

City of Savannah 2012 SERVICE PROGRAM & BUDGET

and

2012-2016 CAPITAL IMPROVEMENT PROGRAM

Savannah, Georgia





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 1, 2011

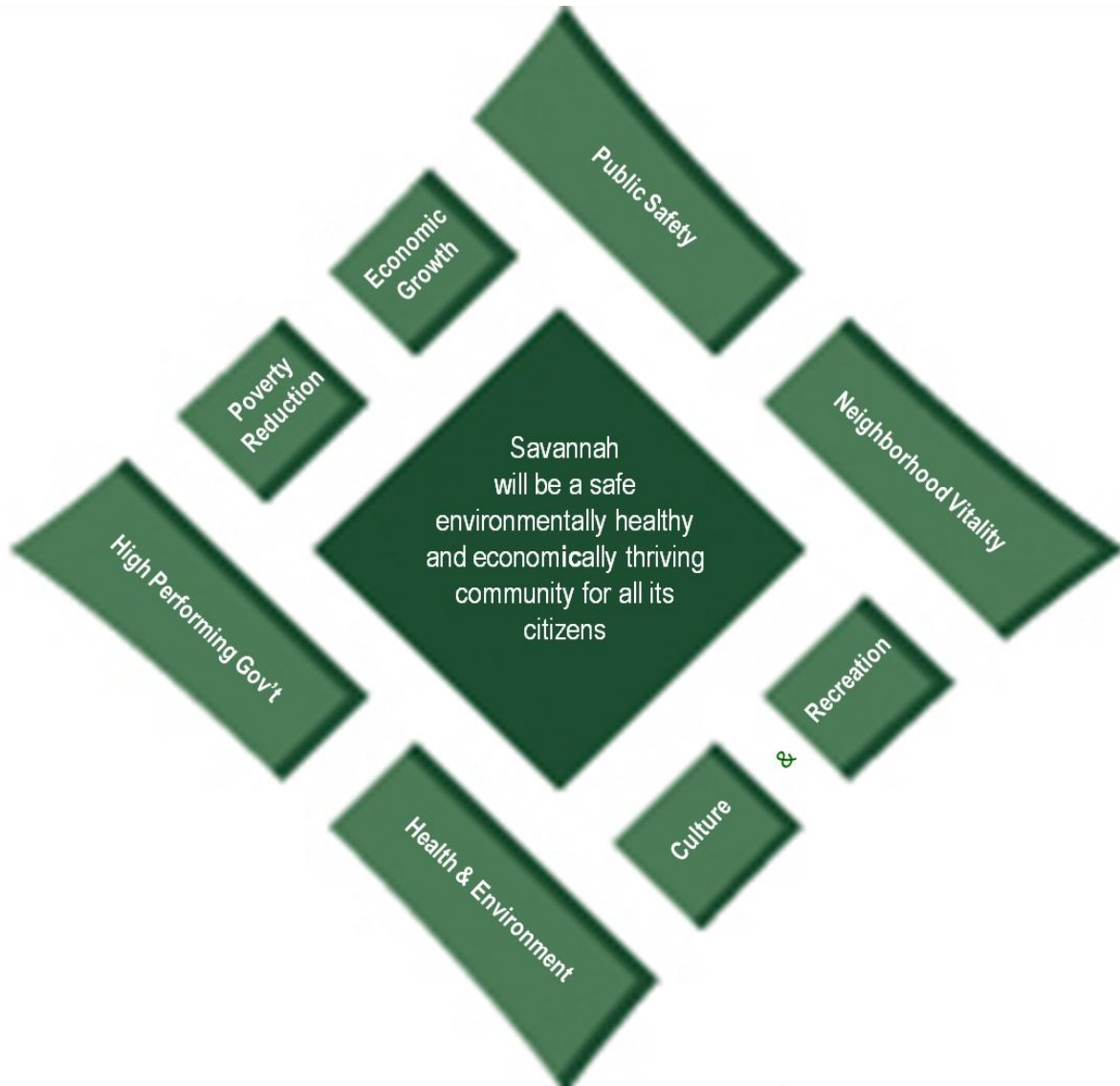
Linda C. Danison Jeffrey R. Emer

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, 2011**. 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 only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



CITY OF SAVANNAH



**2012 SERVICE PROGRAM &
BUDGET**

AND

**2012-2016 CAPITAL
IMPROVEMENT PROGRAM**



SAVANNAH, GEORGIA

Special recognition is given to the following individuals for their assistance in preparation of the 2012 Service Program and Budget.

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**Serving in Acting Capacity*

LEGISLATIVE BODY



MAYOR AND CITY COUNCIL 2007 - 2011

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Mayor



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MARY OSBORNE
District 2



LARRY STUBER
District 3



MARY ELLEN SPRAGUE
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CLIFTON JONES, JR
District 5



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District 6



EDNA BRANCH JACKSON
Post 1 At-Large



JEFF FELSER
Post 2 At-Large



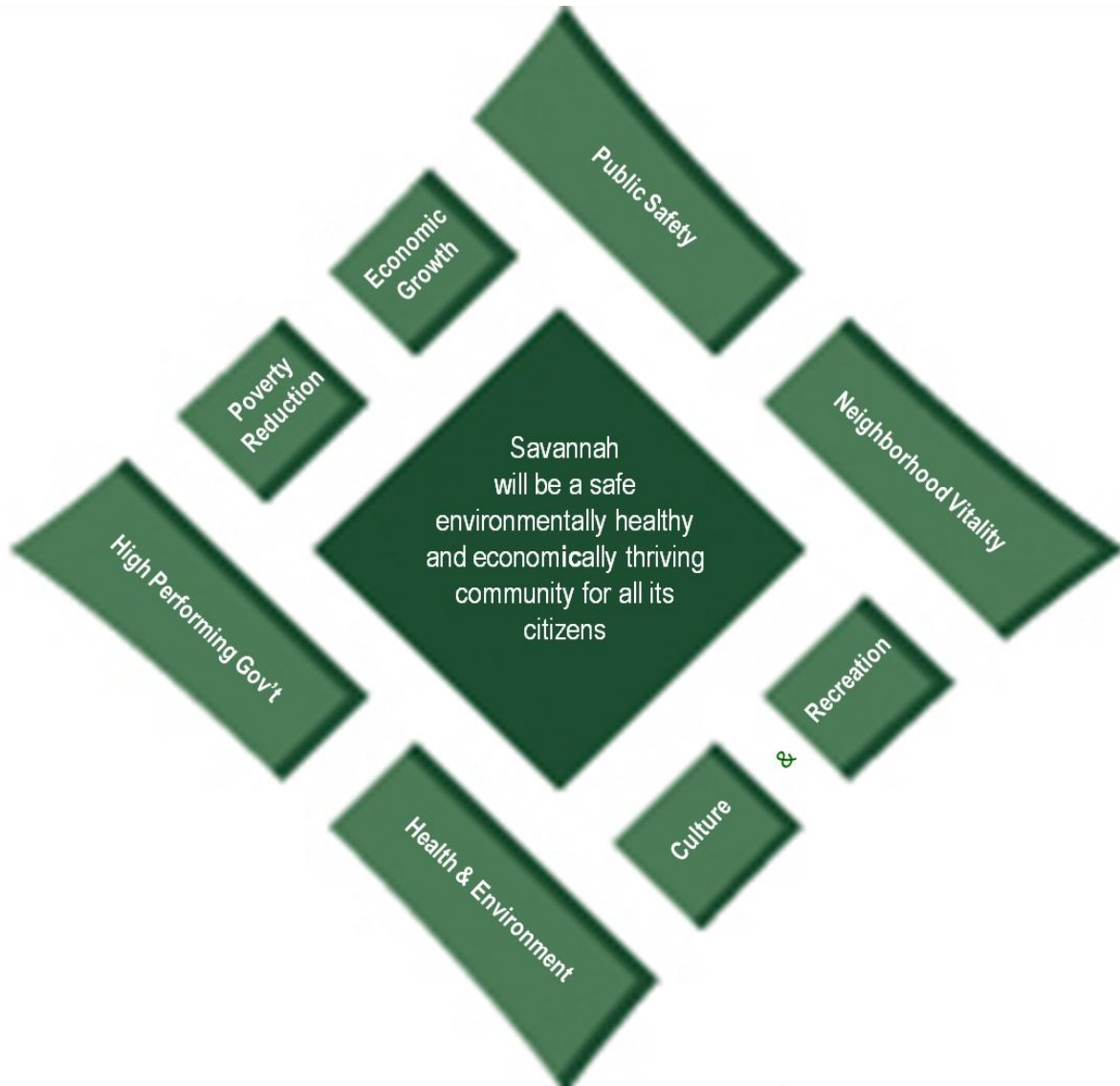


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City Manager's Message

November 4, 2011

To the Honorable Mayor and Aldermen:

I am pleased to present you the *2012 Proposed Service Program and Budget* for your consideration. This document describes the financial, human, and capital resources necessary to sustain the programs and services we have developed to move this community closer to your vision.

This 2012 fiscal plan ensures the City will maintain the strong financial foundation that has made it possible to implement aggressive strategies targeted to your priorities in a cost effective and efficient manner. With this recommended 2012 Budget, Savannah will utilize its fiscal strengths to further enhance our community services and assets. This plan has been developed through the diligent cooperative efforts of City staff in all Bureaus utilizing your guiding principles along with the 2004 and 2008 Strategic Priorities:

- Public Safety
- Health & Environment/Sustainability
- Neighborhood Vitality
- Economic Growth/Poverty Reduction/International Relations/Continuum of Care
- Culture & Recreation
- High Performing Government/Fiscal Stability

2011 Accomplishments

Steady and sustainable progress has been made in achieving Council's strategic priorities in FY 2011. There are many noteworthy accomplishments that occurred under each of City Council's six Priority Focus Areas:

Public Safety

- Mohawk Street Fire Station opened
- Paradise Park Traffic Calming Plan implemented
- Emergency traffic light pre-emption system implemented

Health & Environment/Sustainability

- Smoke-Free Air Ordinance adopted
- Casey North and South, Bilbo, and Springfield basins drainage system modeling completed
- Plan developed to resolve drinking water concerns associated with Savannah Harbor deepening

Neighborhood Vitality

- Phase I of Savannah Gardens Affordable Housing Community completed
- Downtown Cleanliness Team deployed
- Martin Luther King Jr. Boulevard Streetscape Plan developed
- Restoration Plan for historic squares designed

Economic Growth/Poverty Reduction/International Relations/Continuum of Care

- Cruise Line Feasibility Study completed
- Rock-N-Roll Marathon (23,000 participants)

Culture and Recreation

- Bacon Park Golf Course Clubhouse expansion
- Coffee Bluff Marina design plans completed
- Exterior lighting in Daffin Park installed
- New Dog Park in Daffin Park developed
- 2011 Picnic in the Park Event reached record attendance
- Arena study Taskforce formed
- Awarded State Historical Designation for Savannah Pharmacy, National Historic Designation pending
- Final modification to Riverwalk construction

High Performing Government

- Enterprise Resource Planning system to replace internal financial and purchasing systems
- Midtown Municipal Building opened
- City organization restructuring
- Controlled spending of 2011 Budget

2012 City-Wide Revenues and Expenditures

The City is continuing to meet the financial challenges brought on by the downturn in the economy in 2010 and 2011 by instituting cost saving measures to maintain financial stability without eliminating or cutting too deeply into our core services. The measures that we continue to maintain are:

- Low Debt Service (1.6%) as a percentage of non-capital expenditures
- Pro-actively manage health care costs

This budget is based on the current property tax millage rate of **12.5 mills**. City-wide projected revenues total \$325,084,403 for 2012. This is a 0.7% decrease below the 2011 projected amount. The decline is primarily due to less revenue anticipated from grant sources.

Impacting revenues in 2012 are proposed rate changes, as well as new fees in certain program areas. Among these increases are proposed rate changes for:

- Water & Sewer – The proposed base charges for 2012 are unchanged from 2011. A monthly increase in the combined Water & Sewer bill of \$1.50 for the average household is included based on an increase in consumption charges. This increase is requested to fund future system improvements.
- Sanitation – Residential rates increase from \$24.50 to \$26.00 and Commercial Disposal rates increase from \$3.50/cubic yard to \$3.65/cubic yard. This increase is requested to fund the future expansion of the landfill.

Other revenue changes are summarized in the *Financial Policies & Structure* section included in the 2012 Service Program and Budget.

To continue progress toward City Council's strategic priorities, proposed expenditures recommended in the 2012 fiscal plan total \$325,084,403, which is 0.7% below 2011 projected budget. The largest decreases are in the Community Development Fund and Grant Fund, both of which reflect the spending constraints from the Federal level. The Community Development Fund (CDBG) is proposed to decrease by \$525,263 (6.4%) in anticipation of reductions as determined by HUD.

The General Fund

Revenues

General Fund revenue is projected at \$170,440,017 for 2012. Property tax revenue is projected to decrease primarily due to less anticipated delinquent receipts for real property. Associated execution fees and interest on delinquent tax revenue are also projected to decline.

Rate increases, as well as some new fees, are proposed for certain park and square events, development services, and fire services. A new revenue source for the City is the proposed off-duty police administrative fee, which will cover fuel expenses and other vehicle maintenance costs. The recommendation for this fee came from one of the City's efficiency teams. Projections for sales tax and hotel/motel tax include revenue anticipated from the many visitors coming to Savannah for the Rock 'n' Roll Marathon event.

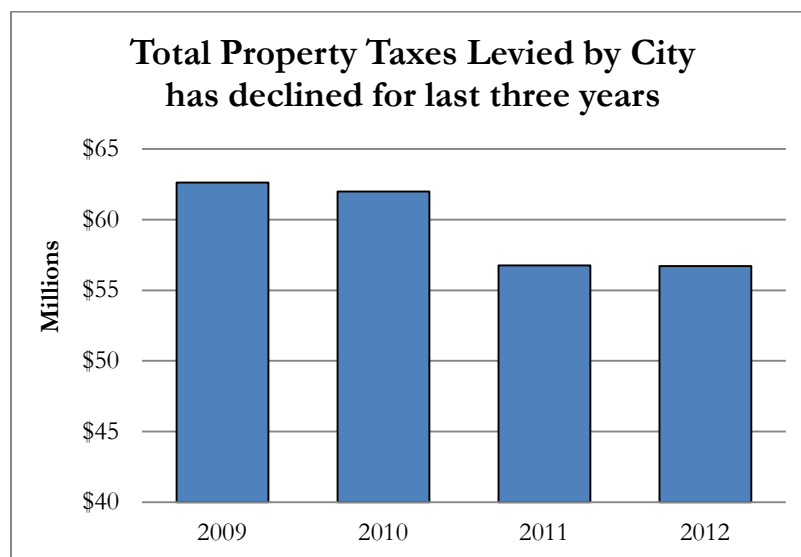
Property Taxes

Again, the property tax millage rate is recommended to remain at 12.5 mills. The City's property tax revenue each year is based on the product of the total taxable digest (as determined by the County Board of Assessors) and the adopted millage rate (which is set by City Council). As the total taxable digest has declined in recent years, the City has only instituted a part year millage increase in 2010 to 13.00 mills. However as Council directed, the rate was reduced back to 12.5 mills at the beginning of 2011. Since that time, the City has not recommended a millage rate increase to make up for reduced revenue as it is empowered to do under state law (O.C.G.A 48-5-32).

