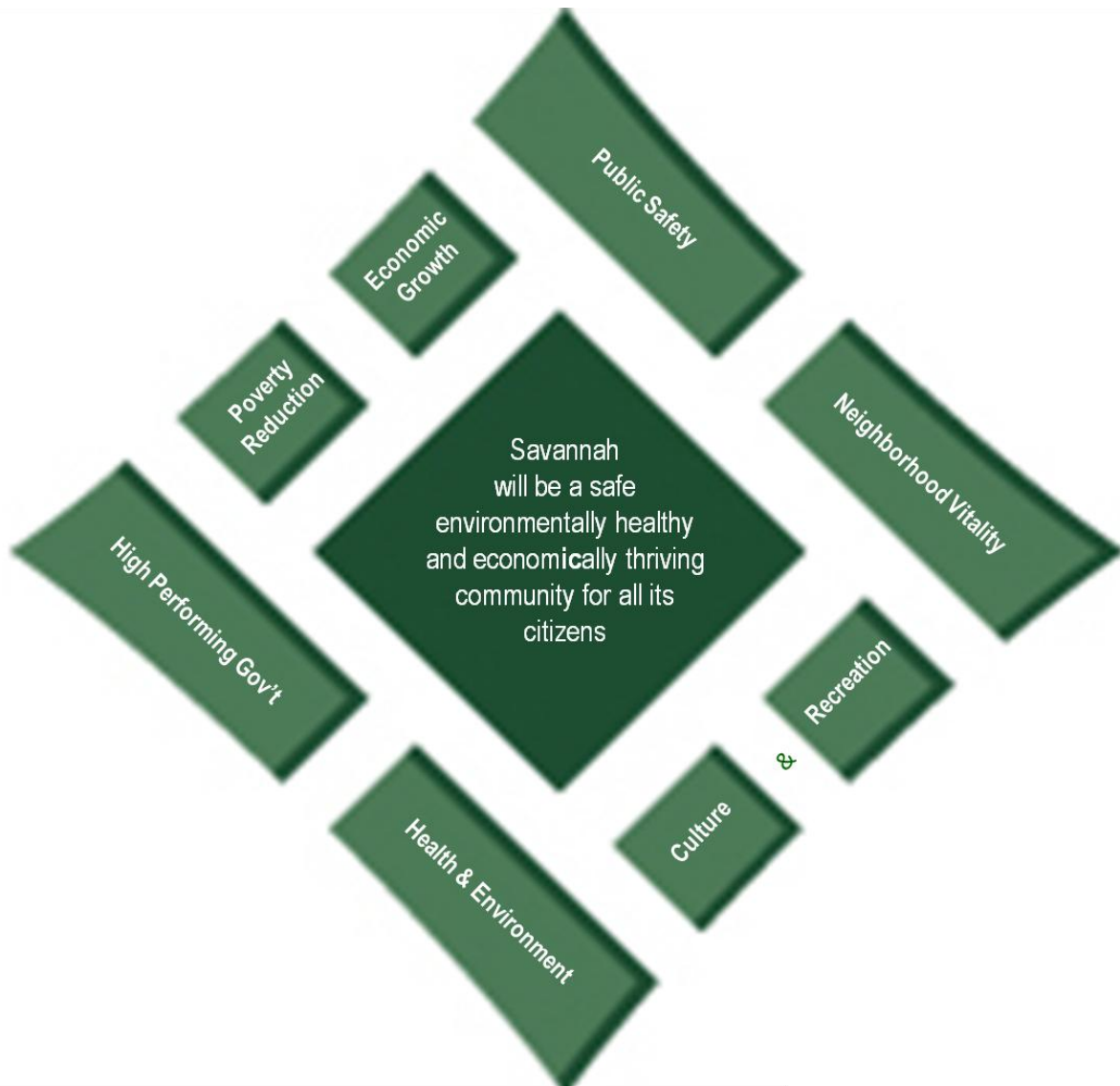
METROPOLITAN PLANNING COMMISSION - TRANSPORTATION PLANNING/MPO				
OBJECTIVE: To provide reliable and predictable planning process for infrastructure and transportation services to its citizens.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Planning actions taken (updates or amendments)	---	---	17	20
Dollar amount of area transportation projects programmed in 2011-2014 TIP	---	---	\$168,708,519	\$121,819,010
Traffic Impact Analyses and DRI reviews performed	---	---	11	18
Quality Measures				
CORE MPO Board and Advisory Committees meet every other month (24 meetings per year) to maintain and update federally required planning products such as the Long Range Transportation Plan and the TIP, and to process new requests and amendments from the City, County, GDOT, FHWA and FTA	---	---	100.00%	100.00%
All requested planning actions are processed at the very next CORE MPO Board meetings, consistent with the MPO's Public Participation Plan	---	---	100.00%	100.00%
CORE MPO staff provides support for all board meetings, prepares required planning products, staff reports, and coordinates activities and regulatory compliance with GDOT, FHWA and FTA	---	---	100.00%	100.00%
Outcome Measures				
Dollar amount of area transportation projects programmed in FY 2011-2014	---	---	\$168,708,519	\$121,819,010
Number of Planning Actions taken	---	---	17	20
Traffic Impact Analyses and DRI Reviews Performed	---	---	11	18

SAVANNAH DEVELOPMENT RENEWAL AUTHORITY - SUSTAINING/GROWING GREATER DOWNTOWN				
OBJECTIVE: This offer provides a comprehensive active, ongoing economic development process yielding both short and long term results in an effective, efficient, collaborative, cost-conscious manner.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Prospects assisted	73	80	80	80
Business/property owner retention assisted	19	40	40	40
New businesses/jobs assisted	13/116	---	17/79	15/50
Quality Measures				
Response and assistance initiated within 2 to 3 days	---	---	---	100.0%
Response and assistance initiated within 2 to 3 days	---	---	---	100.0%
Response and assistance initiated within 2 to 3 days	---	---	---	100.0%
Outcome Measures				
Prospect moves forward with business planning/preparation	---	---	---	25.0%
Client issue/concern resolved	---	---	---	50.0%
New businesses/jobs facilitated	---	---	---	50.0%

THE CREATIVE COAST ALLIANCE - THE CREATIVE COAST ALLIANCE				
OBJECTIVE: To develop a website that serves as a hub for knowledge based businesses and start-ups in Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Web presence (visits)	---	120,000	150,000	175,000
Professional development (monthly events)	---	3	3	8
Business referrals (annual)	---	100	120	150
Quality Measures				
Web traffic	---	10.00%	15.00%	20.00%
Events held	---	10.00%	10.00%	200.00%
Jobs facilitated (through Web enabled Jobs board)	---	10.00%	15.00%	15.00%
Outcome Measures				
Survey results (respondents)	---	800	1,000	1,200

COMMUNITY PLANNING AND DEVELOPMENT - SMALL BUSINESS LENDING SUPPORT				
OBJECTIVE: To help create and retain jobs for low-and-moderate income residents by providing technical assistance and management support to small and minority businesses, and to manage the City's business loan portfolio.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
City loan programs managed, marketed and serviced in compliance with federal requirements	---	---	---	7
Minimum number of hours of technical assistance provided to declined loan applicants to assist with addressing concerns	---	---	---	200
Quality Measures				
Percentage of loan applicants declined through CDBG supported loans receiving written Readiness	---	---	---	100.00%

COMMUNITY PLANNING AND DEVELOPMENT - SMALL BUSINESS LENDING SUPPORT				
OBJECTIVE: To help create and retain jobs for low-and-moderate income residents by providing technical assistance and management support to small and minority businesses, and to manage the City's business loan portfolio.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Reports explaining loan issues and receiving counseling				
Ratio of jobs created and/or retained per every \$35,000 in CDBG assisted loans	---	---	---	1:\$35,000
Outcome Measures				
clients served through all loan programs	---	---	---	475
Loans funded through City supported loan programs	---	---	---	45
Low-and-moderate income jobs created and/or retained as a result of loans funded	---	---	---	40



POVERTY REDUCTION

TEAM MEMBERS

Julie McLean Team Leader
Debbie Robinson Facilitator
Paula Beasley Recorder
Liberto Chacon
Tammy Faughey
MarRonde Lotson
Bridget Lidy
Cindy Landolt
Carliss Bates

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:

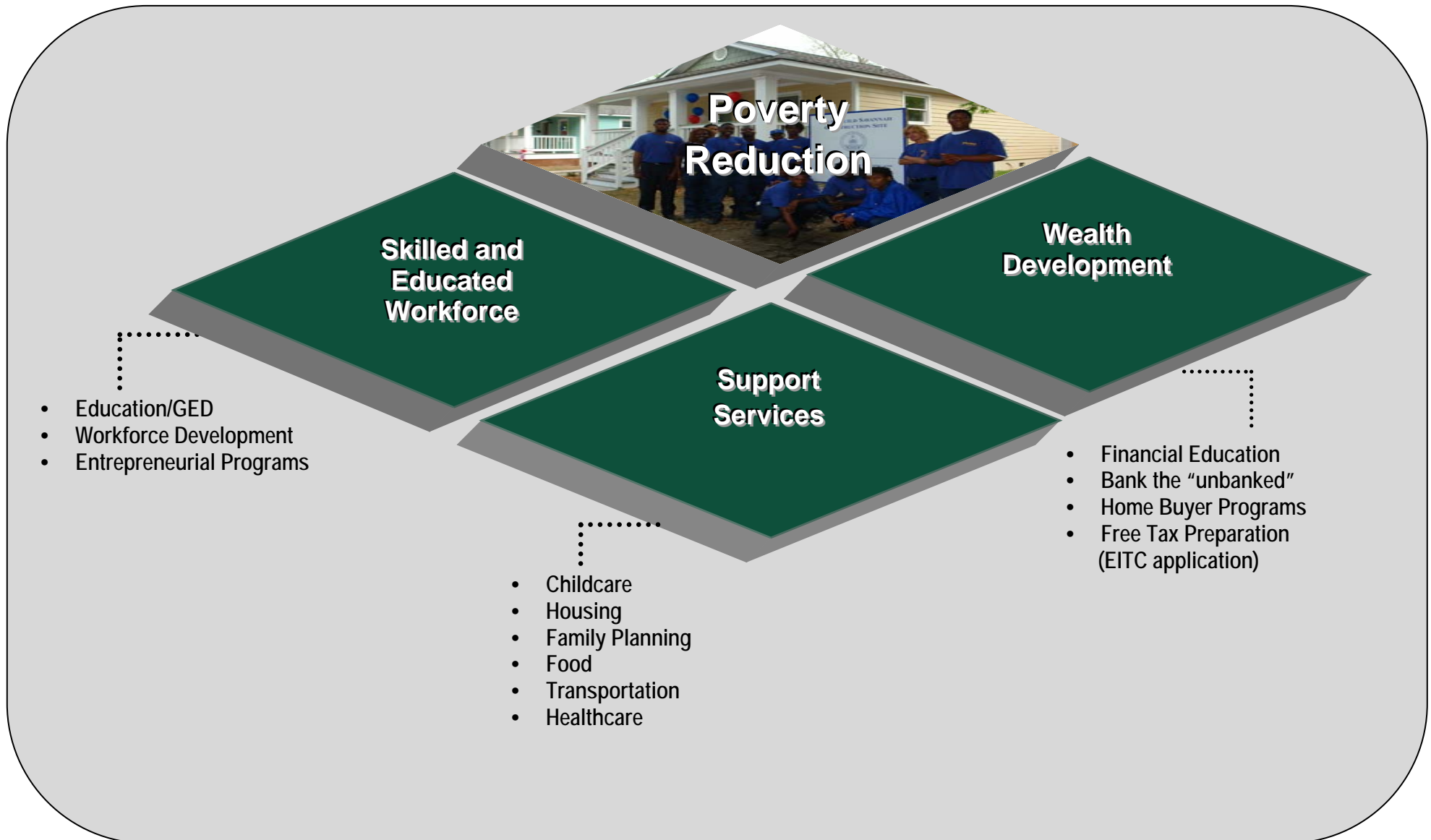
- provide financial education to low-income Savannah residents
- connect low-income Savannah residents to traditional banking institutions
- provide low-income Savannah residents with opportunities for sustainable home ownership
- provide free tax preparation and assist with filing for the federal Earned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

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

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
- 6.

KEY PURCHASES

- Economic Advancement Initiative (Advancement Center at Moses Jackson)
- Youth Futures Information & Reporting
- Workforce Investment Act Grant Administration
- Convening the Community to Reduce Poverty
- Community & Human Services Grant Administration

ENHANCEMENTS PURCHASED

- None

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- None

POVERTY REDUCTION OFFER SUMMARY**\$2,256,926**

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
Mobility and Parking Services	Management and Financial Services	Accessible Taxis	\$18,000	\$18,000
General	Public Development	Asset Building & Wealth Development	\$176,935	\$166,935
General	Step Up Savannah	Convening the Community to Reduce Poverty	\$250,000	\$210,000
General	Youth Futures Authority	YFA Collaborative	\$233,517	\$233,517
General	Youth Futures Authority	St. Pius X Family Resource Center	\$101,079	\$27,109
General	Youth Futures Authority	Information & Reporting	\$76,346	\$76,346
Grant	Public Development	WIA Grant Administration	\$783,532	\$783,532
Grant	Public Development	YouthBuild Savannah Program	\$144,361	\$144,361
Community Development	Public Development	Economic Advancement Initiative	\$349,492	\$321,550
Community Development	Public Development	Community & Human Services Grant Administration	\$276,576	\$276,576
Total			\$2,409,838	\$2,256,926

PERFORMANCE MEASURES

Performance measures for the Poverty Reduction offers are presented here. The offers are in order by bureau then by department. If an offer was not funded, there is no performance measure presented.

GOAL: A community that reduces poverty by empowering motivated people to become economically self-sufficient

PUBLIC DEVELOPMENT BUREAU

ECONOMIC DEVELOPMENT - ASSET BUILDING & WEALTH DEVELOPMENT				
OBJECTIVE: To encourage wealth creation and development of our citizenry through the Individual Development Account, Volunteer Income Tax Assistance, and financial education programs.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Tax returns prepared at City sites	---	775	888	900
Bank accounts opened thru VITA sites	---	90	134	100
Teach FE to 100 persons in the community	---	100	110	100
Quality Measures				
EITC dollars claims increased	---	10.00%	43.00%	10.00%
Low income population opened bank account from FE training	---	2.00%	2.5%	25.0%
Outcome Measures				
Account holders retained \$ in the account	---	25.00%	35.00%	25.00%
Federal return dollars (city site)	---	\$800,000	\$916,000	\$750,000

OUTSIDE AGENCIES

STEP UP SAVANNAH - CONVENING THE COMMUNITY TO REDUCE POVERTY				
OBJECTIVE: To provide citizens of Savannah with a range of social and community services which address recognized needs.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Establish Centers for Working Families (CWF) managing 250 families together	---	3	4	5
Number of individuals that open bank accounts and number that complete financial education classes through CWFs and employer partners	---	1,000/2,000	1014/2,303	1,000/3,000
Amount in private foundation, government and corporate funding leveraged to collaborative partners that will focus on poverty reduction priorities	---	\$250,000	\$250,000	\$500,000
Quality Measures				
Each of the five community centers report satisfaction through a survey with the CWF support provided and with the CWF model. 250 individuals complete workforce development training and GED Training; 100 obtain self sustaining employment through the CWFs	---	150 completed 100 employed	150 completed 100 employed	5 satisfied 250 completed 100 employed

STEP UP SAVANNAH - CONVENING THE COMMUNITY TO REDUCE POVERTY				
OBJECTIVE: To provide citizens of Savannah with a range of social and community services which address recognized needs.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
750 individuals keep their bank accounts open for at least six months; 3000 individuals receive certificate showing they have completed financial education classes through CWFs and employer partners	---	750 open accounts 1,500 certificates received	750 open accounts 2,303 certificates received	750 open accounts 3,000 certificates received
\$ in private foundation, government and corporate funding disbursed in staff time and direct contracts to collaborative partners that will focus on poverty reduction priorities	---	\$175,000	\$175,000	\$500,000
Outcome Measures				
% of the individuals who obtained employment are still working after six months and their wages have improved; At least 100 people obtain their GEDs	---	75.0% 75 obtain GEDs	75.0% 75 obtain GEDs	75.0% 100 obtain GEDs
50% or 500 of the bank accounts are still open with a balance of \$100 or more six months later; 50% of the individuals who attended financial education have demonstrated a level of competency (still to be determined, but could be an increase to their credit score, or improvements from pre to post test results after six months.)	---	50.00%	50.00%	50.00%
\$ in private foundation, government and corporate funding disbursed in staff time and direct contracts to collaborative partners that will focus on poverty reduction priorities	---	---	---	\$500,000

YOUTH FUTURES AUTHORITY - YFA COLLABORATIVE				
OBJECTIVE: To provide health and educational enrichment through the Child Health and Ensuring Educational Success committees while collaborating with various organizations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Coordinate and direct Youth Engagement Steering (YES) Team staffings	---	8	10	8
Engage Collaborative partners in support of the Savannah Promise Neighborhood	---	---	---	12
Planning and implementing the development of a school-based comprehensive health clinic with collaborative partners	---	---	---	5
Orchestrate Memorandums of Agreements (MOA) for social service providing agencies	---	10	10	---
Engage board members in active participation of the collaborative process	---	23	20	---

YOUTH FUTURES AUTHORITY - YFA COLLABORATIVE				
OBJECTIVE: To provide health and educational enrichment through the Child Health and Ensuring Educational Success committees while collaborating with various organizations.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Quality Measures				
Percent of YES Team cases will be responded to and staffed within 24 hours of referral	---	100.00%	50.00%	50.00%
Percent of Collaborative partners will provide in-kind support for the Savannah Promise Neighborhood	---	---	---	30.00%
Percent of collaborative partners will provide shared data, assessment information and training/education to students and families.	---	---	---	50.00%
Collaborative members will be satisfied with the level of demonstrated collaborative work	---	50.00%	75.00%	---
MOA's will be satisfactorily met	---	100.00%	50.00%	---
Outcome Measures				
Percent YES Team cases will successfully complete family success plans.	---	90.00%	60.00%	60.00%
Percent client data in the Savannah Promise Neighborhood will be successfully shared	---	---	---	100.00%
YFA indicators will be productively addressed throughout the year	---	42.00%	30.00%	---

YOUTH FUTURES AUTHORITY - ST. PIUS X FAMILY RESOURCE CENTER				
OBJECTIVE: To serve as a one stop center for social supports and services for the community.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Coordinate service plans for neighborhood residents	---	86	50	25
Conduct youth development activities and seminars	---	203	120	45
Host sessions of job training classes	---	268	125	125
Quality Measures				
Percent residents pleased with overall service obtained at Family Resource Center	---	65.00%	70.00%	60.00%
Percent youth development activities	---	---	---	---
Percent community members that feel they obtained a skill through job training classes	---	68.00%	70.00%	50.00%
Satisfied with response to Information & Referral/Case Management request	---	85.00%	70.00%	---
Outcome Measures				
Percent community members that will complete service plans	---	70.00%	55.00%	45.00%
Percent youth that improve academic grades by attending youth development programs	---	---	45.00%	30.00%
Percent job training clientele that will receive a full-time job	---	68.00%	60.00%	55.00%

YOUTH FUTURES AUTHORITY - INFORMATION & REPORTING				
OBJECTIVE: To produce profile reports by collecting data and other information collected on youth and families in the community in order to address deficiencies in the development and preparedness of children and youth.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Produce a Profile Report to measure data and statistics relating to youth	---	0	1	1
Provide data reporting to community agencies relating to youth	---	---	---	5
Host YFA town Hall meetings to report the final outcomes of the Profile Report	---	0	2	---
Quality Measures				
Profile Reports will be accessible through various modes of public relation tools	---	100.00%	100.00%	75.00%
Collect and disseminate data per community request within timeline requested	---	---	---	75.00%
Citizens that access the Profile Report will be educated on local youth issues	---	45.00%	80.00%	---
Outcome Measures				
Data and information used to address community priorities and decision making	---	100.00%	100.00%	100.00%
Reports co-relate with local youth conditions based on data requested and meet the requisitioners need	---	75.00%	20.00%	80.00%

COASTAL WORKFORCE – WIA GRANT ADMINISTRATION				
OBJECTIVE: To provide grants management of the federal program for training and support services to adults, dislocated workers, and youth to the nine county region of the Coastal Empire as well as administrative support to the 42 member Coastal Workforce Investment Board.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Youth served in year round program	---	382	392	396
Adult and dislocated workers entering employment	---	143	115	292
Quality Measures				
Percent adult/displaced workers receiving credentials	---	70.00%	50.00%	750.00%
Percent youth receiving credentials	---	60.00%	60.00%	60.00%
Outcome Measures				
Percent participants expressing satisfaction with services	---	70.00%	---	72.00%
Percent employers expressing satisfaction with services	---	73.00%	---	73.00%

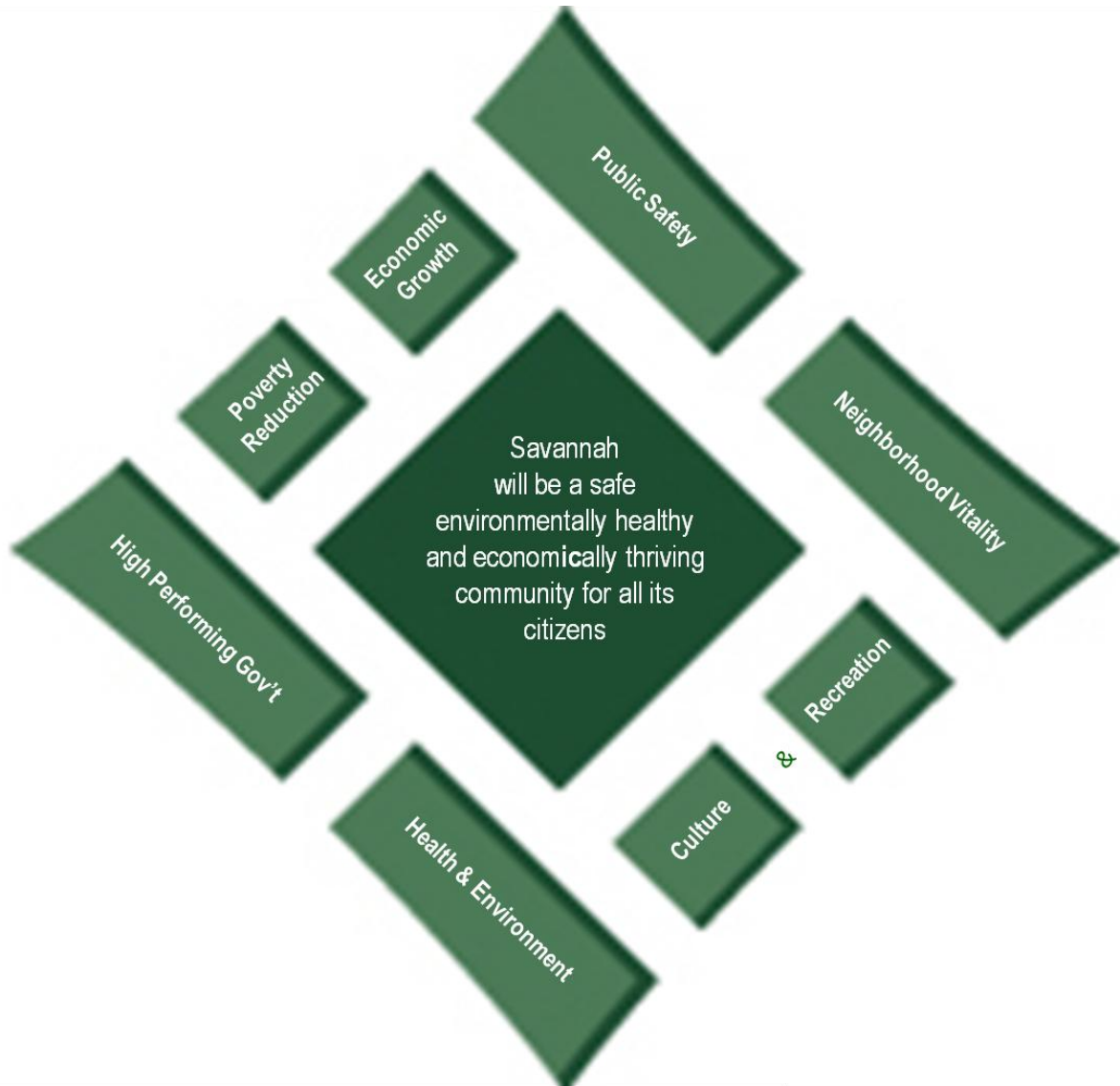
COASTAL WORKFORCE - YOUTHBUILD				
OBJECTIVE: To provide a second chance opportunity for unemployed young adults to rebuild their communities and their lives with a commitment to work, education, responsibility, and family.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Participants served	---	22	22	22
GED attainment	---	12	12	12
Job attainment	---	12	12	12
Quality Measures				
Less than 50% of the YouthBuild trainees exit before completion	---	50.00%	40.00%	
75% of the YouthBuild trainees receive their credentials; GED/High Diploma and/or Technical college credit	---	75.00%	93.00%	75.00%
60% of graduates will obtain employment in the building trades Industry	---	60.00%	60.00%	60.00%
Outcome Measures				
60% of YouthBuild trainees will complete the program	---	60.00%	60.00%	60.00%
40% of the YouthBuild graduates will enroll in college or post secondary job training	---	40.00%	40.00%	40.00%
50% of employed YouthBuild graduates will remain employed for 6 months or longer	---	50.00%	50.00%	50.00%

COMMUNITY PLANNING & DEVELOPMENT - ECONOMIC ADVANCEMENT INITIATIVE				
OBJECTIVE: To manages and operate the Moses Jackson Advancement Center which helps low income families and youth advance from poverty by achieving financial, educational, job training, asset-building, and career/business goals.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Program participants served	---	200	100	200
Youth and adults participating in Intensive Advancement Program	---	100	40	100
Residents recruited and referred for micro-business training and capital financing	---	---	---	15
Quality Measures				
Percent adult participants rating quality of programs, trainers and staff as satisfactory or better and services as beneficial	---	85.00%	--- ¹	85.00%
Percent of youth participants rating quality of programs, trainers, mentors and staff as satisfactory or better and services as beneficial	---	85.00%	---	85.00%
Percent micro-entrepreneurs rating quality of training and assistance as beneficial	---	---	---	75.00%

¹ Program initiated during 4th quarter 2010; no measureable outcomes beyond initial public engagement.

COMMUNITY PLANNING & DEVELOPMENT - ECONOMIC ADVANCEMENT INITIATIVE				
OBJECTIVE: To manages and operate the Moses Jackson Advancement Center which helps low income families and youth advance from poverty by achieving financial, educational, job training, asset-building, and career/business goals.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Outcome Measures				
Percent adult participants demonstrating advancement along a number of indicators (e.g. Financial skills education, job skills, health/nutrition, etc.)	---	75.00%	---	75.00%
Percent referred micro-entrepreneurs completing training, business plans and/or loan applications	---	---	---	50.00%

COMMUNITY PLANNING & DEVELOPMENT- COMMUNITY & HUMAN SERVICES GRANT ADMINISTRATION				
OBJECTIVE: To provides mandated financial management, grant monitoring and oversight functions for federal entitlement funds received through U.S. HUD which includes a wide range of federal funding programs awarded to the City to benefit low-and moderate income residents through human service programs and to improve living conditions within low-income neighborhoods.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Grant funded programs to assist low-income families in moving out of poverty	---	5	4	5
Grant funded programs to assist low-income families with housing, job/business creation, neighborhood improvement and other human service activities.	---	30	27	30
Monitoring and/or technical assistance reviews performed to ensure compliance of grant funded programs	---	50	45	50
Quality Measures				
Achieve satisfactory ratings from HUD on City's federal programs performance	---	100.00%	100.00%	85.00%
Percent grant payment requests submissions reviewed and processed within 2 weeks of receipt	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent micro and small business loans resulting in the creation and/or retention of jobs for low-to-moderate income persons.	---	80.00%	80.00%	80.00%
Low-to-moderate income persons assisted by federally supported human service programs	---	3,000	2,500	3,000



HIGH PERFORMING GOVERNMENT

TEAM MEMBERS

Dianne Clabaugh	Team Leader
Iris Ellsberry-Smith	Facilitator
Carl Epps	Recorder
Nathaniel Frazier	
Dean Fagerstrom	
Peggy Joyner	
David Maxwell	
Laura Walker	

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

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

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.

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

- None

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

- City Website Redesign/Rebuild
- Central Services Administration

HIGH PERFORMING GOV'T OFFER SUMMARY

\$13,499,425

Fund	Bureau	Offer Name	2011 Proposed Allocation	2011 CM Recommended Allocation
General	General Administration	Mayor & Council Leadership	\$494,213	\$429,803
General	General Administration	Clerk of Council	\$219,839	\$219,264
General	General Administration	Legal Services	\$485,885	\$489,542
General	General Administration	Chief Administration	\$612,651	\$544,570
General	Management and Financial Services	ACM, Management & Financial Services	\$476,809	\$404,809
General	Management and Financial Services	Public Communications	\$479,540	\$440,332
General	Management and Financial Services	City Website Redesign/Rebuild	\$80,000	\$0
General	Management and Financial Services	Citizen Liaison Services	\$241,899	\$0
General	Management and Financial Services	Fiscal Planning/Budgeting/Resources Management	\$557,038	\$547,887
General	Management and Financial Services	Recruitment	\$661,185	\$606,480
General	Management and Financial Services	Training	\$163,200	\$157,700
General	Management and Financial Services	Benefits	\$464,700	\$331,776
General	Management and Financial Services	Audits	\$400,533	\$360,866
General	Management and Financial Services	Bank Reconciliations and Annual Inventories	\$53,906	\$53,906
General	Management and Financial Services	ERP Lawson Project	\$156,195	\$111,952
General	Management and Financial Services	Forecasting/Rate Studies/Debt Administration	\$183,239	\$182,339
General	Management and Financial Services	Payroll and Accounts Payable	\$301,612	\$265,664
General	Management and Financial Services	Financial Reporting/External Audit/Idle Cash Investing	\$407,335	\$363,839
General	Management and Financial Services	Procurement Services	\$403,207	\$361,106
General	Management and Financial Services	Property Tax Billing	\$382,415	\$382,415
General	Management and Financial Services	Business Tax /Self Reported Tax	\$490,985	\$453,783
General	Management and Financial Services	Central Cashiering	\$270,025	\$214,707
General	Management and Financial Services	Municipal Research Service	\$204,025	\$202,091
General	Management and Financial Services	Central Services Administration	\$176,871	\$0
General	Management and Financial Services	Warehousing	\$217,313	\$217,313
General	Management and Financial Services	Mail and Municipal Services	\$604,468	\$554,468
General	Management and Financial Services	Paulsen Building Services	\$178,122	\$65,122
General	Management and Financial Services	Risk Management Services	\$691,059	\$624,723
General	Management and Financial Services	Call Center Operations	\$260,136	\$218,657
Water	Management and Financial Services	Utility Billing/Collection	\$1,177,346	\$1,177,346
General	Public Works	Customer and Employee Service Center	\$304,732	\$249,881
General	Public Development	GIS Analyst	\$162,961	\$153,311
General	Public Development	Public Property Acquisition	\$165,030	\$146,664
General	Public Development	Citizen Office	\$0	\$751,081
General	Leisure Services	HVAC/Plumbing Services	\$700,872	\$688,372
General	Leisure Services	Electrical Services	\$240,313	\$168,779
General	Leisure Services	Carpentry/Painting Services	\$356,755	\$250,000
General	Metropolitan Planning Commission	Comprehensive Planning	\$286,929	\$258,613
General	Metropolitan Planning Commission	SAGIS	\$312,017	\$250,000
Sanitation	Sanitation	Satellite Personnel Services	\$31,945	\$31,945
Water	Water Resources	Water and Sewer Director	\$597,009	\$568,319
Total			\$14,654,314	\$13,499,425

PERFORMANCE MEASURES

Performance measures for the High Performing Government offers are presented here. If an offer was not funded, there is no performance measure presented.

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

GENERAL ADMINISTRATION

PUBLIC INFORMATION OFFICE - PUBLIC COMMUNICATIONS				
OBJECTIVE: To provide open, accessible, reliable communications between the City Government and citizens to ensure the success of every program and service within the City.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
News releases issued	---	210	205	210
New Channel 8 programs/stories produced	---	216	220	216
Media contacts made	---	1,000	1,200	1,000
Quality Measures				
Cost to produce each Channel 8 package	---	\$174	\$154	\$174
Channel 8 programs produced per week	---	2	2.5	2
Cost to produce each event	---	\$420	\$420	\$420
Outcome Measures				
Percent residents who rate public information services "good" or "excellent"	---	70.00%	---	70.00%
Percent residents who rate Savannah Government Television "good" or "excellent"	---	60.00%	---	60.00%
Positive television and print news stories generated	---	100	---	100

MANAGEMENT AND FINANCIAL SERVICES BUREAU

ACM, MANAGEMENT AND FINANCIAL SERVICES – LEADERSHIP				
OBJECTIVE: To provide oversight and quality administrative support services of major finance, human resources, equipment, and information based departments while employing practices which are fiscally sound and quality based.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Total cost of overhead services	---	\$15,665,768	\$15,665,768	\$15,665,768
Quality Measures				
Overhead as a percentage of total budget expenditures	---	7.00%	7.00%	7.00%
Outcome Measures				
Percent of citizens satisfied with services provided by the City	---	82.00%	82.00%	82.00%
Percent City employees who rate internal City services as "good" or "excellent"	---	79.00%	79.00%	79.00%

RESEARCH AND BUDGET - FISCAL PLANNING/BUDGETING/RESOURCES MANAGEMENT				
OBJECTIVE: To effectively manage and monitor City of Savannah fiscal resources within proper operating and capital budgetary guidelines.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Conservative, balanced budget prepared	---	1	1	1
Monthly financial reports prepared	---	12	12	12
Quality Measures				
Favorable GFOA budget rating received	---	Distinguished	Distinguished	Distinguished
Days to prepare financial reports	---	7	7	7
Outcome Measures				
Conservative, balanced budget adopted	---	12/31/2010	12/31/2010	12/31/2011
Financial reports prepared by deadline	---	100.00%	100.00%	100.00%

HUMAN RESOURCES – RECRUITMENT				
OBJECTIVE: To administer open and competitive recruitment for attracting a workforce of exceptionally well qualified, motivated, and diverse individuals to work and represent the City of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Applicants processed	---	15,072	15,072	12,000
Tests administered	---	2,601	2,601	1,500
Positions filled	---	622	622	550
Quality Measures				
Average number of days to certify internal applicants	---	---	12	12
Average number of days to certify external applicants	---	---	17	25
Average number of days to complete classification study for filled positions	---	---	9	45
Outcome Measures				
Percent employees completing probation	---	---	83.00%	80.00%
Percent benchmark positions above or below salary survey data	---	---	3.60%	3.00%
Citywide turnover rate	---	---	9.54%	12.00%

HUMAN RESOURCES – TRAINING				
OBJECTIVE: To train employees by enhancing their knowledge, skills, and abilities in order to serve customers effectively, efficiently, and courteously.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Percent of Performance Enhancement Programs (PEP's) reviewed	---	74.00%	74.00%	25.00%
Hours of training delivered	---	911	911	900
Employees participating in training programs	---	---	---	1,500
Quality Measures				
Average days to review individual Development	---	60	60	90

Plans in PEP's				
Average days to develop a six hours training program	---	2.5	2.5	2.5
Percent of available spaces filled in a training class	---	83.00%	83.00%	80.00%
Outcome Measures				
Percent identified needs addressed through training programs	---	80.00%	80.00%	80.00%
Training evaluations survey result of 4.66 on a scale of 1-5 with 5 being the most positive	---	4.70	4.70	4.66

HUMAN RESOURCES – BENEFITS				
OBJECTIVE: To provide services and programs that benefits the physical, mental, and social well-being of the individual employee, department, and the overall organization.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Employees/retirees enrolled in medical plan	---	3,144	3,144	3,130
Percent of employees participating in the Health Risk Appraisal	---	---	---	50.00%
Average monthly participants in employee fitness program.	---	533	533	525
Quality Measures				
Average monthly medical claims cost per employee/retiree	---	\$584	\$584	\$625
Average days to produce and distribute Cobblestone News	---	45	45	45
Average days following voluntary resignation to complete exit interview	---	---	14	30
Outcome Measures				
Lower medical cost per employee versus national average	---	---	18.00%	15.00%
Increase participation of employees in health screening by 2% versus national average of 50%	---	38.00%	38.00%	40.00%
Percent mediation sessions conducted resulting in resolution	---	99.00%	99.00%	80.00%

AUDITING – AUDITS				
OBJECTIVE: To conduct compliance audits and operational reviews of city departments and programs.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Complete compliance audits	---	3	3	3
Complete operational reviews	---	3	3	3
Quality Measures				
Complete scheduled projects within 3 months	---	90.00%	90.00%	90.00%
Complete audit projects within hourly budget	---	80.00%	80.00%	80.00%
Percent of project hours to total available hours	---	65.00%	65.00%	65.00%
Outcome Measures				

Achieve post audit survey results of 3.5 (Scale of 1-5)	---	3.5	3.5	3.5
Percent audit recommendations implemented	---	60.00%	60.00%	60.00%

AUDITING - BANK RECONCILIATIONS AND ANNUAL INVENTORIES				
OBJECTIVE: To conduct monthly bank reconciliations and annual inventories to ensure compliance with Generally Accepted Accounting Procedures (GAAP).				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Monthly bank reconciliations conducted	---	12	12	12
Annual inventory conducted	---	1	1	1
Quality Measures				
Complete monthly bank reconciliations within 3 weeks of general ledger closing	---	12	12	12
Complete annual inventory within 90 days of start date	---	1	1	1
Outcome Measures				
No major and consistent problems found by external auditors	---	0	0	0
Post annual inventory survey results: 3.0 (Scale of 1-5)	---	3.0	3.0	3.0

FINANCE - FORECASTING/RATE STUDIES/DEBT ADMINISTRATION				
OBJECTIVE: To forecast 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 parking services fund.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Amount of bonded debt under management	---	\$159,000,000	\$159,000,000	\$167,281,000
Quality Measures				
City water and sewer rates as a percentage of national average	---	67.00%	67.00%	67.00%
Outcome Measures				
City bond rating (as rated by Moody's & Standard and Poor's)	---	Aa2 AA	Aa2 AA	Aa2 AA
Water and sewer revenue debt coverage	---	2.52	2.52	2.78

FINANCE - PAYROLL AND ACCOUNTS PAYABLE				
OBJECTIVE: To provide the processing of payments to vendors, employees, and retirees of the City of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Vendor invoices processed	---	65,000	60,000	60,000
Employees receiving payroll services	---	3,439	3,439	3,000
Retirees/beneficiaries receiving benefit payment services	---	1,300	1,300	1,200
Quality Measures				

FINANCE - PAYROLL AND ACCOUNTS PAYABLE				
OBJECTIVE: To provide the processing of payments to vendors, employees, and retirees of the City of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Cost per invoice processed	---	\$3.95	\$3.95	\$3.24
Cost per payroll/retiree payment processed	---	\$2.26	\$2.26	\$1.88
Outcome Measures				
Percent vendor payments paid within 30 days of invoice date	---	90.00%	90.00%	85.00%
Percent payroll/retiree payment cycles processed on time	---	100.00%	100.00%	100.00%

FINANCE - FINANCIAL REPORTING/EXTERNAL AUDIT/IDLE CASH INVESTING				
OBJECTIVE: To prepare monthly financial reports, the preparation of the legally mandated annual audit, and the investment of the City's temporarily idle cash.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Financial transactions posted	---	720,000	720,000	720,000
Federal awards under audit	---	60	60	53
Quality Measures				
Amount of yield earned on City cash investments in excess of the yield on the LGIP	---	0.60%	0.60%	0.50%
Percent available cash invested	---	100.00%	100.00%	100.00%
Outcome Measures				
Annual report issued with no "qualifications" by the independent auditor	---	1	1	1
Award of GFOA Certificate of Achievement in Financial Reporting	---	Awarded	Awarded	Awarded
General Fund unreserved fund balance as a percent of expenditures and transfers out	---	11.00%	11.00%	12.00%

PURCHASING - PROCUREMENT SERVICES				
OBJECTIVE: To provide purchasing functions so that materials, supplies, equipment and services may be procured in a timely cost effective manner for all city departments.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Bids posted on City Website	---	325	325	300
Annual contracts executed	---	200	200	200
Requisitions processed	---	6,180	6,180	6,100
Quality Measures				
Cost per requisition	---	\$85.00	\$85.00	\$85.00
Purchase orders issued within 1 week	---	90.00%	90.00%	91.00%
Outcome Measures				
Overall satisfaction from customer service survey	---	88.00%	88.00%	88.00%
Percent MWBE participation overall	---	15.00%	15.00%	15.00%

TREASURY - PROPERTY TAX BILLING				
OBJECTIVE: To collect City of Savannah residents' property taxes and fees for customers of our water, sewer, and refuse departments.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Property tax accounts managed	---	63,000	63,000	63,000
Tax bills issued annually	---	95,000	95,000	95,000
Delinquent accounts managed	---	10,000	10,000	10,000
Quality Measures				
Tax installments billed timely	---	---	---	100.00%
Account changes processed within 5 days	---	---	---	100.00%
Credit balances adjusted within 5 days	---	---	---	100.00%
Outcome Measures				
Percent tax collected in current year billed	---	95.00%	95.00%	90.00%
Percent tax collected by end of subsequent year	---	98.00%	98.00%	99.00%

TREASURY - BUSINESS TAX /SELF REPORTED TAX				
OBJECTIVE: To collect taxes and regulatory fees associated with businesses operating in the City of Savannah.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Regular business tax accounts managed	---	6,500	6,500	6,500
Alcohol licenses issued	---	460	460	470
Insurance licenses issued	---	800	800	750
Quality Measures				
Alcohol licenses renewed by Jan 31	---	100.00%	100.00%	100.00%
Renewal of all insurance licenses by Jan 31	---	100.00%	100.00%	100.00%
Delinquent bank tax accounts cleared by July 1	---	100.00%	100.00%	100.00%
Outcome Measures				
Business tax collected as % of forecast	---	100.00%	100.00%	100.00%
Insurance fees collected as % of forecast	---	100.00%	100.00%	100.00%
Professional tax collected as % of forecast	---	100.00%	100.00%	100.00%

TREASURY - CENTRAL CASHIERING				
OBJECTIVE: To receive and deposit 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, Inspection Permits, and Industrial Water.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Transactions posted to the appropriate customer or general ledger account	---	700,000	700,000	700,000
Cashier batches timely deposited annually	---	1,450	1,450	1,450

Quality Measures				
Percent daily cash receipts balance to the batch total requirements reflected on Daily Cashier Report	---	100.00%	100.00%	100.00%
Percent of preventable reversals or adjustments made to correct transactions	---	3.00%	3.00%	3.00%
Percent of master petty cash and cashier till errors in cash counts	---	3.00%	3.00%	3.00%
Outcome Measures				
Percent Audit Department monthly cash handling reviews with no errors	---	100.00%	100.00%	100.00%
Percent revenue received prior to 2:30 pm processed and deposited timely	---	100.00%	100.00%	100.00%

RESEARCH LIBRARY - MUNICIPAL RESEARCH SERVICE				
OBJECTIVE: To support the functions of the City's highest levels of leadership through management and research of internal archival and records assets, as well as internal, external, and electronic library resources.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Volumes added (monographic and periodical)	---	284	284	192
Archival collections (cubic feet)	---	5,111	5,111	5,504
Records transfers and dispositions (cubic feet)	---	1,607	1,607	1,607
Quality Measures				
Percent annual records actions completed January - June	---	100.00%	100.00%	100.00%
Percent of annual records documentation completed July - December	---	100.00%	100.00%	100.00%
Outcome Measures				
Percent response to inquiries	---	100.00%	100.00%	100.00%
Percent volumes processed	---	100.00%	100.00%	100.00%

INVENTORY MANAGEMENT – WAREHOUSING				
OBJECTIVE: To control the receiving, stocking, distribution of commodities for all of the City departments through the purchasing of goods, the administration of contracts, the promotion of sustainable product usage, and the administration of surplus city equipment sales.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Cost of goods sold	---	\$940,000	\$940,000	\$930,000
Value of inventory	---	\$380,000	\$380,000	\$350,000
Records within standard	---	1,700	1,700	1,770
Quality Measures				
Cost per item maintained in inventory	---	\$0.31	\$0.31	\$0.31
Losses not to exceed standard 1.5% of inventory value	---	\$500	\$500	\$500
Percent records with no difference	---	95.00%	95.00%	95.00%
Outcome Measures				

INVENTORY MANAGEMENT – WAREHOUSING				
OBJECTIVE: To control the receiving, stocking, distribution of commodities for all of the City departments through the purchasing of goods, the administration of contracts, the promotion of sustainable product usage, and the administration of surplus city equipment sales.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
City inventory turnover rate	---	3.00	3.00	3.00
City deviation percentage (Industry standard at 0.5% - .02%)	---	0.20%	0.20%	0.20%
Limit percent records not within standard to less than 2%	---	1.50%	1.50%	1.50%

MAIL AND MUNICIPAL SERVICES - MAIL AND MUNICIPAL SERVICES				
OBJECTIVE: To provide contracted services for the Municipal Center (City Hall, Gamble, Broughton Municipal, and Paulsen Building) and contracted mail & courier services to all City departments and selected outside agencies.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Inter-office deliveries completed	---	26,355	26,355	26,857
Special deliveries completed	---	250	250	200
Custodial service request completed	---	65	65	40
Quality Measures				
Cost per inter-office delivery	---	\$2.41	\$2.41	\$2.36
Cost per special delivery	---	\$5.50	\$5.50	\$5.50
Custodial cost per square foot	---	\$1.20	\$1.20	\$1.00
Outcome Measures				
Percent time inter-office mail deliveries are met	---	100.00%	100.00%	100.00%
Percent time special deliveries are meet	---	100.00%	100.00%	100.00%
Satisfaction rate for custodial services	---	60.00%	60.00%	60.00%

RISK ADMINISTRATION - RISK MANAGEMENT SERVICES				
OBJECTIVE: To provide financial stability by mitigating losses, monitoring and reporting on losses/expenses, encouraging health and safety of employees and citizens, and purchasing commercial insurance as appropriate or required by law.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Open and new claims administered	---	1,120	1,120	1,120
Alcohol and drug tests conducted	---	1,000	1,000	1,000
Employee participants in safety and driver training	---	3,000	3,000	3,000
Quality Measures				
Hours to contact citizens after initial complaint	---	48	48	48
Hours to contact injured employee after receiving initial report.	---	24	24	24
Outcome Measures				
Percent satisfaction with services	---	80.00%	80.00%	80.00%

RISK ADMINISTRATION - RISK MANAGEMENT SERVICES				
OBJECTIVE: To provide financial stability by mitigating losses, monitoring and reporting on losses/expenses, encouraging health and safety of employees and citizens, and purchasing commercial insurance as appropriate or required by law.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
delivered to injured employees by Risk Management				
Audit score of Third Party Administrator for Workers' Compensation and Auto Liability	---	85.00%	85.00%	85.00%
Loss reports provided to Bureaus by the 15th of the month	---	12	12	12

SAV 311 CALL SERVICE CENTER - CALL CENTER OPERATIONS				
OBJECTIVE: To provide citizens and City employees non-emergency access to municipal services that includes general information and work orders.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Calls answered	---	71,500	71,500	68,000
Work orders processed	---	165,000	165,000	190,000
Quality Measures				
Average answer time - seconds	---	10.00	10.00	12.00
Average call completion - minutes	---	2.00	2.00	2.50
Outcome Measures				
Percent internal customers expressing satisfaction with services	---	85.00%	85.00%	85.00%
Percent external customers expressing satisfaction with services	---	90.00%	90.00%	90.00%

UTILITY SERVICES - UTILITY BILLING/COLLECTION				
OBJECTIVE: To bill and collect revenue for the Water and Sewer Bureau and the Sanitation Bureau.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Bi-monthly billing cycles	---	---	---	48
Monthly billing cycles	---	---	---	12
Delinquent billing cycles	---	---	---	52
Quality Measures				
Cycle billings run on schedule each week	---	---	---	100.00%
Monthly billings run on schedule each month	---	---	---	100.00%
Cycle readings read on schedule	---	---	---	100.00%
Outcome Measures				
Utility fees collected versus billed CY	---	---	---	98.00%
Delinquent accounts cleared after 60 days	---	---	---	80.00%

PUBLIC DEVELOPMENT BUREAU

DEVELOPMENT SERVICES - GIS ANALYST				
OBJECTIVE: To support GIS functions in geographic data and databases for use with both private development and inter-departmental city projects.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Major projects (large, complex exhibits and analysis) completed annually	---	10	10	10
Minor projects (small maps, editing GIS layers, etc) completed annually	---	30	30	30
Daily projects (as-built research, simple maps, trouble shooting) completed annually	---	800	800	800
Quality Measures				
Major projects (based on provided deadline) completed	---	100.00%	100.00%	100.00%
Minor projects (based on provided deadline) completed	---	100.00%	100.00%	100.00%
Daily projects completed	---	100.00%	100.00%	100.00%
Outcome Measures				
Major projects result in 100% customer satisfaction	---	100.00%	100.00%	100.00%
Minor projects result in 100% customer satisfaction	---	100.00%	100.00%	100.00%
Daily projects result in 100% customer satisfaction	---	100.00%	100.00%	100.00%

REAL PROPERTY SERVICES - PUBLIC PROPERTY ACQUISITION				
OBJECTIVE: To assist City departments with acquisition of property for City and public use, disposition of surplus property, citizens' petitions, and management of City leases.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Petitions processed	---	30	30	30
Easements acquired or granted	---	5	5	8
Properties acquired for public use	---	12	12	8
Quality Measures				
Petitions processed within 12 weeks	---	75.00%	75.00%	75.00%
Outcome Measures				
Percent targeted properties investigated and/or acquired	---	80.00%	80.00%	50.00%

LEISURE SERVICES BUREAU

BUILDING & ELECTRICAL MAINTENANCE - HVAC/PLUMBING SERVICES				
OBJECTIVE: To provide HVAC/Plumbing maintenance and replacement for most city buildings.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Routine service requests received	---	1,008	1086	1000
Emergency requests received	---	101	79	100
Preventive inspections and filter changes	---	4,120	4,080	4,120
Quality Measures				
Average cost per request	---	\$675	\$675	\$675
Average cost per inspection	---	\$95	\$95	\$95
Outcome Measures				
3 day response rate to routine calls	---	90.00%	90.00%	90.00%
1 day response to emergency requests	---	95.00%	95.00%	95.00%
Monthly preventive maintenance inspections/filter changes completed	---	98.00%	98.00%	98.00%

BUILDING & ELECTRICAL MAINTENANCE - ELECTRICAL SERVICES				
OBJECTIVE: To provide necessary electrical repairs for all city owned/leased buildings.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Routine service requests received	913	810	771	810
Emergency requests received	29	90	0	90
Quality Measures				
Average cost per routine request	---	---	---	---
Average cost per emergency request	---	---	---	---
Outcome Measures				
3 day response rate to routine request	90.00%	90.00%	90.00%	90.00%
1 day response rate to emergency request	95.00%	95.00%	95.00%	95.00%

BUILDING & ELECTRICAL MAINTENANCE - CARPENTRY/PAINTING SERVICES				
OBJECTIVE: To provide general carpentry/painting maintenance for facilities, ADA and code compliance for all City owned/leased buildings.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Routine service requests received	886	900	940	900
Emergency service requests received	70	50	70	50
Quality Measures				
Average cost per routine request	---	---	---	---
Average cost per emergency request	---	---	---	---

BUILDING & ELECTRICAL MAINTENANCE - CARPENTRY/PAINTING SERVICES				
OBJECTIVE: To provide general carpentry/painting maintenance for facilities, ADA and code compliance for all City owned/leased buildings.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Outcome Measures				
3 day response to routine request	90.00%	90.00%	90.00%	90.00%
1 day response to emergency request	95.00%	95.00%	95.00%	95.00%

OUTSIDE AGENCIES

METROPOLITAN PLANNING COMMISSION - COMPREHENSIVE PLANNING				
OBJECTIVE: To provide long-range and comprehensive planning services to the City of Savannah and to maintain the Qualified Local Government status with the Department of Community Affairs (DCA).				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Neighborhood studies completed	---	1	0	1
Public meetings conducted (attended)	---	12(24)	12(24)	12(24)
Meetings with CRC and DCA	---	1	12(2)	12 (2)
Quality Measures				
Land Use studies adopted	---	2	0	1
DCA submittals approved	---	1	1	1
Outcome Measures				
Maintenance of Qualified Local Government Status	---	1	2	1
Short term work program Reports	---	1	1	1
Major Comprehensive Plan amendments	---	---	---	1

METROPOLITAN PLANNING COMMISSION – SAGIS				
OBJECTIVE: To provide data integration, maintenance, updates, backups and coordination for most City bureaus/departments.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Monthly hits to SAGIS.org	---	300,000	300,000	300,000
Individuals trained through SAGIS led classes	---	100	100	100
Page views of SAGIS.org	---	4,000,000	4,000,000	4,000,000
Quality Measures				
Percent help desk calls returned and a diagnosis begun	---	95.00%	95.00%	95.00%

METROPOLITAN PLANNING COMMISSION – SAGIS				
OBJECTIVE: To provide data integration, maintenance, updates, backups and coordination for most City bureaus/departments.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Percent help desk calls resolved within 24 hours	---	50.00%	50.00%	50.00%
Percent help desk calls resolved in 10 days	---	75.00%	75.00%	75.00%
Outcome Measures				
Percent users rating SAGIS as helpful with problem	---	75.00%	75.00%	75.00%
Percent users satisfied with timeliness of SAGIS response & diagnosis	---	75.00%	75.00%	75.00%

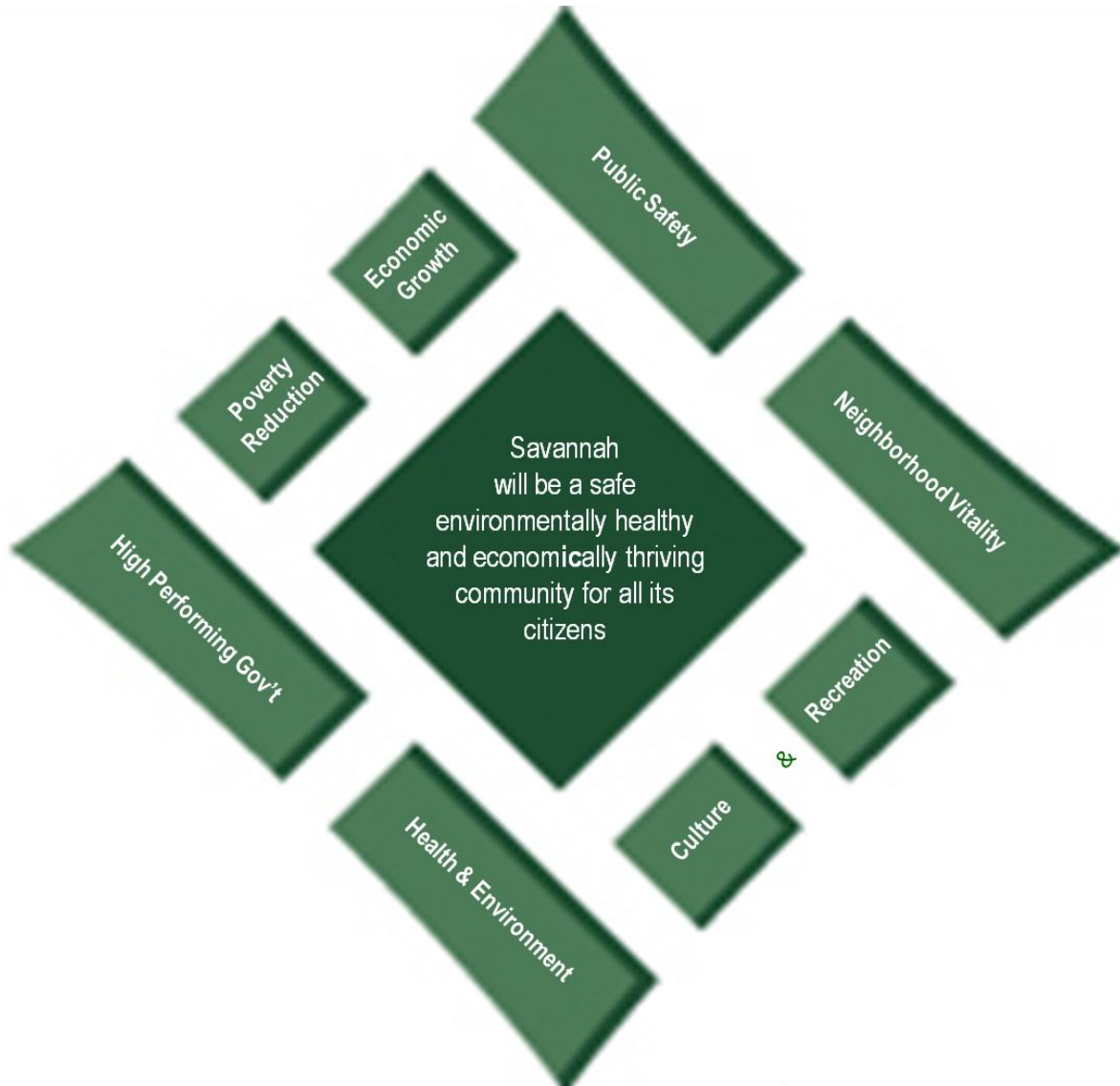
SANITATION BUREAU

SANITATION DIRECTOR - SATELLITE PERSONNEL SERVICES				
OBJECTIVE: To provide Human Resources operational support services at the City Lot.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Personnel files maintained	---	225	225	681
Accurate employee payroll entry maintained	---	225	225	681
Quality Measures				
Personnel files in compliance	---	100.00%	100.00%	100.00%
Payroll data entry completed with 95% accuracy and meeting payroll entry deadline	---	100.00%	100.00%	100.00%
Outcome Measures				
Bureau employees expressing satisfaction with file documentation	---	100.00%	100.00%	100.00%
Payroll audit confirming 95% of data entry accurate	---	100.00%	100.00%	100.00%

WATER RESOURCES BUREAU

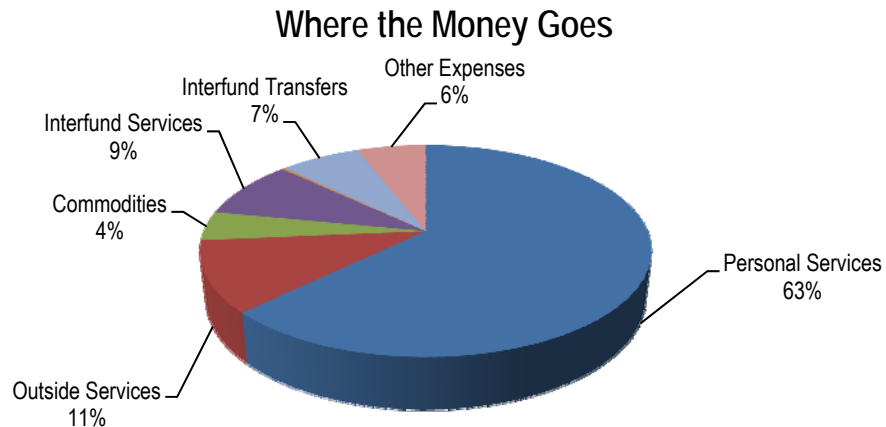
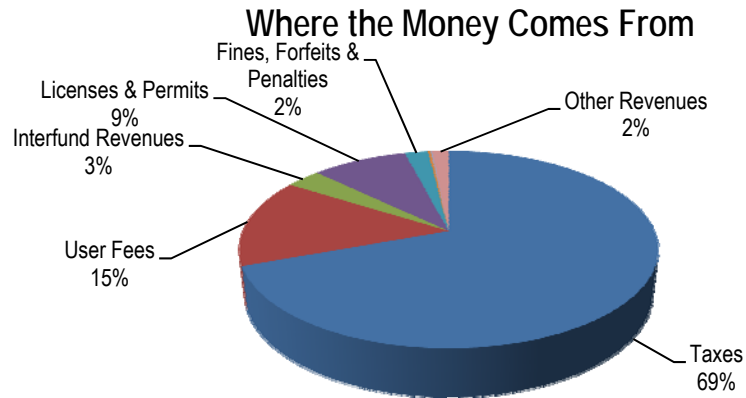
WATER AND SEWER DIRECTOR - WATER AND SEWER DIRECTOR				
OBJECTIVE: To provide managerial oversight of the City of Savannah's potable water, sanitary sewer, and environmental monitoring and educational services.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
Output Measures				
Monitor departments to ensure efficient delivery of water and sanitary sewer	---	100.00%	100.00%	100.00%

WATER AND SEWER DIRECTOR - WATER AND SEWER DIRECTOR				
OBJECTIVE: To provide managerial oversight of the City of Savannah's potable water, sanitary sewer, and environmental monitoring and educational services.				
Performance Measures	2009 Actual	2010 Adopted	2010 Projected	2011 Budget
services				
Quality Measures				
Respond to customer service requests within standard	---	100.00%	100.00%	100.00%
Outcome Measures				
Customer satisfaction with delivery of water and sanitary sewer services	---	100.00%	100.00%	100.00%



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 \$165,759,587 2011, which is \$5,902,769 or 3.4% below 2010 projected revenue. Major changes include a decrease in property taxes revenue due to a planned reduction in the millage rate and a decrease in the anticipated draw from the Sales Tax Stabilization Fund. There are no fee changes proposed for 2011.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Taxes</u>				
<u>Property Taxes</u>				
Real Property Tax (Current)	\$ 43,683,149	\$ 45,183,840	\$ 41,959,550	-7.1
Homeowner's Tax Relief Grant (2008)	1,831,302	0	0	0.0
Personal Property Tax (Current)	6,075,311	5,528,640	4,682,499	-15.3
Real Property Tax (Delinquent)	4,872,500	5,482,000	5,402,969	-1.4
Personal Property Tax (Delinquent)	579,374	550,000	558,158	1.5
Mobile Home Tax	28,571	28,000	23,733	-15.2
Industrial Area Tax	409,006	424,000	416,182	-1.8
Vehicle Tax	2,960,679	2,792,000	2,706,030	-3.1
Intangible Tax	715,430	715,000	715,000	0.0
Public Utility Tax	684,480	1,125,000	1,154,250	2.6
Railroad Equipment Tax	21,111	21,900	7,989	-63.5
Ferry SSD Tax	17,894	12,000	12,000	0.0
Subtotal	\$ 61,878,808	\$ 61,862,380	\$ 57,638,360	-6.8
<u>Sales Tax</u>				
Sales Tax	\$ 39,378,004	\$ 37,400,000	\$ 37,400,000	0.0
Draw from Sales Tax Stabilization Fund	0	2,341,693	0	-100.0
Subtotal	\$ 39,378,004	\$ 39,741,693	\$ 37,400,000	-5.9
<u>Other Taxes</u>				
Beer Tax	\$ 1,941,829	\$ 1,940,000	\$ 1,940,000	0.0
Liquor Tax	343,140	344,000	344,000	0.0
Wine Tax	413,207	425,000	430,000	1.2
Mixed Drink Tax	862,488	930,000	930,000	-7.1
Insurance Premium Tax	7,373,103	7,373,000	6,850,000	0.0
Business Tax	3,695,701	3,366,000	3,399,660	1.0
Bank License Tax	317,194	270,700	270,700	0.0
Transfer from Hotel/Motel Tax Fund	5,195,682	5,400,000	5,558,000	2.9
Transfer from Auto Rental Tax Fund	314,297	275,000	280,500	2.0
Subtotal	\$ 20,456,640	\$ 20,323,700	\$ 20,002,860	-1.6
Total General Fund Taxes	\$ 121,713,452	\$ 121,927,773	\$ 115,041,220	-5.6
<u>User Fees</u>				
<u>Leisure Services Fees</u>				
Paulson Complex Concessions	\$ 18,009	\$ 22,500	\$ 22,500	0.0
Grayson Stadium	24,267	25,000	25,000	0.0
Tennis Fees	66,480	93,150	111,000	19.2
Athletic Fees	48,913	32,900	40,245	22.3
Softball Fees	40,710	50,000	51,700	3.4

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Athletic Tournament Fees	20,747	16,500	16,500	0.0
Softball Tournament Fees	14,330	24,000	12,615	-47.4
Cultural Arts	134,349	113,550	113,550	0.0
Neighborhood Centers	160,340	145,105	160,710	10.8
Golden Age Centers	25,704	15,000	15,000	0.0
Adult Day Care	61,728	56,000	56,000	0.0
After-School Program	0	4,245	4,425	4.2
Park & Square Event Fees	107,286	110,000	105,000	-4.5
Coffe Bluff Marina	12,417	12,000	12,000	0.0
Subtotal	\$ 735,279	\$ 719,950	\$ 746,245	3.7
Inspection Fees				
Inspection Administrative Fees	\$ 2,871	\$ 1,800	\$ 1,700	-5.6
Sign Inspection Fees	3,083	12,230	12,200	-0.2
Zoning Hearing Fees	21,746	10,290	15,760	53.2
Building Inspection Fees	991,929	1,066,000	1,167,000	9.5
Electrical Inspection Fees	37,406	41,000	41,000	0.0
Plumbing Inspection Fees	12,583	12,400	12,400	0.0
Existing Building Inspection Fees	10,890	14,210	17,000	19.6
Traffic Engineering Fees	31,710	36,500	36,500	0.0
Private Development Fees	130,974	66,500	111,840	68.2
Fuel Storage Tank Inspection Fees	142	100	100	0.0
Mechanical Inspection Fees	30,184	28,620	29,000	1.3
Fire Inspection Fees	0	5,000	5,000	0.0
Subtotal	\$ 1,273,518	\$ 1,294,650	\$ 1,449,500	12.0
Fees for Other Services				
Chatham County Police Reimbursement	\$ 17,988,974	\$ 18,722,394	\$ 19,057,347	1.8
Cemetery Tours and Special Event Fees	13,055	14,000	14,000	0.0
Burial Fees	261,415	280,000	280,000	0.0
Cemetery Lot Sales	128,031	120,000	120,000	0.0
Electricity Generator Fees	2,680	2,000	2,000	0.0
Public Information Fees	70	100	100	0.0
Fell Street Box - County Share	20,148	15,000	15,000	0.0
Hotel Occupancy Fees	1,031,388	1,075,000	1,096,500	2.0
St. Patrick Shuttle Fee	14,911	0	0	0.0
Alarm Registration	117,876	117,000	117,000	0.0
Police False Alarm Fees	111,637	85,000	85,000	0.0
Accident Reporting Fees	9,712	10,000	10,000	0.0
Fire Protection Fees	140,228	140,000	145,000	3.6
Building Demolition Fees	53,579	40,000	50,000	25.0
Building Boarding-Up Fees	82,232	100,000	100,000	0.0
Fire Incident Report Fees	0	900	900	0.0
Delinquent Boarding-Up Demolition Receipts	2,557	0	0	0.0
Preservation Fees	603,972	660,000	673,200	2.0
Docking Fees	(26)	0	0	0.0
Fire Equipment User Fee	10,756	5,000	5,000	0.0

<u>Revenue Source</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Tour Bus Rents	29,787	30,000	30,000	0.0
Motor Coach Fees	21,340	21,000	21,000	0.0
Lot Clearing Fees	95,438	105,000	95,000	-9.5
Subtotal	\$ 20,739,761	\$ 21,542,394	\$ 21,917,047	1.7
Total General Fund User Fees	\$ 22,748,558	\$ 23,556,994	\$ 24,112,792	2.4
<u>Interfund Revenues</u>				
Services to Haz-Mat Fund	\$ 16,059	\$ 22,196	\$ 20,059	-9.6
Services to Coastal Workforce	62,499	62,499	62,499	0.0
Services to Community Development Fund	376,876	486,238	439,948	-9.5
Services to Sanitation Fund	585,401	779,522	823,884	5.7
Services to Water & Sewer Funds	2,046,950	2,257,567	2,433,380	7.8
Services to I & D Water Fund	127,316	165,185	181,453	9.8
Services to Civic Center Fund	83,299	95,765	100,938	5.4
Services to Parking Fund	442,715	517,545	521,278	0.7
Services to Internal Services Fund	538,473	628,294	692,895	10.3
Subtotal	\$ 4,279,588	\$ 5,014,811	\$ 5,276,334	5.2
<u>Licenses & Permits</u>				
Business Application/Transfer Fees	\$ 35,108	\$ 30,000	\$ 30,000	0.0
Telecom Franchise Fee	2,818	2,000	2,000	0.0
Water & Sewer Franchise Fees	2,005,064	2,181,000	2,373,000	8.8
Electric Franchise Fees	7,270,994	7,447,438	7,563,708	1.6
Telephone Franchise Fees	796,716	720,000	700,000	-2.8
Gas Franchise Fees	629,016	617,000	600,000	-2.8
Cable Franchise Fees	1,409,735	1,397,000	1,397,000	0.0
Parking Franchise Fees	91,907	91,688	91,688	0.0
Insurance Business Licenses	108,412	102,000	100,000	-2.0
Alcoholic Beverage Licenses	1,495,999	1,521,000	1,531,000	0.7
Professional Licenses	193,140	188,000	188,000	0.0
Subtotal	\$ 14,038,909	\$ 14,297,126	\$ 14,576,396	2.0
<u>Fine, Forfeits & Penalties</u>				
Recorder's Court Fines	\$ 2,343,619	\$ 2,400,000	\$ 2,400,000	0.0
Recorder's Court NSF Fee	1,689	500	500	0.0
Red Light Camera Fines	632,028	600,000	600,000	0.0
Execution Fees	286,957	345,000	300,000	-13.0
Interest on Delinquent Taxes	345,058	300,000	275,000	-8.3
Subtotal	\$ 3,609,351	\$ 3,645,500	\$ 3,575,500	-1.9
<u>Grant Revenues</u>				
State Grant/Elderly	\$ 90,947	\$ 71,000	\$ 55,000	-22.5
State Grant/CRDC	281,336	175,000	175,000	0.0
Cultural Affairs Grants	20,811	20,000	2,400	-88.0
State Grant - III-B	13,113	10,000	10,000	0.0
Poverty Reduction Initiative	121,669	93,852	92,887	-1.0
WIA Reimbursement for Savannah Impact	216,280	150,783	88,000	-41.6