	2009	2010	2011	3 Year Total
Total Prop Taxes Levied	\$62,628,119	\$61,990,246	\$56,749,100	\$181,367,465
\$ Change in Projected Revenue	295,658	(637,874)	(5,241,146)	(5,583,362)
% Change in Projected Revenue	0.47%	-1.02%	-8.45%	-9.00%

Source: Chatham County Board of Assessors

The total gross property tax levy in 2011 was **\$5,879,019 less** than the 2009 tax levy. This reduction represents a **9.4% tax reduction** to property tax payers for the last three year period. This yield equates a tax cut equal to 3.85% to the average citizen owning a home with a market value equal to \$100,000 for the last three year period. This tax savings to the taxpayer occurred while the cost of doing business during this same time period increased by 8.49% (Source: *Muni Cost Index Archive, American City and County*). Thus, by not adopting the property tax roll-back rate to keep revenues flat, we have been steadily experiencing declining property tax revenues below the rate of inflation for our single most significant source of revenue for the City. The property tax levies from 2009 and projected for 2012 are shown graphically below:



The tax levy depicted above for 2012 matches the 2011 levy since the 2012 Service Program and Budget was balanced at the 2011 tax millage rate of 12.5 mills.

Expenditures

Overall expenditures are fairly flat for the General Fund in 2012, however the below listed GF expenditures increase above 2011 projected primarily:

- General Fund contributions to the 911 Communications Center increases by \$435,917
- Overall commodities increase due to higher fuel prices, while other commodities decreased
- Capital Outlay items decreases \$925,927 based on reduced spending in 2012
- Increased contribution to Capital Improvement Plan of \$680,943 to restore funding reductions from 2009 to 2010
- On scheduled increase in debt service of \$625,000 attributed to the TAD
- As directed by City Council, funding is included for the first year for the establishment of the new Step-Up/CHSA Housing Fund
- Increase in Fire Services for 30 personnel in the fourth quarter for the newly constructed fire station on the west side of the City.
- Increase in Police Services attributed to overtime for special events; discontinuation of a uniform grant; policing equipment; extended leasing of precinct buildings; and increased Chatham County medical and pension costs.

The General Fund Unreserved Fund Balance

The General Fund Unreserved Fund Balance is the City's "savings account" and it is important that we keep available an unrestricted cash flow on hand to fund operations of the City during emergencies until revenue becomes available. At the end of 2011, we are projecting a significant savings of approximately \$4.7 million due to the unusual number of vacancies that remain unfilled due to the early retirement incentive and under-budgeted sales tax. We are anticipating that some of the funds will be needed at year end to cover overruns related to the evaluation of the Riverwalk expansion and the emergency replacement of the aged brick storm water system in the vicinity of West Bay Street and Lathrop Avenue. This is a one-time occurrence and not to be construed as a common occurrence.

It is my recommendation to increase the General Fund Unreserved Fund Balance with 2011 projected net revenues of \$4,777,237 to enable us not only to meet, but exceed the Government Finance Officers Association's (GFOA) recommended best practice. GFOA recommends an unreserved balance that is no less than two months of General Fund operating revenues or expenditures, or 16.67%. I further recommend that we set a goal of 20% which exceeds the GFOA recommendation.

	2009 Year End Balance	2010 Year End Balance	2011 Projected Year End Contribution	2011 Ending Fund Balance
Unreserved Fund Balance	\$ 21,382,479	\$ 21,836,519	\$ 4,777,237	\$ 26,613,756
Sales Tax Stabilization	<u>5,501,000</u>	<u>5,501,000</u>	<u>0</u>	<u>5,501,000</u>
Total	\$ 26,883,479	\$ 27,337,519	+ \$ 4,777,237	\$ 32,114,756
% of General Fund Expenditures	15.6%	16.1%		18.9%

The projected contribution of \$4,777,237 to the General Fund Unreserved Fund Balance for 2011, along with existing balances, leads to an expected total balance of **\$32,114,756**. This represents 18.9% of general fund operating revenues/expenditures, which exceeds the Government Finance Officers Association's recommendation of 16.67%. From 2009 to Projected 2011, the General Fund Unreserved Fund Balance has grown by \$5,231,277, from 15.6% at year end 2009 to 18.9% projected at year end 2011.

Other Funds

Public Safety Communications Fund

Revenue projections include E911 charges associated with pre-paid wireless phones, which is a new source of revenue for the City in 2012.

The budget includes funding for ten call taker positions and one senior communications officer added in 2011. Funding is also included in the Communications Center budget for position reclassifications and promotional opportunities to enhance retention efforts.

Haz-Mat Fund

Revenue from industry fees is projected to increase as a result of reporting and ordinance changes. Funding is included in the budget for an in-kind grant match for the purchase of foam for industrial firefighting.

Mobility & Parking Services

Revenue projections include proposed fee increases for decals, taxi citations, immobilization, and transportation related ordinance violations. The department will continue to enhance the downtown transportation network with funding allocated for additional bike racks and striping-based street reconfiguration. A total of nine vacant parking facility attendant positions are currently scheduled to be deleted because the department is now contracting garage security.

Capital Projects

The City has an unprecedented number of major capital projects underway or planned. These projects range from extending water and sewer infrastructure, to building new fire stations in the Sweetwater and Chatham Parkway areas, to providing improved recreation and community service facilities like the Cultural Arts Center, to making neighborhoods safer through traffic calming projects.

Through proactive, multi-year capital and financial planning, the City expanded its capital program. The focus is not primarily on water, sewer, and drainage systems, but also provides funding for necessary maintenance and improvements to City facilities, in addition to installing and replacing our growing technological infrastructure. The 2012-2016 Capital Plan totals \$174,545,800, including \$38,295,300 in 2012 appropriations.

2012 Program Highlights

The 2012 Proposed Service Plan will provide the necessary resources to continue the following programs and services as related to the six Strategic Priority Areas. We look forward to City Council's continued leadership and guidance.

Public Safety

- Police and Fire Services will seek National accreditations and professional standards in 2012
- Replacement of a temporary Sweetwater/Bradley fire station
- Plan for new fire station in West Savannah; 30 firefighter positions funded in the last quarter of 2012
- Review and implementation of the Operational Plan for the consolidated Police and Fire Call Center
- Continue planning for the relocation of Police Headquarters, Downtown Precinct and Central Precinct

Health & Environment/Sustainability

- Complete drainage improvements on Waters/Graydon/Gwinnett St., and Baldwin Circle
- Plans to implement new Stormwater Ordinance in compliance with EPD requirements which will encourage sustainable infrastructure
- Extend infrastructure into newly annexed areas
- Increase efficiency of Sanitation programs through use of automated equipment and routing systems
- Continue to encourage citizen participation in recycling and other sanitation programs to improve the environment and conserve landfill space
- Aggressively prepare for new environmental restrictions on groundwater use and wastewater treatment and discharge
- Continue efforts to mitigate the environmental effects of stormwater runoff

Neighborhood Vitality

- Continue revitalization efforts along Martin Luther King, Jr. Blvd., Montgomery St., Waters Ave, and Augusta Ave.
- Increase resident participation in Operation Clean Sweep
- Improve public education and outreach efforts promoting citizen engagement
- Increase the number of trees planted and pruned
- New bike lanes and street reconfigurations city-wide
- Construct new Tatemville Wall
- Construct two signs for City entry-ways

Economic Growth/Poverty Reduction/International Relations/Continuum of Care

- Focus on providing incentives to develop and support small business
- Continue aggressive affordable housing and repair programs
- Expand collaborative efforts to increase education assistance and other vital community initiatives
- Continue youth and adult services, affording job and life skills, education and training programs offered at the Moses Jackson Advancement Center and Step Up Savannah
- Place greater emphasis in small-business development and support

Culture & Recreation

- Evaluate the impact of existing service delivery levels to unincorporated areas and non-City residents
- Evaluate pending environmental challenges in maintaining parks and squares while considering alternative resources to reduce waste disposal in landfills
- Maintain aging public buildings in compliance with environmental and regulatory guidelines
- Install a columbarium at Bonaventure Cemetery and make additional improvements to other cemeteries fostering tourism and recreation
- Continue the planning and design of a new arena, and make much-needed improvements and renovations to the existing Civic Center
- Staff support of Savannah International Committee

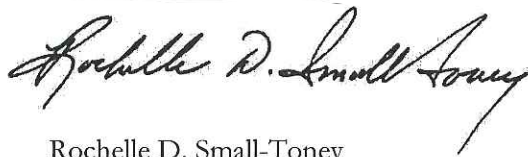
High Performing Government/Fiscal Stability

- Continue implementation of the efficient and user-friendly Enterprise Resource Planning system replacing the existing outdated human resources and budgeting systems
- Continue implementation of Revenue software systems for Utility Billing and Business Licenses allowing online inquiry and bill payment enhancements while improving customer services
- Enhance citizen engagement through social media i.e. Podcast, Facebook, YouTube, and Twitter and increase functionality of City website
- Offer several new employee benefit packages
- Continue Phase III of Project DeRenne
- Implement fleet efficiencies in off-duty Police practices
- Continue production of over 200 SGTV programs

Conclusion

I extend a sincere thank you to each of you for your leadership. Our goal has been to proactively address today's economic challenges as an opportunity to build a fiscally stronger and more focused organization. The *2012 Service Program and Budget* builds upon our successes of the past and looks to provide for the future needs of our citizens. It provides the financial and operating plan to expand critical services and infrastructure to our citizens and businesses while maintaining the City's healthy financial position. I look forward to reviewing this budget with you to ensure we continue to make progress in meeting your priorities, preparing for future challenges, and maintaining our strong financial position.

Respectfully submitted,




Rochelle D. Small-Toney
City Manager

COUNCIL STRATEGIC PRIORITIES

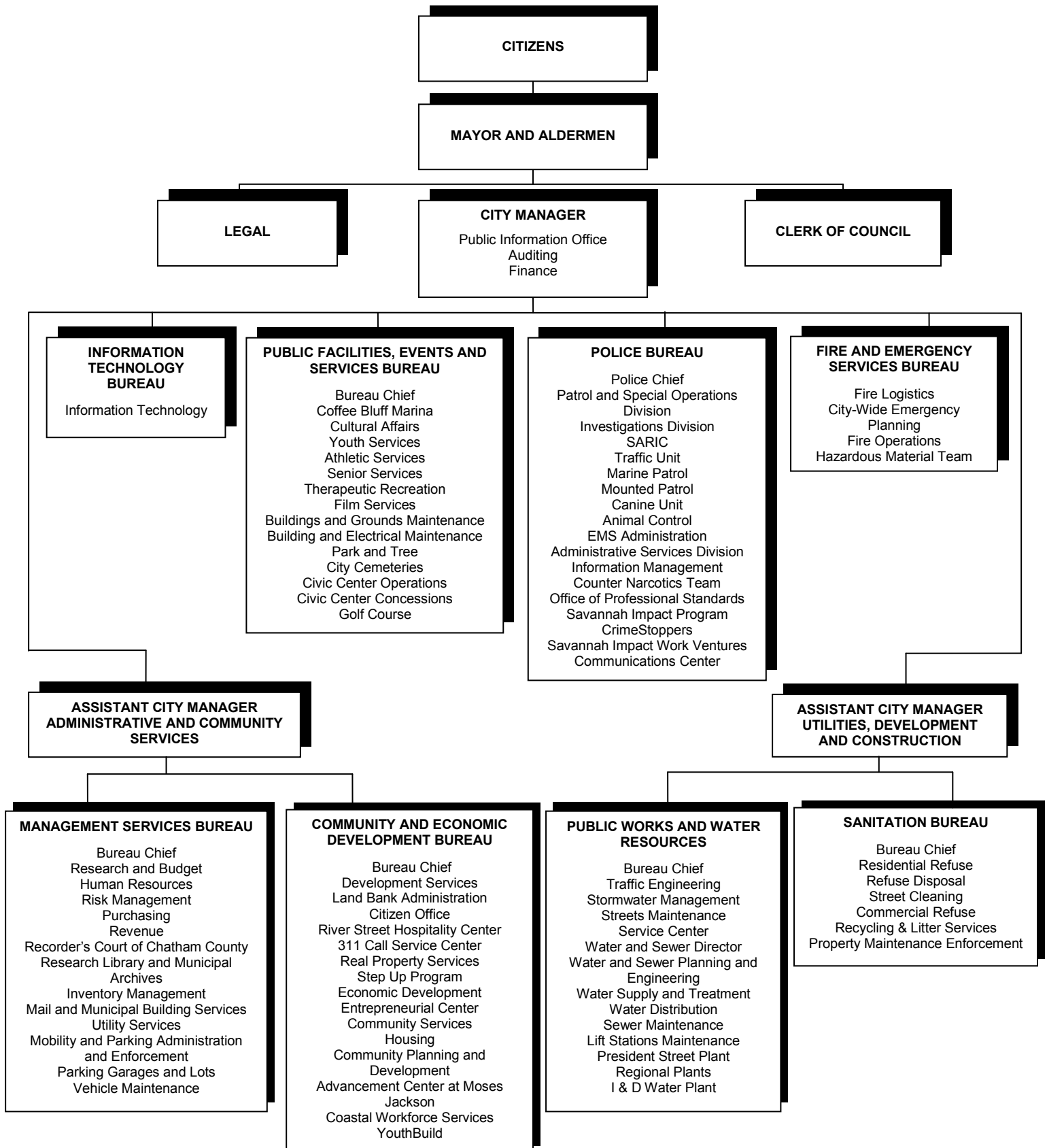


VISION STATEMENT

“Savannah will be a safe, environmentally healthy and economically thriving community for all its citizens.”

	Culture & Recreation	I want to live in a community that provides recreational and cultural opportunities that keep my mind and body active and that recognizes the needs of all citizens.
	Economic Growth	I want to live in a city that encourages and supports appropriate economic growth that creates jobs, expands city revenue and improves neighborhoods and commercial corridors.
	Health & Environment	I want to live in a community that promotes health through good infrastructure (e.g., water, sewer) while preserving the environment for future generations.
	High Performing Government	I want a fiscally responsible, accessible and responsive government that maximizes use of public resources for services I need.
	Neighborhood Vitality	I want to live in a city of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community.
	Poverty Reduction	I want to live in a community that reduces poverty by empowering motivated people to become economically self-sufficient.
	Public Safety	I want to be safe and feel safe from crime, fire and other hazards anywhere in the community.
Look for the symbols above throughout the document to identify which Council Priority each department's primary services support.		

CITY OF SAVANNAH ORGANIZATION CHART



READER'S GUIDE



CITY MANAGER'S MESSAGE describes financial challenges facing the City, progress made in achieving Council priorities and service delivery focus in 2012, and major changes in the budget from a year ago.

BUDGET OVERVIEW presents the structure of the City government, an overview of the City of Savannah's demographics, and the various policies and processes used to create the annual budget and guide the management and use of the City's financial resources.

FINANCIAL POLICIES & STRUCTURE provides a trend analysis and financial projections, debt service summary, summary of revenues by source and expenditures by type, proposed changes in revenue and expenditures, changes in permanent positions by fund, and changes in fund balance.

OPERATING BUDGET is organized and presented by fund and then by bureau. Each fund typically begins with a bureau mission statement, trends and issues, followed by a bureau summary of expenditures by type and by department, primary services, goals, objectives and performance measures for each department, and departmental expenditures by type.

The funds include:

- **GENERAL FUND** – Accounts for all revenues and expenditures which are not accounted for in specific purpose funds.
- **PUBLIC SAFETY COMMUNICATIONS FUND** – Accounts for collection of enhanced emergency telephone services fees (E-911) from telephone, wireless, and Voice over Internet Protocol (VoIP) from subscribers whose billing address is in Savannah and is used to support law enforcement dispatching.
- **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.
- **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, collection/disposal of construction and demolition waste, and property maintenance enforcement.
- **CIVIC CENTER FUND** – Accounts for revenues collected to provide a venue for a variety of cultural, business, social, and sporting events.
- **WATER FUND** – Accounts for revenues collected to produce safe potable water to meet the needs of the Savannah community and other surrounding areas.
- **SEWER FUND** – Accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah residents.
- **INDUSTRIAL & DOMESTIC (I&D) WATER FUND** – Accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.

- **MOBILITY & 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.
- **COMMUNITY DEVELOPMENT FUND** – Accounts for revenues derived primarily from the Community Development Block Grant and other federal and state grants and used to address Savannah’s distressed neighborhoods.
- **GRANT FUND** – Accounts for revenues received from federal and state sources and used for a designated purpose.
- **INTERNAL SERVICES FUND** – Accounts for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

CAPITAL IMPROVEMENT PROGRAM presents a five year plan for maintenance and improvement of manmade infrastructure used for the delivery of essential public services. The first year of the plan is adopted for implementation.

OTHER FUNDS presents the Risk Management Fund, the Computer Purchase Fund, the Vehicle Purchase Fund, the Golf Course Fund, the Hotel/Motel Tax Fund, and the Auto Rental Tax Fund.

BUDGET ORDINANCE is adopted by Council. It summarizes the adopted budget and annotates any changes between the proposed budget and the adopted budget.

APPENDIX includes Social Services Contributions, Cultural Contributions, Outside Agencies, Authorized Positions Detail for 2010-2012, 2009-2012 Expenditure Table, a Glossary of Key Terms, a List of Acronyms, and an Index.

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.
- Savannah's City Hall was designed and built by local architect Hyman Witcover in 1904.
- Today, Savannah's downtown area is one of the largest National Historic Landmark Districts in the United States (designated in 1966).

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

	2009	2010
Savannah	147,791	136,286
Chatham County	264,240	265,128
Savannah MSA¹	329,329	347,611

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

Savannah MSA Population by Age for 2010

Age Range	Percentage of Population
0-19	27.5%
20-34	23.3%
35-54	26.4%
55-74	17.6%
75-Older	5.2%

Source: U.S. Census Bureau, American Community Survey 2010

Savannah MSA Race/Ethnicity for 2010

Race/Ethnicity	Savannah MSA
White	57.3%
African-American	33.5%
Hispanic	5.0%
Other	4.2%

Source: Savannah Economic Development Authority (SEDA)

(US Census, American FactFinder, ACS Demographic and Housing Estimates: 2010)

Household Income for Savannah MSA

Median Household Income - \$46,755	Number of Households	2008 Estimate (%)
Under \$35,000	50,249	38.5%
\$35,000 to 49,999	19,186	14.7%
\$50,000 to 74,999	24,929	19.0%
\$75,000 - Above	36,283	27.8%

Source: SEDA (U.S. Census Bureau, ACS 2010.)

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 dominates. 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	28,758	26.3%
Education and Health Services	20,888	19.1%
Leisure and Hospitality	18,060	16.5%
Manufacturing	11,589	10.6%
Public Administration	9,278	8.5%
Professional and Business Services	5,655	5.2%
Construction	4,918	4.5%
Financial Activities	4,735	4.3%
Other Services	3,742	3.4%
Information	1,441	1.3%
Natural Resources, Mining, and Agriculture	74	0.06%
Unclassified	205	0.2%
Total	109,332	100.0%

Source: Georgia Department of Labor, Georgia Area Labor Profile June 2011

Savannah MSA Major Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet aircraft/aerospace equip.	6,000
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 - 2010

City of Savannah Major Taxpayers

Taxpayer	Type of Business	2011 Assessed Valuation	Percentage of Total Assessed Valuation
Gulfstream	Aircraft Manufacturer	\$608,323,868	4.91%
Southern Energy	LNG Provider	\$226,984,669	1.72%
International Paper	Paper Manufacturer	\$158,667,863	1.20%
Georgia Power	Electric Utility	\$112,631,888	0.85%
Colonial Oil	Oil/Gas Distributor	\$81,723,788	0.62%
Weyerhaeuser	Paper Manufacturer	\$76,438,466	0.58%
Imperial Savannah	Sugar Manufacturer	\$62,468,210	0.47%
WalMart	General Retail	\$57,133,174	0.43%
Home Depot	Home Improvements	\$47,522,505	0.36%
Arizona Chemical	Pine Chemical Producer	\$47,323,409	0.36%

Source: Chatham County Board of Assessors, 2011

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

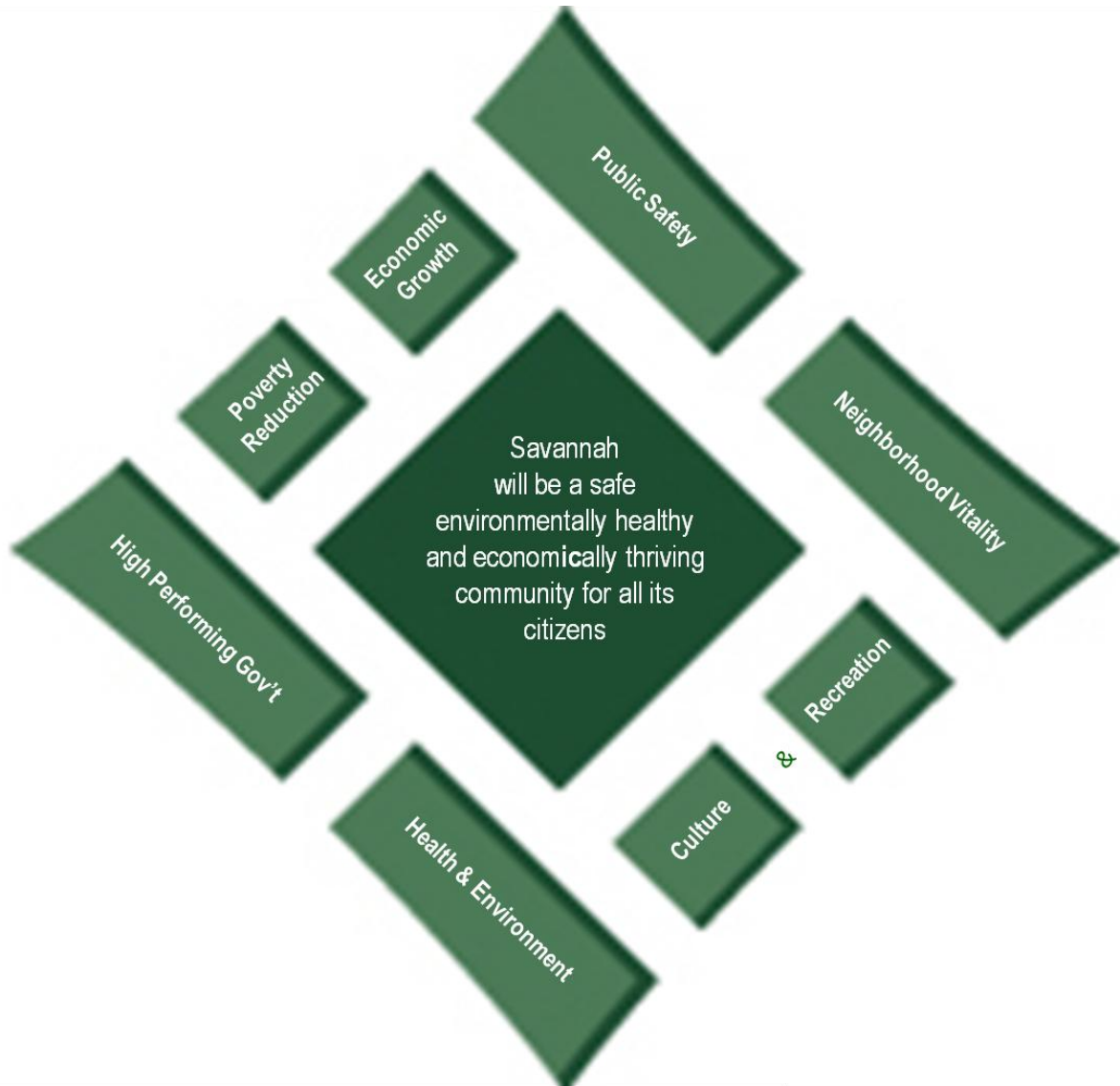
HONORS AND AWARDS

- "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 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 Adopted 2012 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.



BUDGET PROCESS



OVERVIEW

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. The annual budget is prepared under direction and guidance from the City Manager. State law and local ordinances also impact development of the annual budget.

POLICIES & PROCESS

The City of Savannah's Council-Manager form of government was adopted in 1954. Under this organizational plan, the legislative responsibility for municipal government is entrusted to a city council. The Savannah City Council consists of the Mayor and eight Aldermen. City Council levies taxes, enacts ordinances, and adopts the annual budget, as well as performs many other legislative functions.

Administrative or executive authority is vested in the City Manager. The City Manager is appointed by the Mayor and Aldermen to manage the government through the development, implementation, and execution of programs and policies established by the Council. The City Manager recommends the annual budget and work programs in addition to advising the Council on policy and legislative matters.

City Council has defined major priorities that government services should address, which are used to guide the budget process. These priorities were developed to reflect citizen views.

- **CULTURE & RECREATION** – To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens
- **ECONOMIC GROWTH** – To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors
- **HEALTH & ENVIRONMENT** – To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations
- **HIGH PERFORMING GOVERNMENT** – To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need
- **NEIGHBORHOOD VITALITY** – To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

- **POVERTY REDUCTION** – To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient
- **PUBLIC SAFETY** – To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Various policies and processes are used to guide the maintenance and use of the City's financial resources. They are described as follows.

BUDGET POLICIES

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The following section outlines the policies used to guide the preparation and management of the City's annual budget. This section contains a summary of policies pertaining to the operating budget, capital expenditures, revenue, financial accounting, cash management, investment, and debt.

Operating Budget Policies

Preparation of the City's operating budget is also 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 and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of workload, efficiency and effectiveness measures.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Mobility & 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 2010, the unallocated fund reserve totaled \$21.8 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 Budget Policies budgeted revenue for sales taxes. The 2012 sales tax revenue budget is \$40,000,000, thus the maximum growth target is currently \$10,000,000.
- 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 at year end, if necessary. 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 nonrecurring 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 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 coordinate the development of the capital budget with the 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.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

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 in order 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 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 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

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. Key policies which guide this process are described in the following section.

Budget Preparation

The City of Savannah’s fiscal year begins January 1st and ends December 31st. The major steps in the budget preparation process are:

1. The Research and Budget Department prepares the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. A *Five-Year Financial Plan* is also prepared. These reports are presented to the Council, and used as the financial framework for budget preparation.
2. A *Five-Year Capital Plan* is prepared and presented to Council. The first year of the plan is incorporated into the *Service Program and Budget*.
3. The Research and Budget Department, with direction and guidance from the City Manager, develops base budget expenditure levels for departments and City-wide revenue projections for the current and upcoming fiscal year. Departments prepare data on performance measures and service levels for inclusion in the budget document, and they submit service improvement requests to enhance a current activity, establish an activity, and/or obtain equipment associated with an activity. These requests are reviewed and changes made as necessary to present a balanced budget to the City Manager.
4. Efficiency Teams comprised of seven to ten employees from across the City meet to review and recommend strategies to achieve cost savings by adopting efficient and effective processes and/or

programs. In preparation for the 2012 Budget, Efficiency Teams reviewed the Vehicle Take-Home Policy, Fleet Management, Worker's Compensation, and Technology. Efficiency Team recommendations are presented to the City Manager and taken into consideration during budget deliberations.

5. The City Manager meets with each of the eight bureau directors to review proposed performance data and expenditures for the upcoming year and makes any necessary changes. The changes are then used to prepare the City Manager's budget recommendations to Council.

6. The Council conducts a series of workshops and public hearings before making a final decision on the City Manager's budget recommendations. After careful and thorough consideration, the Mayor and Aldermen adopt the *Service Program and Budget* by 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 this 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 data 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 change or circumstances are altered, the budget process allows for amendments. Because the Budget is an ordinance adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other ordinances. A majority positive vote by Council at two meetings is required.

BUDGET PREPARATION SCHEDULE

A budget preparation 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 PREPARATION SCHEDULE



ACTIVITY	DATE
Operating Budget Kick-Off <i>Attend Bureau Chiefs Meeting</i> <i>Provide Kick-Off materials and handouts to Department Contacts</i>	April 4, 2011
Budget Training <i>Information Sessions with City Staff</i> <i>Department Budget requests submitted</i>	April 18 - June 3, 2011
Capital Plan Review Committee Work Sessions	April 18 and 25, 2011
Discussions with Department/Bureau Representatives <i>Personnel Requests</i> <i>Capital Plan Requests</i> <i>Operating Budget Requests</i>	April – July 2011
Capital Plan Review Committee Work Sessions by Bureau	May – July 2011
Department and Bureau Details Submitted <i>Bureau Mission Statements, Trends and Issues</i> <i>Department Priority Goal Statements, Objectives and Performance Measures</i> <i>2011 Projected Expenditures and Revenues</i> <i>2012 Base Budget Expenditure and Revenue Requests</i>	May 30, 2011
Social Services Applications Submitted	June 15, 2011
External Partners Submit Funding Requests	June 15, 2011
Proposed Capital Plan Presented to Bureau Chiefs	August 1, 2011
Capital Plan Recommendations Made to City Manager	August 8, 2011
Efficiency Teams Submit Recommendations for Cost Savings	August 30, 2011
Council Retreat <i>2011 Financial Update</i> <i>2012 Budget</i> <i>2012-2016 Capital Improvement Plan</i>	September 1, 2011
Budget Meetings with City Manager	September 2011
2012 Preliminary Budget Available	November 4, 2011
Council Budget Retreat and Public Hearing	November 14-16, 2011
Second Public Hearing on Budget	December 1, 2011
Budget Adopted	December 15, 2011



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.

FUND 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:

- Water and Sewer Fund
- Industrial and Domestic Water Fund
- Golf Course Fund
- Civic Center Fund
- Mobility and Parking Services Fund
- Sanitation Fund

Internal Service Funds: Frequently referred to as revolving funds, internal service funds are used to account for the financing of goods and services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Information Technology and Vehicle Maintenance. The Risk Management Fund is also an internal service fund. 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, 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, and 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 expenses are recognized when incurred 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.