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Recycling Grant	<u>900,000</u>	<u>55,218</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 1,644,156	\$ 575,853	\$ 423,287	-26.5
<u>Interest Earned</u>				
General Investments	\$ 367,055	\$ 110,000	\$ 150,000	36.4
Cemetery	<u>51,935</u>	<u>19,000</u>	<u>25,000</u>	<u>31.6</u>
Subtotal	\$ 418,990	\$ 129,000	\$ 175,000	35.7
<u>Other Revenues</u>				
Recorder's Court - County Share	\$ 344,500	\$ 318,000	\$ 318,000	0.0
Miscellaneous Rents	417,634	420,000	430,000	2.4
Tower Rental Fees	165,861	130,000	130,000	0.0
Advertising Fees	1,485	1,100	1,100	0.0
Damage Claims Revenue	1,138	1,000	1,000	0.0
Outside Fire Training	488	0	0	0.0
Sale of Land and Property	705,935	50,000	50,000	0.0
Miscellaneous Revenue	270,607	296,805	351,564	18.4
Transfer from GMA Lease Pool Fund	1,043,366	0	0	0.0
Payment in Lieu of Taxes	1,164,432	1,173,000	1,173,000	0.0
CrimeStoppers Reimbursement	110,457	94,394	94,394	0.0
Chatham County CNT Reimbursement	30,975	0	0	0.0
Witness Fees Reimbursement	<u>33,860</u>	<u>31,000</u>	<u>30,000</u>	<u>-3.2</u>
Subtotal	\$ 4,290,738	\$ 2,515,299	\$ 2,579,058	2.5
TOTAL	\$ 172,743,741	\$ 171,662,356	\$ 165,759,587	-3.4

GENERAL FUND EXPENDITURE SUMMARY

General Fund expenditures are \$165,759,587 in 2011, which is \$5,902,769 or 3.4% below 2010 projected expenditures. Major changes include: a decrease in Personal Services of \$4,410,956 or 4.1% and reflect reductions in salaries and wages, performance pay, overtime and temporary labor and adjustments in benefits. Outside Services decrease \$1,149,904 or 6.0 % primarily due to a reduction in professional purchased services and other contractual services. Interfund Transfers increase \$1,103,757 or 10.8% above 2010 projected expenditures primarily due to a contribution to the Sanitation Fund.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 110,296,327	\$ 108,489,503	\$ 104,078,547	-4.1
Outside Services	18,690,396	19,111,466	17,961,562	-6.0
Commodities	7,060,690	7,839,734	7,397,277	-5.6
Interfund Services	12,523,084	14,353,149	14,713,671	2.5
Capital Outlay	121,008	191,696	32,000	-83.3
Debt Service	412,466	412,466	412,466	0.0
Interfund Transfers	12,004,115	10,254,315	11,358,072	10.8
Other Expenses	10,679,742	11,010,027	9,805,992	-10.9
TOTAL	\$ 171,787,828	\$ 171,662,356	\$ 165,759,587	-3.4

<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
General Administration				
Mayor and Aldermen	\$ 556,446	\$ 623,117	\$ 553,973	-11.1
Clerk of Council	250,096	217,883	269,303	23.6
Legal	538,713	537,244	541,692	0.8
City Manager's Office	610,475	682,795	656,096	-3.9
Public Information Office	606,188	585,644	551,071	-5.9
Tourism & Film Services	450,967	437,159	0	-100.0
Citizen Office	355,232	320,846	0	-100.0
Subtotal	\$ 3,368,117	\$ 3,404,688	\$ 2,572,135	-24.5

Management and Financial Services

ACM/Management & Financial Services	\$ 511,794	\$ 359,052	\$ 404,860	12.8
Research and Budget	714,024	700,339	707,078	1.0
Human Resources	1,762,403	1,648,136	1,517,370	-7.9
Auditing	754,672	780,012	655,009	-16.0
Finance	1,159,683	1,090,578	1,144,770	5.0
Purchasing	526,274	541,060	517,360	-4.4
City-Wide Emergency Planning	105,599	0	0	0.0
Treasury	1,658,089	1,529,025	1,572,680	2.9
Recorder's Court of Chatham County	2,210,125	2,184,326	2,178,702	-0.3
Research Library & Municipal Archives	245,116	247,476	237,511	-4.0
Central Services Director	196,870	0	0	0.0
Inventory Management	290,033	294,607	330,059	12.0

<u>Department</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Mail and Municipal Building Services	779,149	691,159	768,688	11.2
Risk Administration	462,234	935,414	734,886	-21.4
River Street Hospitality Center	132,167	144,632	0	-100.0
311 Call Service Center	271,680	311,327	0	-100.0
Subtotal	\$ 11,779,912	\$ 11,457,143	\$ 10,768,973	-6.0
Public Works				
Facilities Maintenance				
Director	\$ 509,201	\$ 417,599	\$ 476,064	14.0
Park and Tree	(3,748)	0	0	0.0
Traffic Engineering	5,717,540	5,915,448	6,042,007	2.1
Stormwater Management	5,160,524	5,274,357	5,717,541	8.4
Streets Maintenance	4,583,005	4,699,214	4,920,969	4.7
City Cemeteries	2,039,688	0	0	0.0
Service Center	292,136	304,521	244,135	-19.8
Subtotal	\$ 18,298,346	\$ 16,611,139	\$ 17,400,716	4.8
Public Development				
ACM/Public Development	\$ 687,111	\$ 862,559	\$ 845,646	-2.0
Development Services	3,836,746	4,245,784	3,956,677	-6.8
Community Services	884,222	355,987	385,183	8.2
Property Maintenance				
Enforcement	2,633,940	2,491,240	0	-100.0
Citizen Office	0	0	887,995	100.0
River Street Hospitality Center	0	0	122,165	0.0
311 Call Service Center	0	0	258,812	0.0
Real Property Services	475,158	444,689	401,550	-9.7
Step-Up Program	121,669	93,852	92,887	-1.0
Economic Development	794,057	736,514	667,431	-9.4
Entrepreneurial Center	298,562	288,402	273,241	-5.3
Small Business Assistance Corporation	101,075	95,000	80,000	-15.8
Subtotal	\$ 9,832,539	\$ 9,614,027	\$ 7,971,587	-17.1
Police				
Police Chief	\$ 2,422,684	\$ 1,439,680	\$ 1,611,122	11.9
Patrol	31,380,288	30,677,109	30,987,604	1.0
Criminal Investigations	7,818,319	7,990,259	8,079,221	1.1
Special Operations	423,910	1,579,564	1,573,432	-0.4
Traffic Unit	1,556,570	1,937,974	1,810,626	-6.6
School Crossing Guards	275,654	256,833	0	-100.0
Marine Patrol	598,102	736,951	625,584	-15.1
Mounted Patrol	498,549	529,713	541,584	2.2
Canine Unit	514,938	526,091	505,315	-3.9
Animal Control	803,768	865,720	847,256	-2.1
EMS Administration	82,604	95,373	91,354	-4.2
Support Services	3,568,772	3,409,526	3,034,027	-11.0
Information Management	2,093,145	1,980,496	1,946,035	-1.7
Counter Narcotics Team	3,061,992	3,175,256	3,126,784	-1.5
	1,988,697	2,055,568	2,188,333	6.5

<u>Department</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Professional Standards and Training				
Savannah Impact Program	1,745,102	1,421,125	1,341,410	-5.6
CrimeStoppers	222,609	227,034	231,072	1.8
Savannah Impact Work Ventures	448,463	320,393	342,820	7.0
Subtotal	\$ 59,504,167	\$ 59,224,665	\$ 58,883,579	-0.6
Fire and Emergency Services				
Fire Logistics	\$ 1,723,794	\$ 2,295,273	\$ 2,913,696	26.9
City-Wide Emergency Planning	0	102,676	168,339	64.0
Fire Operations	22,508,495	22,348,087	21,403,071	-4.2
Subtotal	\$ 24,232,288	\$ 24,746,036	\$ 24,485,106	-1.1
Leisure Services				
Leisure Services Director	\$ 516,835	\$ 570,245	\$ 623,692	9.4
Athletics	1,312,899	0	0	0.0
Recreation Services	4,105,049	0	0	0.0
Adult Day Care	450,707	0	0	0.0
Golden Age	1,563,829	0	0	0.0
Cultural Affairs	860,108	874,932	763,722	-12.7
Coffee Bluff Marina	11,961	0	0	0.0
Youth Services	0	4,243,654	3,490,548	-17.7
Adult Services	0	961,343	1,202,164	25.1
Senior Services	0	1,946,399	1,871,579	-3.8
Therapeutic Recreation	0	233,993	269,848	15.3
Film Services	0	0	200,176	0.0
Buildings and Grounds Maintenance	3,817,152	3,936,661	3,530,299	-10.3
Building and Electrical Maintenance	1,592,165	1,570,771	1,570,481	0.0
Park and Tree	4,927,179	4,816,187	4,614,783	-4.2
Design and Construction	591,484	0	0	0.0
City Cemeteries	2,249	1,855,229	1,817,669	-2.0
Subtotal	\$ 19,751,617	\$ 21,009,414	\$ 19,954,961	-5.0
Interdepartmental				
Roundhouse/Battlefield Park	\$ 181,805	\$ 24,707	\$ 25,850	4.6
Savannah History Museum	1,138,159	840,130	688,907	-18.0
Tourism Support Planning	16,370	0	0	0.0
Water Ferry Transportation	17,894	0	0	0.0
Mobility Management	837,904	1,076,400	1,096,500	1.9
Civic Center Promotion	589	0	0	0.0
July 4th Fireworks	7,500	7,500	7,500	0.0
Subtotal	\$ 2,200,220	\$ 1,948,737	\$ 1,818,757	-6.7
Planning and Development				
Metropolitan Planning Commission	\$ 1,379,973	\$ 1,319,955	\$ 1,295,479	-1.9
Land Bank Authority	155,289	154,488	160,608	4.0

<u>Department</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Savannah Development and Renewal Authority	<u>539,910</u>	<u>759,161</u>	<u>250,786</u>	<u>-67.0</u>
Subtotal	\$ 2,075,172	\$ 2,233,604	\$ 1,706,873	-23.6
Human Services				
Social Services Contributions	\$ 552,113	\$ 507,213	\$ 533,900	5.3
Youth Futures Authority	420,091	446,732	336,972	-24.6
Youth Works	<u>80,352</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 1,052,555	\$ 953,945	\$ 870,872	-8.7
Cultural Services				
Cultural Contributions	\$ 653,607	\$ 1,164,503	\$ 719,700	-38.2
City Dues/Memberships				
National League of Cities	\$ 9,674	\$ 9,674	\$ 9,674	0.0
Georgia Municipal Association	31,256	31,730	31,730	0.0
Sister Cities International	880	880	880	0.0
Georgia Chamber of Commerce	0	4,075	4,075	0.0
ICMA Center for Performance Measurement	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	1,750	1,750	1,750	0.0
Climate Communities	6,000	8,000	0	-100.0
Coastal Georgia Regional Development Center	103,878	175,748	140,598	-20.0
City/County Management	<u>100</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 195,987	\$ 250,837	\$ 195,187	-22.2
Prisoner Medical Costs	\$ 0	\$ 10,000	\$ 5,000	-50.0
Transfer to Other Funds				
Capital Improvement Projects Fund	\$ 4,358,284	\$ 2,159,640	\$ 3,308,857	53.2
Transfer to Debt Service	2,380,430	2,183,393	2,152,625	-1.4
Sanitation Fund	2,701,190	1,563,746	2,235,035	42.9
Civic Center Fund	477,060	1,067,509	850,396	-20.3
Public Safety				
Communications Fund	348,441	483,977	450,291	-7.0
Intra-Fund Transfers	588,526	455,844	206,033	-54.8
Hazardous Material Team Fund	154,705	273,082	254,370	-6.9
Tele-Electronics Contribution	290,835	0	0	0.0
Community Development Fund	918,429	1,467,573	1,278,461	-12.9
Tax Allocation District Fund	<u>0</u>	<u>546,450</u>	<u>626,504</u>	<u>14.6</u>
Subtotal	\$ 12,217,900	\$ 10,201,214	\$ 11,362,572	11.4

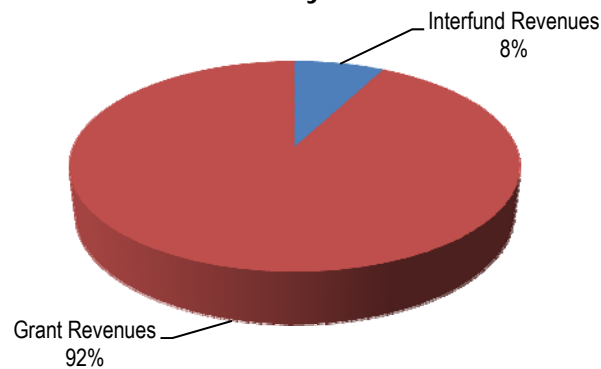
<u>Department</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Services from Other Funds				
Services by Civic Center	\$ 135,000	\$ 135,000	\$ 135,000	0.0
Services by Sanitation	3,476,106	5,194,112	5,319,069	2.4
Services by Parking	393,590	386,059	231,984	-39.9
Subtotal	\$ 4,004,696	\$ 5,715,171	\$ 5,686,053	-0.5
Other				
Expenses/Contributions				
Workers Compensation	\$ 0	\$ 320,000	\$ 0	-100.0
Retiree Group Medical	347,000	384,525	384,525	0.0
Pension - Health Dept	4,623	0	0	0.0
Temporary Retirement				
Incentive Program	0	0	(1,300,000)	100.0
Chatham County Jail				
Services	1,016,917	1,300,000	1,300,000	0.0
Official/Administrative				
Purchased Services	59,002	84,000	80,165	-4.6
Professional Purchased				
Services	292,308	198,534	221,000	11.3
Technical Purchased				
Services	425	55,000	61,300	11.5
St. Pius Resource Center	16,500	14,327	0	-100.0
City Contributions	70,319	168,626	0	-100.0
May Street YMCA	70,000	50,000	0	-100.0
Step-Up Program	241,387	220,000	210,000	-4.5
The Creative Coast, Inc.	119,000	94,000	83,000	-11.7
Eastside Concerned Citizens	16,210	15,000	15,000	0.0
Veteran's Day	3,000	3,500	3,500	0.0
Savannah Day	10,000	5,000	5,000	0.0
Green Initiative	0	0	5,000	100.0
Healthy Savannah Initiative	0	21,000	20,000	100.0
Citizen's Survey	37,500	37,500	0	-100.0
Council Retreat	2,531	10,000	5,000	-50.0
St. Patrick's Day Shuttle	20,032	4,230	0	-100.0
Other	293,952	131,991	78,170	-40.8
Subtotal	\$ 2,620,705	\$ 3,117,233	\$ 1,171,660	-62.4
Contingency	\$ 0	\$ 0	\$ 185,856	100.0
Subtotal	\$ 25,020,842	\$ 25,595,244	\$ 23,722,530	-7.3
Total General Fund	\$ 171,787,828	\$ 171,662,356	\$ 165,759,587	-3.4

SPECIAL REVENUE FUNDS

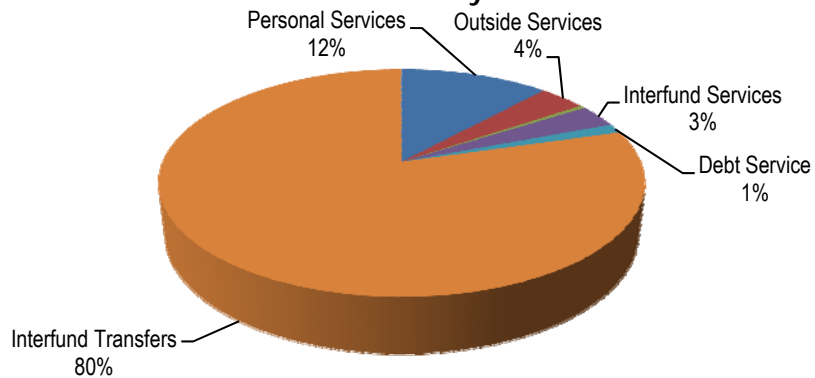
COMMUNITY DEVELOPMENT FUND

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 2011. Home Investment Partnership Program (HOME) entitlement grant revenue, used for housing purposes, is also expected to remain unchanged in 2011. In 2011, the Bureau will have carryover funds from the Neighborhood Stabilization Program (NSP) grant. 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. In 2011, revenues decrease by \$1,438,601 or 8.0% below 2010 projected revenues primarily due to a decrease in program income.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 918,429	\$ 1,467,573	\$ 1,278,461	-12.9
<u>Grant Revenues</u>				
CDBG Grants:				
Carryforward	\$ 3,312,222	\$ 3,500,000	\$ 3,500,000	0.0
CDBG Entitlement Grant	2,676,549	2,907,332	2,907,332	0.0
Emergency Shelter Grant	109,106	118,606	118,606	0.0
CDBG Program Income	157,325	613,246	421,798	-31.2
Other Income	42,798	713,533	0	-100.0
	<u>\$ 6,297,999</u>	<u>\$ 7,852,717</u>	<u>\$ 6,947,736</u>	<u>-11.5</u>
Other Federal Grants:				
Carryforward-Other Federal	\$ 1,914,395	\$ 1,500,000	\$ 1,500,000	0.0
EDA Revolving Loan Fund	21,600	0	0	0.0
HOPWA Program Income	322,058	269,278	525,900	95.3
HUD HPRP	118,540	336,457	336,547	0.0
MLK SPG Repayment	78,500	19,318	60,211	100.0
Shelter Plus Care - Renewal	348,770	573,912	573,912	0.0
Rental Rehab Program Income	1,658	1,250	1,250	0.0
HODAG Program Income	58,743	0	0	0.0
	<u>\$ 2,864,264</u>	<u>\$ 2,700,215</u>	<u>\$ 2,997,820</u>	<u>11.0</u>
Carryforward-NSP	1,910,280	942,872	485,759	-48.5
NSP Program Grant	229,825	0	0	0.0
	<u>\$ 2,140,105</u>	<u>\$ 942,872</u>	<u>\$ 485,759</u>	<u>-48.5</u>
HOME Grant:				
Carryforward-HOME	\$ 2,901,736	\$ 2,200,000	\$ 2,200,000	0.0
HOME Entitlement	2,221,423	1,245,375	1,245,375	0.0
HOME Program Income	1,440,503	1,585,000	1,400,000	-11.7
	<u>\$ 6,563,662</u>	<u>\$ 5,030,375</u>	<u>\$ 4,845,375</u>	<u>-3.7</u>
Subtotal	\$ 17,866,030	\$ 16,526,179	\$ 15,276,690	-7.6
TOTAL	\$ 18,784,458	\$ 17,993,752	\$ 16,555,151	-8.0

COMMUNITY DEVELOPMENT FUND EXPENDITURE SUMMARY

The administrative departments in the Community Development Fund manage the CDBG and other federal and state grants. The 2011 budget is \$16,555,151, which is \$1,438,601 or 8.0% below 2010 projected expenditures. The primary changes in 2011 are due to reductions in proposed program expenditures.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 1,537,424	\$ 1,812,435	\$ 1,955,055	7.9
Outside Services	758,860	1,131,032	614,432	-45.7
Commodities	178,714	74,297	68,351	-8.0
Interfund Services	470,762	573,590	532,698	-7.1
Debt Service	208,321	200,654	217,683	8.5
Interfund Transfers	7,669,519	14,189,713	13,156,787	-7.3
Other Expenses	1,057,274	12,031	10,145	-15.7
TOTAL	\$ 11,880,873	\$ 17,993,752	\$ 16,555,151	-8.0

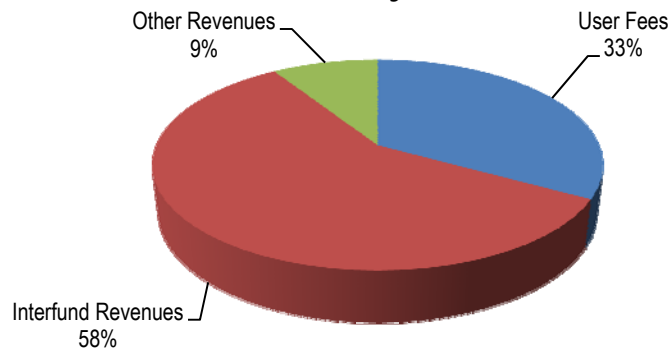
<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Community Planning and Development	\$ 1,762,613	\$ 973,177	\$ 934,019	-4.0
Housing	10,118,260	1,416,405	1,412,693	-0.3
Advancement Center at Moses Jackson	0	257,305	306,659	19.2
Micro-Business Development Program	0	13,626	41,551	204.9
Costs/Carryforward	0	15,333,239	13,860,229	-9.6
TOTAL	\$ 11,880,873	\$ 17,993,752	\$ 16,555,151	-8.0



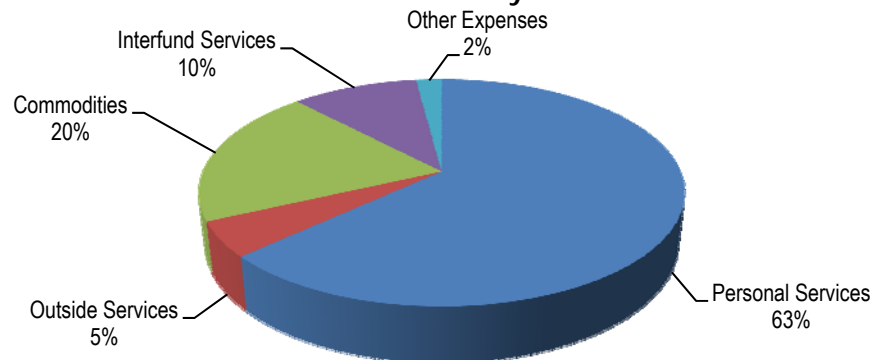
HAZARDOUS MATERIAL TEAM FUND

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.

Where the Money Comes From



Where the Money Goes



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 2010 projected revenues. The General Fund Contribution decreases by \$18,712 or 6.9%.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Hazardous Material Fees	\$ 161,485	\$ 145,200	\$ 145,200	0.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 154,705	\$ 273,082	\$ 254,370	-6.9
<u>Other Revenues</u>				
Chatham County Haz Mat Reimbursement	\$ 46,933	\$ 40,000	\$ 40,000	0.0
TOTAL	\$ 363,123	\$ 458,282	\$ 439,570	-4.1

HAZARDOUS MATERIAL TEAM FUND EXPENDITURE SUMMARY

The 2011 budget for the Hazardous Material Team decreases by \$18,712 or 4.1%. The primary decrease is in planned capital outlay expenditures.

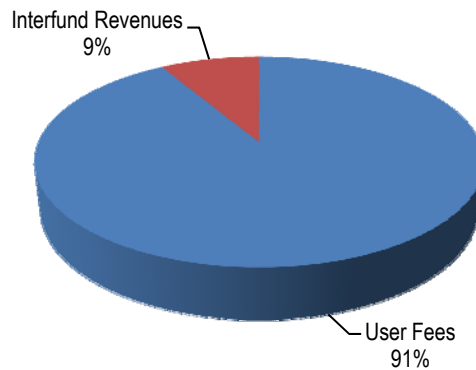
<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Personal Services	\$ 278,940	\$ 271,012	\$ 277,410	2.4
Outside Services	21,937	26,135	21,843	-16.4
Commodities	10,957	86,205	87,150	1.1
Interfund Services	36,352	48,555	44,192	-9.0
Capital Outlay	0	17,400	0	-100.0
Other Expenses	14,937	8,975	8,975	0.0
TOTAL	\$ 363,123	\$ 458,282	\$ 439,570	-4.1

<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Hazardous Material Team	\$ 363,123	\$ 458,282	\$ 439,570	-4.1
TOTAL	\$ 363,123	\$ 458,282	\$ 439,570	-4.1

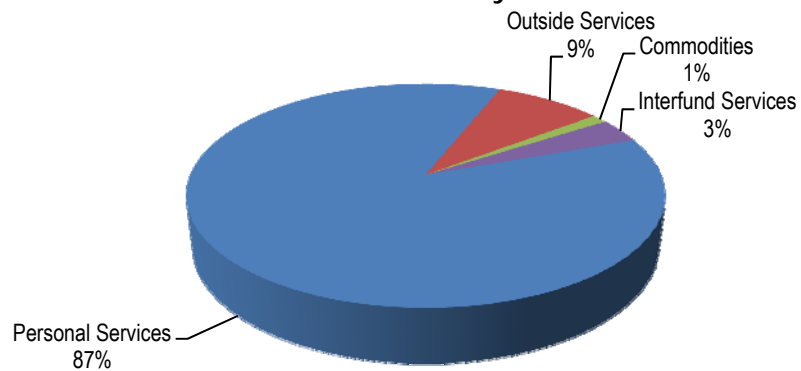
PUBLIC SAFETY COMMUNICATIONS FUND

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. This contribution is projected to decrease in 2011 by \$33,686 or 7.0%.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
E911 Telephone Fee	\$ 1,922,344	\$ 1,940,000	\$ 1,940,000	0.0
E911 Wireless Telephone Fee	2,855,207	2,860,000	\$ 2,860,000	0.0
Subtotal	\$ 4,777,551	\$ 4,800,000	\$ 4,800,000	0.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 348,441	\$ 483,977	\$ 450,291	-7.0
TOTAL	\$ 5,125,992	\$ 5,283,977	\$ 5,250,291	-0.6

PUBLIC SAFETY COMMUNICATIONS FUND EXPENDITURE SUMMARY

The 2011 budget for the Public Safety Communications Fund decreases \$33,686 or 0.6% below 2010 projected expenditures. Personal Services increase \$22,792 primarily due to vacancies in 2010 and wage and benefit adjustments. Outside Services decrease \$56,165 due to a reduction in allocations for professional purchased services, equipment maintenance, and other contractual services. Interfund Services increase \$20,651 for insurance by Risk Management and computer services by the Information Technology Department. Planned capital outlay expenditures decline by \$15,241 in 2011.

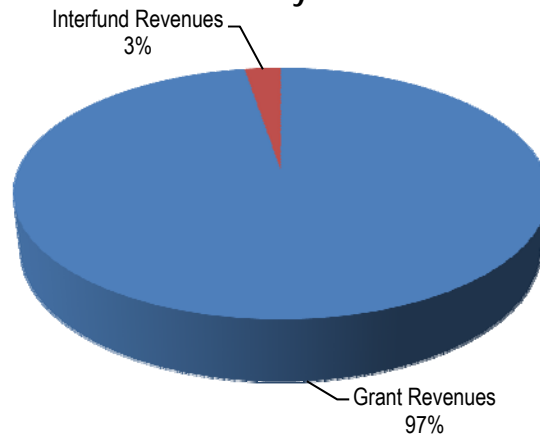
<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Personal Services	\$ 4,326,779	\$ 4,522,926	\$ 4,545,718	0.5
Outside Services	473,530	508,765	452,600	-11.0
Commodities	62,400	70,548	64,825	-8.1
Interfund Services	180,631	166,497	187,148	12.4
Capital Outlay	79,395	15,241	0	-100.0
Other Expenses	3,258	0	0	0.0
TOTAL	\$ 5,125,992	\$ 5,283,977	\$ 5,250,291	-0.6

<u>Department</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Police Communications	\$ 4,644,237	\$ 5,283,977	\$ 5,250,291	-0.6
Fire Communications	481,755	0	0	0.0
TOTAL	\$ 5,125,992	\$ 5,283,977	\$ 5,250,291	-0.6

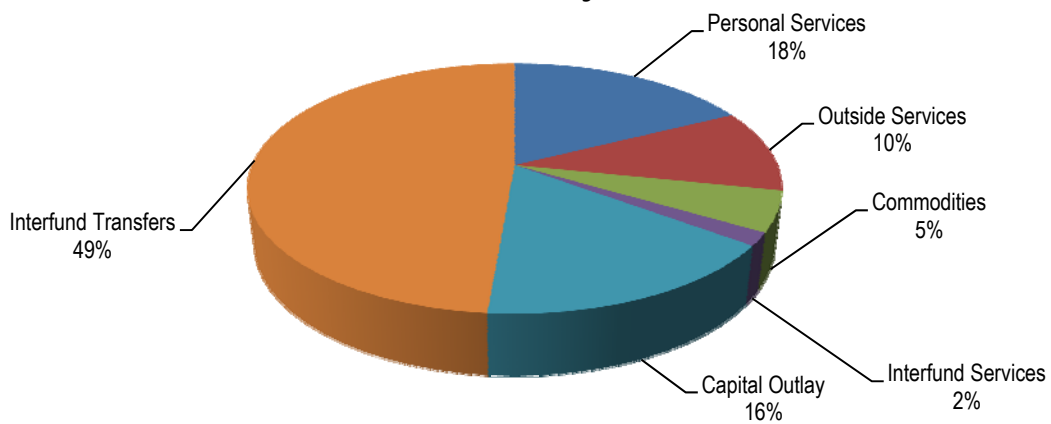
GRANT FUND

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 2011 budget includes \$5,335,506 for all active grants awarded to the City of Savannah. Grants received will support police and fire 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>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 79,380	\$ 237,335	\$ 206,033	-13.2
<u>Grant Revenues</u>				
Federal	\$ 5,740,842	\$ 8,619,689	\$ 5,004,473	-41.9
Other	0	1,030	0	-100.0
Subtotal	\$ 5,740,842	\$ 8,620,719	\$ 5,004,473	-41.9
State	\$ 1,354,903	\$ 87,950	\$ 25,000	-71.6
Other	0	125,000	100,000	-20.0
Subtotal	\$ 1,354,903	\$ 212,950	\$ 125,000	-41.3
Total Grant Revenues	\$ 7,095,745	\$ 8,833,669	\$ 5,129,473	-41.9
TOTAL	\$ 7,175,125	\$ 9,071,004	\$ 5,335,506	-41.2

GRANT FUND EXPENDITURE SUMMARY

Grant Fund expenditures will enhance City operations. Grant expenditures are projected to be \$5,335,506 in 2011, which is \$3,735,498 or 41.2% below 2010 projected expenditures.

<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Personal Services	\$ 1,063,954	\$ 979,727	\$ 940,215	-4.0
Outside Services	897,626	1,573,527	566,570	-64.0
Commodities	386,391	432,168	278,640	-35.5
Interfund Services	101,079	88,014	88,725	0.8
Capital Outlay	487,839	796,025	865,678	8.8
Interfund Transfers	4,216,325	5,201,543	2,594,202	-50.1
Other Expenses	21,911	0	1,476	100.0
TOTAL	\$ 7,175,125	\$ 9,071,004	\$ 5,335,506	-41.2

<u>Program</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Federal				
Coastal Workforce Services	\$ 3,754,524	\$ 4,866,499	\$ 3,526,277	-27.5
Youth Build-HUD	337,180	218,847	367,359	67.9
Youth Build-General Fund	79,380	178,170	181,033	1.6
Summer Lunch	474,853	498,327	0	-100.0
Highway Enforcement of Aggressive Traffic (HEAT)	300,071	0	0	0.0
Homeland Security - Police	244,300	77,688	0	-100.0
Justice Assistance-Police	121,115	564,594	0	-100.0
Other - Police	58,106	8,275	0	-100.0
Homeland Security - Fire		43,167	0	-100.0
Other - Fire	87,172	78,372	0	-100.0
Youth Futures Grant	11,144	175,470	0	-100.0
Boating Infrastructure	0	122,890	0	-100.0
Port Security	0	1,000,000	1,110,837	11.1
Energy Efficiency	352,377	133,079	0	-100.0
Vernon River Improvement	0	263,525	0	-100.0
GA Tech Project	0	598,121	0	-100.0
Safe Kids	0	1,030	0	-100.0
Bonaventure Kiosk Project	0	30,000	0	-100.0
Subtotal	\$ 5,820,222	\$ 8,858,054	\$ 5,185,506	-41.5
State				
Wireless Communities	\$ 451,370	\$ 112,950	\$ 0	-100.0
US Conference of Mayors	4,958	0	0	0.0
Cities of Services	0	100,000	100,000	0.0
Coastal Incentive	0	0	50,000	100.0
Other State	898,575	0	0	0.0
Subtotal	1,354,903	212,950	150,000	
TOTAL	\$ 7,175,125	\$ 9,071,004	\$ 5,335,506	-41.2

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>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Taxes</u>				
Hotel/Motel Tax	\$ 10,391,363	\$ 10,800,000	\$ 11,116,000	2.9
TOTAL	\$ 10,391,363	\$ 10,800,000	\$ 11,116,000	2.9

<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Contribution to Convention and Visitors Bureau	\$ 3,463,441	\$ 3,599,640	\$ 3,704,963	2.9
Contribution to Trade Center	1,498,687	1,550,270	1,589,778	2.5
Transfer to General Fund	5,195,682	5,400,000	5,558,000	2.9
Transfer to Civic Center	233,554	250,090	263,259	5.3
TOTAL	\$ 10,391,363	\$ 10,800,000	\$ 11,116,000	2.9

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>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 1,257,186	\$ 1,100,000	\$ 1,122,000	2.0
TOTAL	\$ 1,257,186	\$ 1,100,000	\$ 1,122,000	2.0

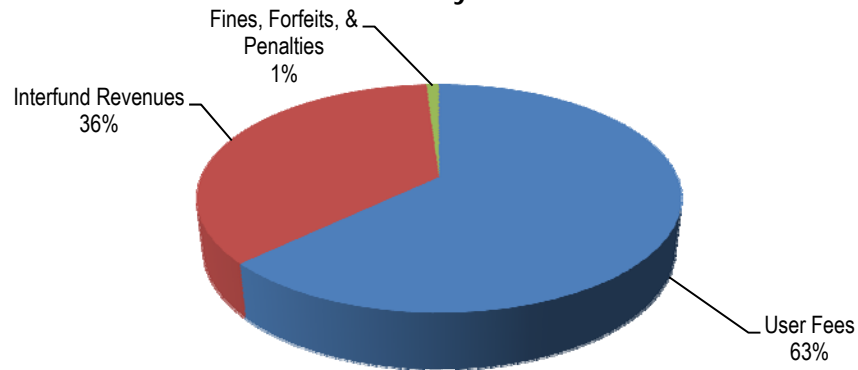
<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Transfer to General Fund	\$ 314,297	\$ 275,000	\$ 280,500	2.0
Transfer to Civic Center	942,889	825,000	841,500	2.0
TOTAL	\$ 1,257,186	\$ 1,100,000	\$ 1,122,000	2.0

ENTERPRISE FUNDS

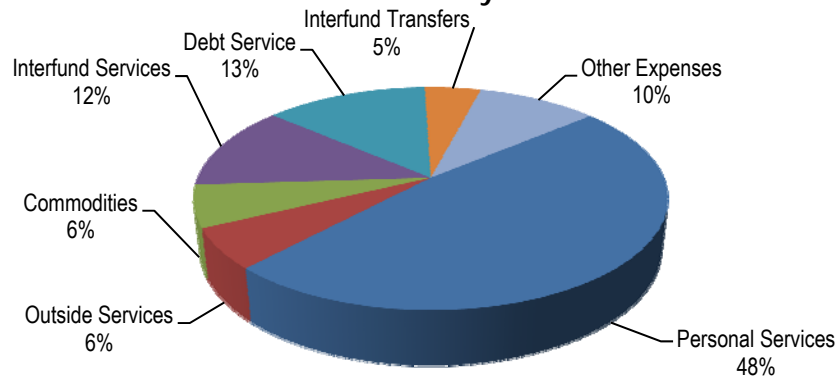
SANITATION FUND

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 services, 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 2011 assume no changes in the sanitation rates from 2010. Revenues to be collected in 2011 are projected to total \$24,268,967 which is \$741,560 or 3.2% above 2010 projected revenues. The increase is due to a higher General Fund contribution, which is used to fund the new Property Maintenance Enforcement department, and increased revenue for Recycling Rebates.