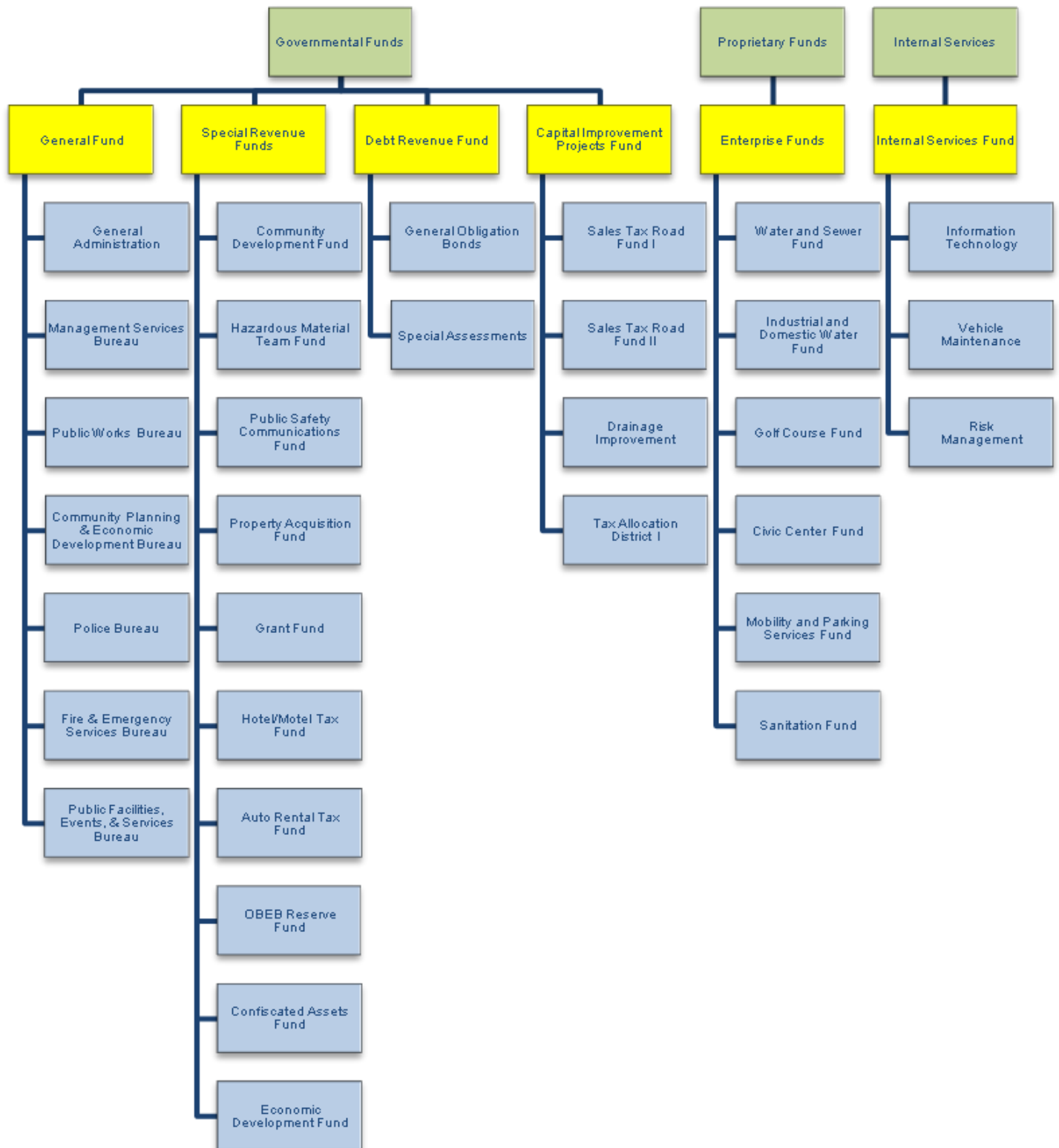
Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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.

BUDGETARY FUND STRUCTURE



FINANCIAL OUTLOOK



NATIONAL, STATEWIDE, AND LOCAL ECONOMIC OUTLOOK

The **U.S. national economy** showed continued growth in 2011, albeit at a slower pace than most economists had previously expected. Year end estimates of growth in real Gross Domestic Product (GDP) now hover in the 2.0 to 2.5% range, slowing from around the 3.0% year to year growth seen in 2010. Many global factors had a negative impact on the domestic economy in 2011, including a severe earthquake in Japan, continued unrest in major oil producing regions, and debt crises in several countries within the European Union. At home, 9.0% unemployment and a weak housing market continued to be barriers to a more robust pace of economic growth. In 2012, the picture looks much the same as 2011, with economists predicting GDP growth of less than 2.5% and unemployment remaining in the 8.5% to 9.0% range.

The **Georgia economy** remained worse off than that of the U.S. in 2011 mainly due to the state's heavy reliance on the real estate, construction, and construction products industries. The Georgia unemployment rate remained above 10.0%, and the state's level of economic growth continued to sputter, remaining at 2.0% or below. Existing home sales, mainly of foreclosed or distressed properties, began to pick up slightly in late 2011; this trend could signal the beginning of a turnaround in the housing market, which Georgia desperately needs. The state's outlook for 2012, unfortunately, looks very similar to 2011. Analysts predict Georgia's economy to grow at a marginally better rate, possibly 2.1 to 2.3%; however, this rate will still not be fast enough to have significant impact on unemployment.

The **Savannah economy** continued to outperform the state of Georgia in 2011. The tourism industry experienced strong growth, and activity at the Port of Savannah continued at record high levels throughout the year. Unemployment in Savannah remained below the Georgia rate, but above the national rate, in the 9.0 to 9.5% range. Sluggish home sales and construction continue to be the biggest drag on economic growth in the Savannah area. The outlook in 2012 is for continued modest improvement. Savannah's diverse mix of industries, including tourism, the port, education, and the military, have allowed it to weather the economic struggles of the last few years better than other municipalities.

FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly and can 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 Forecast* is also updated using a five year planning period that looks ahead to project future needs.

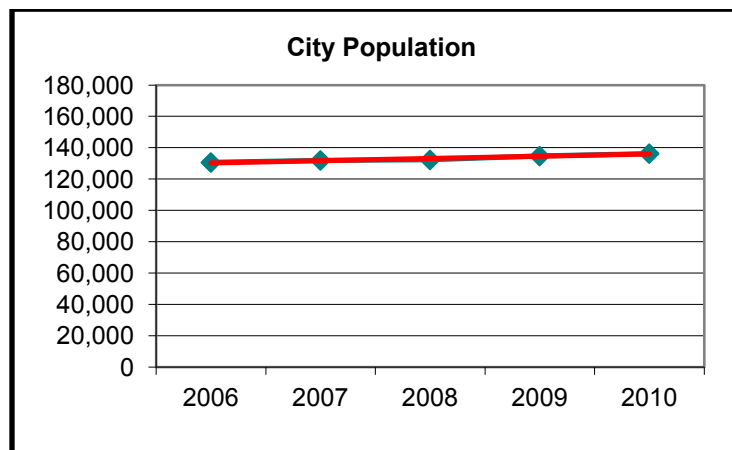
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

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:

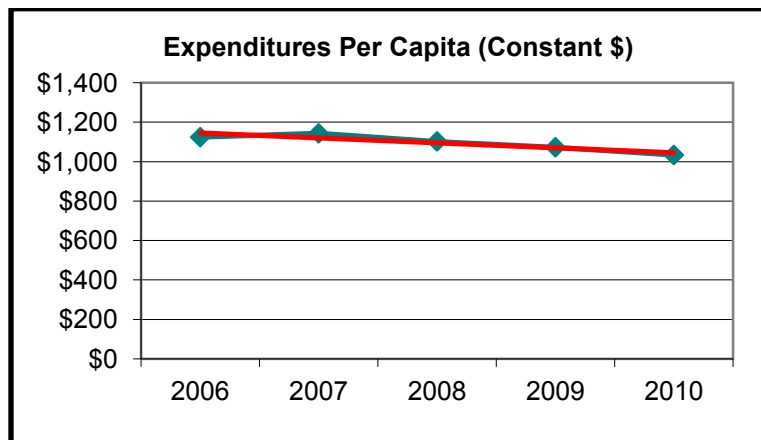
CITY POPULATION

Population change can affect governmental revenues and service demand, especially rapid changes in population. The City of Savannah population according to the 2010 Census was 136,286, which represented a growth of 3.63%, or 4,776, above the 2000 Census population of 131,510. The trend during the five year period 2006 - 2010 reflects a slow and steady population increase.



EXPENDITURES PER CAPITA

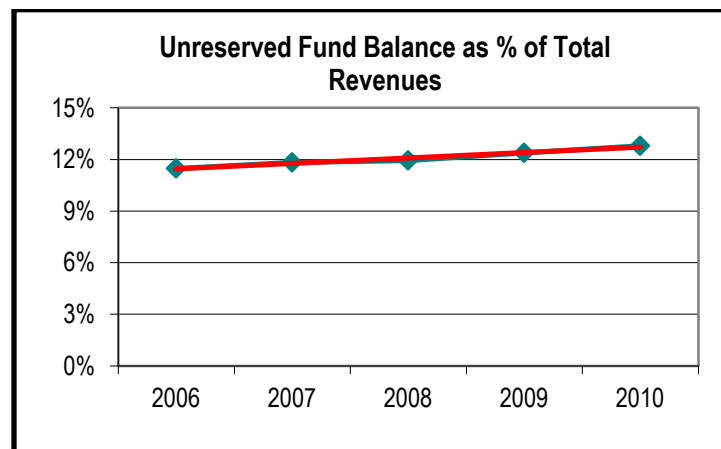
The quality of services provided to meet the needs of City of Savannah residents and businesses is a top priority. Changes in expenditures per capita can occur as needs and demand for services change and can be influenced by economic conditions. Per capita cost on a constant dollar basis was \$1,124 in 2006 and decreased to \$1,033 in 2010. Expenditures per capita declined due to the impact of the economic recession on revenue and measures taken to reduce expenditures.



UNRESERVED FUND BALANCE

The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. The Government Finance Officers Association (GFOA) 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 \$170,754,270 in 2010, two months would equal \$28,459,045 or 16.67%. The unreserved fund balance for the General Fund at the end of 2010 was \$21,836,519 or 12.8% of total General Fund revenue for that year. The City's unreserved fund balance has been around 12% as a percentage of General Fund revenue since 2006.

In addition to the unreserved, undesignated fund balance in the General Fund, the City also maintains a Sales Tax Stabilization reserve. These reserves are funded from higher than anticipated sales tax revenue and are used to fund unbudgeted sales tax revenue deficits if needed. For more information on the Sales Tax Stabilization Fund, refer to the Sales Tax section below.



FIVE YEAR PLAN FORECAST

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

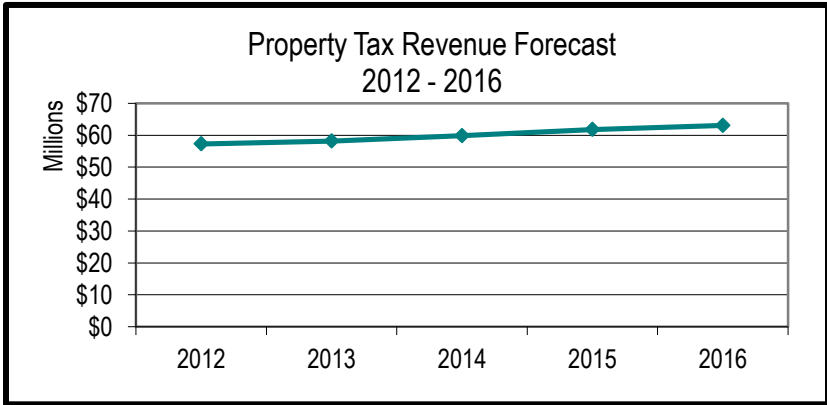
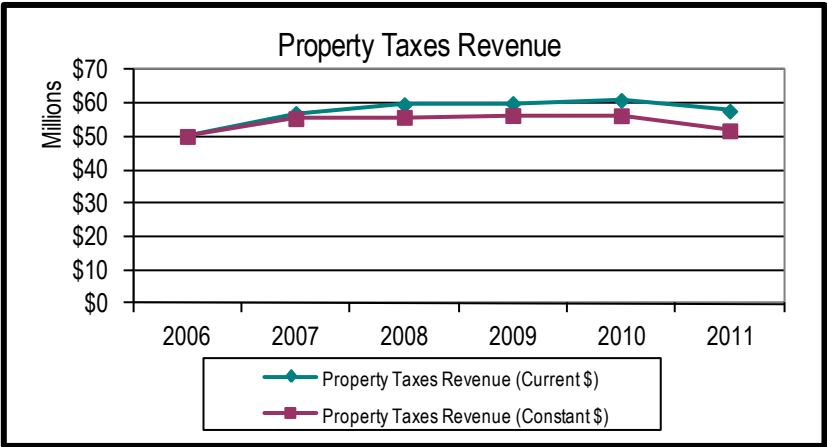
Property taxes are the single most significant source of revenue for the City and make up about 35% of the City's General Fund revenue.

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. The millage rate was raised to 13 mills in 2010 to help offset the decline in the property tax digest of almost 5.0%. For the 2011 Budget, the millage rate was returned to 12.5, despite a further 4.79% reduction in the tax digest; the millage rate is budgeted to remain at 12.5 mills for 2012 as well. 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.

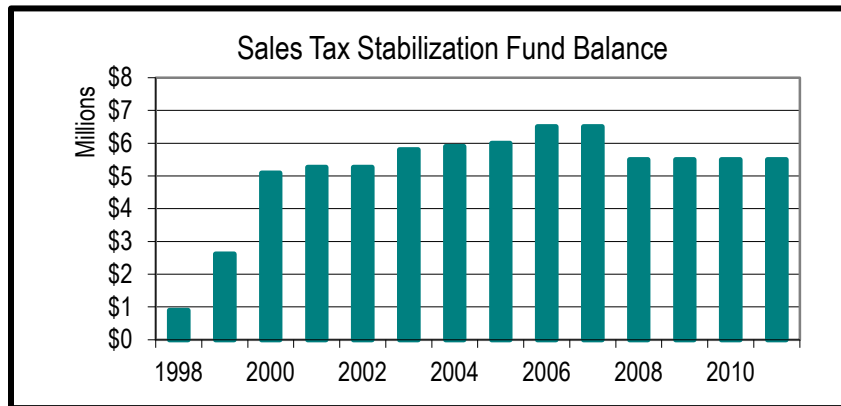
Property tax revenue over a six year period in current and constant dollars is shown in the graph below. The amount for 2011 is the forecast amount. Also shown is the five year forecast for property tax revenue.



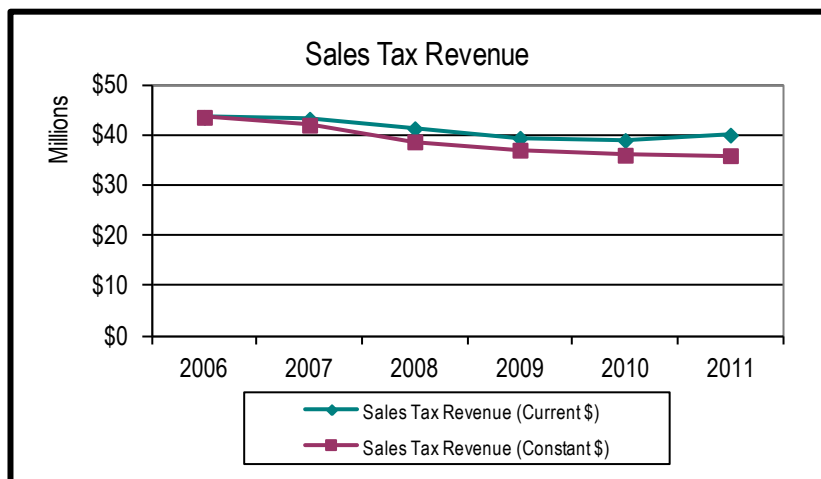
SALES TAX

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.