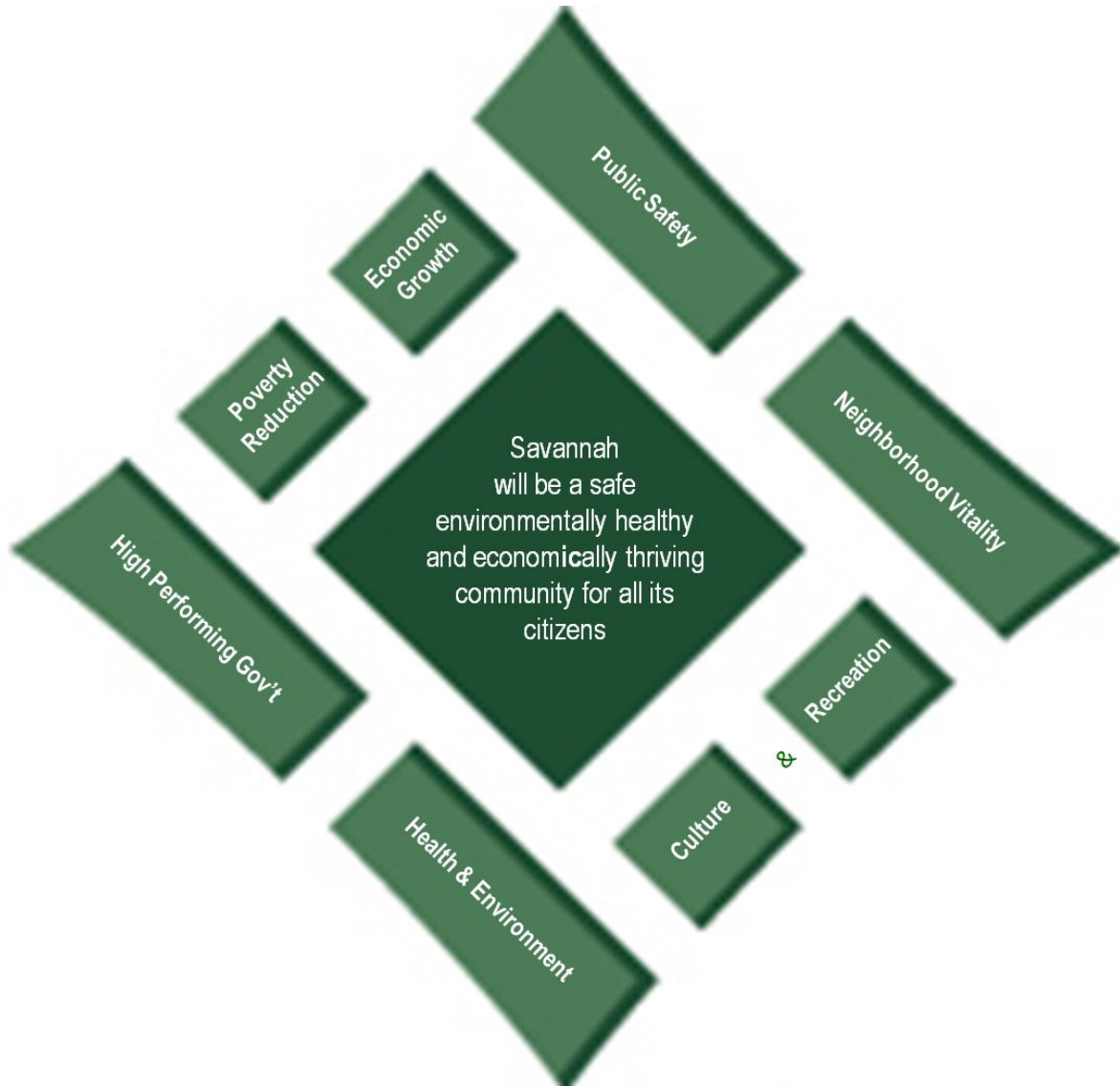
<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Residential Refuse Fees	\$ 12,580,564	\$ 12,600,000	\$ 12,532,000	-0.5
Commercial Refuse Fees	1,215,495	1,100,000	1,062,000	-3.5
Refuse Disposal Tip Fees	48,148	48,000	48,000	0.0
Commercial Disposal Fees (City)	1,278,971	1,102,000	1,043,000	-5.4
Commercial Disposal Fees (Private)	0	(1,000)	0	-100.0
C & D Waste Fees	262,119	222,000	222,000	0.0
Recycling Rebates	171,643	161,449	207,000	28.2
Special Trash Collection Fee	148,397	200,000	190,000	-5.0
Private Lane Refuse Service	4,390	3,500	3,500	0.0
Refuse Cart Sales	8,212	10,000	10,000	0.0
Senior Citizens Discount	(22,181)	(23,000)	(35,000)	52.2
Subtotal	\$ 15,695,758	\$ 15,422,949	\$ 15,282,500	-0.9
<u>Interfund Revenues</u>				
Interfund Disposal Fees	\$ 1,150,956	\$ 844,000	\$ 886,000	5.0
Interfund Commercial Fees	273,840	294,905	294,959	0.0
Services to General Fund	3,476,106	5,194,112	5,319,069	2.4
General Fund Contribution	2,701,190	1,554,437	2,235,035	43.8
Subtotal	\$ 7,602,092	\$ 7,887,454	\$ 8,735,063	10.7
<u>Fines, Forfeits & Penalties</u>				
Sweeper Parking Citations	\$ 254,212	\$ 210,004	\$ 239,404	14.0
<u>Interest Earned</u>				
Interest / Dividends	\$ 20,717	\$ 5,000	\$ 10,000	100.0
<u>Other Revenues</u>				
Discounts	60	0	0	0.0
Miscellaneous Revenue	\$ 29,397	\$ 5,000	\$ 5,000	0.0
Sale of Fixed Assets	98,701	0	0	0.0
Miscellaneous Uncollected	923	(3,000)	(3,000)	0.0
Subtotal	\$ 129,081	\$ 2,000	\$ 2,000	0.0
TOTAL	\$ 23,701,860	\$ 23,527,407	\$ 24,268,967	3.2

SANITATION FUND EXPENDITURE SUMMARY

Sanitation Fund expenditures increase \$741,560 or 3.2% above 2010 projected expenditures. Expenditures increase primarily due to restructuring which placed a new department, Property Maintenance Enforcement, within the Sanitation Bureau.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 11,139,827	\$ 10,980,482	\$ 11,681,351	6.4
Outside Services	1,609,110	1,489,774	1,420,550	-4.6
Commodities	1,369,094	1,479,492	1,486,709	0.5
Interfund Services	2,651,497	2,785,867	2,976,940	6.9
Capital Outlay	35,308	0	0	0.0
Debt Service	3,214,148	3,237,242	3,216,311	-0.6
Interfund Transfers	1,351,710	1,259,367	1,109,894	-11.9
Other Expenses	2,170,614	2,295,183	2,377,212	3.6
TOTAL	\$ 23,541,307	\$ 23,527,407	\$ 24,268,967	3.2

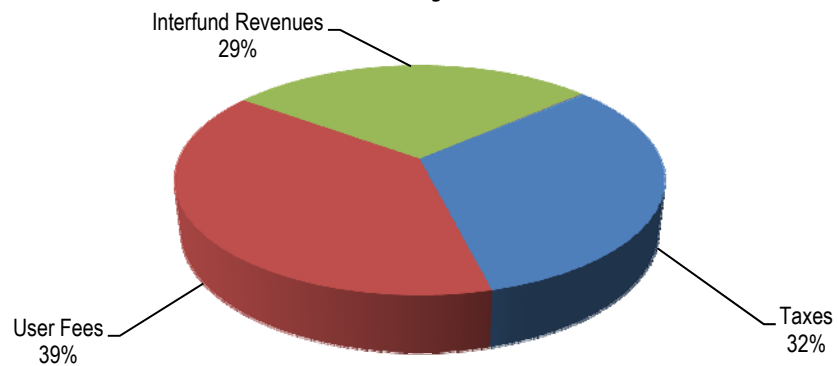
<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Sanitation Director	\$ 1,053,419	\$ 973,143	\$ 689,133	-29.2
Residential Refuse	8,132,600	7,801,960	7,091,876	-9.1
Refuse Disposal	6,088,497	6,099,852	5,720,881	-6.2
Street Cleaning	2,290,644	2,191,791	2,057,690	-6.1
Commercial Refuse	1,674,553	1,634,900	1,538,713	-5.9
Recycling & Litter Services	2,322,046	2,549,351	2,379,091	-6.7
Property Maintenance Enforcement	0	0	2,469,691	100.0
Sanitation Interdepartmental	1,979,549	2,276,410	2,321,892	2.0
TOTAL	\$ 23,541,307	\$ 23,527,407	\$ 24,268,967	3.2



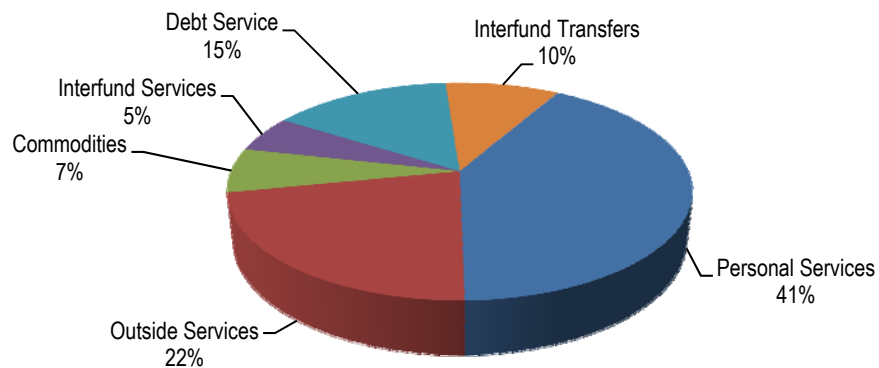
CIVIC CENTER FUND

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. User Fees, the 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. Taxes, the next largest operating revenue source, include auto rental tax and hotel/motel tax.

Operating revenue is projected to increase 2.9% in 2011. Despite the slight increase in revenue, a contribution from the General Fund will be required to cover operating expenditures, primarily due to funding for capital projects.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 942,889	\$ 825,000	\$ 841,500	2.0
Hotel/Motel Tax	<u>233,554</u>	<u>250,090</u>	<u>263,259</u>	<u>5.3</u>
Subtotal	\$ 1,176,443	\$ 1,075,090	\$ 1,104,759	2.8
<u>User Fees</u>				
Building/Rental	\$ 619,135	\$ 606,650	\$ 562,150	-7.3
Box Office	286,744	234,000	309,000	32.1
Equipment	17,256	18,250	22,250	21.9
Parking	76,155	77,500	77,500	0.0
Concessions Food/Beverage	277,626	312,500	321,000	2.7
Catering	19,613	18,000	15,000	-16.7
Reimbursed Labor	6,492	4,500	4,500	0.0
Novelty Sales	<u>21,733</u>	<u>24,000</u>	<u>24,000</u>	<u>0.0</u>
Subtotal	\$ 1,324,755	\$ 1,295,400	\$ 1,335,400	3.1
<u>Interfund Revenues</u>				
Services To General Fund	\$ 135,000	\$ 135,000	\$ 135,000	0.0
General Fund Contribution	<u>477,060</u>	<u>1,067,509</u>	<u>850,396</u>	<u>-20.3</u>
Subtotal	\$ 612,060	\$ 1,202,509	\$ 985,396	-18.1
<u>Interest Earned</u>				
Interest Earned	\$ 19,080	\$ 5,000	\$ 5,000	0.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 3,574	\$ 2,746	\$ 4,000	45.7
TOTAL	\$ 3,135,912	\$ 3,580,745	\$ 3,434,555	-4.1

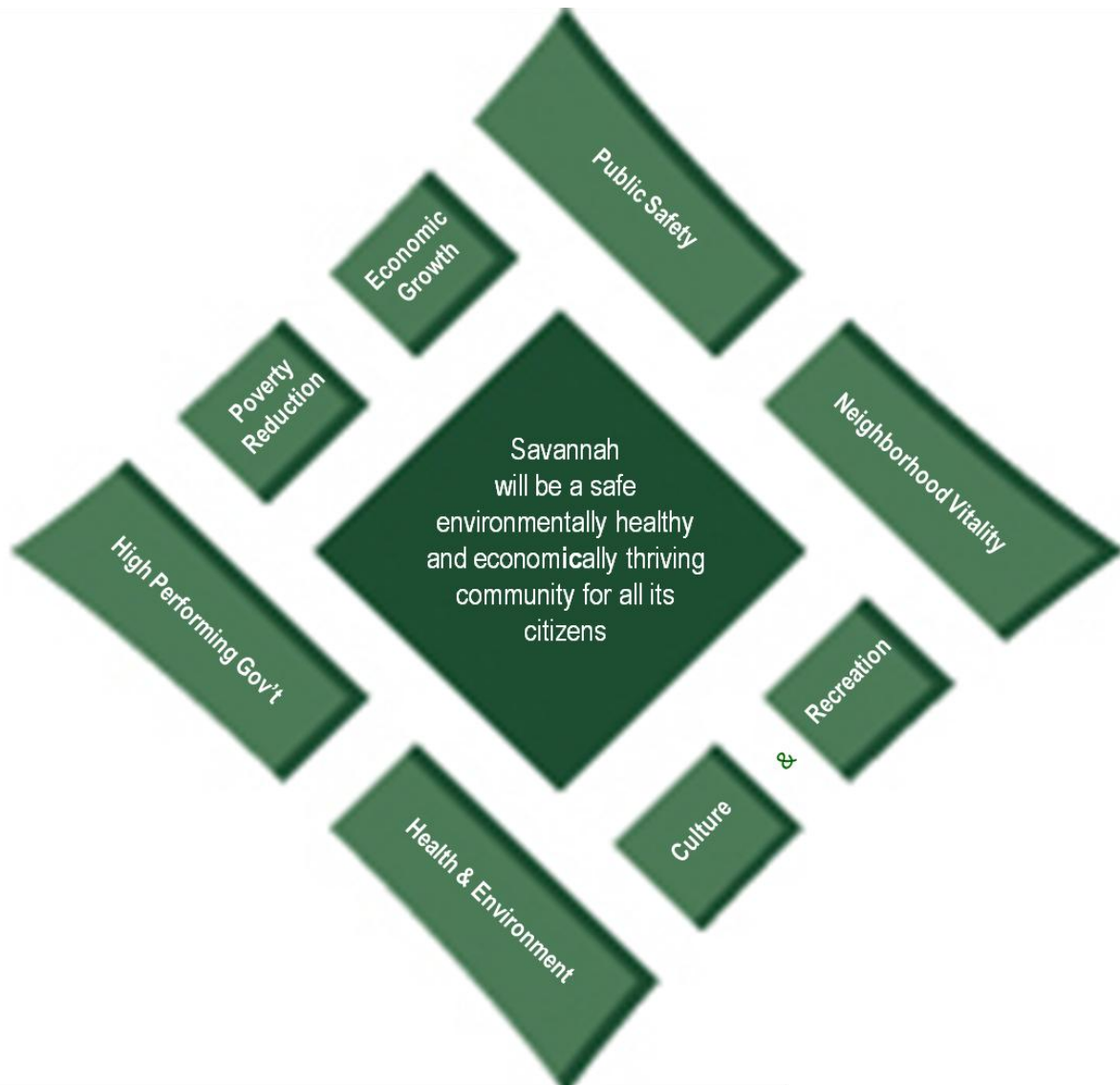
CIVIC CENTER FUND EXPENDITURE SUMMARY

The Civic Center is comprised of two activities: administrative/operations and concessions. The fund's largest expenditure area is Personal Services to provide permanent staff to support Civic Center operations. Another major expenditure area 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 2011 budget decreases \$146,190 or 4.1%. The primary decrease in expenditures is due to cost-reduction strategies to operate more efficiently. Despite a reduction in the 2011 budget, maintaining a high level of service remains a top priority.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 1,542,337	\$ 1,624,779	\$ 1,421,256	-12.5
Outside Services	615,704	806,850	760,961	-5.7
Commodities	262,323	281,479	226,687	-19.5
Interfund Services	224,396	237,030	186,824	-21.2
Debt Service	488,938	511,143	511,863	0.1
Interfund Transfers	0	117,500	325,000	176.6
Other Expenses	2,288	1,964	1,964	0.0
TOTAL	\$ 3,135,986	\$ 3,580,745	\$ 3,434,555	-4.1

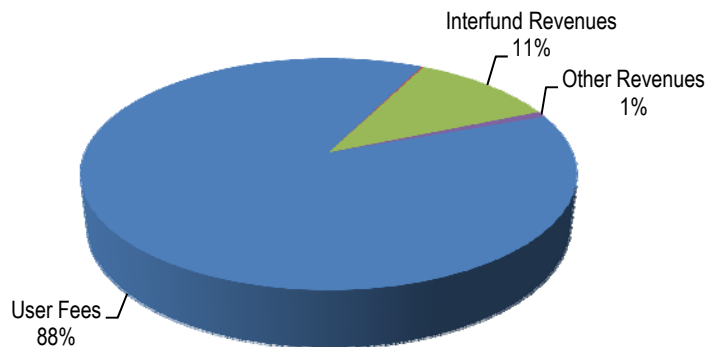
<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Civic Center Operations	\$ 2,765,349	\$ 3,198,845	\$ 3,144,858	-1.7
Civic Center Concessions	370,637	381,900	289,697	-24.1
TOTAL	\$ 3,135,986	\$ 3,580,745	\$ 3,434,555	-4.1



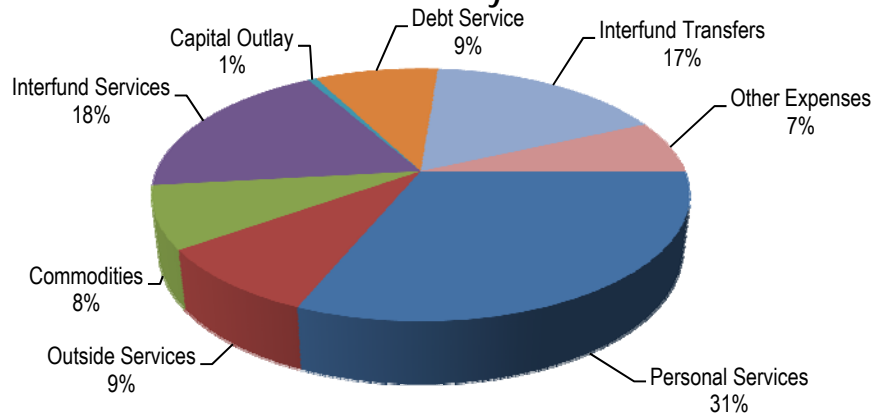
WATER FUND

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 71.9% of the 2011 proposed Water Fund revenue. Rates proposed for 2011 are increased from 2010. The proposed base charge for 2011 is unchanged from 2010 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 \$562,522 or 2.6% above 2010 projected revenues.

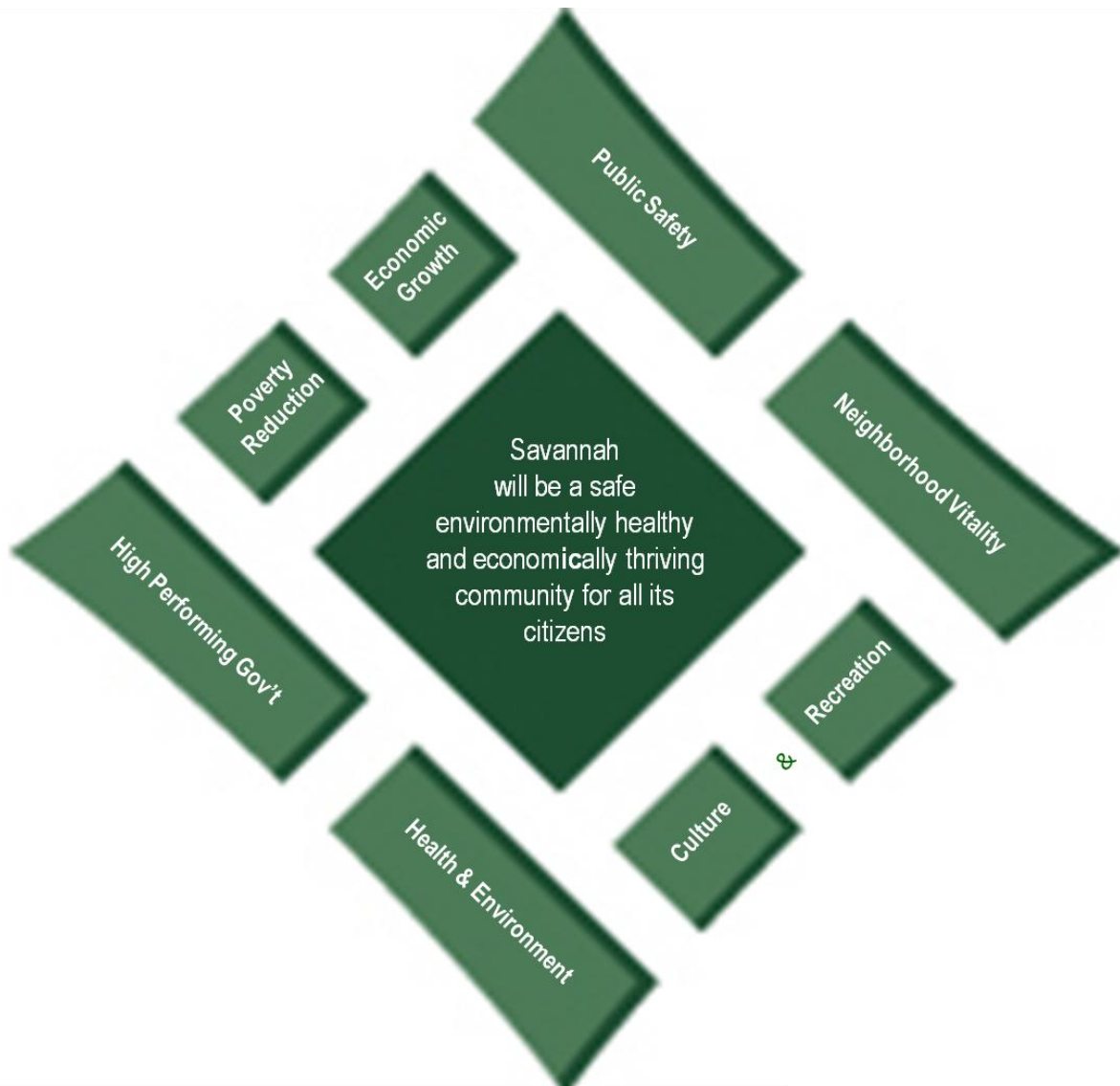
<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 9,986,405	\$ 10,206,494	\$ 10,555,156	3.4
Water Sales - Outside	4,829,900	5,273,971	5,562,626	5.5
Wholesale Water Sales	1,919,267	2,269,727	2,249,000	-0.9
Water Tap-In	912,399	243,000	285,000	17.3
Crossroads Business Center	130,000	0	0	0.0
Senior Citizens Discount	(22,853)	(50,209)	(50,000)	-0.4
Water Meter Installation	340,022	199,350	239,500	20.1
Additional Water Connection	750,191	597,730	521,790	-12.7
Water Cut-On	410,931	333,824	350,000	4.8
Subtotal	\$ 19,256,262	\$ 19,073,887	\$ 19,713,072	3.4
<u>Interfund Revenues</u>				
Reimbursement from I & D Water Fund	\$ 244,914	\$ 232,300	\$ 237,175	2.1
Reimbursement from Sanitation Fund	164,160	150,343	146,516	-2.5
Reimbursement from Sewer Fund	1,827,107	1,739,475	1,712,422	-1.6
Water Purchased/Other Funds	410,070	403,198	410,252	1.7
Subtotal	\$ 2,646,251	\$ 2,525,316	\$ 2,506,365	-0.8
<u>Interest Earned</u>				
Interest Earned	\$ 88,992	\$ 18,360	\$ 25,000	36.2
Interest from Sinking Fund	7,731	3,600	5,000	38.9
Subtotal	\$ 96,723	\$ 21,960	\$ 30,000	36.6
<u>Other Revenues</u>				
Fire Sprinkler Reimbursement	\$ 54,993	\$ 53,007	\$ 50,000	-5.7
Transmitter Tower Rent	45,939	159,584	100,000	-37.3
Miscellaneous Water Revenue	30,032	28,161	25,000	-11.2
Discounts	592	0	0	0.0
Subtotal	\$ 131,555	\$ 240,752	\$ 175,000	-27.3
TOTAL	\$ 22,130,791	\$ 21,861,915	\$ 22,424,437	2.6

WATER FUND EXPENDITURE SUMMARY

The 2011 proposed budget for the Water Fund increases \$562,522 or 2.6% above 2010 projected expenditures. The primary changes are within Personal Services due to vacancies in 2010 and wage and benefit adjustments, within Outside Services for electricity costs and improvements around various well sites, and for Capital Outlay purchases.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 6,820,027	\$ 6,788,530	\$ 7,019,444	3.4
Outside Services	1,868,270	1,892,693	1,993,455	5.3
Commodities	1,795,097	1,804,041	1,798,771	-0.3
Interfund Services	3,501,186	3,952,925	4,159,068	5.2
Capital Outlay	572	18,370	135,000	634.9
Debt Service	2,099,111	2,093,412	1,989,038	-5.0
Interfund Transfers	4,619,000	3,914,310	3,814,147	-2.6
Other Expenses	1,277,334	1,397,634	1,515,514	8.4
TOTAL	\$ 21,980,598	\$ 21,861,915	\$ 22,424,437	2.6

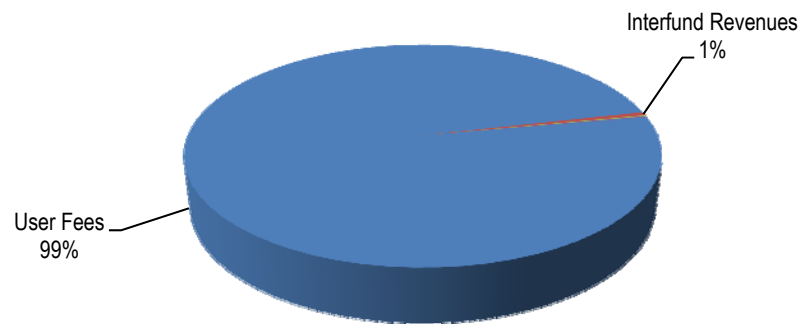
<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Water and Sewer Director	\$ 682,003	\$ 652,832	\$ 711,525	9.0
Water and Sewer Planning and Engineering	1,170,923	1,180,241	1,207,463	2.3
Water Supply and Treatment	5,192,757	5,592,428	5,848,394	4.6
Water Distribution	4,054,818	4,054,204	4,302,958	6.1
Utility Services	1,902,804	1,837,168	1,786,779	-2.7
Water Interdepartmental	8,977,293	8,545,042	8,567,318	0.3
TOTAL	\$ 21,980,598	\$ 21,861,915	\$ 22,424,437	2.6



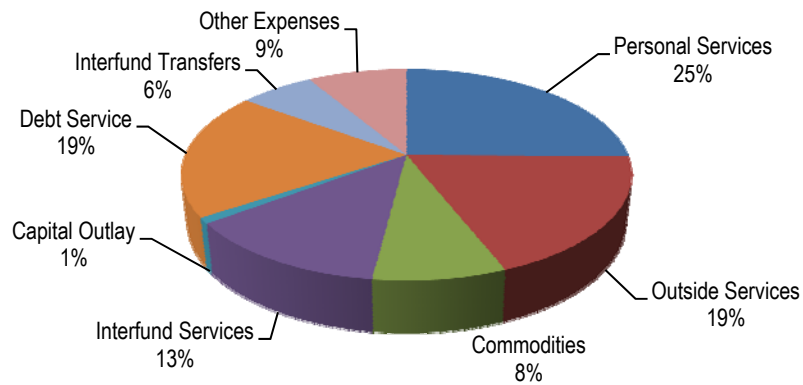
SEWER FUND

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 the City represents 88.3% of the 2011 proposed Sewer Fund revenue. Rates proposed for sewer service in 2011 are higher than 2010. The proposed base charge for 2011 is unchanged from 2010 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 +\$.06/CCF and +\$.09/CCF for outside rates. Fund revenue is proposed to increase \$922,990 or 3.0% above 2010 projected revenues primarily due to sewer service revenue inside and outside of the City.

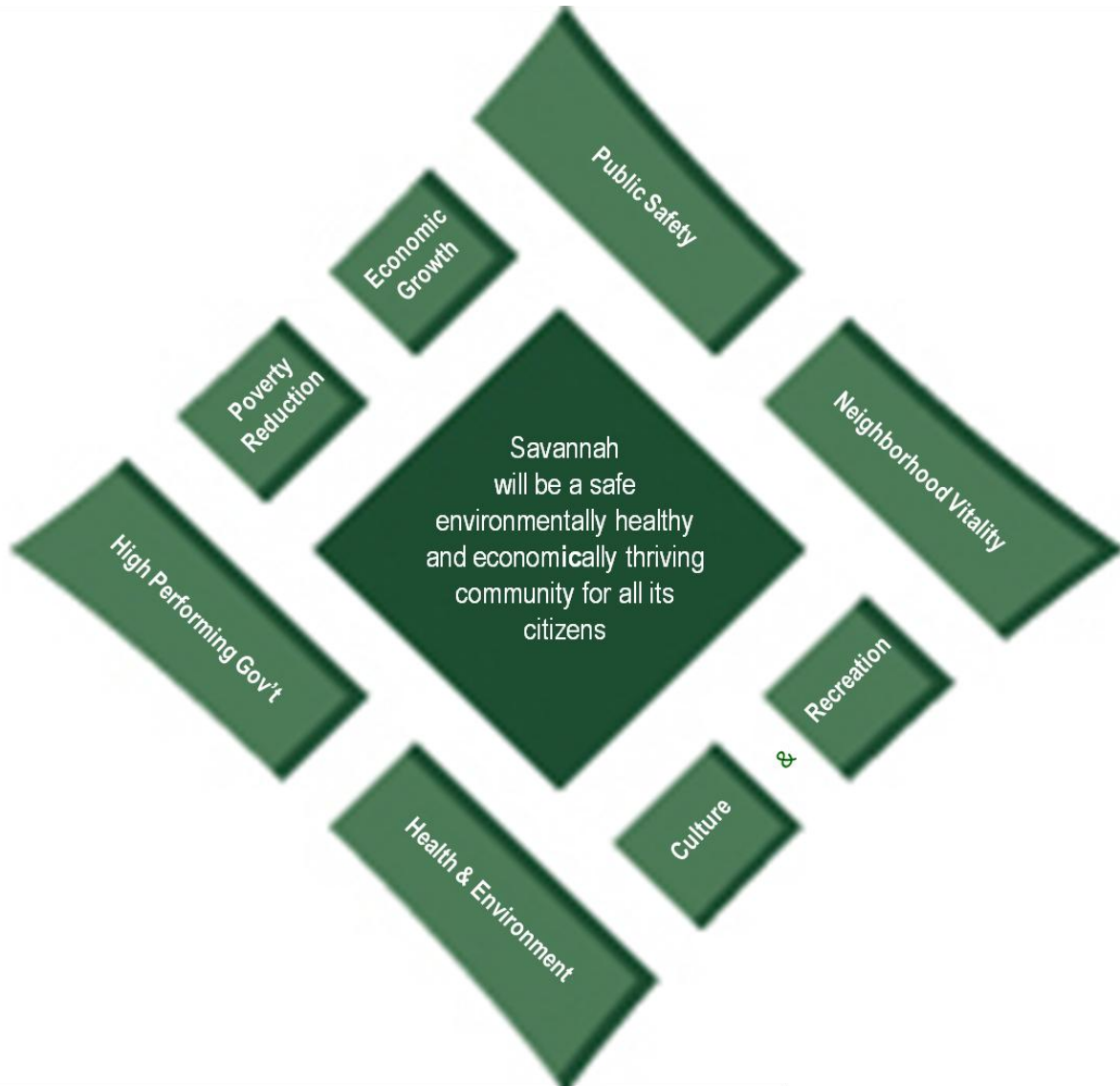
<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Sewer Service - Inside City	\$ 17,959,862	\$ 18,641,688	\$ 19,255,113	3.3
Sewer Service - Outside City	7,324,827	7,961,771	8,384,730	5.3
Septic Tank Disposal	120,748	112,864	120,000	6.3
Reclaimed Water Sales	91,288	94,388	100,000	5.9
Senior Citizens Discount	(22,181)	(48,732)	(50,000)	2.6
Sewer Tap-In	538,039	159,000	160,000	0.6
Line Televising	12,449	10,517	15,000	42.6
Additional Sewer Connection	2,173,984	1,071,855	1,109,015	3.5
Sewer Cut-On	338,661	259,410	230,000	-11.3
Crossroads Business Center	130,000	0	0	0.0
Wholesale Sewer Service	1,336,761	1,530,170	1,450,000	-5.2
Purple Pipe		211,160	240,000	13.7
Grease Abatement Permit	16,894	31,369	30,000	-4.4
Subtotal	\$ 30,021,329	\$ 30,035,460	\$ 31,043,858	3.4
<u>Interfund Revenues</u>				
Services Purchased by Other Funds	\$ 144,925	\$ 144,925	\$ 153,990	6.3
<u>Interest Earned</u>				
Interest Earned	\$ 207,653	\$ 32,640	\$ 40,000	22.5
Interest From Sinking Fund	11,597	6,400	6,500	1.6
Subtotal	\$ 219,250	\$ 39,040	\$ 46,500	19.1
<u>Other Revenues</u>				
Miscellaneous Uncollected Reserve	\$ (31,818)	\$ 0	\$ 0	0.0
Miscellaneous Sewer Revenue	94,934	151,933	50,000	-67.1
Subtotal	\$ 63,116	\$ 151,933	\$ 50,000	-67.1
TOTAL	\$ 30,448,620	\$ 30,371,358	\$ 31,294,348	3.0

SEWER FUND EXPENDITURE SUMMARY

The proposed budget for the Sewer Fund in 2011 is \$31,294,348, which is a \$922,990 or 3.0% increase above 2010 projected expenditures. This increase is primarily due to adjustments in wages and benefits, and funding of additional capital improvement projects within Interfund Transfers.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 7,647,031	\$ 7,706,902	\$ 7,886,690	2.3
Outside Services	4,583,465	5,553,539	5,880,136	5.9
Commodities	1,881,431	2,439,651	2,515,668	3.1
Interfund Services	3,786,059	3,809,832	3,993,693	4.8
Capital Outlay	108,210	161,723	279,871	73.1
Debt Service	4,820,373	6,178,927	6,067,231	-1.8
Interfund Transfers	6,038,095	2,124,711	1,998,037	-6.0
Other Expenses	2,294,226	2,396,073	2,673,022	11.6
TOTAL	\$ 31,158,891	\$ 30,371,358	\$ 31,294,348	3.0

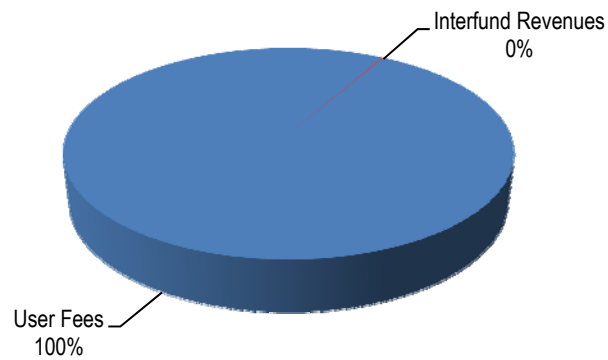
<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Sewer Maintenance	\$ 3,161,383	\$ 3,162,560	\$ 3,443,808	8.9
Lift Stations Maintenance	3,873,902	4,504,945	4,618,868	2.5
President Street Plant	6,131,522	6,976,193	7,125,390	2.1
Regional Plants	2,529,165	2,673,505	2,929,761	9.6
Sewer Interdepartmental	15,462,919	13,054,155	13,176,521	0.9
TOTAL	\$ 31,158,891	\$ 30,371,358	\$ 31,294,348	3.0



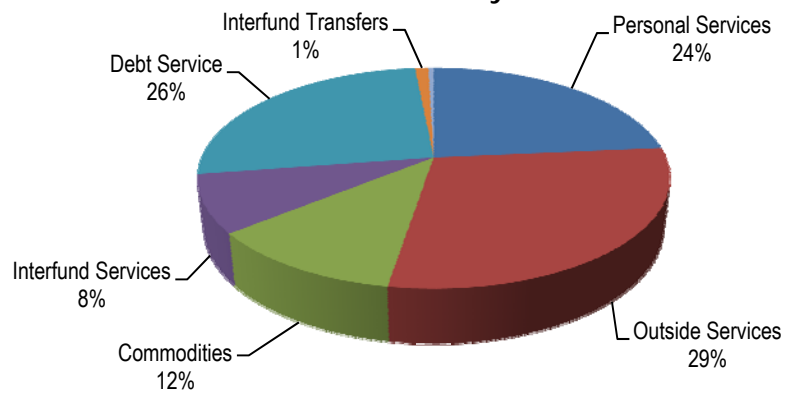
INDUSTRIAL & DOMESTIC WATER FUND

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. 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 2011 total \$9,209,167, which is \$895,383 or 10.8% above 2010 projected revenues. Revenue sources are shown below.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Water Sales - Contract	\$ 6,851,638	\$ 6,158,313	\$ 7,044,850	14.4
Water Sales - City	<u>1,606,675</u>	<u>1,963,000</u>	<u>2,020,000</u>	<u>2.9</u>
Subtotal	\$ 8,458,313	\$ 8,121,313	\$ 9,064,850	11.6
<u>Interfund Revenues</u>				
Admin. Services to Water Fund	\$ 154,977	\$ 142,978	\$ 144,317	0.9
<u>Grant Revenue</u>				
Tritium Grant	\$ 49,190	\$ 39,410	\$ 0	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 37,340	\$ 10,083	\$ 0	0.0
<u>Other Revenues</u>				
Discounts	\$ 479	\$ 0	\$ 0	0.0
TOTAL	\$ 8,700,299	\$ 8,313,784	\$ 9,209,167	10.8

INDUSTRIAL & DOMESTIC WATER FUND EXPENDITURE SUMMARY

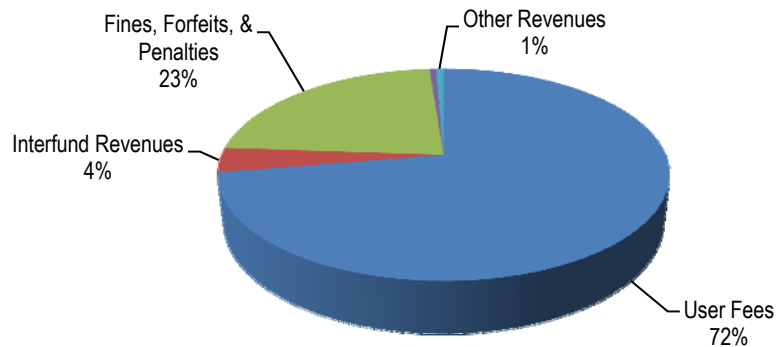
The I & D Water Fund supports a raw water pump station, filtration plant, laboratory, operations and maintenance, two booster stations, storage tanks, raw water lines, and distribution systems. The 2011 budget is \$9,209,167, which is an increase of \$895,383 or 10.8% above 2010 projected expenditures. The increase is primarily within Outside Services due to planned capital improvements to the I & D facilities.

<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Personal Services	\$ 2,067,871	\$ 1,989,331	\$ 2,168,830	9.0
Outside Services	1,739,960	2,107,334	2,674,809	26.9
Commodities	1,203,951	1,037,356	1,064,354	2.6
Interfund Services	779,153	691,698	776,690	12.3
Capital Outlay	174,170	5,500	0	-100.0
Debt Service	2,410,019	2,342,908	2,384,827	1.8
Interfund Transfers	100,000	100,000	100,000	0.0
Other Expenses	211,978	39,657	39,657	0.0
TOTAL	\$ 8,687,102	\$ 8,313,784	\$ 9,209,167	10.8
<u>Department</u>				
I & D Water	\$ 8,687,102	\$ 8,313,784	\$ 9,209,167	10.8
TOTAL	\$ 8,687,102	\$ 8,313,784	\$ 9,209,167	10.8

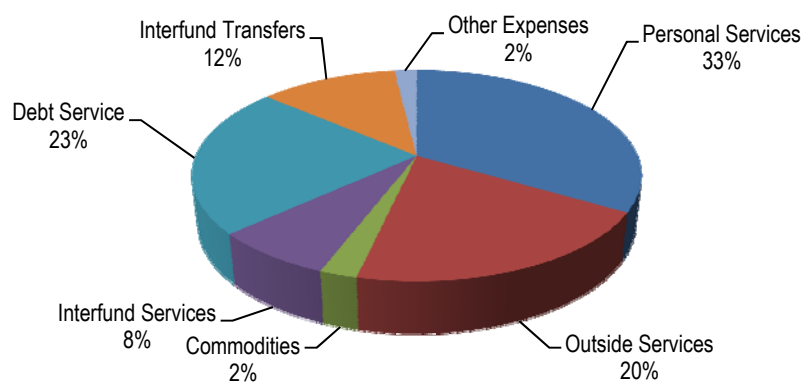
MOBILITY AND PARKING SERVICES FUND

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 2011 are projected to total \$10,867,007.

There are no fee changes proposed for 2011. The primary change in revenue is related to services to the General Fund.

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>				
Parking Meters	\$ 1,838,147	\$ 1,833,750	\$ 1,833,750	0.0
Visitors Center Lot	207,747	200,000	205,000	2.5
State Street Parking Garage	664,548	703,000	703,000	0.0
Robinson Parking Garage	781,256	750,000	750,000	0.0
Bryan Street Parking Garage	1,243,776	1,250,000	1,250,000	0.0
Liberty Street Parking Garage	487,980	480,000	480,000	0.0
Whitaker Street Parking Garage	1,449,092	2,100,000	2,100,000	0.0
Commercial Vehicle Decals	311,356	280,000	280,000	0.0
Leased Parking Spaces	40,615	60,000	60,000	0.0
Equine Sanitation	34,000	35,000	35,000	0.0
Docking Fees	5,829	6,000	6,000	0.0
MPC Rents - State Street	49,874	45,000	42,000	-6.7
Visitor Day Pass	110,181	120,000	120,000	0.0
Subtotal	\$ 7,224,400	\$ 7,862,750	\$ 7,864,750	0.0
<u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 174,673	\$ 174,673	\$ 174,673	0.0
Services to General Fund	393,590	386,059	231,984	-39.9
Subtotal	\$ 568,263	\$ 560,732	\$ 406,657	-27.5
<u>Fines, Forfeits & Penalties</u>				
Parking Citations	\$ 2,310,537	\$ 2,460,600	\$ 2,460,600	0.0
Taxi Citations	3,663	3,000	3,000	0.0
Subtotal	\$ 2,314,200	\$ 2,463,600	\$ 2,463,600	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 180,704	\$ 61,000	\$ 60,000	-1.6
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 124,623	\$ 72,000	\$ 72,000	0.0
TOTAL	\$ 10,412,190	\$ 11,020,082	\$ 10,867,007	-1.4

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 2011 budget is \$10,867,007 or 1.4% below 2010 projected expenditures.

Personal Services increase \$18,102 in 2011 due to wage and benefit adjustments. Commodities decrease \$129,410 primarily due to a decline in expenditures for small fixed assets. Interfund Services increase \$33,394 due to an increase in the allocation for insurance by Risk Management.

Within Interfund Transfers is a decrease of \$430,000 in the Contribution to Capital Improvement Program (CIP). The allocation for building renewal/replacement increases \$338,591 because additional funds are projected to be available in 2011 to contribute toward parking structures. Other Expenses increase \$27,048 due to a contingency allocation for unplanned/emergency expenditures.

<u>Expenditure Area</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Personal Services	\$ 3,523,958	\$ 3,612,910	\$ 3,631,012	0.5
Outside Services	2,072,309	2,200,782	2,190,074	-0.5
Commodities	286,968	377,710	248,300	-34.3
Interfund Services	678,787	772,764	806,158	4.3
Capital Outlay	1,933	0	0	0.0
Debt Service	2,488,566	2,495,742	2,495,650	0.0
Interfund Transfers	872,609	1,378,519	1,285,922	-6.7
Other Expenses	193,130	181,655	209,891	15.5
TOTAL	\$ 10,118,260	\$ 11,020,082	\$ 10,867,007	-1.4

<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Mobility and Parking Enforcement and Administration	\$ 3,446,525	\$ 3,575,292	\$ 3,435,026	-3.9
Parking Garages and Lots	4,909,122	5,122,919	5,153,786	0.6
Parking Interdepartmental	1,762,613	2,321,871	\$ 2,278,195	-1.9
TOTAL	\$ 10,118,260	\$ 11,020,082	\$ 10,867,007	-1.4

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.

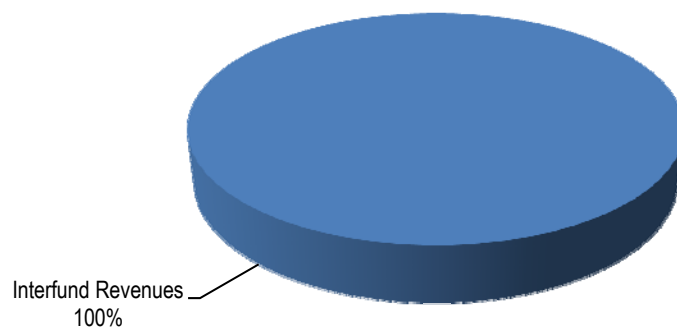
<u>Revenue Source</u>		<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>User Fees</u>					
Lease Revenue	\$	85,000	\$ 102,000	\$ 103,235	1.2
<u>Interest Earned</u>					
Interest Earned		4,282	0	0	0.0
TOTAL	\$	89,282	\$ 102,000	\$ 103,235	1.2

<u>Expenditure Area</u>		<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Outside Services	\$	6,500	\$ 6,810	\$ 2,150	-68.4
Interfund Transfers		0	95,190	101,085	6.2
TOTAL	\$	6,500	\$ 102,000	\$ 103,235	1.2

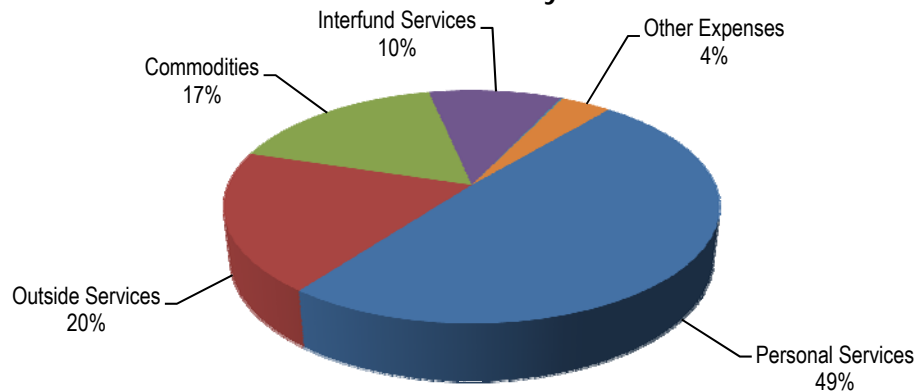
INTERNAL SERVICES FUND

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.

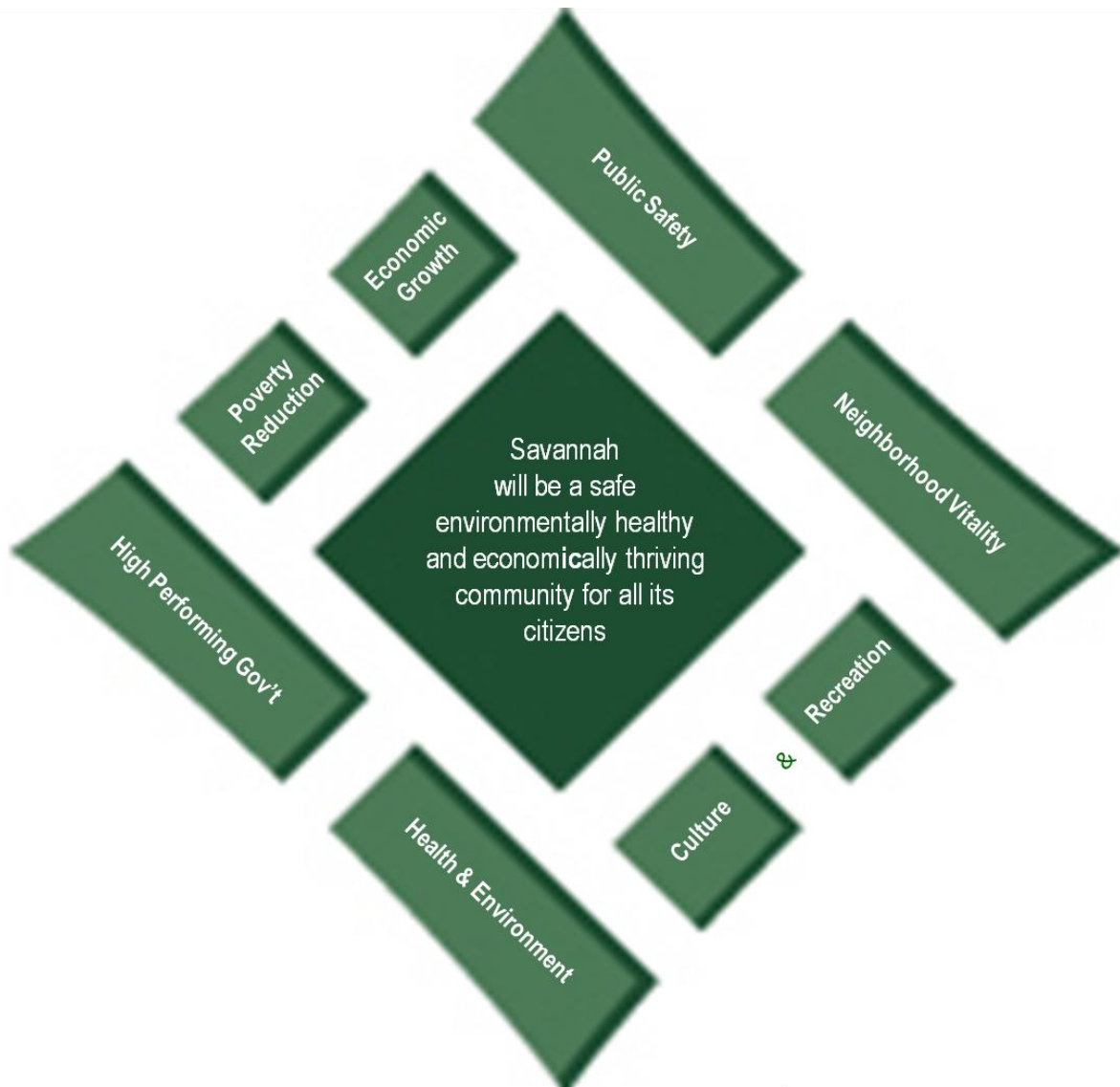
<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Interfund Revenues</u>				
General Fund	\$ 6,774,972	\$ 6,789,940	\$ 6,966,036	2.6
Hazardous Material Team Fund	17,554	23,620	20,691	-12.4
Grant Fund	29,331	21,119	23,370	10.7
Community Development Fund	85,136	78,443	78,242	-0.3
Public Safety Communications Fund	180,631	160,838	174,410	8.4
Sanitation Fund	1,621,626	1,575,701	1,542,746	-2.1
Water and Sewer Funds	1,043,329	1,023,468	1,063,554	3.9
I and D Water Fund	60,811	68,729	79,921	16.3
Civic Center Fund	41,022	37,418	39,335	5.1
Mobility and Parking Services Fund	142,959	162,076	155,203	-4.2
Internal Services Fund	221,861	219,812	254,117	15.6
Land Bank Authority	3,554	4,035	3,824	-5.2
Outside Agencies	<u>26,243</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 10,249,029	\$ 10,165,199	\$ 10,401,449	2.3
<u>Other Revenues</u>				
Discounts	\$ 841	\$ 0	\$ 0	0.0
Miscellaneous	<u>142,182</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 143,023	\$ 0	\$ 0	0.0
TOTAL	\$ 10,392,052	\$ 10,165,199	\$ 10,401,449	2.3

INTERNAL SERVICES FUND EXPENDITURE SUMMARY

Expenditures for the Internal Services Fund increase \$236,250 or 2.3% above 2010 projected expenditures. The primary changes occur within Outside Services due to data processing costs to maintain new financial systems and other software systems. Interfund Services increases \$111,558 due to services provided by the General Fund, insurance by Risk Management, and garage charges to maintain department vehicles. These increases are partially off-set by decreases in expenditures within Commodities primarily due to fewer purchases planned for operating supplies (\$44,062), and within Other Expenses primarily due to a lower quantity of replacement computer equipment to be purchased in 2011 (\$109,261).

<u>Expenditure Area</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
Personal Services	\$ 5,018,824	\$ 5,050,225	\$ 5,113,598	1.3
Outside Services	1,748,703	1,812,955	2,020,847	11.5
Commodities	1,787,312	1,806,800	1,762,738	-2.4
Interfund Services	883,670	971,542	1,083,100	11.5
Capital Outlay	0	5,750	12,500	117.4
Debt Service	290,835	0	0	0.0
Interfund Transfers	(127,941)	0	0	0.0
Other Expenses	585,769	517,927	408,666	-21.1
TOTAL	\$ 10,187,172	\$ 10,165,199	\$ 10,401,449	2.3

<u>Department</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
Vehicle Maintenance	\$ 4,663,788	\$ 5,040,606	\$ 5,196,805	3.1
Information Technology	5,232,549	5,124,593	5,204,644	1.6
Tele-Electronics	290,835	0	0	-100.0
TOTAL	\$ 10,187,172	\$ 10,165,199	\$ 10,401,449	2.3



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. Contributions to these categories may include employer contributions and/or employee contributions.

Social Security: In 2011, the City will contribute \$8,474,289 to Social Security. This represents an increase of \$154,541 compared to 2010 projected expenditures. City employees will contribute the other portion of the Social Security contribution for a total of \$16,948,578 in 2011.

Pension: Contributions to the Pension Fund total \$14,415,329 in 2011. The City's contribution of \$7,964,466 is \$1,992 less than the 2010 projected contribution. The City's obligation to the "Old Pension Fund" is fully funded so no contribution is required in 2011. 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.

Employer Contributions

<u>Contributions</u>		2009 <u>Actual</u>		2010 <u>Projected</u>		2011 <u>Budget</u>	<u>% Change 2010-2011</u>
Social Security	\$	8,095,805	\$	8,319,748	\$	8,474,289	1.9
Pension		7,015,798		7,966,458		7,964,466	0.0
Group Medical Insurance		11,259,427		14,240,918		13,741,310	-3.5
Group Life Insurance		443,571		446,451		443,571	-0.6
Disability Insurance		160,617		162,502		157,837	-2.9
Unemployment Compensation		85,555		127,587		138,100	8.2
Worker's Compensation		6,021,279		4,956,611		4,974,008	0.4
TOTAL	\$	33,082,052	\$	36,220,275	\$	35,893,581	-0.9

Employee Contributions

<u>Contributions</u>		2009 <u>Actual</u>		2010 <u>Projected</u>		2011 <u>Budget</u>	<u>% Change 2010-2011</u>
Social Security	\$	8,095,805	\$	8,319,748	\$	8,474,289	1.9
Pension		6,383,960		6,367,152		6,450,863	1.3
Group Medical Insurance		5,512,373		3,735,964		3,885,403	4.0
Group Life Insurance		389,740		389,469		389,469	0.0
TOTAL	\$	20,381,878	\$	18,812,333	\$	19,200,024	2.1

Pension

<u>Contributions</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
City	\$ 7,015,798	\$ 7,966,458	\$ 7,964,466	0.0
Airport Commission	482,153	465,171	571,038	22.8
Metropolitan Planning Commission	107,702	154,833	152,322	-1.6
Youth Futures Authority	9,245	9,350	9,353	0.0
Health Department	7,679	0	0	0.0
TOTAL	\$ 7,622,577	\$ 8,595,812	\$ 8,697,179	1.2

Medical Insurance

Group Medical Insurance: The 2011 City contribution to the Group Medical Insurance Fund will be \$13,741,310. 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>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
City	\$ 11,259,427	\$ 14,240,918	\$ 13,741,310	-3.5
Employee	5,512,373	3,735,964	3,885,403	4.0
Retiree	1,017,018	1,100,000	1,088,039	-1.1
City Medicare Advantage	1,044,564	1,075,114	1,118,119	4.0
Retirees Medicare Advantage	411,861	425,000	587,348	38.2
Airport Commission	1,370,880	1,362,526	1,487,876	9.2
Metropolitan Planning Commission	275,746	339,500	356,475	5.0
Youth Futures Authority	76,218	57,200	62,400	9.1
Youth Futures Authority Employees	8,000	8,000	8,400	5.0
Homeless Authority	122,111	130,000	141,960	9.2
Savannah Development & Renewal Authority	16,178	15,000	16,380	9.2
Direct Payees/COBRA	39,984	75,000	81,900	9.2
Refunds/Rebates	1,545,564	135,000	65,000	-51.9
Interest Earned	33,180	40,000	40,000	0.0
Draw (Contribution) on Reserves	(1,530,702)	496,680	1,535,309	209.1
TOTAL	\$ 21,202,402	\$ 23,235,902	\$ 24,215,919	4.2

		2009		2010		2011	% Change
<u>Expenditures</u>		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2010-2011</u>
Medical Claims	\$	17,011,803	\$	17,717,902	\$	18,585,000	4.9
Drug Claims		2,730,837		3,720,000		3,868,000	4.0
Administrative Charges		882,615		1,155,000		850,318	-26.4
Audit & Consulting Fees		44,860		58,000		345,211	495.2
Specific Stop-Loss Coverage		497,287		550,000		532,390	-3.2
Savannah Business Group		35,000		35,000		35,000	0.0
 TOTAL	 \$	 21,202,402	 \$	 23,235,902	 \$	 24,215,919	 4.2

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 contribution for group life insurance is \$443,571 in 2011.

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 \$389,469 in 2011.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$215,000 in 2011.

		2009		2010		2011	% Change
<u>Contributions</u>		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2010-2011</u>
City	\$	443,571	\$	446,451	\$	443,571	-0.6
Employee		389,470		389,469		389,469	0.0
Retiree		212,707		215,000		215,000	0.0
Metropolitan Planning Commission		11,815		12,500		12,500	0.0
Airport Commission		57,077		58,000		58,000	0.0
Youth Futures Authority		1,796		2,030		1,673	-17.6
Homeless Authority		3,240		3,238		3,238	0.0
Savannah Development & Renewal Authority		1,016		882		882	0.0
Interest Earned		639		639		500	-21.8
Draw (Contribution) from/to Reserves		(305,342)		(2,880)		6,124	-312.6
 TOTAL	 \$	 815,989	 \$	 1,125,329	 \$	 1,130,957	 0.5
 <u>Expenditures</u>							
Life Insurance Premiums	\$	815,989	\$	1,125,329	\$	1,130,957	0.5

Long Term Disability

Disability Insurance: The 2011 City Disability Insurance contribution will be \$154,837. All contributions to Disability Insurance are made by the employer.

<u>Contributions</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
City	\$ 160,617	\$ 162,502	\$ 154,837	-4.7
Interest Earned	41	0	0	0.0
Draw (Contribution) on Reserves	(13,981)	(15,825)	(2,252)	-85.8
TOTAL	\$ 146,677	\$ 146,677	\$ 152,585	4.0
<u>Expenditures</u>				
Long Term Disability Premiums	\$ 146,677	\$ 146,677	\$ 152,585	4.0

Unemployment Compensation

Unemployment Compensation: The City Unemployment Compensation contribution will be \$138,100 in 2011. All contributions to Unemployment Compensation are made by the employer.

<u>Contributions</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
City	\$ 85,555	\$ 127,587	\$ 138,100	8.2
Interest Earned	26	0	0	0.0
Draw (Contribution) on Reserves	41,611	(490)	0	-100.0
TOTAL	\$ 127,192	\$ 127,097	\$ 138,100	8.7
<u>Expenditures</u>				
Claims - Department of Labor	\$ 124,186	\$ 124,091	\$ 135,000	8.8
Administrative Fees	3,006	3,006	3,100	3.1
TOTAL	\$ 127,192	\$ 127,097	\$ 138,100	8.7

Worker's Compensation

Worker's Compensation: The City's Worker's Compensation contribution will total \$4,974,008 in 2011. The employer makes this contribution.

<u>Contributions</u>	2009 <u>Actual</u>	2010 <u>Projected</u>	2011 <u>Budget</u>	% Change <u>2010-2011</u>
City	\$ 6,021,279	\$ 4,956,611	\$ 4,974,008	0.4
Youth Futures Authority	0	1,283	0	-100.0
Stop-Loss Reimbursement	801,107	30,749	30,000	-2.4
Excess Insurance Reimbursement	341,908	14,313	0	-100.0
Subsequent Injury Trust Fund Reimbursement	0	33,400	50,000	49.7
Draw (Contribution) on Reserve Umbrella	(1,765,483)	417,937	(129,788)	-131.1
TOTAL	\$ 5,398,811	\$ 5,454,293	\$ 4,924,220	-9.7

	2009		2010		2011	% Change
<u>Expenditures</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2010-2011</u>
Medical Claims	\$ 2,217,432	\$	2,865,936	\$	2,405,177	-16.1
Indemnity	794,920		1,047,795		927,343	-11.5
Excess Insurance Premium	159,579		178,942		169,601	-5.2
Permanent Disability Payment	431,678		421,744		362,070	-14.1
Settlements	959,179		30,749		200,000	550.4
Cost Containment Fees	145,772		228,243		216,902	-5.0
YouthBuild Insurance Premium	49,788		49,788		49,788	0.0
Third Party Administrator Fee	236,665		357,542		172,855	-51.7
Contractual Expenses	69,028		53,784		65,000	20.9
Drug Testing	6,882		5,975		9,420	57.7
Safety	1,986		3,648		7,000	91.9
State Insurance Injury Trust Fund	294,713		165,087		294,637	78.5
State Board Allocation	29,427		34,340		29,427	-14.3
Subrogation Fees	638		0		0	0.0
Other Expenses	1,124		10,720		15,000	39.9
TOTAL	\$ 5,398,811	\$	5,454,293	\$	4,924,220	-9.7

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 \$2,207,684 in 2011. 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.

	2009		2010		2011	% Change
<u>Contributions</u>	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2010-2011</u>
City	\$ 719,955	\$	719,955	\$	1,085,973	50.8
Interest Earned	5,019		0		0	0.0
Draw (Contribution) on Reserves	0		333,972		0	-100.0
TOTAL	\$ 724,974	\$	1,053,927	\$	1,085,973	3.0
<u>Expenditures</u>						
Contractual Services	\$ 33,000	\$	43,000	\$	47,000	9.3
Premiums	887,099		910,927		938,973	3.1
Uninsured Losses/Claims	22,639		100,000		100,000	0.0
TOTAL	\$ 942,738	\$	1,053,927	\$	1,085,973	3.0

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.

	2009	2010	2011	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2010-2011</u>
<u>Contributions</u>				
City	\$ 529,700	\$ 529,700	\$ 529,700	0.0
Interest Earned	13,036	0	0	0.0
Draw (Contribution) from/to Reserves	(144,991)	14,417	14,417	0.0
TOTAL	\$ 397,745	\$ 544,117	\$ 544,117	0.0
<u>Expenditures</u>				
Claims & Settlements	\$ 272,610	\$ 300,000	\$ 300,000	0.0
Third Party Administrator Fee	52,400	33,482	33,482	0.0
Contractual Expenses	72,567	174,142	174,142	0.0
Subrogation Fees	0	10,000	10,000	0.0
Employment Practices Liability	0	15,193	15,193	0.0
Other Expenses	168	11,300	11,300	0.0
TOTAL	\$ 397,745	\$ 544,117	\$ 544,117	0.0

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

	2009	2010	2011	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2010-2011</u>
<u>Contributions</u>				
City	\$ 594,960	\$ 592,011	\$ 592,011	0.0
Interest Earned	5,379	0	0	0.0
Draw (Contribution) from/to Reserves	109,111	(70,297)	(67,516)	-4.0
TOTAL	\$ 709,450	\$ 521,714	\$ 524,495	0.5
<u>Expenditures</u>				
Claims & Settlements	\$ 492,300	\$ 267,496	\$ 267,496	0.0
Third Party Administrator Fee	107,252	81,951	79,544	-2.9
Subrogation Fees	16,472	13,560	13,560	0.0
Cost Containment Fees	3,988	2,320	4,152	79.0
Contractual Expenses	7,115	24,518	24,518	0.0
Drug Testing	28,082	29,000	29,000	0.0
Auto Premiums	45,657	47,985	49,425	3.0
Other Expenses	1,716	4,884	6,800	39.2
Safety	6,868	50,000	50,000	0.0
TOTAL	\$ 709,450	\$ 521,714	\$ 524,495	0.5

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

<u>Revenue Source</u>		<u>2009 Actual</u>		<u>2010 Projected</u>		<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Interfund Revenues</u>							
Department Contributions	\$	624,656	\$	514,438	\$	364,730	-29.1
<u>Interest Earned</u>							
Interest Earned	\$	6,025	\$	1,178	\$	0	-100.0
<u>Other Revenues</u>							
Draw (Contribution) on Reserves	\$	0	\$	284,384	\$	0	-100.0
TOTAL	\$	630,681	\$	515,616	\$	364,730	-29.3
<u>Expenditures</u>							
Outside Services	\$	745	\$	0	\$	0	0.0
Commodities		396,169		653,788		279,730	-57.2
Capital Outlay		179,744		146,212		85,000	-41.9
TOTAL	\$	576,658	\$	800,000	\$	364,730	-54.4

VEHICLE PURCHASE FUND

The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. The revenue of \$6,316,692 for 2011 is based on vehicle use charges only. Expenditures will primarily be used to purchase replacement vehicle equipment.

REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2009 Actual</u>	<u>2010 Projected</u>	<u>2011 Budget</u>	<u>% Change 2010-2011</u>
<u>Interfund Revenues</u>				
Vehicle Use Charges	\$ 6,243,368	\$ 6,167,541	\$ 6,316,692	2.4
Fleet Addition Contribution	89,195	57,600	0	-100.0
Subtotal	\$ 6,332,563	\$ 6,225,141	\$ 6,316,692	1.5
<u>Interest Earned</u>				
Interest Earned	\$ 69,069	\$ 15,720	\$ 0	-100.0
<u>Other Revenues</u>				
Sales Revenue	\$ 1,100,525	\$ 460,179	\$ 0	-100.0
Insurance Proceeds	18,788	891	0	-100.0
Miscellaneous	322	4,217	0	
Draw (Contribution) to/from Reserves	0	745,056	0	-100.0
Subtotal	\$ 1,119,635	\$ 1,210,343	\$ 0	-100.0
TOTAL	\$ 7,521,267	\$ 7,451,204	\$ 6,316,692	-15.2
<u>Expenditures</u>				
Outside Services	\$ 86,655	\$ 32,200	\$ 0	-100.0
Capital Outlay	9,748,193	7,419,004	6,316,692	-14.9
TOTAL	\$ 9,834,848	\$ 7,451,204	\$ 6,316,692	-15.2

DEBT SERVICE FUND

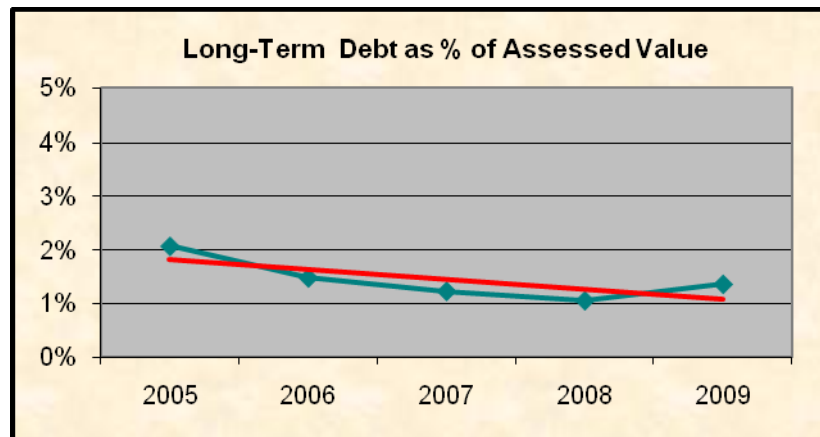
RATIOS AND RATINGS

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 2009 unused legal bonded debt margin was \$501,024,955, which is the same as the total debt limit.