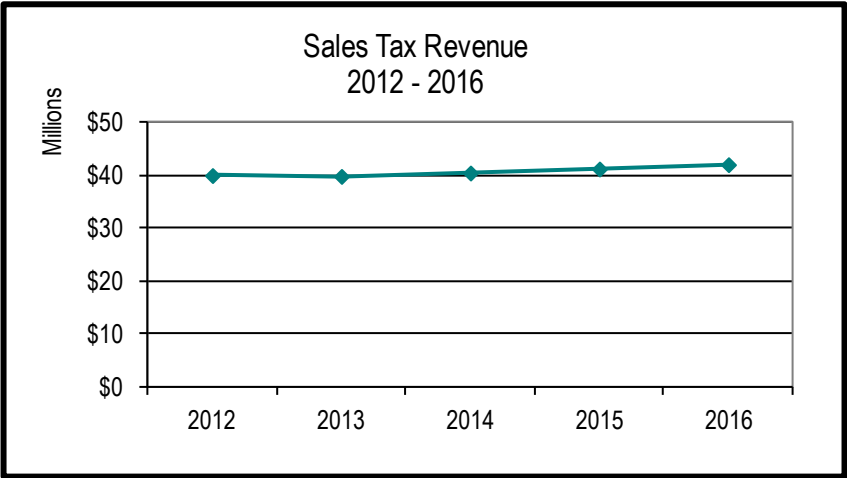
In previous years, the amount of sales tax revenue received above the trend line was transferred to the Sales Tax Stabilization Fund to guard against a recession, as this tax is highly elastic and directly impacted by performance of the economy. These funds are available for use in years when revenue is below the trend line. There was a draw from this Fund in 2008 (accounted for as a decreased contribution to CIP), but the balance has remained unchanged since then. As of the end of 2011, the Sales Tax Stabilization Fund totaled \$5,501,000.



Sales tax revenue over a six year period in current and constant dollars is shown in the graph which follows. The amount for 2011 is the forecast amount.



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.



USER FEES

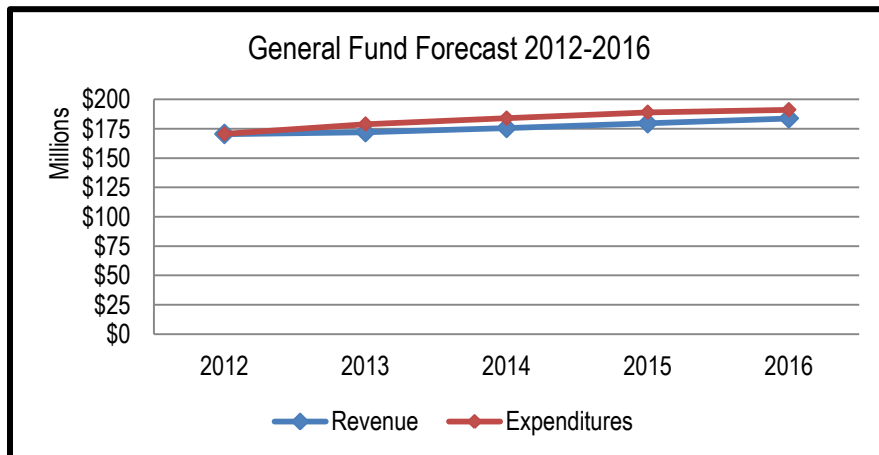
User fees are charged for specific services such as leisure activities and development services. User fees are projected to generate about 15% of General Fund revenue in 2012. The largest user fee is the reimbursement from Chatham County for police services provided to the unincorporated area. This fee is a result of the City and County police merger in 2005.

FIVE YEAR PLAN FORECAST

General Fund revenue for 2012 and 2013 is projected to decline slightly due to Property and Sales Tax issues as described above; the 2014-2016 period should see growth resuming in these sources, and the General Fund overall. Other revenue sources such as hotel/motel tax, business tax, development fees, and interest earned are projected to show improvement over the entire forecast period. A small amount is also included each year for potential fee increases.

With revenues expected to remain fairly flat in 2012, expenditures will be held to 2011 levels in most cases. Beginning in 2013, 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, an area that is projected to impact spending growth is salaries and wages. A minor increase in personnel costs has been forecast for 2012-2016. Also included are adjustments for benefits such as worker's compensation and retiree medical and pension; capital infrastructure spending, which is projected to gradually increase, reaching \$5 million by 2015; and subsidies necessary to support Sanitation services.

The gap in projected revenues and expenditures is expected to be managed through city-wide efforts that include managing benefit spending while remaining competitive and implementing efficiencies and innovations that result in long-term sustainability.



WATER AND SEWER FUND FORECAST

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 for 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 2012 – 2016 five year capital improvement and maintenance plan. The projected monthly dollar and percent increase in combined water and sewer bills for three different usage levels follows.

The rates forecast in this projection for 2012 have been increased and result in an average monthly increase for the median customer of \$1.50; the rates for 2013-2016 will increase by the same amount to help deal with new regulations and needed capital improvements. 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. The following page shows a table of future Water/Sewer rate projections.

WATER AND SEWER FUTURE RATE PROJECTION TABLE

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 (actual)	0.75	1.25	1.75	2.27%	2.44%	2.52%
2012	1.50	2.50	3.50	4.44%	4.76%	4.92%
2013	1.50	2.50	3.50	4.25%	4.55%	4.69%
2014	1.50	2.50	3.50	4.08%	4.35%	4.48%
2015	1.50	2.50	3.50	3.92%	4.17%	4.29%
2016	1.50	2.50	3.50	3.77%	4.00%	4.11%
Average (last 5 years)	\$1.50	\$2.50	\$3.50	4.09%	4.37%	4.49%

* 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 the 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 2011, it is projected that 2,200 MG gallons will be purchased; and for 2012 it is assumed that 2,300 MG will be needed at a cost of \$1,745,000. 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 2012-2016. The proposed plan totals \$174,545,800, of which \$31,026,000 is allotted for water projects and \$71,670,000 is for sewer projects. In addition to these projects, an I & D capital project plan totaling \$5,296,000 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 two future borrowings: one being a \$10,000,000 bond issue in the year 2012, and the other a \$20,000,000 bond in 2014. The feasibility of these two bond issues is dependent on implementation of the recommended rate increases.

SERVICE IMPROVEMENTS

The projection assumes no significant service improvements will be implemented in 2012 or future years.

SANITATION FUND FORECAST

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 has been 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 \$17 million financial impact in 2016.

Rate planning should begin now to be ready to fund new debt that will be required for the landfill expansion project. It is projected that the expansion project will be funded by a combination of new debt in the amount of \$12,000,000 in year 2015 plus a cash balance in the Landfill Replacement Fund of \$5,000,000.

New debt service for this bond issue will be approximately \$1,000,000 annually. The plan of future rate adjustments was calculated to accomplish these objectives:

- Keep residential rates as low as possible and competitive with rates charged by private providers outside of the City;
- Provide funding for the new \$1,000,000 debt service for the landfill expansion; and
- Keep the overall Sanitation Fund subsidy/service fee required from the General Fund at the same level as in the 2011 Budget of around \$7,500,000.

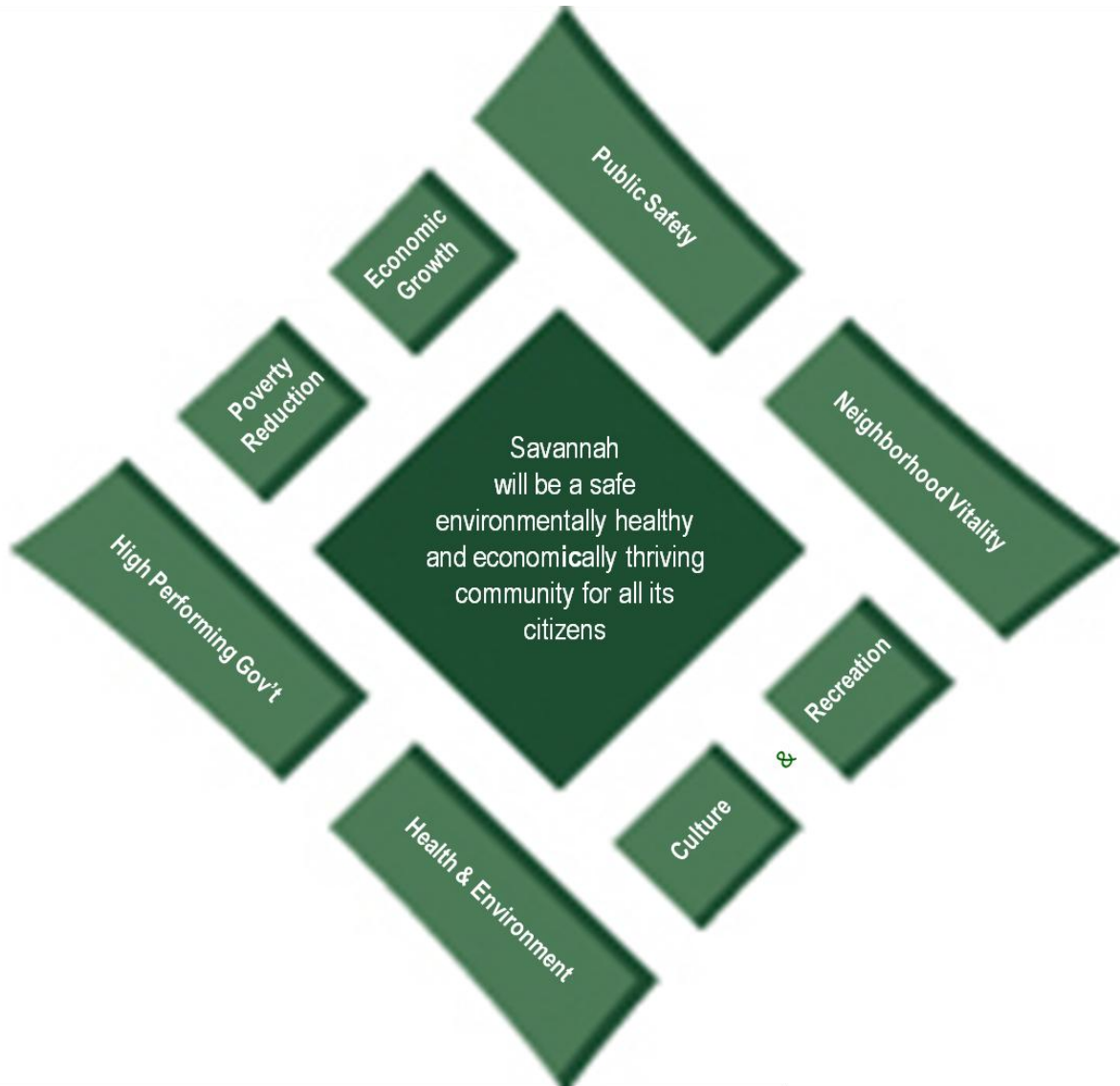
RATE CHANGES FOR 2012

Revenue projections for 2012 assume rates for residential and commercial service are increased in 2012. The residential sanitation rate has been increased only once since 2005. It is currently \$24.50 per month. The recommended rate for 2012 is \$26.00. This rate is still less than the prevailing rates charged by private collectors in the unincorporated areas which range from \$28.75 to \$32.93 per month. And since our rate includes curbside recycling service, the true rate differential is even greater. Commercial fees were last adjusted when they were reduced in 2007. It is recommended the commercial disposal fee be increased from \$3.50/cy to \$3.65/cy (4.3%), and that commercial collection rates be raised from an average of \$3.52/cy to \$3.65/cy (3.5%).

FUTURE RATE CHANGES

The following table shows the rates for the next several years required to achieve the three objectives set forth at the beginning of this section:

Bill Code	Service	2011	2012	2013	2014	2015	2016
1001	Residential Service (Monthly)	\$24.50	\$26.00	\$27.50	\$29.00	\$30.50	\$32.00
1600	Commercial Disposal Fee (\$/cu. yd.)	\$ 3.50	\$ 3.65	\$ 3.85	\$ 4.00	\$ 4.15	\$ 4.30
	Commercial Collection Fees (\$/cu. yd.):						
1500	River Street	\$ 4.90	\$ 5.05	\$ 5.25	\$ 5.45	\$ 5.65	\$ 5.85
1501	Downtown Lanes	\$ 4.60	\$ 4.75	\$ 5.00	\$ 5.20	\$ 5.40	\$ 5.60
1502	2-15 CY	\$ 3.15	\$ 3.26	\$ 3.40	\$ 3.50	\$ 3.65	\$ 3.80
1516	16-47 CY	\$ 2.75	\$ 2.85	\$ 3.00	\$ 3.15	\$ 3.30	\$ 3.40
1548	48-95 CY	\$ 2.45	\$ 2.55	\$ 2.65	\$ 2.75	\$ 2.85	\$ 2.95
1596	96+ CY	\$ 1.90	\$ 2.00	\$ 2.10	\$ 2.20	\$ 2.30	\$ 2.40



ALL FUNDS SUMMARY



City-wide projected revenues total \$325,084,403 for 2012. This is a 0.7% decrease below the 2011 projected amount. The decline is primarily due to less revenue anticipated from grant sources. Impacting revenues in 2012 are proposed rate changes, as well as new fees, for certain services. The table below provides a summary of 2010 actual, 2011 projected, and 2012 proposed revenues.

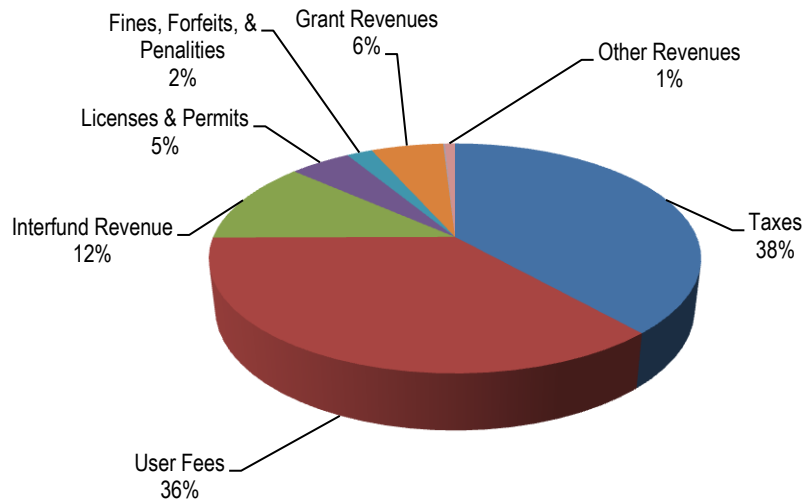
<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Taxes	\$ 127,171,978	\$ 125,192,325	\$ 124,943,225	-0.2
User Fees	112,769,280	112,330,584	118,572,833	5.6
Interfund Revenue	35,456,696	37,038,101	37,886,847	2.3
Licenses & Permits	14,878,063	15,328,500	15,571,850	1.6
Fines, Forfeits, & Penalties	6,653,136	7,107,017	6,589,600	-7.3
Grant Revenues	27,764,584	26,677,472	18,557,808	-30.4
Interest Earned	276,488	201,947	276,000	36.7
Other Revenues	3,712,674	3,371,185	2,686,240	-20.3
TOTAL REVENUES	\$ 328,682,899	\$ 327,247,131	\$ 325,084,403	-0.7

After adjusting for transfers between funds, total proposed expenditures for 2012 are \$282,941,054 or 1.2% below the 2011 projected budget. The largest decreases are in the Community Development Fund and the Grant Fund, both of which felt the effect of spending constraints from the Federal level.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 153,013,264	\$ 146,391,703	\$ 152,335,879	4.1
Outside Services	34,865,598	37,583,659	35,812,053	-4.7
Commodities	15,698,530	17,654,774	17,638,202	-0.1
Interfund Services	26,559,095	30,377,178	31,711,037	4.4
Capital Outlay	5,660,103	9,283,744	8,187,686	-11.8
Debt Service	17,245,043	17,065,486	15,902,178	-6.8
Interfund Transfers	56,702,870	41,309,467	40,199,608	-2.7
Other Expenses	29,121,764	22,803,883	23,297,760	2.2
SUBTOTAL	\$ 338,866,267	\$ 322,469,894	\$ 325,084,403	0.8
Contribution to Fund Balance	\$ 0	\$ 4,777,237	\$ 0	-100.0
SUBTOTAL	\$ 338,866,267	\$ 327,247,131	\$ 325,084,403	-0.7
Less Interfund Transfers	\$ (38,984,004)	\$ (40,824,305)	\$ (42,143,349)	3.2
TOTAL EXPENDITURES	\$ 299,882,263	\$ 286,422,826	\$ 282,941,054	-1.2