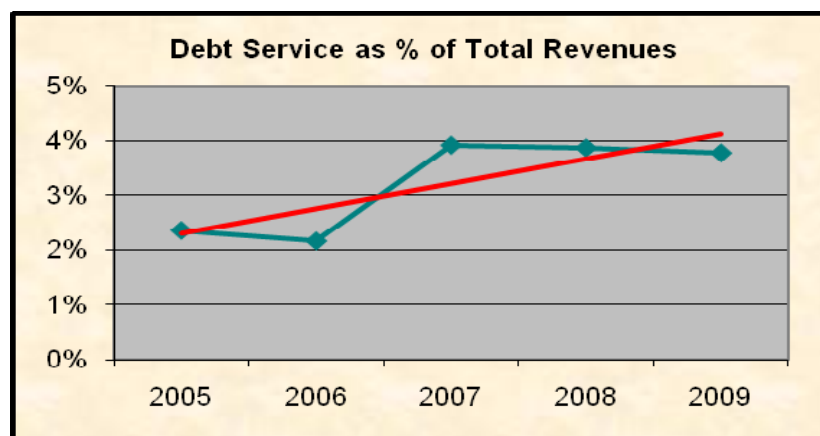
DEBT AS A PERCENT OF ASSESSED VALUE

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 2009 was 1.36%, 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 2005 - 2009.



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.

General Obligation Bond Rating	
Standard and Poor's	AA
Moody's Investor's Service	Aa3
Water and Sewer Debt Rating	
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 2011 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. In 2011 debt service are payments for a newly issued CSWRF loan from GEFA for the Crossroads Sewage Plant. 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 2010 is \$169,419,491.

**SUMMARY OF OUTSTANDING DEBT ISSUES AS OF JANUARY 1, 2010
AND 2011 DEBT SERVICE SUMMARY**

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2010	2011 Debt Service Requirement
<u>General Fund Supported Obligations</u>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage and new infrastructure improvements	\$37,000,000	9/17/2009	8/1/2032	\$35,225,000	\$3,130,380
Lease purchase note	Fire fighting apparatus	2,446,629	5/1/2006	5/1/2013	1,137,714	412,466
<u>Water and Sewer Revenue Obligations</u>						
Series 2003	Refund Water and Sewer Revenue Bonds Series 1993 and certain GEFA Notes and fund water and sewer improvements	42,210,000	4/3/2003	12/1/2017	9,905,000	4,696,177
Series 2009 A & B	Refund Water and Sewer Revenue Bonds Series 1997 and fund water and sewer improvements	28,900,000	9/17/2009	12/1/2029	26,750,000	2,475,528
SRF** Notes	Water and sewer improvements	49,441,933	various	8/1/2029	33,936,777	3,398,805
<u>Sanitation Fund Supported Obligations</u>						
RRDA***Series 2003	Refund RRDA Revenue Bonds Series 1993 and Series 1993 and fund landfill improvements	18,845,000	10/23/2003	8/1/2019	14,520,000	995,340
RRDA***Series 2009	Refund RRDA Revenue Bonds Series 1997	12,315,000	9/17/2009	8/1/2015	10,305,000	2,235,455
<u>Parking Service Fund Supported Obligations</u>						
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	8/1/2019	9,450,000	1,333,237
DSA* Series 2005	Whitaker Street Garage	24,820,000	12/1/2005	8/1/2032	24,820,000	1,162,413
<u>Civic Center Fund Supported Obligations</u>						
DSA* Series 2003	Refund DSA Series 1995 which in part funded Civic Center renovations	4,090,000	12/23/2003	8/1/2019	2,250,000	511,863
<u>Community Development Fund Supported Obligations</u>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	8/1/2020	1,120,000	217,768
Total		\$236,403,562			\$169,419,491	\$20,569,431

* 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 2011 – 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 2011-2032 As of December 31, 2010

Year	General Obligation Bonds		Revenue Bonds ¹		Tax Supported Contractual Obligations ²		Non Tax Supported Contractual Obligations ³		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
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

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

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

³ 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 PREPARATION

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.

CAPITAL BUDGET STRATEGIES

Budget strategies for development of the 2011 – 2015 Capital Improvement Program included:

- Focusing limited resources on Council priorities
- Maintaining infrastructure and capital assets to protect the public and avoid future financial liabilities
- Reducing the 2011 planned annual General Fund contribution from \$5.0 million to \$2.4 million
- Reducing the SPLOST V capital plan improvements from \$160 million to \$122 million
- Maintaining capital improvements funded by other sources

Future capital planning actions will include:

- Continuing to review SPLOST funding and recommending plan changes
- Continuing to focus on maintenance and Council priorities
- Updating the five-year plan annually to strategically fund infrastructure needs
- Continuing to review funding sources to support critical infrastructure needs

CAPITAL BUDGET PROCESS

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

Because preliminary revenue estimates indicated it would be necessary to modify the capital plan due to funding constraints in 2011, the decision was made by the CIP Review Committee to focus available funding primarily on maintenance, safety improvements and Council mandates.

The Research and Budget Department, in conjunction with the CIP Review Committee, developed and submitted a preliminary five year capital plan recommendation to the Bureau Chiefs in June and July, 2010. After their input, a recommendation was submitted to the Acting City Manager in July, 2010. A workshop on the capital plan recommendations was conducted with the Mayor and Council in August, 2010. The Acting City Manager's final recommendation for the updated plan to the Mayor and Council was made in October. After several work sessions and a public hearing, the recommended plan was revised with noted changes. During the ensuing year, sources of funding will be confirmed and funds appropriated for approved projects in the first year of the capital plan.

CAPITAL BUDGET PROCESS SCHEDULE

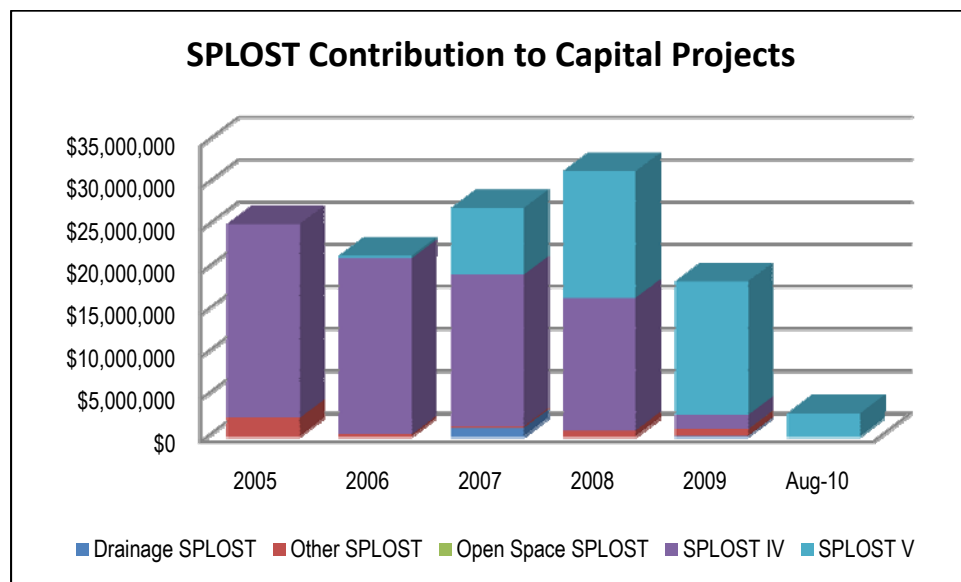
TARGET COMPLETION DATE	BUDGET TYPE	ACTION TO BE COMPLETED
Budget Kick-Off	Operating	April 13, 2010
Budget Preparation Training (for City Departments)	Operating	May 6, 2010
SharePoint Open	Operating	May 17, 2010
Budget Preparation Training (for Outside Agencies)	Operating	May 27, 2010
Capital Plan Review of Options for use of Special Purpose Local Option Sales Tax	Capital	June 4, 2010
Budget Offers due in SharePoint (from City Departments)	Operating	June 14, 2010
Budget Offers due in SharePoint (from Outside Agencies)	Operating	June 28, 2010
Capital Plan Review of Options for General Fund	Capital	July 7, 2010
Capital Plan Review: Final Sections	Capital	July 23, 2010
Results Teams Provisional Recommendations	Operating	September 13, 2010
2011 -2015 Proposed Capital Plan to Acting City Manager	Capital	October 14, 2010
Budget Meetings with Acting City Manager	Operating	October 2, 2010 – October 20, 2010
Budget Available	Operating/Capital	November 5, 2010
Council Budget Retreat	Operating/Capital	November 4-5, 2010/November 8-9,2010
Budget Public Hearing	Operating	November 18, 2010/ December 16, 2010
Budget Adoption	Operating	December 16, 2010

HISTORICAL CAPITAL FUNDING

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.

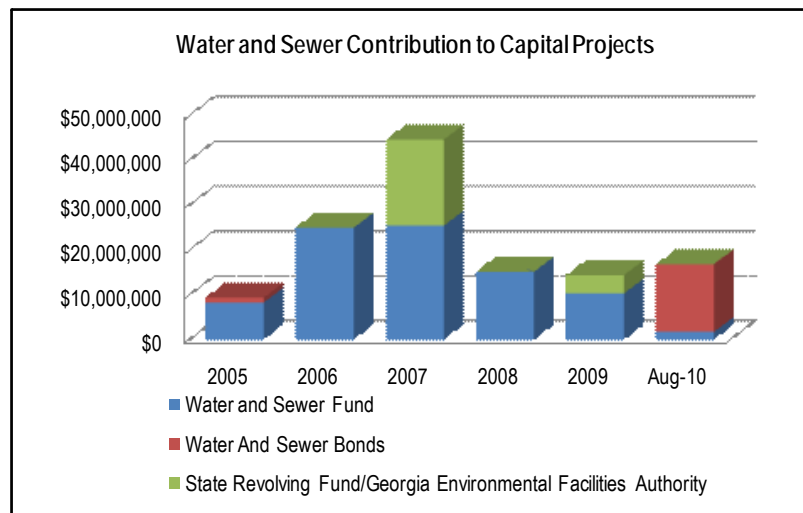
Special Purpose Local Option Sales Tax

In anticipation of SPLOST funding, the City has pre-funded approximately \$41 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, the City's share of SPLOST will be less than the anticipated \$160 million projected during 2005-2006, the peak of sales tax growth. The projection has been reduced to \$122 million, which required adjustments such as project increases and decreases based on new information and Council Priorities.



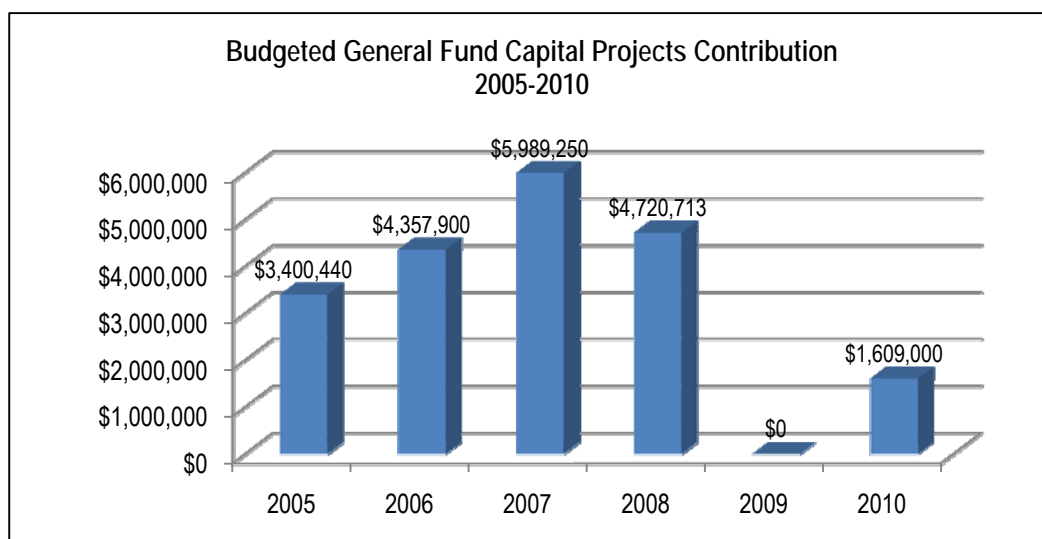
Water and Sewer Fund

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.

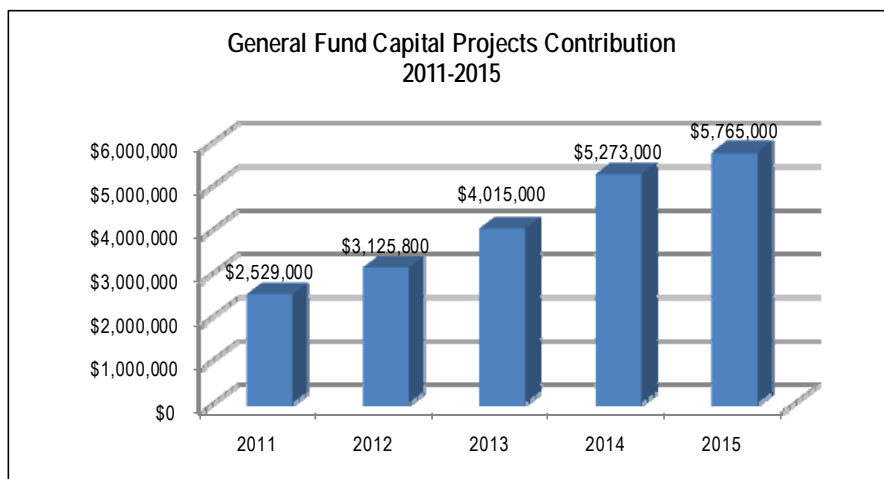


General Fund

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 2005 – 2010. 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. In the 2010 budget, we began restoration of capital funding to address infrastructure needs. During 2010-2014, an annual contribution of \$5 million for capital projects was planned for 2011. Again, due to financial conditions, we have reduced the General Fund contribution to capital projects and will gradually increase the planned General Fund contribution to capital projects to reach \$5 million by 2014.



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.



2011 -2015 CAPITAL PLAN REVENUES BY SOURCE

The five year Capital Improvement Program revenue sources are projected to total \$182,963,959. The table below provides a breakdown of allocations by year. Revenue changes are as follows:

- Special Purpose Local Option Sales Tax (SPLOST) will make up \$83,013,000 or 45.00% of the revenue stream during the plan period
- SPLOST will be used primarily to fund Public Building Improvements, Park and Recreation, Civic Center, Drainage, and Community Development Improvements
- General Fund will contribute \$20,557,800 or 11.00% during the plan period

Revenue	5 Year Total	2011	2012	2013	2014	2015
General Fund	\$20,557,800	\$2,499,000	\$3,095,800	\$3,985,000	\$5,243,000	\$5,735,000
40% of Cemetery Lot Sales	600,000	120,000	120,000	120,000	120,000	120,000
Civic Center Fund	2,077,000	325,000	422,000	390,000	400,000	540,000
General Fund (Preservation Fee)	3,110,000	600,000	600,000	600,000	650,000	660,000
Georgia DOT	51,000	0	51,000	0	0	0
Golf Course Fund	286,500	95,500	95,500	95,500	0	0
I & D Fund	5,196,000	1,000,000	1,596,000	725,000	450,000	1,425,000
Miscellaneous	550,000	550,000	0	0	0	0
Parking Fund	2,000,000	400,000	400,000	400,000	400,000	400,000
Sewer Fund	37,402,300	11,564,000	6,104,500	7,680,500	5,985,500	6,067,800
SPLOST V	83,013,000	65,963,000	17,050,000	0	0	0
State Aid	1,259,000	1,087,000	0	38,000	67,000	67,000
Water Fund	26,861,359	8,663,000	6,656,430	5,711,700	2,893,300	2,936,929
Total	\$182,963,959	\$92,866,500	\$36,191,230	\$19,745,700	\$16,208,800	\$17,951,729

2011 – 2015 CAPITAL PLAN EXPENDITURE SUMMARY

Capital Improvement Program expenditures for the five year period are projected to total \$182,963,959. Water, Sewer, and I&D Water Improvements account for \$69,159,659 or 38% 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.

Major Public Building Improvements include plans to construct, an Arts-Culture-Education Center, a Central police precinct, new police headquarters, a new police and fire training facility, new fire stations, and an expanded and renovated Tompkins Recreation Center. This will account for \$42,533,500 or 23% of planned capital spending.

Park and Recreation Improvements account for \$7,387,000 or 4% of capital spending. These improvements are primarily to improve the Coffee Bluff Marina to provide additional recreational opportunities for residents.

Civic Center Improvements, which account for \$16,142,000 or 9% of total planned expenditures and are primarily for planning for a new arena and Civic Center repairs and maintenance.

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. These improvements account for \$18,650,000 or 10% of planned capital spending.

Community Development Improvements, which account for \$13,508,000 or 10% 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.

Project Name	5 Year Total	2011	2012	2013	2014	2015
Cemetery Improvements	\$ 755,800	\$ 120,000	\$ 150,800	\$ 185,000	\$ 120,000	\$ 180,000
Civic Center Improvements	16,142,000	11,390,000	3,422,000	390,000	400,000	540,000
Community Development	13,508,000	13,008,000	500,000	0	0	0
Drainage Improvements	18,650,000	17,500,000	250,000	250,000	350,000	300,000
I & D Water Improvements	5,196,000	1,000,000	1,596,000	725,000	450,000	1,425,000
Other Improvements	2,761,000	846,000	155,000	80,000	80,000	1,600,000
Park and Recreation Improvements	7,387,000	5,175,000	367,000	700,000	463,000	682,000
Public Building Improvements	42,533,500	19,245,500	15,379,500	2,358,500	3,150,000	2,400,000
Sewer Improvements	45,836,300	14,342,000	8,932,500	10,508,500	5,985,500	6,067,800
Squares and Monuments	1,485,000	175,000	165,000	270,000	330,000	545,000
Street Improvements	6,095,000	1,025,000	1,275,000	1,190,000	1,530,000	1,075,000
Traffic Improvements	4,487,000	3,455,000	170,000	205,000	457,000	200,000
Water Improvements	18,127,359	5,585,000	3,828,430	2,883,700	2,893,300	2,936,929
Total	\$182,963,959	\$92,866,500	\$36,191,230	\$19,745,700	\$16,208,800	\$17,951,729

2011 CAPITAL PLAN REVENUES BY SOURCE

The five year Capital Improvement Program revenue total \$182,963,959. Of this amount, \$92,866,500 is included for projects in the first year of the plan. The funding sources are identified in the table below.

Revenue	5 Year Total	2011
General Fund	\$20,557,800	\$2,499,000
40% of Cemetery Lot Sales	\$600,000	\$120,000
Civic Center Fund	\$2,077,000	\$325,000
General Fund (Preservation Fee)	\$3,110,000	\$600,000
Georgia DOT	\$51,000	\$0
Golf Course Fund	\$286,500	\$95,500
I & D Fund	\$5,196,000	\$1,000,000
Miscellaneous	\$550,000	\$550,000
Parking Fund	\$2,000,000	\$400,000
Sewer Fund	\$37,402,300	\$11,564,000
SPLOST V	\$83,013,000	\$65,963,000
State Aid	\$1,259,000	\$1,087,000
Water Fund	\$26,861,359	\$8,663,000
Total	\$182,963,959	\$92,866,500

Several key SPLOST funded projects are included in the 2011 Budget such as the Coffee Bluff Marina/Public Recreation Project. Improvements to this facility will provide a significant recreation space for adults and youth of the City.

Other key SPLOST projects include:

- New Arena Planning and Design
- Public Safety Headquarters/Savannah Public Safety Complex
- Central Police Precinct
 - Replacing leased facilities for police officers
- Coffee Bluff Marina/ Public Recreation Project
- Daffin Park Renovations, Phases III and IV
 - Extending park lighting, jogging trails, restoring the fountain and relocating parking on the site
- Arts-Culture Education Center
- Drainage improvements
- Savannah Gardens demolition and redevelopment
- Waters Avenue and Wheaton Street Redevelopment

2011 CAPITAL EXPENDITURE SUMMARY

Capital Improvement Program expenditures will impact thirteen improvement categories. The categories and associated funding are identified in the table below.

Expenditure Category	5 Year Total	2011
Cemetery Improvements	\$755,800	\$120,000
Civic Center Improvements	\$16,142,000	\$11,390,000
Community Development	\$13,508,000	\$13,008,000
Drainage Improvements	\$18,650,000	\$17,500,000
I & D Water Improvements	\$5,196,000	\$1,000,000
Other Improvements	\$2,761,000	\$846,000
Park and Recreation Improvements	\$7,387,000	\$5,175,000
Public Building Improvements	\$42,533,500	\$19,245,500
Sewer Improvements	\$45,836,300	\$14,342,000
Squares and Monuments	\$1,485,000	\$175,000
Street Improvements	\$6,095,000	\$1,025,000
Traffic Improvements	\$4,487,000	\$3,455,000
Water Improvements	\$18,127,359	\$5,585,000
Total	\$182,963,959	\$92,866,500

Operating Budget Impacts

Five projects included in the Capital Improvement Program are expected to have a direct impact on the operating budget of City departments. All are expenditure impacts and are anticipated from new, ongoing costs as follows: \$65,000 for materials and operating supplies and \$88,000 for maintenance and utilities.

Projects funded in 2011 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, meaning it is included in almost every budget and/or will have no significant impact on the operating budget; or non-recurring. Each description includes the 2011 cost, five-year cost, funding source, operating budget impact amount and impact where applicable, and service impact.

ECONOMIC GROWTH /POVERTY REDUCTION

\$32,644,000

New Arena Planning and Design

N

Develop a plan to design and build a new arena to replace existing out-dated arena.

2011 Cost: \$11,065,000

Total 5 Year Cost: \$14,065,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: The new facility will meet current facility touring show requirements, attract more variety shows, and possibly bring minor league sports to Savannah.

Start Date: TBD

Completion Date: TBD

Savannah Gardens

N

To fund the demolition of the blighted and dilapidated Savannah Gardens Strathmore Estates apartment buildings and infrastructure.

2011 Cost: \$9,708,000

Total 5 Year Cost: \$9,708,000

Funding Source: SPLOST V, Sewer Fund, Miscellaneous

Operating Budget Impact Amount: \$0

Service Impact: This 44 acre site will be redeveloped with new infrastructure, parks, housing, and mixed use structures.

Start Date: 11/07

Completion Date: 10/12

President Street Sewer Relocation

N

Replace and upgrade sewer for main and lines on President Street.

2011 Cost: \$5,460,000

Total 5 Year Cost: \$5,460,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will increase sanitary sewer capacity, facilitate development of the southside of President Street and facilitate development of Bilbo Basin improvements and, align the force main with the New General McIntosh.

Start Date: TBD

Completion Date: TBD

President Street Water Relocation		N
Relocate and upgrade water main on President Street		
2011 Cost:	\$2,560,000	
Total 5 Year Cost:	\$2,560,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will align the water distribution system with new roadways, provide a control valve station that is a backup for water to Hutchinson Island, and facilitate southside development of President Street and Bilbo Basin improvements.	
Start Date:	TBD	
Completion Date:	TBD	

MLK/Montgomery Corridor Revitalization		N
Make streetscape and building improvements along the corridor.		
2011 Cost:	\$1,500,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	Revitalization of a significant portion of the area around downtown Savannah.	
Start Date:	TBD	
Completion Date:	TBD	

Waters Avenue Streetscape Design, Acquisitions and Improvements		N
Infrastructure improvements will be made along the corridor to enhance surrounding neighborhoods.		
2011 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.	
Start Date:	06/09	
Completion Date:	TBD	

Wheaton Street Streetscape Design, Acquisitions and Improvements		N
Infrastructure improvements will be made along the corridor to enhance surrounding neighborhoods.		
2011 Cost:	\$700,000	
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.	
Start Date:	06/09	
Completion Date:	TBD	

Water Large Tract Infrastructure Extension		R
Extend existing infrastructure to newly annexed areas.		
2011 Cost:	\$365,000	
Total 5 Year Cost:	\$1,872,400	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	The specific impact will be estimated as projects are identified and designed.	
Service Impact:	This project will support economic development of newly annexed areas	

Developer Over sizing for Water Lines		R
Enlarge or upgrade the sewer system or lift stations to meet future system demands.		
2011 Cost:	\$164,000	
Total 5 Year Cost:	\$859,200	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will ensure future capacity in areas of potential growth.	

Developer Over sizing for Sewer Lines		R
Enlarge or upgrade the sewer system or lift stations to meet future system demands.		
2011 Cost:	\$112,000	
Total 5 Year Cost:	\$578,600	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will ensure future capacity in areas of potential growth.	

Sewer Large Tract Infrastructure Extension		R
Extend existing infrastructure to newly annexed areas.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
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 of newly annexed areas that will increase the tax base and water revenue.	

Visitor's Center Improvements		R
Improve ADA accessibility to the facility and restroom which is one component to support the implementation of the Visitor Center Master Plan.		
2011 Cost:	\$80,000	
Total 5 Year Cost:	\$400,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	Increase per visitor spending and longer average stays.	

Developer Oversizing/Mitigation for Stormwater		R
Oversize storm water pipes to increase flood plain protection.		
2011 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

\$33,605,000

SPLOST V Drainage Improvements

N

Improve conveyance in various drainage basins.

2011 Cost: \$17,300,000

Total 5 Year Cost: \$17,300,000

Funding Source: SPLOST V

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

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

Start Date: TBD

Completion Date: TBD

Central Precinct

N

Construct facilities for the police officers working in the precincts.

2011 Cost: \$6,850,000

Total 5 Year Cost: \$6,850,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: Will provide purpose built buildings better suited to the workings of the Police Department.

Start Date: 06/09

Completion Date: TBD

Central Fire Station/Training Facility

N

Construct a replacement for the Henry Street Fire Station and construct selected facilities for a joint Police/ Fire Training facility.

2011 Cost: \$2,750,000

Total 5 Year Cost: \$2,750,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: A better fire station and better training facilities to enhance the mission of the Fire Bureau.

Start Date: TBD

Completion Date: TBD

37th Street Corridor Signal Upgrade

N

Upgrade all traffic signals from Ogeechee Road to Waters Avenue.

2011 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.

Start Date: TBD

Completion Date: TBD

Fire Station-Godley		N
Add a new fire station to newly annexed area.		
2011 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Fire protection for citizens of the City of Savannah.	
Start Date:	01/11	
Completion Date:	TBD	

Street Lighting Upgrade		N
Install Street Lighting.		
2011 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	TBD	
Operating Budget Impact:	The impact will be estimated as specific projects are identified and designed.	
Service Impact:	Project will improve lighting along high crime and high volume corridors that don't already have effective lighting.	
Start Date:	TBD	
Completion Date:	TBD	

Public Safety Headquarters/Training Complex		N
New public safety headquarters and training facility		
2011 Cost:	\$1,000,000	
Total 5 Year Cost:	\$10,550,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	TBD	
Operating Budget Impact:	The impact will be estimated as specific projects are identified and designed.	
Service Impact:	An improved, energy efficient, up-to date facility for employees, expanded property room space and covered protected parking for specialized vehicles. This will also be a joint training facility with Fire.	
Start Date:	11/07	
Completion Date:	TBD	

Critical Workforce Shelter		N
Build a shelter at the I & D facility to house and shelter critical work force during necessary events.		
2011 Cost:	\$900,000	
Total 5 Year Cost:	\$1,800,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$3,600	
Operating Budget Impact:	The impact reflects the annual cost of electricity and air conditioning.	
Service Impact:	This project will provide a safe sheltering place for critical work force.	
Start Date:	12/07	
Completion Date:	06/12	

Eisenhower Drive Inter-Connect		N
Install fiber-optic communication cable to inter-connect signals along this arterial and upgrade four signalized intersections.		
2011 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	
Start Date:	TBD	
Completion Date:	TBD	

Louisville/MLK, Jr. Blvd. intersection Improvement		N
Upgrade existing signal to mast arms and construct an eastbound right turn lane on Louisville Road.		
2011 Cost:	\$330,000	
Total 5 Year Cost:	\$330,000	
Funding Source:	General Fund-Preservation Fee, State Aid	
Operating Budget Impact Amount:	\$0	
Service Impact:	Alleviates congestion and delay.	
Start Date:	TBD	
Completion Date:	TBD	

Downtown Traffic Signal System		N
Provide matching funds for a GDOT project to upgrade the close loop signal system in the downtown area.		
2011 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.	
Start Date:	TBD	
Completion Date:	TBD	

Storm Sewer Rehabilitation		R
Rehabilitate structural defects in storm water lines.		
2011 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.	

Left Turn Lane Extension Eastbound-Oglethorpe Ave.		N
Extend left turn eastbound lane.		
2011 Cost:	\$120,000	
Total 5 Year Cost:	\$120,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Extend the eastbound left turn lane on Oglethorpe Avenue at MLK Boulevard an additional 75 feet.	
Start Date:	1/11	
Completion Date:	4/12	

Bridge Maintenance		R
Maintain and repair the City's bridges.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$550,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide safe and well maintained bridges.	

LARP Resurfacing		R
Adjust manhole covers and frames in conjunction with resurfacing by GA DOT (LARP).		
2011 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.	

HEALTH & ENVIRONMENT

\$11,101,000

Sewer Line Rehabilitation

R

Rehabilitate and/or replace deteriorated or damaged sewer lines.

2011 Cost: \$1,793,000

Total 5 Year Cost: \$10,398,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

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

Bacon Park Re-use Water System

N

Reuse water side stream system.

2011 Cost: \$1,750,000

Total 5 Year Cost: \$4,750,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: Constructing a mid-size re-use water system for irrigation purposes of the golf courses and ball fields.

Start Date: TBD

Completion Date: TBD

Equalization System

N

Add a flow equalization system to the President Street Plant.

2011 Cost: \$1,560,000

Total 5 Year Cost: \$7,800,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$65,000

Operating Budget Impact: The cost reflects the contracted equipment cost of repairs.

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

Start Date: 1/11

Completion Date: 12/12

Reclaimed Water Phase I

N

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

2011 Cost: \$1,328,000

Total 5 Year Cost: \$3,984,000

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.

Start Date: TBD

Completion Date: TBD

Lift Station Rehabilitation

R

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

2011 Cost: \$660,000

Total 5 Year Cost: \$3,300,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: This project provides the City with more reliable pump stations with the capacities to serve future customers.

Miscellaneous Water Line Improvements		R
Replace certain deteriorated and/or undersized water lines.		
2011 Cost:	\$640,000	
Total 5 Year Cost:	\$3,400,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will reduce water leaks in the system.	
Start Date:	TBD	
Completion Date:	TBD	

I & D Water Quality Improvements		R
Prepare to ensure compliance with EPA regulations and ensure the capability to blend surface and groundwater is in place.		
2011 Cost:	\$250,000	
Total 5 Year Cost:	\$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.	

Treatment Plant Capital Improvements		R
Make various improvements to the wastewater treatment plants.		
2011 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.	

Dewatering Improvements		R
Addition of second centrifuge and associated equipment to dewatering facility.		
2011 Cost:	\$400,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	I & D Water Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Second centrifuge will eliminate current practice of by-passing sludge to pond each time routine or emergency maintenance is required on single centrifuge equipment.	

Treatment Plant Capital Expansion		R
Make treatment capacity increases as needed at the City's wastewater treatment plants.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Project will enhance the public health and safety. It will provide for an economic stimulus and further ensures compliance of the law.	

Treatment Plant Capital Maintenance		R
Replace equipment, correct design deficiencies, and other needs to meet permit to discharge limits.		
2011 Cost:	\$350,000	
Total 5 Year Cost:	\$1,750,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will allow the City to continue to meet its discharge requirements as required under the NPDES permit.	

Sludge Drying and Hauling		R
Minimize the sludge in the overflow pond which will help the department meet the NPDES discharge permit.		
2011 Cost:	\$200,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	I & D Water Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	To remove sludge from the pond and place in the drying bed.	

Lift Station SCADA Remote Terminal Replacements		R
Replace existing Lift Station (Supervisory Control & Data Acquisition) unit RTUs controlling lift station operations.		
2011 Cost:	\$200,000	
Total 5 Year Cost:	\$600,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Replaces old units and will further automate the Lift Station operations.	

Water Extension to Unserved Areas		R
Extend water mains to sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.		
2011 Cost:	\$165,000	
Total 5 Year Cost:	\$879,100	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	The specific impact will be estimated as projects are identified and designed	
Service Impact:	Increased revenue as the customer base increases and the City is fulfilling its obligation to provide services.	

Cathodic Protection Rehabilitation		R
Replace expended anode beds and fix any pipe continuity bonds.		
2011 Cost:	\$150,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	I & D Water Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The project will maintain integrity of I&D raw water lines and extend useful life of these assets.	

Main Electrical Gear		N
Upgrade/replace the electrical gear at the plant.		
2011 Cost:	\$125,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	I & D Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The modifications will provide increased flexibility and allow the extension of power to incorporate additional electrical loads.	
Start Date:	TBD	
Completion Date:	TBD	

Overhead Water Storage Tank Repair and Repainting		R
Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University.		
2011 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will insure the physical integrity of the infrastructure.	

Sewer Extensions		R
Install sanitary sewers in areas where the City will provide future service.		
2011 Cost:	\$116,500	
Total 5 Year Cost:	\$596,500	
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.	

Sewer Stormwater Separation		R
Direct storm water out of the sanitary sewer system.		
2011 Cost:	\$116,500	
Total 5 Year Cost:	\$603,000	
Funding Source:	Sewer Fund	
Operating Budget Impact	\$0	
Service Impact:	This project will remove storm water that would create additional wastewater flows and stoppages.	

Alternate Disinfection Modification		N
Switch the disinfection process from gas to liquid		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$300,000	
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.	
Start Date:	TBD	
Completion Date	TBD	

Well Preventative Maintenance Program		R
Perform preventive maintenance of 5 wells to ensure reliable operation 24 hours a day, 7 days week.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide wells that perform at 100% design capacity.	

I & D Water Laboratory		N
Design and build a new laboratory to replace the existing one.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$200,000	
Funding Source:	I & D Water Fund	
Operating Budget Impact Amount:	\$9,500	
Operating Budget Impact:	The cost includes electricity and maintenance expenditures.	
Service Impact:	This project will provide more efficient and effective laboratory space.	
Start Date:	TBD	
Completion Date:	TBD	

Lift Station/Small Plants Monitoring		R
Place remote terminal units at lift stations for the SCADA system.		
2011 Cost:	\$85,000	
Total 5 Year Cost:	\$442,000	
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.	

Water Replacement of SCADA Remote Terminal Units		R
Replace aged equipment..		
2011 Cost:	\$80,000	
Total 5 Year Cost:	\$160,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will prevent disruption of services due to unplanned failures.	

Overhead Water Storage Tank Repair and Repainting		R
Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University.		
2011 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will insure the physical integrity of the infrastructure.	