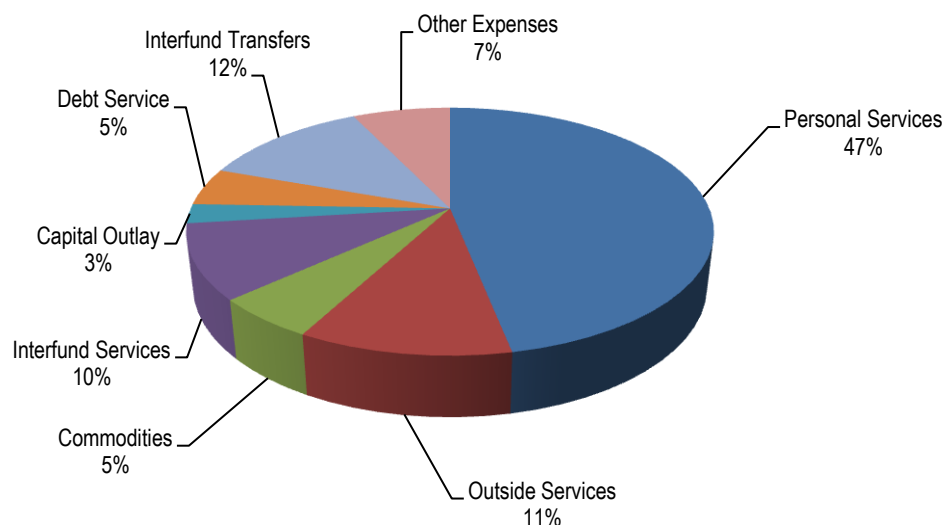
ALL FUNDS REVENUE

The graph below presents a breakdown, by category, of total revenues for 2012. **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, 9-1-1 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.



ALL FUNDS EXPENDITURES

The graph below presents total expenditures by major code for 2012 prior to 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.



CITY-WIDE REVENUE DETAIL



The table below compares 2010 actual revenues with 2011 projected revenues and 2012 adopted budget revenues.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Property Taxes	\$ 60,977,432	\$ 57,750,351	\$ 57,300,935	-0.8
Sales Tax	38,934,660	39,996,000	40,000,000	0.0
Other Taxes	<u>27,259,886</u>	<u>27,445,974</u>	<u>27,642,290</u>	<u>0.7</u>
Subtotal	\$ 127,171,978	\$ 125,192,325	\$ 124,943,225	-0.2
<u>User Fees</u>				
Public Facilities, Events and Services Fees	\$ 808,210	\$ 725,695	\$ 750,295	3.4
Development Fees	1,673,764	1,525,700	1,702,957	11.6
Fees for Other Services - General Fund	20,933,091	21,649,120	22,827,240	5.4
9-1-1 Fees	5,118,789	4,800,000	4,850,000	1.0
Haz-Mat Services	160,210	154,460	200,000	29.5
Water Services	19,781,948	19,234,403	20,714,727	7.7
Sewer Services	31,376,492	30,868,235	33,209,056	7.6
I & D Services	7,936,768	8,347,753	8,451,206	1.2
Sanitation Services	15,527,315	15,190,242	16,036,000	5.6
Mobility and Parking Services	7,980,482	8,274,030	8,288,830	0.2
Civic Center Services	1,410,515	1,464,258	1,439,287	-1.7
Golf Course Lease	<u>61,695</u>	<u>96,688</u>	<u>103,235</u>	<u>6.8</u>
Subtotal	\$ 112,769,280	\$ 112,330,584	\$ 118,572,833	5.6
<u>Interfund Revenues</u>				
Internal Service Charges	\$ 19,601,458	\$ 23,167,639	\$ 23,670,681	2.2
Interfund Services	9,935,886	10,055,621	10,634,047	5.8
General Fund Contribution	<u>5,919,352</u>	<u>3,814,841</u>	<u>3,582,119</u>	<u>-6.1</u>
Subtotal	\$ 35,456,696	\$ 37,038,101	\$ 37,886,847	2.3
Licenses & Permits	\$ 14,878,063	\$ 15,328,500	\$ 15,571,850	1.6
Fines, Forfeits, & Penalties	\$ 6,653,136	\$ 7,107,017	\$ 6,589,600	-7.3
Grant Revenues	\$ 27,764,584	\$ 26,677,472	\$ 18,557,808	-30.4
Interest Earned	\$ 276,488	\$ 201,947	\$ 276,000	36.7
Other Revenues	\$ 3,712,674	\$ 3,371,185	\$ 2,686,240	-20.3
TOTAL	\$ 328,682,899	\$ 327,247,131	\$ 325,084,403	-0.7

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. The 2012 budget is balanced with a millage rate of 12.5 mills, which is the same as the 2011 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 changes, as well as some new fees, are proposed for certain services including park and square events, development services, fire services, mobility and parking services, sanitation services, and water and sewer charges in 2012.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal, and General Fund contributions to subsidized funds. Total General Fund contributions to other funds are projected to decrease in 2012.
- **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 more than half of Licenses & Permits revenue.
- **Fines, Forfeits, & Penalties** consists primarily of Recorder's Court fines and parking citations. Also included in this category are execution fees and interest related to delinquent tax collections, which are anticipated to decline in 2012.
- **Grant Revenues** are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. In 2012, city-wide grant revenues are projected to decline significantly as less funding is anticipated related to Homeland Security and from the Department of Justice.
- **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.
- **Other Revenues** consist of items such as miscellaneous revenue and payment in lieu of taxes. The decrease in this revenue category in 2012 is primarily related to sales revenue in the Vehicle Purchase Fund.

REVENUE CHANGES

The proposed budget maintains the majority of fees for City services at the 2011 level. Rate changes, as well as some new fees, are recommended for Development Services, Fire & Emergency Services, park & square events, off duty officer services, Mobility & Parking Services, Sanitation, and Water & Sewer charges. The budget is balanced with the revenue changes described below.

General Fund. Proposed fee changes for departments budgeted within the General Fund are as follows:

Development Services Fees	Current	Proposed
After-Hours Building Inspections	\$37.50/hour, 1 hour minimum	1.5 times hourly inspector rate, 4 hour minimum
Mechanical Inspection Fee	\$30 minimum	\$32 minimum
ZBA Application Fee	\$60 Residential, \$175 Commercial	\$66 Residential, \$192.50 Commercial
Work Without a Site Permit	Double permit fee	Greater of \$500 or double permit fee
Work Without a Building Permit	Greater of \$100 or double permit fee	Greater of \$500 or double permit fee
Zoning Confirmation Letter Fee	None	\$50.00
Sign Inspection Fee	\$30 minimum	\$32 minimum
Water Sampling Fee	None	\$30/first 2 samples, \$100/additional
Site Plan Review Fee	\$100/acre	\$110/acre; \$30 minimum, \$12,000 maximum
Revised Site Plan Review Fee	None	\$25/sheet
Resubmittal Fee	None	\$50
Plat Review Fee	\$85/lot	\$93.50/lot
Subdivision Construction Plan Review Fee	\$25/lot	\$27.50/lot
Plumbing Inspection Fee	\$30 minimum	\$32 minimum
Plan Review Fee	\$25.00	\$27.50
Fence and Wall Inspection Fee	\$30 minimum	\$32 minimum
Extra Site Inspection Fee	None	\$50 first inspection, \$100/extra inspection
Electrical Inspection Fee	\$30 minimum	\$32 minimum

Development Services Fees	Current	Proposed
Extra Building Inspection Fee	\$30 first inspection, \$50 additional	\$50 first inspection, \$100 additional
Change Name on Certificate of Occupancy Fee	None	\$20
All-Inclusive Permit Fee	\$30 minimum	\$32 minimum
After Hours Site Inspection Fee	None	1.5 times hourly inspector rate, 4 hour minimum
Billboard Sign Application	None	\$100

Fire Service Fees	Current	Proposed
Fire Protection Systems Inspection Fee	\$32 minimum	\$40 minimum
Lack of Required Permit	Greater of \$100 or double permit fee	Greater of \$500 or double permit fee
After Hours Inspection Fee	\$37.50/hour, 1 hour minimum	1.5 times hourly inspector rate, 4 hour minimum
Extra Inspection Fee	\$30 first inspection, \$50 additional	\$50 for each reinspection
Fireworks Permit Fee	\$32	\$100
New Underground Tank Installation per Tank Inspection	\$30	\$40
Leak Detection System Installation per Tank Inspection	\$25	\$40
New Integral Piping System Installation per Inspection	\$35	\$40
Inspection of Repair or Retrofitting of an Underground Tank	\$25	\$40
Inspection of Removal Operation of Pollutant per Inspection	\$30	\$40
Commercial Burn Permit Fee	\$50	\$100
Bonfire Permit Fee	None	\$50
Preventable Fire Alarm Activation Fee	None	\$250
Firefighter Fee	None	1.5 times hourly firefighter rate, 4 hour minimum
Fire Safety Training Fee	None	FEMA rate

Park and Square Fees	Current	Proposed
Special Events	\$225/3 hour block	\$250/3 hour block
Non-Resident Fee	\$125	\$150

Police Fees	Current	Proposed
Off Duty Officer Administrative Fee	None	\$1/hour
Off Duty Officer Vehicle Fee	None	\$6/hour

Mobility & Parking Services Fund. Proposed fee changes for Mobility & Parking Services are identified below:

Mobility & Parking Services Fees	Current	Proposed
Decals-General-Prorated Quarterly 1 st Quarter	\$120	\$160
Decals-General-Prorated Quarterly 2 nd Quarter	\$90	\$160
Decals-General-Prorated Quarterly 3 rd Quarter	\$60	\$80
Decals-General-Prorated Quarterly 4 th Quarter	\$30	\$40
Decals-Tour Bus	\$75	\$150
Transportation Related Ordinance Violation	\$25	\$50
Taxi Citations - 1 st Offense	\$50	\$100
Taxi Citations - 1 st Offense	\$100	\$250
Taxi Citations - 1 st Offense	\$500	\$750
Taxi Citations – 2 nd Offense	\$100	\$250
Taxi Citations – 2 nd Offense	\$300	\$500
Taxi Citations – 2 nd Offense	\$500	\$1,000
Second Residential Decals	\$75	\$175
Student Residential Decals	\$125	\$175
Immobilization (Boot Removal)	\$40	\$60

Sanitation Fund. Proposed fee changes for Sanitation Services are as follows:

Sanitation Service Fees	Current	Proposed
Residential Refuse Service (bi-monthly)	\$24.50	\$26.00
Commercial Disposal Fee (\$/cubic yard)	\$3.50	\$3.65
Commercial Collection Fees, River St. (\$/cubic yard)	\$4.90	\$5.05
Commercial Collection Fees, Downtown Lanes (\$/cubic yard)	\$4.60	\$4.75
Commercial Collection Fees, 2-15 cubic yards (\$/cubic yard)	\$3.15	\$3.26

Sanitation Service Fees	Current	Proposed
Commercial Collection Fees, 16-47 cubic yards (\$/cubic yard)	\$2.75	\$2.85
Commercial Collection Fees, 48-95 cubic yards (\$/cubic yard)	\$2.45	\$2.55
Commercial Collection Fees, 96+ cubic yards (\$/cubic yard)	\$1.90	\$2.00
Yard Waste Special Collection	\$7 minimum and \$25 for unscheduled pick-up	\$25 plus \$7/15 minutes
Special Collection for Non-Residential and Commercial Apartments and Vacant Residential Rental Properties	\$61/pick-up	\$250/pick-up
Commercial Pick Up Fee	None	\$100/load
Carts Left at Curb Citation	\$15/occurrence	\$25/occurrence
Recycling Cart Contamination Fee	None	\$25/violation
Sweeper Parking Citation	\$12	\$15

Water and Sewer Fund. The proposed base charges for water and sewer service in 2012 are unchanged from 2011. Only the consumption charges are proposed to increase. The impact of the proposed 2012 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:

2012 over 2011	
Monthly Increase in Combined Water & Sewer Bill	\$1.50
Percentage Increase	4.44%

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 current 2011 and proposed 2012 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	\$0.78	\$0.82
Over 15 CCFs	\$0.96	\$1.00
Water, Outside City:		
Base Charge (bi-monthly)	\$16.59	\$16.59
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.17	\$1.23
Over 15 CCFs	\$1.44	\$1.50

Sewer Rates	Current	Proposed
Sewer, Inside City:		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$2.40	\$2.56
Over 15 CCFs	\$2.78	\$2.94
Sewer, Outside City:		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.60	\$3.84
Over 15 CCFs	\$4.17	\$4.41

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.

In addition to the fee changes outlined above, the following Sewer fee increases are proposed for 2012:

Sewer Fees	Current	Proposed
Fat Oil and Grease (FOG) Permit	\$25.00	\$50.00

WHAT DOES A PROPERTY OWNER PAY?

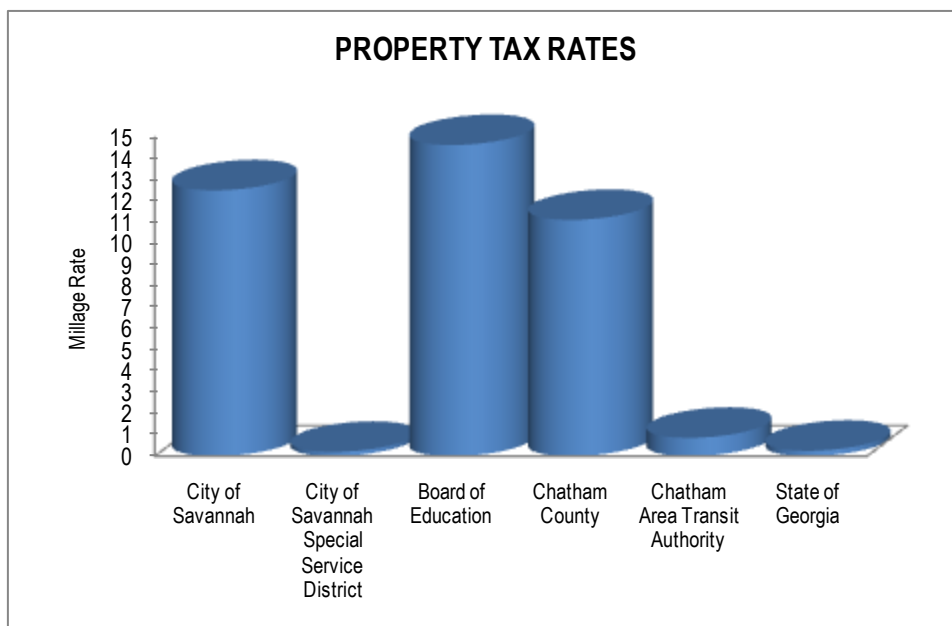


The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2012 budget is balanced with a City of Savannah millage rate of 12.5 mills, which is the same as the 2011 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 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 taxing jurisdictions 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 rate for the special service district applies only to property owners whose property is located within the geographic boundaries of the special district).