Well Electrical Preventative Maintenance		R
Inspect periodically, clean, repair and/or replace electrical power and control systems of 44 wells.		
2011 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will provide for well preventive maintenance.	

Replacement of Hydro-pneumatic Tanks		R
Replace hydro-pneumatic tanks at various well sites throughout the supply system.		
2011 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
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.	

Water SCADA Upgrade		R
Upgrade SCADA system hardware and software.		
2011 Cost:	\$31,000	
Total 5 Year Cost:	\$163,659	
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
Provide SCADA system hardware and software upgrades.		
2011 Cost:	\$26,000	
Total 5 Year Cost:	\$136,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Remote monitoring and control allows for prompt response to potential problems.	

I & D Replacement of SCADA remote Terminal Units (RTUs)		R
Replace, in phases, aged RTUs that are no longer supported by manufacturer.		
2011 Cost:	\$25,000	
Total 5 Year Cost:	\$50,000	
Funding Source:	I & D Water Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will allow for replacement of 12 RTUs in a scheduled and controlled manner.	

CULTURE & RECREATION

\$12,090,500

Arts-Culture-Education Center

N

Construct a community-use theater.

2011 Cost: \$2,040,000

Total 5 Year Cost: \$5,740,000

Funding Source: SPLOST V

Operating Budget Impact Amount: TBD

Operating Budget Impact: TBD.

Service Impact: This project will provide equipment, work area and a performance venue for the community and be an anchor for MLK revitalization.

Start Date: 03/10

Completion Date: TBD

Coffee Bluff Marina/Public Recreation Project

N

Renovate the Coffee Bluff Marina and provide additional amenities to the facility

2011 Cost: \$4,140,000

Total 5 Year Cost: \$4,140,000

Funding Source: SPLOST V

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

Service Impact: This project will provide recreational opportunities for residents of the City

Start Date: TBD

Completion Date: TBD

Daffin Park Renovation Phase III & IV

N

Complete renovations for the northern half of Daffin Park.

2011 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.

Start Date: TBD

Completion Date: TBD

Children's Museum Infrastructure/Battlefield Park

N

Stabilize and renovate historical railroad building at the Battlefield Park site to serve as a facility for a Children's Museum.

2011 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.

Start Date: 12/07

Completion Date: TBD

Civic Center Carpet Replacement		R
Replace carpet.		
2011 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Operating Budget Impact:		
Service Impact:	Replace worn carpet.	
Start Date:	TBD	
Completion Date:	TBD	

Oglethorpe Monument Conservation		R
Conserve and treat the monument		
2011 Cost:	\$125,000	
Total 5 Year Cost:	\$125,000	
Funding Source:	General Fund Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	The preservation of a historic monument to founder by reducing deterioration and prolonging the life.	

Theatre Side Restroom Renovations		R
Renovate restrooms in the lobby, mezzanine, and ballroom to include current plumbing codes.		
2011 Cost:	\$100,000	
Total 5 Year Cost:	\$322,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	To create a more aesthetic area for customers and to bring restroom into compliance with current plumbing code.	
Start Date:	TBD	
Completion Date:	TBD	

Bacon Park Golf Course Facilities		R
Renovate and expand the parking lot by 50 spaces and make irrigation and drainage improvements as needed.		
2011 Cost:	\$95,500	
Total 5 Year Cost:	\$286,500	
Funding Source:	Golf Course Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will allow for scheduled preventive maintenance and renovation.	

Civic Center Elevator Renovation		R
Renovate and upgrade both original elevators.		
2011 Cost:	\$75,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	To maintain equipment in good operating condition.	
Start Date:	TBD	
Completion Date:	TBD	

Greenwich Cemetery Expansion Design		N
Design the expansion of approximately 5 acres (Sections 6 & 7) of Greenwich Cemetery for burials. The undeveloped sections need to be cleared, graded and surveyed prior to marketing.		
2011 Cost:	\$60,000	
Total 5 Year Cost:	\$60,000	
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.	
Start Date:	01/10	
Completion Date:	TBD	

Bonaventure Cemetery Water Main Replacement		R
Replace the deteriorated century-old water main in Bonaventure Cemetery.		
2011 Cost:	\$60,000	
Total 5 Year Cost:	\$120,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact Amount:	\$0	
Service Impact:	Cemetery customers and visitors will retain access to most of the water system in the public cemetery most of the time, even during frequent failures of isolated portions of the system.	
Start Date:	TBD	
Completion Date:	TBD	

Square Renovation		R
Improve the lighting, paving , landscaping and furnishing in squares.		
2011 Cost:	\$50,000	
Total 5 Year Cost:	\$330,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	Improved aesthetics. of the historic squares.	

Playground Equipment Reserve		R
Provide replacement funding for playground equipment.		
2011 Cost:	\$35,000	
Total 5 Year Cost:	\$235,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	This project will allow for replacement of playground equipment in a scheduled manner.	

NEIGHBORHOOD VITALITY

\$1,235,000

West Bay Street Acquisitions

N

Purchase derelict commercial and mixed use properties along the corridor.

2011 Cost: \$300,000

Total 5 Year Cost: \$300,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: Neighborhoods free of derelict commercial properties replaced with vibrant commercial corridors.

Start Date: TBD

Completion Date: TBD

Resurfacing

R

Resurface City streets.

2011 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.

Street Paving

R

Pave the remaining .90 miles of unpaved streets.

2011 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.

Water Improvements for Paving Projects

R

Replace damaged or deteriorated water lines prior to street paving projects.

2011 Cost: \$100,000

Total 5 Year Cost: \$500,000

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: These deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets.

Sidewalk Repairs

R

Remove and replace hazardous sidewalk segments.

2011 Cost: \$100,000

Total 5 Year Cost: \$500,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: This project will result fixing sidewalks for safety.

Sewer Share of Paving		R
Replace damaged or deteriorated sewer lines prior to street paving projects.		
2011 Cost:	\$85,000	
Total 5 Year Cost:	\$438,200	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	These deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets.	

Repair/Install Curbs		R
Remove and replace broken curbing by tree roots or normal wear and tear.		
2011 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 \$2,191,000

New Property Maintenance Office		N
Plan, design and build permanent facilities for the Property Maintenance Department.		
2011 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	The impact amount will be estimated as the project is designed.	
Service Impact:	The new facility will be better suited to the working of the department and improve customer service and citizen accessibility.	
Start Date:	TBD	
Completion Date	TBD	

St. Pius Renovations		R
Make a contribution for improvements to the facility.		
2011 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	The facility will be in good operating condition.	

Parking Garages Repair and Restoration		R
Restoration and repairs to the interior of each parking garage.		
2011 Cost:	\$270,000	
Total 5 Year Cost:	\$1,445,000	
Funding Source:	Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	To maintain the life expectancy of the garages for daily and monthly customers.	

Building and Office Space Needs		N
A master plan for city facilities.		
2011 Cost:	\$216,000	
Total 5 Year Cost:	\$216,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	Reduced facility related expenditures and improved ability to provide quality services.	
Start Date:	01/11	
Completion Date	TBD	

Replacement of Parking Multi-meters		R
Replace the multi-meters in the Historic District		
2011 Cost:	\$130,000	
Total 5 Year Cost:	\$130,000	
Funding Source:	Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The meters will be in compliance with government regulations	

Meter Collection		R
Replace single head meters coin cups with tamper-proof coin cups.		
2011 Cost:	\$75,000	
Total 5 Year Cost:	\$75,000	
Funding Source:	SPLOST V	
Operating Budget Impact Amount:	\$0	
Service Impact:	Replace 2,265 single head meter coin cups with tamper-proof coin cups.	

BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2011 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2010 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 2011 Service Program and Budget to the Mayor and Aldermen on November 5, 2010, and the City Manager also submitted the Capital Improvement Program for 2011-2015 on November 5, 2010; and

WHEREAS, the City Manager's Proposed 2011 Service Program and Budget and Capital Improvement Program for 2011-2015 have been reviewed by the Mayor and Aldermen; and

WHEREAS, the Proposed 2011 Service Program and Budget was made available for public review on November 5, 2010, and availability of the Proposed 2011 Service Program and Budget for public review and the time and place of the public hearing on the budget was advertised on November 5, 2010; and

WHEREAS, the Mayor and Aldermen conducted a public hearing on the Proposed 2011 Service Program and Budget on November 18, 2010 and December 16, 2010 to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2011 Service Program and Budget:

- Eliminate \$20,500 in funding for the following memberships in 2011: \$7,500 for the Innovations Group, \$5,000 for Alliance for Innovation, and \$8,000 for Climate Communities.
- Eliminate \$42,500 in funding for the following expenses in 2011: \$37,500 for the Citizen's Survey which will not be conducted in 2011, and reduce funding for Council's 2011 Retreat from \$10,000 to \$5,000.
- Reduce 2011 allocations for cultural programs recommended to increase to the 2010 funding level. These adjustments will result in \$18,500 in savings. Increase Cultural Contributions funding by \$55,500 to provide \$40,000 to continue the Asian Festival and \$34,000 to continue Picnic in the Park. With these adjustments, the total allocation to support Cultural Contributions in 2011 is \$719,700.
- Reduce the proposed monthly increase in the combined water and sewer bill for the median inside City customer from \$1.65 to \$0.75. General Fund revenue and the capital plan will be adjusted to reflect the decrease in the proposed water and sewer services fee increase.
- Increase the Social Services Contribution to the Savannah Navy League by \$2,500 to support sponsorship of naval vessels visiting Savannah's seaport.
- Decrease General Fund contingency by \$80,000 in order to:
 - Increase the Social Services Contribution to the Chatham-Savannah Authority for the Homeless by \$55,000 to coordinate local efforts to address the issue of homelessness;
 - Provide \$5,000 to partner with Chatham County to provide a Green Initiative website;
 - Provide \$20,000 in grant match funding for the Healthy Savannah Initiative.

WHEREAS, the projection of funds to be provided by SPLOST V has been reduced to \$122,000,000 which is \$38,000,000 less than the original projection of \$160,000,000 prepared in 2006. The proposed Five Year CIP Program for 2011-2015 to be funded by SPLOST V will be revised to reflect the following project categories:

Category	Revised Plan to Reflect Reduction in Projected Revenue
Fellwood Homes Site Infrastructure	\$ 4,500,000
Children's Museum and Infrastructure at Battlefield Park	6,500,000
Daffin Park Renovations - Phases III & IV	1,000,000
Corridor Signal Upgrades	1,000,000
Police Mobile Technology Infrastructure	1,500,000
Public Safety Headquarters/ Edwin Public Safety Training	11,750,000
Police Precincts	8,600,000
Youth Activity Area Water Park	0
Drainage	17,300,000
Westside-Downtown Savannah Corridor	0
Arena	21,798,000
Grayson Stadium	3,000,000
Street Lighting Upgrade	1,000,000
Urban Redevelopment Plans - Savannah Gardens	10,360,000
Cultural Arts Center	17,400,000
Priority Corridors	6,000,000
Fire Station/Training Facility	4,500,000
Public Recreation, Coffee Bluff Marina, and Bacon Park Tennis Facilities	5,792,000
	<u>\$ 122,000,000</u>

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 2010 (January 1, 2010 through December 31, 2010), and the year 2011 (January 1, 2011 through December 31, 2011):

General Fund	Revised 2010	2011
Total Estimated Revenue	\$ <u>172,115,673</u>	\$ <u>165,759,587</u>
Bureau Appropriations:		
General Government	\$ 3,100,000	\$ 2,572,135
Management and Financial Services	10,030,822	8,590,271
Recorder's Court	2,184,326	2,178,702
Public Works	16,611,139	17,400,716
Public Development	9,614,027	7,971,587
Police	59,224,665	58,883,579
Fire	24,746,036	24,485,106
Leisure Services	21,009,414	19,954,961
Other Governmental Services	15,394,030	12,565,991
Interfund Transfers	<u>10,201,214</u>	<u>11,156,539</u>
Total Appropriations	\$ <u>\$172,115,673</u>	\$ <u>165,759,587</u>
Grant Fund		
Total estimated revenue	\$ <u>10,000,000</u>	\$ <u>5,335,506</u>
Total appropriations	\$ <u>10,000,000</u>	\$ <u>5,335,506</u>

Community Development Fund			
Total estimated revenue	\$	<u>17,993,752</u>	\$ <u>16,555,151</u>
Total appropriations	\$	<u>17,993,752</u>	\$ <u>16,555,151</u>
Housing/Property Acquisition Fund			
Total estimated revenue	\$	<u>2,100,000</u>	\$ <u>2,100,000</u>
Total appropriations	\$	<u>2,100,000</u>	\$ <u>2,100,000</u>
Hazardous Material Team Fund			
Total estimated revenue	\$	<u>500,000</u>	\$ <u>439,570</u>
Total appropriations	\$	<u>500,000</u>	\$ <u>439,570</u>
Public Safety Communications Fund			
Total estimated revenue	\$	<u>5,283,977</u>	\$ <u>5,250,291</u>
Total appropriations	\$	<u>5,283,977</u>	\$ <u>5,250,291</u>
Public Safety Wireless Reserve			
Total estimated revenue	\$	<u>250,000</u>	\$ <u>250,000</u>
Total appropriations	\$	<u>250,000</u>	\$ <u>250,000</u>
Economic Development Fund (Section 108 Loan)			
Total estimated revenue	\$	<u>1,500,000</u>	\$ <u>1,500,000</u>
Total appropriations	\$	<u>1,500,000</u>	\$ <u>1,500,000</u>
Confiscated Assets Fund			
Total estimated revenue	\$	<u>175,000</u>	\$ <u>175,000</u>
Total appropriations	\$	<u>175,000</u>	\$ <u>175,000</u>
Debt Service Fund			
Total estimated revenue	\$	<u>3,000,000</u>	\$ <u>2,148,125</u>
Total appropriations	\$	<u>3,000,000</u>	\$ <u>2,148,125</u>
Special Assessment Debt Fund			
Total estimated revenue	\$	<u>100,000</u>	\$ <u>100,000</u>
Total appropriations	\$	<u>100,000</u>	\$ <u>100,000</u>
Hotel/Motel Tax Fund			
Total estimated revenue	\$	<u>10,800,000</u>	\$ <u>11,116,000</u>
Total appropriations	\$	<u>10,800,000</u>	\$ <u>11,116,000</u>
Auto Rental Tax Fund			
Total estimated revenue	\$	<u>1,200,000</u>	\$ <u>1,122,000</u>
Total appropriations	\$	<u>1,200,000</u>	\$ <u>1,122,000</u>

TAD Fund I

Total estimated revenue	\$	<u>750,000</u>	\$	<u>626,504</u>
Total appropriations	\$	<u>750,000</u>	\$	<u>626,504</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 2010</u>		<u>2011</u>
Capital Improvements Fund				
Open project appropriations at year beginning	\$	315,495,194	\$	330,495,194
Add: New appropriations for projects		30,000,000		92,866,500
Less: Appropriations for closed projects		<u>(15,000,000)</u>		<u>(15,000,000)</u>
Open project appropriations at year end	\$	<u>330,495,194</u>	\$	<u>408,361,694</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 2011 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2010.

Section 4. In order to maintain a balanced budget, it is authorized that the total 2010 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2010 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 2011 – 2015 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2011-2015 follow. Categories impacted by the revised SPLOST V plan will be modified as set forth in the revised plan.

		<u>2011 - 2015</u>
Cemetery Improvements	\$	755,800
Civic Center Improvements		16,142,000
Community Development Improvements		13,508,000
Drainage Improvements		18,650,000
I & D Water Improvements		5,196,000
Other Improvements		2,761,000
Park and Recreation Improvements		7,387,000
Public Building Improvements		42,533,500
Sewer Improvements		45,836,300
Square and Monument Improvements		1,485,000
Street Improvements		6,095,000
Traffic Improvements		4,487,000
Water Improvements		<u>18,127,359</u>
Total	\$	182,963,959

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

	2008	2009
Savannah	147,651	147,791
Chatham County	263,396	264,240
Savannah MSA ¹	321,490	329,329

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

Savannah MSA Population by Age for 2008

Age Range	Percentage of Population
0-19	28.8%
20-34	22.3%
35-54	27.1%
55-74	16.6%
75-Older	5.2%

Source: U.S. Census Bureau, American Community Survey 2008

Savannah MSA Race/Ethnicity for 2008

Race/Ethnicity	Savannah MSA
White	63.3%
African-American	34.2%
Hispanic	3.0%
Other	3.7%

Source: Savannah Area Chamber of Commerce
(US Census, American FactFinder, ACS Demographic and Housing Estimates: 2008)

Household Income for Savannah MSA

Median Household Income - \$48,080	Number of Households	2008 Estimate (%)
Under \$35,000	47,844	37.4%
\$35,000 to 49,999	17,918	14.0%
\$50,000 to 74,999	24,559	19.2%
\$75,000 - Above	37,486	29.3%

Source: SEDDA (U.S. Census Bureau, ACS 2008. Income is in 2008 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 and Utilities	33,209	23.1%
Education and Health Services	32,455	22.5%
Leisure and Hospitality	19,727	13.7%
Professional and Business Services	15,868	11.0%
Manufacturing	13,803	9.6%
Public Administration	9,674	6.7%
Construction	6,912	4.8%
Financial Activities	5,386	3.7%
Other Services	4,645	3.2%
Information	1,937	1.3%
Natural Resources, Mining, and Agriculture	291	0.2%
Unclassified	143	0.1%
Total	144,050	100.0%

Source: Georgia Department of Labor, Georgia Area Labor Profile June 2010

Savannah MSA Major Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet aircraft/aerospace equip.	6,024
Ft. Stewart/Hunter Army Airfield	Civilian personnel on bases	5,109
Memorial Health University Medical Center	Hospital	4,643
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	530,395,358	3.82%
Southern Energy	LNG Provider	190,563,176	1.37%
International Paper	Paper Manufacturer	183,536,936	1.32%
Georgia Power	Electric Utility	110,391,306	0.79%
Savannah Foods	Sugar Manufacturer	88,761,349	0.64%
Weyerhaeuser	Paper Manufacturer	80,388,908	0.58%
Colonial Oil	Oil/Gas Distributor	74,611,585	0.54%
WalMart	General Retail	52,980,524	0.38%
Fuji Vegetable Oil	Vegetable Oil	52,805,717	0.38%
Home Depot	Home Improvements	40,597,912	0.29%

Source: Chatham County Board of Assessors, 2010

¹ 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.

Annual Events

Martin Luther King, Jr. Parade	January
Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
1 st 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

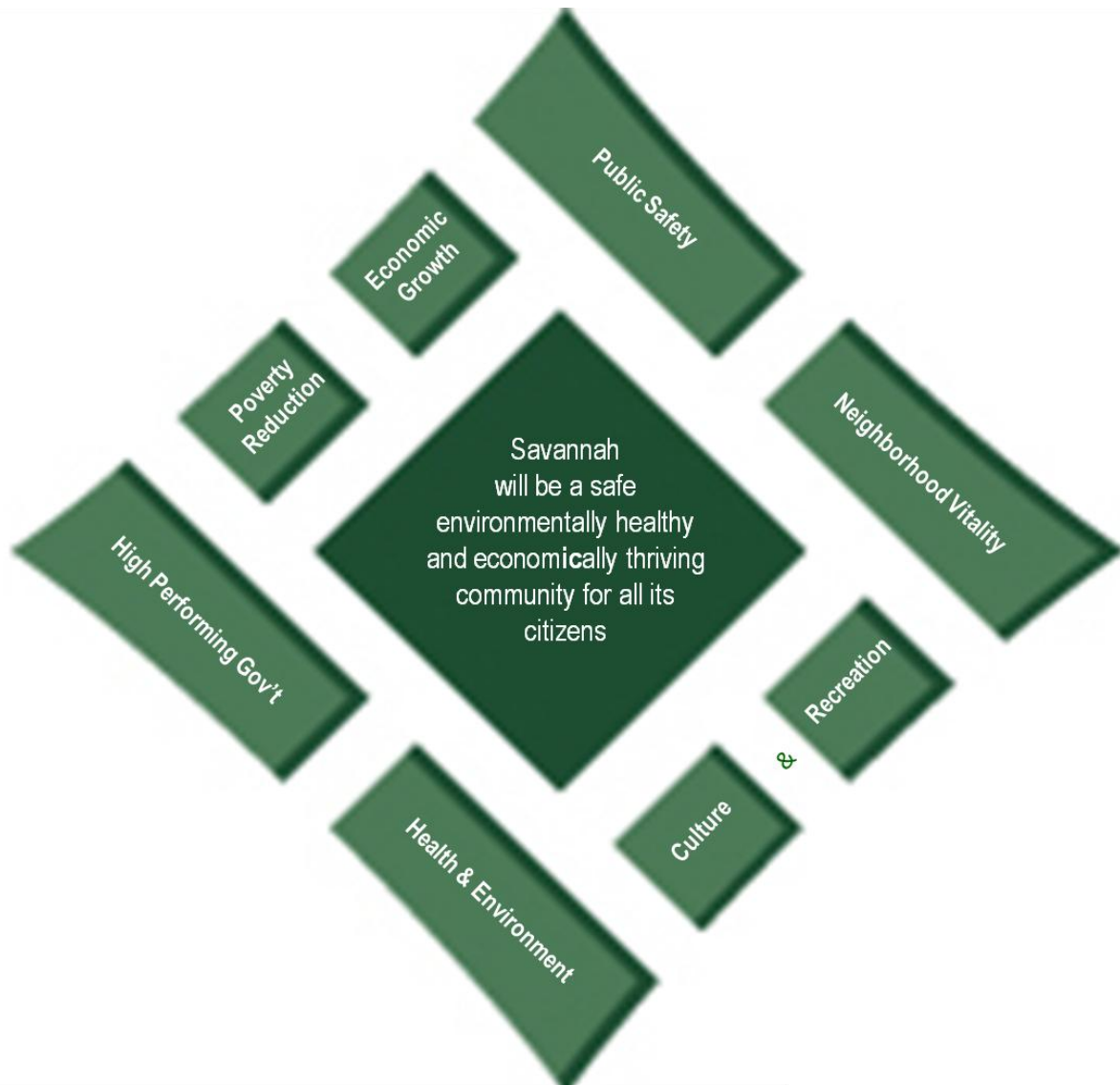
HONORS AND AWARDS

- "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 2011 annual budget for the City of Savannah or requests for mailing should be directed to:

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

This document is also available on the internet at www.savannahga.gov.



CULTURAL CONTRIBUTIONS

KEY ISSUES

In May of 2010, the Department of Cultural Affairs Staff conducted 9 group workshop sessions and 18 individual technical assistance appointments for Savannah's cultural organizations seeking a 2011 cultural contract.

Staff instructed on grantsmanship, or the preparation of proposals with coherent narratives and budget. Applicants were directed to develop proposals that utilize high caliber arts activities to advance the Council's priorities for effective communication, economic development, community development and educational advancement.

Emphasis was also placed on the need for cultural programs that fostered the creative skill development and engagement of Savannah's young adults.

On July 10th, 2010, 15 agencies submitted applications to the Department of Cultural Affairs. The Review Deliberation Process was conducted over the course of five evenings with members of the Cultural Affairs Commission Members participating. Commission members discussed the merits of each application and voted to determine the funding levels to recommend. Staff recorded consensus panel statements that reflected the Commission's comments, the actual outcome data for 2010 programs, and projected outcome data for 2011 programs.

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 2011 allocation was decreased from the 2010 allocation by 11.1%. The funds for the Contract for Arts Services Program were designated at \$719,700. The 2010 allocation was \$810,000. 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)

- Workshops and performance targeting teens/young adults through a program design that marries the literary arts with the performing arts

EXAMPLES OF SERVICES WITH FUNDING IMPACTS

The Cultural Affairs Commission elected not to recommend the following proposed activities for funding:

Coastal Jazz Association, <i>Community Center Jazz Workshops</i>	Request: \$4,780	Recommendation: \$0
• <u>Impact:</u> Questioned the capacity of the organization to achieve goals for enhanced cultural literacy given the outcomes of previously funded activities and vagueness of educational strategies.		
Friends of Johnny Mercer, <i>Johnny Mercer Education Workshops</i>	Request: \$15,087	Recommendation: \$0
• <u>Impact:</u> Indicated that the vagueness of the proposal made it difficult to gain a reasonable perspective on whether project design would support the attainment of cultural literacy among youth audiences.		

FREE PROGRAMMING

ALL WALKS OF LIFE (AWOL)	\$7,000
Performance and Exhibition: Spoken Dance	
Amount:	\$7,000
# of Services: 6	
AWOL, in partnership with local non-profits and artists, is presenting Spoken Dance, an artist residency that is facilitated by Marc Bamuthi Joseph, a nationally acclaimed artist. The program will serve at-risk youth and will culminate in a performance by Joseph and workshop participants.	
ARMSTRONG ATLANTIC STATE UNIVERSITY, HOLA	\$7,000
Performance and Demonstration: <i>Bombasta</i>	
Amount:	\$7,000
# of Services: 2	
HOLA is presenting a youth workshop and an evening performance by <i>Bombasta</i> , a group whose work is a high energy, pulsating fusion of Latin and European musical forms. Access for the City's Latino/Hispanic populations is achieved through bilingual communication.	
COASTAL JAZZ ASSOCIATION	\$55,000
Concerts: Big Band Concert Series	
Amount:	\$5,000
# of Services: 3	
Targeted demographic groups are encouraged to explore the relationship between this uniquely American art form through the presentation of a concert series. The organization provides access to these concerts through venue selection.	
30TH Annual Savannah Jazz Festival	
Amount:	\$50,000
# of Services: 18	
Managed by this volunteer organization, the festival pairs local talent with 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.	
DEPARTMENT OF CULTURAL AFFAIRS	\$44,000
Weave-A-Dream Program	
Amount:	\$10,000
# of Services: 25	
The community's artists and arts organizations partner to create arts programming that uses the arts to remedy 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.	
Picnic in the Park	
Amount:	\$34,000
# of Services: 4	
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.	

KING - TISDELL COTTAGE FOUNDATION	\$12,000
Exhibition Series: <i>"Chittlin' Circuit Review"</i>	
Amount:	\$12,000
# of Services: 3	
Description: Awareness of the work of African – American artists is achieved through the presentation of a temporary exhibition. The addition of an extended, sequential learning experience targeting youth populations will expand participant understanding of exhibition themes as well as art-making techniques. A collaboration with the BHF will provide opportunities for audience development.	
LATIN AMERICAN SERVICES ORGANIZATION (L.A.S.O.)	\$10,000
Fiesta Latina	
Amount:	\$10,000
# of Services: 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.	
LIVE OAK PUBLIC LIBRARIES	\$86,000
Children's Book Festival	
Amount:	\$86,000
# of Services: 55	
The Festival explores the literary tradition through a series of activities, including an outdoor event targeting youth audience segments. New this year are workshops, targeting parents and educators that will contribute to functional literacy. The Festival features regionally- and nationally- known illustrators, poets, and authors. Access is achieved through a targeted marketing strategy.	
SAVANNAH ASIAN FESTIVAL COMMITTEE	\$40,000
Savannah Asian Festival	
Amount:	\$40,000
# of Services: 11	
Volunteer-produced, the festival components uses culturally authentic performances and demonstrations to deepen participant awareness of the historical and social ideologies that shaped the various Asian 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.	
SAVANNAH COASTAL PUPPETRY GUILD	\$4,200
Showtime for Seniors	
Amount:	\$4,200
# of Services: 7	
Program design represents a collaborative effort on the part of the presenting organization, the Puppetry Guild, and the City's Golden Age Department. These partners have crafted a performance of an interactive puppetry vignette that encourages social development and cognition in the targeted senior demographic.	
SAVANNAH FOLK MUSIC SOCIETY	\$12,500
22 nd Annual Savannah Folk Music Festival	
Amount:	\$12,500
# of Services: 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 Ellis Square. 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.	

SAVANNAH STATE UNIVERSITY		\$120,000
Black Heritage Festival		
Amount:	\$120,000	
# of Services:	46	
This family – oriented festival seeks to expand awareness of the historical events, social forces, and political dynamics that gave birth to African – American culture. Program design incorporates a 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.		
TARA FEIS COMMITTEE		\$60,000
Tara Feis: St. Patrick's Family Festival		
Amount:	\$60,000	
# 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.		
TELFAIR MUSEUM OF ART		\$95,000
Art for All		
Amount:	\$15,000	
# of Services:	126	
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	
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 bad influences.		

ECONOMIC GROWTH

\$167,000 (175 Services Purchased)

TICKETED PROGRAMMING – CULTURAL TOURISM

SAVANNAH FILM FESTIVAL	\$45,000
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Savannah Film Festival

Amount: \$45,000

of Services: 75

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 as many as 60 films, some 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.

SAVANNAH MUSIC FESTIVAL	\$122,000
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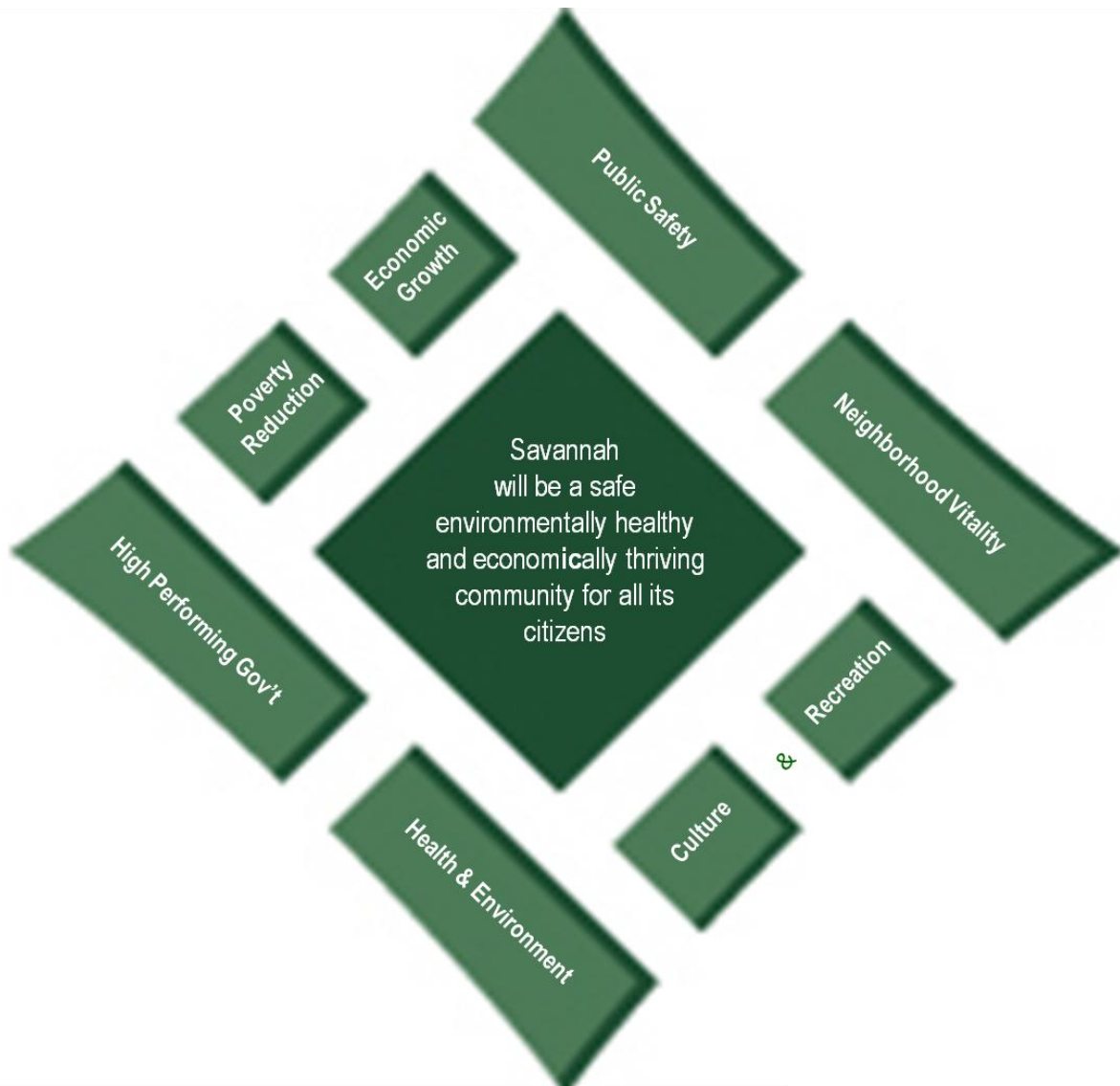
Savannah Music Festival

Amount: \$122,000

of Services: 100

This Festival includes musical performances from a variety of genres including jazz, blues, classical, bluegrass, and world music. A comprehensive marketing plan that employs a multiple media mix will continue organizational efforts to brand the City as a cultural destination. Now international in scope, the marketing plan places an increasing emphasis on outreach efforts and on web-based technologies including mobile applications, social networking/internet promotions; search engine optimization, and personalized patron services (i.e., customized voicemails, text message based pre-show information).

TOTAL AMOUNT	\$719,700
TOTAL SERVICES PURCHASED	546



SOCIAL SERVICES CONTRIBUTIONS

KEY ISSUES

The need and importance of supporting social service agencies in the community was recognized by the City of Savannah many years ago. In response, requests are reviewed annually to determine the level of support that will be provided to assist in the provision of a variety of social services to those in need.

In May, 2010, 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.

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/Economic Growth, Health & Environment, 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 28, 2010 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 through various agencies in the community for many years. Support is proposed to continue in 2011 with an allocation of \$533,900, which is \$47,100 or 8.8% below the 2010 allocation of \$581,000. The Social Services Results Team reviewed requests for funding that totaled \$1,123,553 from twenty-four agencies.

INTRODUCTION OF KEY FACTORS

The Social Services Results Team was comprised of team members with diverse backgrounds and expertise related to social service agencies and/or support of related activities. The team developed factors that were used to measure agency program offers to identify those that support city objectives to serve and support the citizens of the City of Savannah. The primary strategy for the team was to review and determine funding for those programs offering the greatest potential to positively impact the quality of life of the underserved citizens of Savannah. Factors that influenced this review included programs that met the needs of the elderly, youth, and those that are economically challenged within the Savannah community.

Primary Factor 1: Greatest Return on Investment

Effective social services require that each dollar invested by the City offers the greatest impact in reaching out to and assisting those with greatest need. Secondary factors identified as being critical included:

- Serving the citizens of Savannah

Since many agencies offer services throughout Chatham County or even regionally, it is important to discover the ratio that represents the total number of Savannah's citizens served against a program's total number of clients.

- Program cost per participant

This ratio can establish the guideline on how well an agency utilizes its financial resources to serve its clients. However, it was understood that factors influence this number like varying levels of overhead and expenses unique to each offer.

Primary Factor 2: Diverse Resources

The diversity of resources used by an agency to support its ability to serve its clients can have many benefits. Partnering with other social service agencies can help reduce costs by sharing resources to improve overall efficiency or delivering services. Secondary factors identified as being critical included:

- Diverse Funding Resources

Measuring the relative health and sustainability of a social service agency can be found in its ability to obtain funding from different sources. The more support a program receives from federal, state, municipal or private resources, the more accountable they are for how they use those funds which can reflect service quality. The City is more receptive to funding requests where program budget reflects an investment by the City of less than 50%.