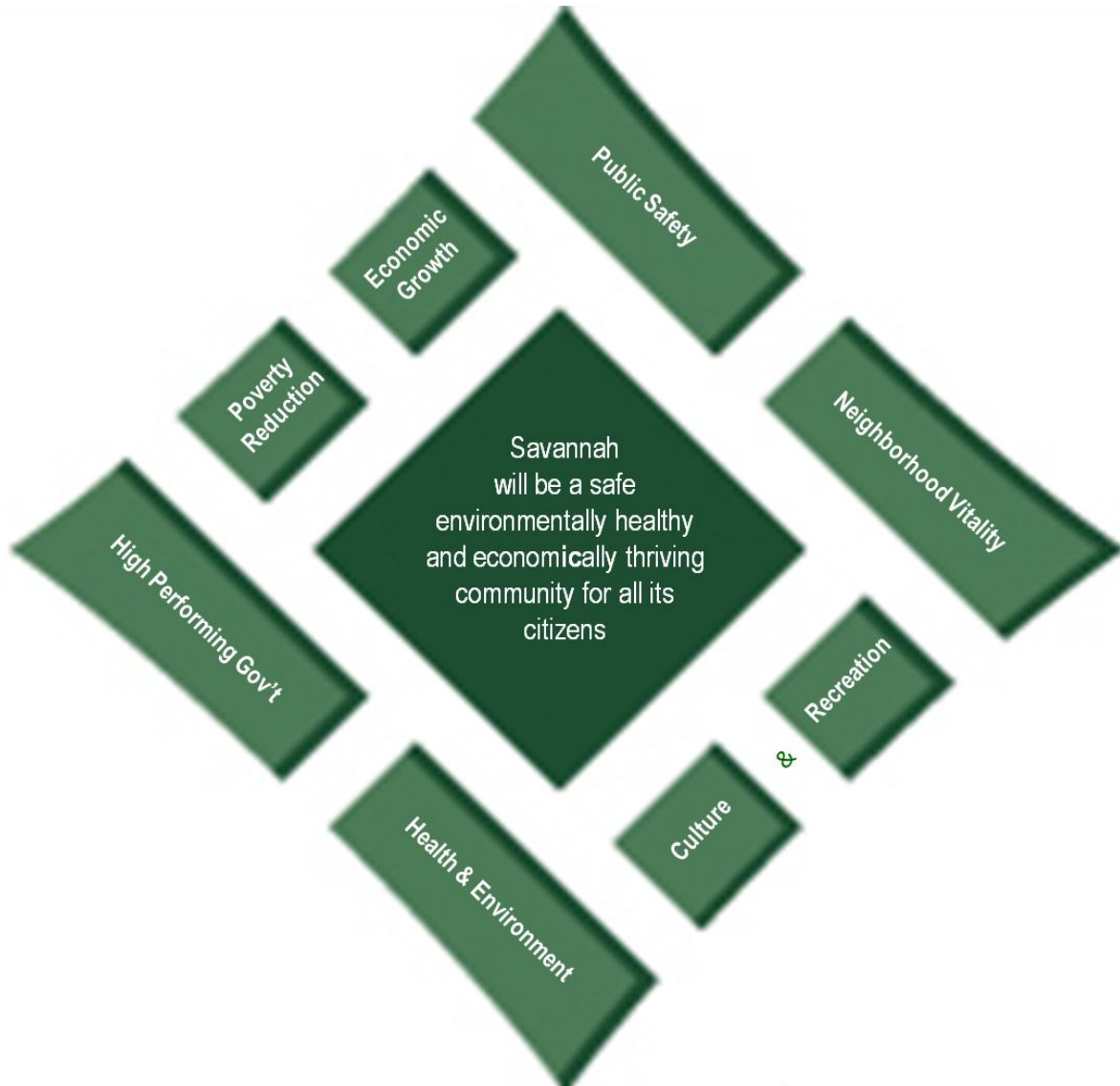


CITY OF SAVANNAH, GEORGIA
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING¹ GOVERNMENTS
2002 - 2011

Year	City	City Special District²	Schools	County	Chatham Area Transit Authority	State	Total
2002	13.300	-	17.550	10.367	.820	.250	45.767
2003	13.300	.200	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	.820	.250	41.577
2008	12.500	.200	13.404	10.537	.820	.250	37.711
2009	12.500	.200	13.404	10.537	.820	.250	37.711
2010	13.000	.200	14.131	10.537	.820	.250	38.938
2011	12.500	.200	14.631	11.109	.859	.250	39.549

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 a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy.



CITY-WIDE EXPENDITURE DETAIL



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

	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
General Fund	\$ 170,294,841	\$ 169,865,041	\$ 170,440,017	0.3
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 455,180	\$ 447,623	\$ 522,770	16.8
Grant	10,591,682	11,835,278	4,799,672	-59.4
Community Development	18,904,017	15,660,744	14,522,709	-7.3
Public Safety				
Communications	4,962,792	5,272,064	5,757,981	9.2
Hotel Motel Tax	5,546,480	5,862,510	5,959,674	1.7
Subtotal	<u>\$ 40,460,150</u>	<u>\$ 39,078,219</u>	<u>\$ 31,562,806</u>	-19.2
<u>Enterprise Funds</u>				
Sanitation	\$ 23,670,765	\$ 24,211,220	\$ 24,832,496	2.6
Civic Center	3,490,950	3,679,539	3,536,832	-3.9
Water	22,355,533	22,013,007	23,406,424	6.3
Sewer	31,555,018	31,097,685	33,449,056	7.6
I & D Water	7,964,860	8,492,070	8,595,523	1.2
Mobility and Parking				
Services	23,813,644	11,316,687	11,489,719	1.5
Golf Course	102,846	97,360	103,235	6.0
Subtotal	<u>\$ 112,953,616</u>	<u>\$ 100,907,568</u>	<u>\$ 105,413,285</u>	4.5
<u>Internal Services Funds</u>				
Internal Services	\$ 9,832,538	\$ 10,055,621	\$ 10,634,047	5.8
Computer Purchase	649,443	576,240	354,819	-38.4
Vehicle Purchase	4,675,679	6,764,442	6,679,429	-1.3
Subtotal	<u>\$ 15,157,660</u>	<u>\$ 17,396,303</u>	<u>\$ 17,668,295</u>	1.6
Total	\$ 338,866,267	\$ 327,247,131	\$ 325,084,403	-0.7
Less Interfund Transfers	\$ (38,984,004)	\$ (40,824,305)	\$ (42,143,349)	3.2
TOTAL	\$ 299,882,263	\$ 286,422,826	\$ 282,941,054	-1.2

CITY-WIDE EXPENDITURE CHANGES



Expenditures for the 2012 budget decrease slightly from the previous year. City-wide expenditures total \$325,084,403 or 0.7% below 2011 projected expenditures prior to adjusting for interfund transfers. The largest decreases are in the Community Development Fund and Grant Fund, both of which felt the effect of spending constraints from the Federal level. City expenditures are divided into eight major categories with changes in each highlighted below:

- **Personal Services** represent 46.9% of City expenditures and are comprised primarily of funding for salaries and wages for employees and a comprehensive benefits program for employees and their dependents. This category increases \$5,944,176 or 4.1% over 2011 projected expenditures due to personnel and benefit changes. Some of the major changes are described as follows.

This adopted budget continues the comprehensive medical benefits plan to employees and their dependents with an employer contribution of \$13,322,305, which is \$419,003 below the 2011 projected contribution. Total health plan costs per employee, including fixed costs, are slightly down from last year. If this trend continues, 2012 will be the third year in a row with a negative trend. Total costs per employee are \$5,347 which is well below the government norm. There is no proposed premium rate increase for active employees in 2012. This will be the third year in a row in which the premiums for active employees remain unchanged.

The 2012 budget also includes an allocation of \$6,630,000 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 2012 compared to the past nine 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
- 2012	\$8,854,493

The increase in the 2012 contribution compared to the contribution in 2011 is due to the following:

- Investment yield less than actuarial assumption
 - Effect of change in administrative expense assumption
 - Net effect of other changes
- **Outside Services** accounts for services the City receives primarily from outside companies and represents 11.0% of expenditures. Utilities make up the largest share of expenditures in this category at \$12,987,739. While expenditures for other contractual services and temporary labor decrease, funding for electricity, natural gas, technical purchased services, and data processing equipment maintenance increases. Overall, funding for services in this category decreases \$1,771,606 or 4.7% from 2011 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. This category represents 5.4% of total expenditures. The major changes include decreases in planned purchases of small fixed assets and operating supplies and materials. This expenditure category decreases \$16,572 or 0.1% from 2011 projected expenditures.
- **Interfund Services** represents services provided to City departments on a cost reimbursement basis. This expenditure category represents 9.8% of the operating budget. The largest costs are services provided by the General Fund to other funds, computer services, and vehicle maintenance services. This category increases \$1,333,859 or 4.4% 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 2.5% of expenditures. The decrease of \$1,096,058 or 11.8% in this expenditure category is based on reduced spending in 2012.
- **Debt Service** accounts for payments of principal and interest to lenders or creditors on outstanding debt. This area decreases \$1,163,308 or 6.8% from 2011 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 (\$726,324), Hazardous Material Team Fund (\$267,770), Public Safety Communications Fund (\$907,981), and the Community Development Fund (\$1,241,671). An allocation of \$1,251,504 is included in 2012 for transfer to the Tax Allocation District Fund 1. An allocation of \$3,989,800 is included to continue funding for General Fund capital projects. Expenditures in this category represent 12.4% of the total budget and decrease \$1,109,859 or 2.7% from 2011 projected expenditures.
- **Other Expenses** are primarily 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 increases \$493,877 or 2.2% over 2011 projected expenditures primarily due to increased vehicle depreciation and a higher amount reserved for contingencies.

PROJECTED CHANGES IN FUND BALANCE



FUND BALANCES 2008-2010

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 1-1-2008	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	Beginning Fund Balance 1-1-2010	Ending Fund Balance 12-31-2010	Net Increase/ Decrease 2010
General	21,711,287	21,972,218	260,931	21,972,218	22,928,128	955,910	22,928,128	23,387,560	459,432
Special Revenue	10,795,844	17,964,798	7,168,954	17,964,798	24,715,568	6,750,770	24,715,568	31,085,435	6,369,867
Debt Service	876,962	906,019	29,057	906,019	915,812	9,793	915,812	921,204	5,392
Capital Improvement	50,513,688	48,594,807	(1,918,881)	48,594,807	41,462,786	(7,132,021)	41,462,786	33,011,003	(8,451,783)
TOTAL	83,897,781	89,437,842	5,540,061	89,437,842	90,022,294	584,452	90,022,294	88,405,202	(1,617,092)

FUND BALANCES 2011-2012

The General Fund is the largest City of Savannah fund and is classified as a governmental fund. As in prior years, the 2012 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 \$28 million for the end of fiscal year 2012 equates to 16.5% of total General Fund expenditures. Included with the General Fund in the tables below are projected 2011 and 2012 fund balances/equities for selected City governmental funds.

The Special Revenue entry in the tables consists 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 1-1-2011	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2011
General	23,387,560	169,865,041	154,759,977	38,492,624	0	10,327,827	28,164,797
Special Revenue	31,085,435	32,589,198	25,692,475	37,982,158	7,437,557	7,704,280	37,715,435
Debt Service	921,204	0	2,152,625	(1,231,421)	2,152,625	0	921,204
Capital Improvement	33,011,003	0	86,000,000	(52,988,997)	86,000,000	0	33,011,003
TOTAL	88,405,202	202,454,239	268,605,077	22,254,364	95,590,182	18,032,107	99,812,439

Fund	Projected Beginning Fund Balance 1-1-2012	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2012
General	28,164,797	170,440,017	159,288,999	39,315,815	0	11,151,018	28,164,797
Special Revenue	37,715,435	25,819,160	19,315,097	44,219,498	7,945,053	7,819,116	44,345,435
Debt Service	921,204	0	2,148,813	(1,227,609)	2,148,813	0	921,204
Capital Improvement	33,011,003	0	38,295,300	(5,284,297)	38,295,300	0	33,011,003
TOTAL	99,812,439	196,259,177	219,048,209	77,023,407	48,389,166	18,970,134	106,442,439

CITY-WIDE EXPENDITURES BY BUREAU



The table below is organized by Bureau and compares the 2011 Adopted Budget to the 2012 Budget.

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
General Administration			
Mayor and Aldermen	\$ 553,973	\$ 566,918	2.3
Clerk of Council	269,303	262,322	-2.6
City Manager	656,096	630,172	-4.0
Public Information Office	551,071	549,752	-0.2
Auditing ¹	0	655,917	100.0
Finance ¹	0	1,179,341	100.0
Legal	541,692	559,405	3.3
Subtotal	\$ 2,572,135	\$ 4,403,827	71.2
Public Facilities, Events and Services Bureau			
Public Facilities, Events and Services Bureau Chief	\$ 623,692	\$ 628,710	0.8
Cultural Affairs	763,722	766,702	0.4
Youth Services	3,490,548	3,674,874	5.3
Athletic Services	1,202,164	1,124,759	-6.4
Senior Services	1,871,579	1,924,877	2.8
Therapeutic Recreation	269,848	226,001	-16.2
Film Services	200,176	229,969	14.9
Buildings and Grounds Maintenance	3,530,299	3,611,386	2.3
Building and Electrical Maintenance	1,570,481	1,550,949	-1.2
Park and Tree	4,614,783	4,655,997	0.9
City Cemeteries	1,817,669	1,680,030	-7.6
Civic Center Operations	3,144,858	3,193,915	1.6
Civic Center Concessions	289,697	342,917	18.4
Golf Course	103,235	103,235	0.0
Subtotal	\$ 23,492,751	\$ 23,714,321	0.9
Police Bureau			
Police Chief	\$ 1,611,122	\$ 1,573,507	-2.3
Patrol and Special Operations Division	30,987,604	33,286,564	7.4
Investigations Division	8,079,221	8,122,443	0.5
SARIC (Savannah Area Regional Intelligence Center)	1,573,432	1,432,554	-9.0
Traffic Unit	1,810,626	1,929,792	6.6
Marine Patrol	625,584	764,367	22.2
Mounted Patrol	541,584	554,398	2.4
Canine Unit	505,315	516,381	2.2
Animal Control	847,256	937,141	10.6
Emergency Medical Service (EMS) Administration	91,354	93,788	2.7
Administrative Services Division	3,034,027	2,726,250	-10.1
Information Management	1,946,035	2,054,032	5.5
Counter Narcotics Team (CNT)	3,126,784	3,076,818	-1.6