- Strong and Effective Partnerships

Agencies that partner and/or coordinate their services with other agencies can benefit by maximizing available resources to improve and even expand client services. These partnerships should include enhancing City of Savannah services or programs and should not be a duplication of services offered without collaboration.

INDICATORS

Indicators were developed by the team to assist in evaluating the requests for funding. The indicators used were as follows:

Indicator 1: Total number of City participants/clients

Measure(s): This indicator reflects the need for City of Savannah funds to be used to support its citizens to improve their quality of life. The ratio of Savannah citizens versus non-citizens was taken into account when rating program grant funding requests from outside agencies.

Indicator 2: Cost per program participants/client

Measure(s): This ratio was determined by dividing the total program budget by the number of clients served. Though this indicator may not represent the total picture of the effectiveness of a program for its clients or its finances, it does reflect the breadth of services offered and the overall impact of the program.

Indicator 3: Diverse funding sources

Measure(s): It is important that the City of Savannah is not the primary funding source for any outside agency program. Program offers with a funding rate of less than 50% of overall funding received a favorable rating in this category.

Indicator 4: Documented collaborations

Measure(s): Collaboration supporting an applicant's program is a City of Savannah priority. Creating shared effort to serve the citizens of Savannah and improve the quality of services and help support a community-wide effort to help those in need. These collaborations could be with other agencies or City departments. Letters documenting their support of the applicant program had more weight in the rating system than simply stating they exist.

Indicator 5: Improved quality of life for participants/client

Measure(s): In any public effort to serve the community, a measure of the success of that effort must be taken into consideration. This process must reflect measurable improvements over time and can be reflected in client/caregiver satisfaction surveys, client progress reports, or any other relative documentation indicating the effectiveness of programs or services.

Indicator 6 : Sustainability plan for program

Measure(s): Sustainability is about having a clear plan to continue services as the environment we function in changes. Collaborations strengthen an organization's ability to be sustainable or to achieve sustainability as does not being set in only one way to achieve goals. Offers with a clear plan to sustain services under a challenging economic environment improved their rating in this category.

Indicator 7: Multiple City-Wide Priorities

Measure(s): Each offer was required to clearly support at least one City priority. Programs that directly supported or applied to more than one City priority received a higher rating in this category.

PURCHASING STRATEGIES

1. Support programs that offer the greatest affect on the quality of life for Savannah's citizens.
2. Support those agencies who demonstrate utilization of diverse resources.
3. Support programs with documented collaborations and effective partnerships.
4. Support agencies who document fiscal responsibility in delivering services.
5. Support programs that offer the greatest return on investment.

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

EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)

Due to funding constraints, higher priority was given to existing successful programs receiving funding versus new requests such as:

Consumer Credit Counseling Service of the Savannah Area, Inc., *Homeownership*

Request: \$50,000 Recommendation: \$0

- Reason: New agency request

The First Tee of Savannah, Inc., *The First Tee of Savannah*

Request: \$50,000 Recommendation: \$0

- Reason: New agency request

America's Second Harvest of Coastal Georgia, *Kids Café Program*

Request: \$50,000 Recommendation: \$0

- Reason: New request from an existing funded agency and lack of additional funds

Georgia Legal Services, Savannah Regional Office, *Community Counsel Project*

Request: \$63,840 Recommendation: \$0

- Reason: Request from a previously funded agency and lack of available funds

Boys & Girls Club of the Coastal Empire, *Gang Prevention Through Targeted Outreach*

Request: \$20,000 Recommendation: \$0

- Reason: Request from an existing funded agency and lack of additional funds

TABLE OF RECOMMENDED OFFERS

\$533,900

Public Safety	All Walks of Life	Arts Based Juvenile Delinquency	\$62,000
	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.		
Poverty Reduction	America's Second Harvest	Brown Bag for the Elderly	\$17,000
	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.		
Poverty Reduction	America's Second Harvest	Warehouse/Agency Distribution	\$15,000
	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.		
Culture & Recreation	Boys & Girls Clubs of Greater Savannah	Triple Play	\$6,000
	Triple Play provides a constructive, safe and supervised youth development program where members are physically engaged and educated regarding nutrition.		
Culture & Recreation	Boys & Girls Clubs of Greater Savannah	Educational Programming	\$6,000
	The Power Hour program provides homework assistance, tutoring, and field trips for students of low-income families in an effort to increase educational attainment.		
Neighborhood Vitality	Chatham-Savannah Authority for the Homeless	Homeless Services Coordination	\$100,000
	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.		
Public Safety	Coastal Children's Advocacy Center	Forensic Interviews/Crisis Intervention	\$20,500
	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.		
Poverty Reduction	Communities In Schools	Inner-City High School Graduation	\$9,500
	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.		

Poverty Reduction	Economic Opportunity Authority for Savannah-Chatham	Foster Grandparent Program	\$8,200
	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.		
Culture & Recreation	Economic Opportunity Authority for Savannah-Chatham	Retired & Senior Volunteer Program	\$8,200
	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.		
Poverty Reduction	Greenbriar Children's Center, Inc.	Early Childhood Development	\$25,000
	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.		
Economic Growth	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	\$14,000
	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.		
Poverty Reduction	MedBank	Medication Assistance Program	\$10,000
	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.		
Public Safety	Park Place Outreach, Inc.	Emergency Child Caring Institution	\$15,000
	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 help youth, families, and the community--youth off the streets prevents and reduces juvenile crime.		
Public Safety	Rape Crisis Center of the Coastal Empire, Inc.	Sexual Assault Response Team	\$48,000
	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.		

Economic Growth	Savannah Navy League	Naval Sea Cadet Program	\$2,000
	The Sea Cadet program enables youth, ages 11 - 17, to participate in a structured program emphasizing discipline, organization, military history and tradition.		
Economic Growth	Savannah Navy League	Navy and Coast Guard Ship Visits	\$2,500
	This program is designed to bring US Navy and Coast Guard ships, as well as foreign naval ships(i.e., French and Canadian), and NOAA ships to Savannah in conjunction with Savannah Riverfront Festivals, most often St Patricks Day, July 4, Veteran's Day, Octoberfest, Memorial Day, etc.		
Poverty Reduction	Savannah Speech and Hearing Center	Sound Start-A School for the Deaf	\$7,000
	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.		
Neighborhood Vitality	Savannah-Chatham Fair Housing Council	Education and Enforcement Program	\$20,500
	The Education and Enforcement Program's goal is to ensure neighborhood vitality through increased understanding of fair housing rights by offering fair housing education and outreach to housing seekers and housing providers.		
Economic Growth	Senior Citizens, Inc.	Meals On Wheels	\$11,000
	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.		
Poverty Reduction	Senior Citizens, Inc.	Adult Day Care	\$8,200
	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.		
Poverty Reduction	Senior Citizens, Inc.	Family Advocates	\$20,000
	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.		
Economic Growth	Senior Citizens, Inc.	Senior Companion Program	\$12,900
	This program hires seniors living in poverty to be companions/assistance to frail seniors.		
Economic Growth	Senior Citizens, Inc.	In-Home Services	\$6,000
	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.		
Culture & Recreation	Senior Citizens, Inc.	Summer Angels	\$2,000
	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.		

Culture & Recreation	Summer Therapeutic Enrichment Program Savannah	Therapeutic Enrichment Camp	\$10,000
	S.T.E.P.S. is a five week summer therapeutic stimulation program for children with severe, profoundly, physical and mental disabilities. It is designed and equipped for children during the summer months. Program prevents regression by 99 percent.		
Neighborhood Vitality	Mediation Center of the Coastal Empire, Inc.	Mediation Center	\$10,000
	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.		
Culture & Recreation	West Broad Street YMCA	Afterschool Program	\$57,400
	A non-fee based afterschool program will be developed in collaboration with the SCCPSS, Chatham Savannah Metropolitan Police Department, Kids Cafe, America's Second Harvest, and the Live Oak Public Library.		

2009 AUTHORIZED POSITIONS DETAIL

<u>Department/Activity</u>	<u>2009 Permanent</u>	<u>2009 Interim</u>	<u>2009 Temporary</u>	<u>2009 Authorized</u>
General Administration				
Mayor and Aldermen	13.00	0.00	0.00	13.00
Clerk of Council	3.00	0.00	0.00	3.00
Legal	3.00	0.00	0.00	3.00
City Manager's Office	7.00	0.00	0.00	7.00
Public Information Office	7.00	0.00	0.00	7.00
Tourism & Film Services	5.00	0.00	0.00	5.00
Citizen Office	4.00	0.00	0.50	4.50
Subtotal	42.00	0.00	0.50	42.50
Management & Financial Services				
ACM/Mgt. & Financial Services	3.00	1.00	0.53	4.53
Research & Budget	11.00	0.00	0.00	11.00
Human Resources	20.00	0.46	0.63	21.09
Auditing	8.00	2.00	0.00	10.00
Finance	15.00	0.00	0.00	15.00
Purchasing	7.00	0.00	0.00	7.00
City-Wide Emergency Planning	1.00	0.00	0.00	1.00
Treasury	23.00	0.00	0.00	23.00
Recorder's Court of Chatham County	28.50	0.00	0.00	28.50
Research Library & Municipal Archives	2.00	0.00	0.00	2.00
Central Services Director	3.00	0.00	0.00	3.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.60
Risk Administration	6.00	0.00	0.00	6.00
River Street Hospitality Center	2.25	0.00	0.00	2.25
311 Call Service Center	4.00	0.00	0.00	4.00
Subtotal	139.35	3.46	1.16	143.97
Public Works				
Facilities Maintenance Director	8.00	0.00	0.00	8.00
Traffic Engineering	32.00	0.00	0.00	32.00
Stormwater Management	67.00	0.00	0.00	67.00
Streets Maintenance	54.00	0.00	0.00	54.00
Cemeteries	31.63	0.00	0.00	31.63
Subtotal	192.63	0.00	0.00	192.63
Public Development				
ACM/Public Development	5.00	2.00	0.00	7.00
Development Services	56.00	0.00	0.00	56.00
Community Services	11.00	0.00	0.00	11.00
Property Maintenance Enforcement	31.00	3.00	0.00	34.00
Citizen Office	0.00	0.00	0.00	0.00
River Street Hospitality Center	0.00	0.00	0.00	0.00
311 Call Service Center	0.00	0.00	0.00	0.00
Real Property Services	6.00	0.00	0.00	6.00
Step Up Program	0.00	1.00	0.00	1.00
Economic Development	7.00	0.00	0.00	7.00
Subtotal	116.00	6.00	0.00	122.00

<u>Department/Activity</u>	<u>2009 Permanent</u>	<u>2009 Interim</u>	<u>2009 Temporary</u>	<u>2009 Authorized</u>
Police				
Police Chief	32.00	0.00	0.00	32.00
Patrol	412.00	50.75	0.00	462.75
Criminal Investigations	102.00	0.00	0.00	102.00
Special Operations	4.00	0.00	0.00	4.00
Traffic Unit	21.00	0.00	0.00	21.00
School Crossing Guards	21.28	0.00	0.00	21.28
Marine Patrol	8.00	0.00	0.00	8.00
Mounted Patrol	6.00	0.00	0.00	6.00
Canine Unit	6.00	0.00	0.00	6.00
Animal Control	11.00	0.00	0.00	11.00
EMS Administration	1.00	0.00	0.00	1.00
Support Services	28.00	0.00	0.00	28.00
Information Management	39.00	0.00	0.00	39.00
Counter Narcotics Team	35.00	0.00	0.00	35.00
Professional Standards and Training	20.00	0.00	0.00	20.00
Savannah Impact Program	14.00	0.00	0.00	14.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	2.00
Subtotal	765.28	50.75	0.00	816.03
Fire and Emergency Services				
Fire Logistics	20.00	0.00	0.25	20.25
City-Wide Emergency Planning	0.00	0.00	0.00	0.00
Fire Operations	304.00	27.00	0.00	331.00
Subtotal	324.00	27.00	0.25	351.25
Leisure Services				
Leisure Services Director	5.00	0.00	0.00	5.00
Athletics	16.64	0.00	0.00	16.64
Recreation Services	73.40	0.00	0.00	73.40
Adult Day Care	6.50	0.00	0.00	6.50
Golden Age	21.63	0.00	0.00	21.63
Cultural Affairs	10.00	0.00	0.00	10.00
Youth Services	0.00	0.00	0.00	0.00
Adult Services	0.00	0.00	0.00	0.00
Senior Services	0.00	0.00	0.00	0.00
Therapeutic Recreation	0.00	0.00	0.00	0.00
Film Services	0.00	0.00	0.00	0.00
Buildings and Grounds Maintenance	52.84	0.00	0.00	52.84
Building and Electrical Maintenance	19.00	0.00	0.00	19.00
Park and Tree	66.00	0.00	0.00	66.00
Design and Construction	10.00	0.00	0.00	10.00
City Cemeteries	0.00	0.00	0.00	0.00
Subtotal	281.01	0.00	0.00	281.01
Total General Fund	1,860.26	87.21	1.91	1949.38
Hazardous Material Team Fund	4.00	0.00	0.00	4.00
Grant Fund				
Coastal Workforce Services	0.00	11.00	0.00	11.00
YouthBuild	0.00	1.00	0.75	1.75

<u>Department/Activity</u>	2009 <u>Permanent</u>	2009 <u>Interim</u>	2009 <u>Temporary</u>	2009 <u>Authorized</u>
Justice Assistance - Police	0.00	0.00	0.00	0.00
Summer Lunch	0.50	0.00	0.00	0.50
Cities of Service	0.00	0.00	0.00	0.00
Subtotal	0.50	12.00	0.75	13.25
Community Development Fund				
Community Planning and Development	11.00	0.00	0.00	11.00
Housing	21.00	4.00	0.00	25.00
Advancement Center at Moses Jackson	0.00	0.00	0.00	0.00
Micro-Business Development	0.00	0.00	0.00	0.00
Subtotal	32.00	4.00	0.00	36.00
Public Safety Communications Fund				
Police Communications	81.00	0.00	0.00	81.00
Fire Communications	9.00	0.00	0.00	9.00
Public Safety Communications	0.00	0.00	0.00	0.00
Subtotal	90.00	0.00	0.00	90.00
Sanitation Fund				
Sanitation Director	16.00	0.00	0.00	16.00
Residential Refuse	115.00	1.50	0.00	116.50
Refuse Disposal	16.00	0.00	0.00	16.00
Street Cleaning	21.50	0.00	0.00	21.50
Commercial Refuse	14.00	0.08	0.00	14.08
Recycling & Litter Services	41.00	0.50	0.00	41.50
Property Maintenance Enforcement	0.00	0.00	0.00	0.00
Subtotal	223.50	2.08	0.00	225.58
Water Fund				
Water and Sewer Director	7.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	5.00	0.00	31.00
Water Distribution	49.00	0.00	0.00	49.00
Utility Services	28.00	0.00	0.00	28.00
Subtotal	127.00	5.00	0.00	132.00
Sewer Fund				
Sewer Maintenance	31.00	0.40	0.00	31.40
Lift Stations Maintenance	29.00	0.00	0.00	29.00
President Street Plant	62.00	8.00	0.00	70.00
Regional Plants	14.00	5.00	0.00	19.00
Subtotal	136.00	13.40	0.00	149.40
I&D Water Fund	38.00	5.00	0.00	43.00
Civic Center Fund	25.00	0.00	0.00	25.00
Mobility and Parking Services Fund				
Mobility and Parking Enforcement and Administration	38.50	0.00	1.15	39.65
Parking Garages and Lots	41.25	0.00	0.00	41.25
Subtotal	79.75	0.00	1.15	80.90

<u>Department/Activity</u>	2009 <u>Permanent</u>	2009 <u>Interim</u>	2009 <u>Temporary</u>	2009 <u>Authorized</u>
Internal Services Fund				
Vehicle Maintenance	39.00	0.54	0.00	39.54
Fleet Management	5.00	0.00	0.00	5.00
Information Technology	37.00	1.00	0.00	38.00
Subtotal	81.00	1.54	0.00	82.54
TOTAL CITYWIDE	2,697.01	130.23	3.81	2,831.06

2010 AUTHORIZED POSITIONS DETAIL

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
General Administration					
Mayor and Aldermen	12.00	0.00	0.00	1.00	13.00
Clerk of Council	3.00	0.00	0.00	0.00	3.00
Legal	3.00	0.00	0.00	0.00	3.00
City Manager's Office	6.00	0.00	0.00	1.00	7.00
Public Information Office	7.00	0.00	0.00	0.00	7.00
Tourism & Film Services	5.00	0.00	0.00	0.00	5.00
Citizen Office	4.00	1.00	0.00	0.00	5.00
Subtotal	40.00	1.00	0.00	2.00	43.00
Management & Financial Services					
Citizen Office	4.00	1.00	0.00	0.00	5.00
ACM/Mgt. & Financial Services	3.00	1.00	0.00	0.00	4.00
Research & Budget	8.00	2.00	0.00	2.00	12.00
Human Resources	19.00	0.00	0.63	1.00	20.63
Auditing	8.00	2.00	0.00	0.00	10.00
Finance	14.00	0.00	0.00	1.00	15.00
Purchasing	7.00	0.00	0.00	0.00	7.00
City-Wide Emergency Planning	0.00	0.00	0.00	0.00	0.00
Treasury	22.00	0.00	0.00	1.00	23.00
Recorder's Court of Chatham County	27.50	0.00	0.00	1.00	28.50
Research Library & Municipal Archives	2.00	0.00	0.00	0.00	2.00
Central Services Director	0.00	0.00	0.00	0.00	0.00
Inventory Management	5.00	0.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.00	0.60
Risk Administration	9.00	0.00	0.00	0.00	9.00
River Street Hospitality Center	2.25	0.00	0.00	0.00	2.25
311 Call Service Center	6.00	0.00	0.00	0.00	6.00
Subtotal	137.35	6.00	0.63	6.00	149.98
Public Works					
Facilities Maintenance Director	4.00	0.00	0.00	3.00	7.00
Traffic Engineering	31.00	0.00	0.00	1.00	32.00
Stormwater Management	59.00	1.00	0.00	7.00	67.00
Streets Maintenance	49.00	1.00	0.00	5.00	55.00
City Cemeteries	0.00	0.00	0.00	0.00	0.00
Subtotal	143.00	2.00	0.00	16.00	161.00
Public Development					
ACM/Public Development	6.00	0.00	0.00	1.00	7.00
Development Services	58.00	0.00	0.00	4.00	62.00
Community Services	3.00	0.00	0.00	0.00	3.00
Property Maintenance Enforcement	33.00	0.00	0.00	0.00	33.00
Citizen Office	0.00	0.00	0.00	0.00	0.00
River Street Hospitality Center	0.00	0.00	0.00	0.00	0.00
311 Call Service Center	0.00	0.00	0.00	0.00	0.00
Real Property Services	5.00	0.00	0.00	0.00	5.00
Step-Up Program	0.00	1.00	0.00	0.00	1.00
Economic Development	7.00	0.00	0.00	0.00	7.00
Subtotal	112.00	1.00	0.00	5.00	118.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
Police					
Police Chief	13.00	0.00	0.00	0.00	13.00
Patrol	413.00	30.75	0.00	0.00	443.75
Criminal Investigations	101.00	0.00	0.00	0.00	101.00
Special Operations	22.00	0.00	0.00	0.00	22.00
Traffic Unit	21.00	0.00	0.00	0.00	21.00
School Crossing Guards	10.64	0.00	0.00	10.64	21.28
Marine Patrol	8.00	0.00	0.00	0.00	8.00
Mounted Patrol	7.00	0.00	0.00	0.00	7.00
Canine Unit	6.00	0.00	0.00	0.00	6.00
Animal Control	13.00	0.00	0.00	0.00	13.00
EMS Administration	1.00	0.00	0.00	0.00	1.00
Support Services	29.00	0.00	0.00	0.00	29.00
Information Management	32.00	0.00	0.00	3.00	35.00
Counter Narcotics Team	35.00	0.00	0.00	0.00	35.00
Professional Standards and Training	21.00	0.00	0.00	0.00	21.00
Savannah Impact Program	15.00	0.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	0.00	2.00
Subtotal	752.64	30.75	0.00	13.64	797.03
Fire and Emergency Services					
Fire Logistics	21.00	0.00	0.00	2.00	23.00
City-Wide Emergency Planning	2.00	0.00	0.00	0.00	2.00
Fire Operations	299.00	22.00	0.00	2.00	323.00
Subtotal	322.00	22.00	0.00	4.00	348.00
Leisure Services					
Leisure Services Director	7.00	0.00	0.00	0.00	7.00
Athletics	0.00	0.00	0.00	1.26	1.26
Recreation Services	0.00	0.00	0.00	0.00	0.00
Adult Day Care	0.00	0.00	0.00	0.00	0.00
Golden Age	0.00	0.00	0.00	1.00	1.00
Cultural Affairs	10.00	0.00	0.00	0.00	10.00
Youth Services	66.02	0.00	0.00	2.31	68.32
Adult Services	15.38	0.00	0.00	0.00	15.38
Senior Services	27.13	0.00	0.00	0.00	27.13
Therapeutic Recreation	4.20	0.00	0.00	0.00	4.20
Film Services	0.00	0.00	0.00	0.00	0.00
Buildings and Grounds Maintenance	49.56	1.00	0.00	0.84	51.40
Building and Electrical Maintenance	20.00	0.00	0.00	0.00	20.00
Park and Tree	66.00	0.00	0.00	0.00	66.00
Design and Construction	0.00	0.00	0.00	0.00	0.00
City Cemeteries	26.63	0.00	0.00	3.00	29.63
Subtotal	291.91	1.00	0.00	8.41	301.32
Total General Fund	1,798.90	63.75	0.63	55.05	1,918.33
Hazardous Material Team Fund	4.00	0.00	0.00	0.00	4.00
Grant Fund					
Coastal Workforce Services	0.00	11.00	0.00	0.00	11.00
YouthBuild	1.00	1.00	0.75	0.00	2.75

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
Justice Assistance - Police	0.00	0.00	1.00	0.00	1.00
Summer Lunch	0.00	0.00	0.00	0.50	0.50
Cities of Service	0.00	1.00	0.00	0.00	1.00
Subtotal	1.00	13.00	1.75	0.50	16.25
Community Development Fund					
Community Planning and Development	11.00	0.00	0.00	1.00	12.00
Housing	17.00	3.00	0.00	4.00	24.00
Advancement Center at Moses Jackson	5.00	0.00	0.00	0.00	5.00
Micro-Business Development	0.00	1.00	0.00	0.00	1.00
Subtotal	33.00	4.00	0.00	5.00	42.00
Public Safety Communications Fund					
Police Communications	0.00	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00	0.00
Public Safety Communications	90.00	0.00	0.00	0.00	90.00
Subtotal	90.00	0.00	0.00	0.00	90.00
Sanitation Fund					
Sanitation Director	14.00	0.00	0.00	0.00	14.00
Residential Refuse	115.00	2.00	0.00	0.00	117.00
Refuse Disposal	16.00	0.00	0.00	0.00	16.00
Street Cleaning	21.50	0.00	0.00	0.00	21.50
Commercial Refuse	14.00	0.00	0.00	0.00	14.00
Recycling & Litter Services	41.50	0.00	0.00	1.00	42.50
Property Maintenance Enforcement	0.00	0.00	0.00	0.00	0.00
Subtotal	222.00	2.00	0.00	1.00	225.00
Water Fund					
Water and Sewer Director	7.00	0.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	5.00	0.00	0.00	31.00
Water Distribution	49.00	0.25	0.00	0.00	49.25
Utility Services	26.00	0.00	0.00	2.00	28.00
Subtotal	125.00	5.25	0.00	2.00	132.25
Sewer Fund					
Sewer Maintenance	31.00	0.00	0.00	0.00	31.00
Lift Stations Maintenance	29.00	0.00	0.00	0.00	29.00
President Street Plant	62.00	8.00	0.00	0.00	70.00
Regional Plants	14.00	5.00	0.00	0.00	19.00
Subtotal	136.00	13.00	0.00	0.00	149.00
I&D Water Fund	38.00	5.00	0.00	0.00	43.00
Civic Center Fund	24.00	1.00	0.00	0.00	25.00
Mobility and Parking Services Fund					
Mobility and Parking Enforcement and Administration	38.50	0.00	0.00	0.00	38.50
Parking Garages and Lots	40.65	0.00	0.00	0.00	40.65
Subtotal	79.15	0.00	0.00	0.00	79.15

<u>Department/Activity</u>	2010 <u>Permanent</u>	2010 <u>Interim</u>	2010 <u>Temporary</u>	2010 <u>Unfunded</u>	2010 <u>Authorized</u>
Internal Services Fund					
Vehicle Maintenance	36.00	0.54	0.00	2.00	38.54
Fleet Management	5.00	0.00	0.00	0.00	5.00
Information Technology	34.00	1.00	0.00	1.00	36.00
Subtotal	75.00	1.54	0.00	3.00	79.54
TOTAL CITYWIDE	2,626.05	108.54	2.38	66.55	2,803.51

2011 AUTHORIZED POSITIONS DETAIL

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
General Administration				
Mayor and Aldermen	12.00	0.00	0.00	12.00
Clerk of Council	3.00	0.00	0.00	3.00
Legal	3.00	0.00	0.00	3.00
City Manager's Office	5.00	0.00	0.00	5.00
Public Information Office	6.00	0.00	0.00	6.00
Tourism & Film Services	0.00	0.00	0.00	0.00
Citizen Office	0.00	0.00	0.00	0.00
Subtotal	29.00	0.00	0.00	29.00
Management & Financial Services				
ACM/Mgt. & Financial Services	3.00	1.00	0.00	4.00
Research & Budget	9.00	0.00	0.00	9.00
Human Resources	18.00	0.00	0.63	18.63
Auditing	7.00	1.00	0.00	8.00
Finance	13.00	0.00	0.00	13.00
Purchasing	6.00	0.00	0.00	6.00
City-Wide Emergency Planning	0.00	0.00	0.00	0.00
Treasury	22.00	0.00	0.00	22.00
Recorder's Court of Chatham County	27.00	0.00	0.00	27.00
Research Library & Municipal Archives	2.00	0.00	0.00	2.00
Central Services Director	0.00	0.00	0.00	0.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.60
Risk Administration	5.00	0.00	0.00	5.00
River Street Hospitality Center	0.00	0.00	0.00	0.00
311 Call Service Center	0.00	0.00	0.00	0.00
Subtotal	117.60	2.00	0.63	120.23
Public Works				
Facilities Maintenance Director	5.00	0.00	0.00	5.00
Traffic Engineering	29.00	0.00	0.25	29.25
Stormwater Management	59.00	1.00	0.00	60.00
Streets Maintenance	48.00	1.00	0.00	49.00
City Cemeteries	0.00	0.00	0.00	0.00
Subtotal	141.00	2.00	0.25	143.25
Public Development				
ACM/Public Development	7.00	0.00	0.00	7.00
Development Services	51.00	0.00	0.00	51.00
Community Services	3.00	0.00	0.00	3.00
Property Maintenance Enforcement	0.00	0.00	0.00	0.00
Citizen Office	16.50	1.00	0.00	17.50
River Street Hospitality Center	2.25	0.00	0.00	2.25
311 Call Service Center	3.00	0.00	0.00	3.00
Real Property Services	5.00	0.00	0.00	5.00
Step-Up Program	0.00	1.00	0.00	1.00
Economic Development	7.00	0.00	0.00	7.00
Subtotal	94.75	2.00	0.00	96.75

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
Police				
Police Chief	13.00	0.00	0.00	13.00
Patrol	412.00	30.38	0.00	442.38
Criminal Investigations	102.00	0.00	0.00	102.00
Special Operations	21.00	0.00	0.00	21.00
Traffic Unit	21.00	0.00	0.00	21.00
School Crossing Guards	0.00	0.00	0.00	0.00
Marine Patrol	8.00	0.00	0.00	8.00
Mounted Patrol	7.00	0.00	0.00	7.00
Canine Unit	6.00	0.00	0.00	6.00
Animal Control	13.00	0.00	0.00	13.00
EMS Administration	1.00	0.00	0.00	1.00
Support Services	27.00	0.00	0.00	27.00
Information Management	35.00	0.00	0.00	35.00
Counter Narcotics Team	35.00	0.00	0.00	35.00
Professional Standards and Training	21.00	0.00	0.00	21.00
Savannah Impact Program	16.00	0.00	0.00	16.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	2.00
Subtotal	743.00	30.38	0.00	773.38
Fire and Emergency Services				
Fire Logistics	23.00	0.00	0.00	23.00
City-Wide Emergency Planning	2.00	0.00	0.00	2.00
Fire Operations	301.00	22.00	0.00	323.00
Subtotal	326.00	22.00	0.00	348.00
Leisure Services				
Leisure Services Director	7.00	0.00	0.00	7.00
Athletics	0.00	0.00	0.00	0.00
Recreation Services	0.00	0.00	0.00	0.00
Adult Day Care	0.00	0.00	0.00	0.00
Golden Age	0.00	0.00	0.00	0.00
Cultural Affairs	8.00	0.00	0.00	8.00
Youth Services	58.86	0.00	0.00	58.86
Adult Services	12.71	0.00	0.00	12.71
Senior Services	27.51	0.00	0.00	27.51
Therapeutic Recreation	4.20	0.00	0.00	4.20
Film Services	2.00	0.00	0.00	2.00
Buildings and Grounds Maintenance	42.00	1.00	0.00	43.00
Building and Electrical Maintenance	18.00	0.00	0.00	18.00
Park and Tree	55.00	0.00	0.00	55.00
Design and Construction	0.00	0.00	0.00	0.00
City Cemeteries	24.63	0.00	0.00	24.63
Subtotal	259.90	1.00	0.00	260.91
Total General Fund	1,711.25	59.38	0.88	1,771.51
Hazardous Material Team Fund	4.00	0.00	0.00	4.00
Grant Fund				
Coastal Workforce Services	0.00	9.00	0.00	9.00
YouthBuild	1.00	1.00	0.75	2.75

<u>Department/Activity</u>	2011 <u>Permanent</u>	2011 <u>Interim</u>	2011 <u>Temporary</u>	2011 <u>Authorized</u>
Justice Assistance - Police	0.00	0.00	1.00	1.00
Summer Lunch	0.00	0.00	0.00	0.00
Cities of Service	0.00	1.00	0.00	1.00
Subtotal	1.00	11.00	1.75	13.75
Community Development Fund				
Community Planning and Development	11.00	0.00	0.00	11.00
Housing	18.00	3.00	0.00	21.00
Advancement Center at Moses Jackson	4.00	0.00	0.00	4.00
Micro-Business Development	0.00	1.00	0.00	1.00
Subtotal	33.00	4.00	0.00	37.00
Public Safety Communications Fund				
Police Communications	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00
Public Safety Communications	90.00	0.00	0.00	90.00
Subtotal	90.00	0.00	0.00	90.00
Sanitation Fund				
Sanitation Director	7.00	0.00	0.00	7.00
Residential Refuse	111.00	2.00	0.00	113.00
Refuse Disposal	14.00	0.00	0.00	14.00
Street Cleaning	18.50	0.00	0.00	18.50
Commercial Refuse	13.00	0.00	0.00	13.00
Recycling & Litter Services	33.50	0.00	0.00	33.50
Property Maintenance Enforcement	34.50	0.00	0.00	34.50
Subtotal	231.50	2.00	0.00	233.50
Water Fund				
Water and Sewer Director	7.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	5.00	0.00	31.00
Water Distribution	54.00	0.25	0.00	54.25
Utility Services	23.00	0.00	0.00	23.00
Subtotal	127.00	5.25	0.00	132.25
Sewer Fund				
Sewer Maintenance	31.00	0.00	0.00	31.00
Lift Stations Maintenance	29.00	0.00	0.00	29.00
President Street Plant	62.00	8.00	0.00	70.00
Regional Plants	14.00	5.00	0.00	19.00
Subtotal	136.00	13.00	0.00	149.00
I&D Water Fund	38.00	5.00	0.00	43.00
Civic Center Fund	22.00	1.00	0.00	23.00
Mobility and Parking Services Fund				
Mobility and Parking Enforcement and Administration	36.50	0.00	0.00	36.50
Parking Garages and Lots	40.65	0.00	0.00	40.65
Subtotal	77.15	0.00	0.00	77.15

<u>Department/Activity</u>	2011 <u>Permanent</u>	2011 <u>Interim</u>	2011 <u>Temporary</u>	2011 <u>Authorized</u>
Internal Services Fund				
Vehicle Maintenance	36.00	0.54	0.00	36.54
Fleet Management	5.00	0.00	0.00	5.00
Information Technology	36.00	1.00	0.00	37.00
Subtotal	77.00	1.54	0.00	78.54
TOTAL CITYWIDE	2,547.90	102.16	2.63	2,652.70

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.

LIST OF ACRONYMS

ACM.....	Assistant City Manager
ADA.....	Americans with Disabilities Act
BPD.....	Bureau of Public Development
BFO.....	Budgeting for Outcomes
BPTS.....	Bacon Park Transfer Station
CDBG.....	Community Development Block Grant
CIP.....	Capital Improvement Program
CWF.....	Center for Working Families
DCA.....	Department of Community Affairs
DFRL.....	Dean Forest Road Landfill
EITC.....	Earned Income Tax Credit
EPD.....	Environmental Protection Division
eSPLOST.....	Education Special Purpose Local Option Sales Tax
ERP.....	Enterprise Resource Planning
ERU.....	Equivalent Residential Unit
GAAP.....	Generally Accepted Accounting Principles
GDP.....	Gross Domestic Product
GED.....	General Equivalency Diploma
GFOA.....	Government Finance Officers Association
GIS.....	Geographical Information System
HEAT.....	Highway Enforcement of Aggressive Traffic
HOME.....	Home Investment Partnership Program
HUD.....	Housing Urban Development
HVAC.....	Heating Ventilation, Air Conditioning

ICMA.....	International City/County Management
I & D.....	Industrial and Domestic
LGIP.....	Local Government Investment Pool
LOST.....	Local Option Sales Tax
MOA.....	Memorandums of Agreement
MPC.....	Metropolitan Planning Commission
MSA.....	Metropolitan Statistical Area
M/WBE.....	Minority & Women-Owned Business Enterprise
NIMS.....	National Incident Management System
NPDES.....	National Pollution Discharge Elimination System
NPQ.....	National Board on Fire Service Professional Qualifications
NSP.....	Neighborhood Stabilization Program
OCS.....	Operation Clean Sweep
PEP.....	Performance Enhancement Program
ROW.....	Right-of-Way
SAGIS.....	Savannah Area Geographic System
SARIC.....	Savannah Area Regional Intelligence
SBAC.....	Small Business Assistance Corporation
SFES.....	Savannah Fire & Emergency Services
SPLOST.....	Special Local Option Sales Tax
TBD.....	To Be Determined
TSHE.....	The Savannah History Experience
VITA.....	Volunteer Income Tax Program
WIA.....	Work Investment Act
YES.....	Youth Engagement Steering
YFA.....	Youth Futures Authority

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