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Office of Professional Standards (OPS)	2,188,333	2,100,001	-4.0
Savannah Impact Program (SIP)	1,341,410	1,364,115	1.7
CrimeStoppers	231,072	226,790	-1.9
Savannah Impact Work Ventures	342,820	310,946	-9.3
Communications Center	<u>5,250,291</u>	<u>5,757,981</u>	<u>9.7</u>
Subtotal	\$ 64,133,870	\$ 66,827,868	4.2
Fire and Emergency Services Bureau			
Fire Logistics	\$ 2,913,696	\$ 5,298,948	81.9
City-Wide Emergency Planning	168,339	132,323	-21.4
Fire Operations	21,403,071	19,389,889	-9.4
Hazardous Material Team	<u>439,570</u>	<u>522,770</u>	<u>18.9</u>
Subtotal	\$ 24,924,676	\$ 25,343,930	1.7
ACM, Administrative and Community Services²			
	\$ 0	\$ 206,029	100.0
Management Services Bureau			
Management Services Bureau Chief	\$ 404,860	\$ 347,067	-14.3
Research and Budget	707,078	705,673	-0.2
Human Resources	1,517,370	1,494,802	-1.5
Risk Management	734,886	702,823	-4.4
Auditing ¹	655,009	0	-100.0
Finance ¹	1,144,770	0	-100.0
Purchasing	517,360	616,135	19.1
Revenue	1,572,680	1,523,696	-3.1
Recorder's Court of Chatham County	2,178,702	2,210,659	1.5
Research Library and Municipal Archives	237,511	240,407	1.2
Inventory Management	330,059	332,082	0.6
Mail and Municipal Building Services	768,688	770,791	0.3
Utility Services	1,786,779	1,682,307	-5.8
Mobility and Parking Administration and Enforcement	3,435,026	3,431,817	-0.1
Parking Garages and Lots	5,153,786	5,153,843	0.0
Parking Interdepartmental	2,278,195	2,904,059	27.5
Vehicle Maintenance	5,196,805	5,276,697	1.5
Information Technology ³	5,204,644	0	-100.0
Subtotal	\$ 33,824,208	\$ 27,392,858	-19.0
Community and Economic Development Bureau			
Community and Economic Development Bureau Chief	\$ 845,646	\$ 677,228	-19.9
Development Services	3,956,677	3,865,840	-2.3
Land Bank Administration	0	0	0.0
Citizen Office	887,995	1,111,570	25.2
River Street Hospitality Center	122,165	131,275	7.5
311 Call Service Center	258,812	233,524	-9.8

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Real Property Services	401,550	426,157	6.1
Step Up Program	92,887	345,400	271.8
Economic Development	667,431	709,396	6.3
Small Business Assistance Corporation (SBAC)	80,000	80,000	0.0
Entrepreneurial Center	273,241	280,365	2.6
Community Services	385,183	379,374	-1.5
Housing	1,412,693	1,342,983	-4.9
Community Planning and Development	934,019	860,889	-7.8
Micro-Business Development	41,551	42,377	2.0
Advancement Center at Moses Jackson	306,659	278,851	-9.1
Coastal Workforce Services/YouthBuild	3,707,310	3,636,659	-1.9
Subtotal	\$ 14,373,819	\$ 14,401,888	0.2
Information Technology Bureau³	\$ 0	\$ 5,357,350	100.0
ACM Utilities, Development and Construction Services²	\$ 0	\$ 214,829	100.0
Public Works and Water Resources Bureau			
Public Works and Water Resources Bureau Chief	\$ 476,064	\$ 398,949	-16.2
Traffic Engineering	6,042,007	6,286,128	4.0
Stormwater Management	5,717,541	5,534,804	-3.2
Streets Maintenance	4,920,969	4,975,309	1.1
Service Center	244,135	307,401	25.9
Water and Sewer Director	711,525	672,152	-5.5
Water and Sewer Planning and Engineering	1,207,463	1,212,056	0.4
Water Supply and Treatment	5,848,394	5,526,014	-5.5
Water Distribution	4,302,958	4,379,854	1.8
Water Interdepartmental	8,567,318	9,719,212	13.4
Sewer Maintenance	3,443,808	3,490,686	1.4
Lift Stations Maintenance	4,618,868	4,661,312	0.9
President Street Plant	7,125,390	6,676,288	-6.3
Regional Plants	2,929,761	2,889,060	-1.4
Sewer Interdepartmental	13,176,521	15,731,710	19.4
I&D Water Plant	9,209,167	8,595,523	-6.7
Subtotal	\$ 78,541,889	\$ 81,056,458	3.2
Sanitation Bureau			
Sanitation Bureau Chief	\$ 689,133	\$ 620,518	-10.0
Residential Refuse	7,091,876	7,518,461	6.0
Refuse Disposal	5,720,881	5,702,824	-0.3
Street Cleaning	2,057,690	2,109,618	2.5
Commercial Refuse	1,538,713	1,588,507	3.2
Recycling and Litter Services	2,379,091	2,368,191	-0.5
Property Maintenance Enforcement	2,469,691	2,299,133	-6.9
Sanitation Interdepartmental	2,321,892	2,625,244	13.1
Subtotal	\$ 24,268,967	\$ 24,832,496	2.3

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
TOTAL BUREAU EXPENDITURES	\$ 266,132,315	\$ 273,751,854	2.9
<u>Non-Bureau Expenditures</u>			
<u>General Fund Interdepartmental</u>			
Tourism and Promotion	\$ 1,818,757	\$ 1,898,891	4.4
Planning and Development	1,706,873	1,452,170	-14.9
Human Services	870,872	905,872	4.0
Cultural Services	719,700	751,700	4.4
City Dues/Memberships	195,187	123,615	-36.7
Prisoner Medical Costs	5,000	5,000	0.0
Transfer to Other Funds	11,362,572	11,151,018	-1.9
Services from Other Funds	5,686,053	7,549,200	32.8
Other Expenses/Contributions	1,171,660	1,232,174	5.2
Contingency	185,856	108,365	-41.7
Subtotal	\$ 23,722,530	\$ 25,178,005	6.1
<u>Other Expenditures</u>			
Grant Fund ⁴	\$ 1,628,196	\$ 1,163,013	-28.6
Community Development			
Program Costs/Carryforward	13,860,229	11,997,609	-13.4
Hotel/Motel Tax Fund	5,294,741	5,959,674	12.6
Computer Purchase Fund	364,730	354,819	-2.7
Vehicle Purchase Fund	6,316,692	6,679,429	5.7
TOTAL NON-BUREAU EXPENDITURES	\$ 51,187,118	\$ 51,332,549	0.3
SUBTOTAL	\$ 317,319,433	\$ 325,084,403	2.4
Less Interfund Transfers	\$ (46,750,556)	\$ (42,143,349)	-9.9
TOTAL EXPENDITURES	\$ 270,568,877	\$ 282,941,054	4.6

1 Auditing and Finance were moved from Management Services to General Administration for 2012.

2 The Assistant City Manager (ACM) of Administrative and Community Services and the ACM of Utilities, Development and Construction Services are newly created positions for 2012.

3 Information Technology was moved from Management Services into its own bureau for 2012.

4 This total does not include Coastal Workforce Services or YouthBuild, which are listed under the Community and Economic Development Bureau.

COUNCIL PRIORITIES EXPENDITURES BY DEPARTMENT



The table below lists expenditures broken down by Council Strategic Priority.

Strategic Priority	Department	2012 Budget
Culture & Recreation		
	Public Facilities, Events, and Services Bureau Chief	\$ 628,710
	Cultural Affairs	766,702
	Youth Services	3,674,874
	Athletic Services	1,124,759
	Senior Services	1,924,877
	Therapeutic Recreation	226,001
	Buildings and Grounds Maintenance	3,611,386
	City Cemeteries	1,680,030
	Civic Center Operations	3,193,915
	Civic Center Concessions	342,917
	Golf Course	103,235
	Subtotal	\$ 17,277,406
Economic Growth		
	Film Services	\$ 229,969
	River Street Hospitality Center	131,275
	Economic Development	709,396
	Small Business Assistance Corporation (SBAC)	80,000
	Entrepreneurial Center	280,365
	Hotel/Motel Tax Fund	5,959,674
	Subtotal	\$ 7,390,679
Health & Environment		
	ACM Utilities, Development and Construction Services	\$ 214,829
	Water and Sewer Director	672,152
	Water and Sewer Planning and Engineering	1,212,056
	Water Supply and Treatment	5,526,014
	Water Distribution	4,379,854
	Water Interdepartmental	9,719,212
	Sewer Maintenance	3,490,686
	Lift Stations Maintenance	4,661,312
	President Street Plant	6,676,288
	Regional Plants	2,889,060
	Sewer Interdepartmental	15,731,710
	I&D Water Plant	8,595,523
	Sanitation Bureau Chief	620,518
	Residential Refuse	7,518,461
	Refuse Disposal	5,702,824
	Street Cleaning	2,109,618
	Commercial Refuse	1,588,507
	Recycling and Litter Services	2,368,191
	Sanitation Interdepartmental	2,625,244
	Subtotal	\$ 86,302,059

Strategic Priority	Department	2012 Budget
High Performing Government	Mayor and Aldermen	\$ 566,918
	Clerk of Council	262,322
	City Manager	630,172
	Public Information Office	549,752
	Auditing	655,917
	Finance	1,179,341
	Legal	559,405
	Building and Electrical Maintenance	1,550,949
	ACM Administrative and Community Services	206,029
	Management Services Bureau Chief	347,067
	Research and Budget	705,673
	Human Resources	1,494,802
	Risk Management	702,823
	Purchasing	616,135
	Revenue	1,523,696
	Research Library and Municipal Archives	240,407
	Inventory Management	332,082
	Mail and Municipal Building Services	770,791
	Utility Services	1,682,307
	Mobility and Parking Administration and Enforcement	3,431,817
	Parking Garages and Lots	5,153,843
	Parking Interdepartmental	2,904,059
	Vehicle Maintenance	5,276,697
	Community and Economic Development Bureau Chief	677,228
	311 Call Service Center	233,524
	Coastal Workforce Services/YouthBuild	3,636,659
	Information Technology	5,357,350
	Public Works and Water Resources Bureau Chief	398,949
	General Fund Interdepartmental	25,178,005
	Grant Fund	1,163,013
	Computer Purchase Fund	354,819
	Vehicle Purchase Fund	6,679,429
	Subtotal	\$ 75,021,980
Neighborhood Vitality	Park and Tree	\$ 4,655,997
	Development Services	3,865,840
	Citizen Office	1,111,570
	Real Property Services	426,157
	Community Services	379,374
	Housing	1,342,983
	Community Planning and Development	860,889
	Property Maintenance Enforcement	2,299,133
	Community Development Program	
	Costs/Carryforward	11,997,609
	Subtotal	\$ 26,939,552

Strategic Priority	Department	2012 Budget
Poverty Reduction		
	Step Up Program	\$ 345,400
	Micro-Business Development	42,377
	Advancement Center at Moses Jackson	278,851
	Subtotal	\$ 666,628
Public Safety		
	Police Chief	\$ 1,573,507
	Patrol and Special Operations Division	33,286,564
	Investigations Division	8,122,443
	SARIC (Savannah Area Regional Intelligence Center)	1,432,554
	Traffic Unit	1,929,792
	Marine Patrol	764,367
	Mounted Patrol	554,398
	Canine Unit	516,381
	Animal Control	937,141
	EMS Administration	93,788
	Administrative Services Division	2,726,250
	Information Management	2,054,032
	Counter Narcotics Team	3,076,818
	OPS (Office of Professional Standards)	2,100,001
	Savannah Impact Program	1,364,115
	CrimeStoppers	226,790
	Savannah Impact Work Ventures	310,946
	Communications Center	5,757,981
	Fire Logistics	5,298,948
	City-Wide Emergency Planning	132,323
	Fire Operations	19,389,889
	Hazardous Material Team	522,770
	Recorder's Court of Chatham County	2,210,659
	Traffic Engineering	6,286,128
	Stormwater Management	5,534,804
	Streets Maintenance	4,975,309
	Service Center	307,401
	Subtotal	\$ 111,486,099
Total		\$ 325,084,403
Less Interfund Transfers		(42,143,349)
GRAND TOTAL		282,941,054

2010-2012 PERMANENT AUTHORIZED POSITIONS



<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent¹</u>	<u>2012 Permanent²</u>	<u>Change 2011-2012</u>
General Administration				
Mayor and Aldermen	12.00	12.00	12.00	0.00
Clerk of Council	3.00	3.00	3.00	0.00
City Manager	6.00	5.00	5.00	0.00
Public Information Office	7.00	6.00	6.00	0.00
Auditing ³	0.00	7.00	7.00	0.00
Finance ³	0.00	13.00	13.00	0.00
Legal	3.00	3.00	3.00	0.00
Tourism and Film Services ⁴	5.00	0.00	0.00	0.00
Citizen Office ⁴	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	40.00	49.00	49.00	0.00
Public Facilities, Events and Services⁶				
Public Facilities, Events and Services				
Bureau Chief ⁶	7.00	7.00	8.00	1.00
Athletics ⁷	15.38	0.00	0.00	0.00
Cultural Affairs	10.00	8.00	8.00	0.00
Youth Services	66.02	58.86	58.86	0.00
Athletic Services	0.00	12.88	12.88	0.00
Senior Services	27.13	26.76	26.76	0.00
Therapeutic Recreation	4.20	4.20	4.20	0.00
Film Services ⁴	0.00	2.00	2.00	0.00
Buildings and Grounds Maintenance	49.56	42.00	42.00	0.00
Building and Electrical Maintenance	20.00	18.00	18.00	0.00
Park and Tree	66.00	56.00	56.00	0.00
City Cemeteries	<u>26.63</u>	<u>23.63</u>	<u>23.63</u>	<u>0.00</u>
Subtotal	291.91	259.32	260.32	1.00
Police				
Police Chief	13.00	13.00	14.00	1.00
Patrol and Special Operations Division	414.00	423.00	423.00	0.00
Investigations Division	100.00	103.00	103.00	0.00
SARIC (Savannah Area Regional Intelligence Center)	21.00	18.00	18.00	0.00
Traffic Unit	21.00	20.00	20.00	0.00
School Crossing Guards ⁸	10.64	0.00	0.00	0.00
Marine Patrol	8.00	8.00	8.00	0.00
Mounted Patrol	7.00	7.00	7.00	0.00
Canine Unit	6.00	6.00	6.00	0.00
Animal Control	13.00	13.00	13.00	0.00
EMS Administration	1.00	1.00	1.00	0.00
Administrative Services Division	29.00	17.00	17.00	0.00
Information Management	33.00	32.00	32.00	0.00
Counter Narcotics Team (CNT)	35.00	35.00	35.00	0.00
Office of Professional Standards (OPS)	21.00	22.00	22.00	0.00
Savannah Impact Program (SIP)	15.00	15.00	15.00	0.00
CrimeStoppers	3.00	3.00	3.00	0.00
Savannah Impact Work Ventures	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
Subtotal	752.64	738.00	739.00	1.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent¹</u>	<u>2012 Permanent²</u>	<u>Change 2011-2012</u>
Fire and Emergency Services				
Fire Logistics	21.00	23.00	23.00	0.00
City-Wide Emergency Planning	2.00	2.00	1.00	-1.00
Fire Operations	<u>299.00</u>	<u>301.00</u>	<u>301.00</u>	<u>0.00</u>
Subtotal	322.00	326.00	325.00	-1.00
ACM Administrative and Community Services⁵	0.00	0.00	1.00	1.00
Management Services⁹				
Management Services Bureau Chief ⁹	3.00	3.00	3.00	0.00
Research and Budget	8.00	9.00	9.00	0.00
Human Resources	19.00	18.00	18.00	0.00
Risk Management	9.00	5.00	5.00	0.00
Auditing ³	8.00	0.00	0.00	0.00
Finance ³	14.00	0.00	0.00	0.00
Purchasing	7.00	6.00	8.00	2.00
Revenue	22.00	22.00	20.00	-2.00
Recorder's Court of Chatham County	27.50	27.00	27.00	0.00
Research Library and Municipal Archives	2.00	2.00	2.00	0.00
Inventory Management	5.00	5.00	5.00	0.00
Mail and Municipal Building Services	0.60	0.60	0.60	0.00
River Street Hospitality Center ¹⁰	2.25	0.00	0.00	0.00
311 Call Service Center ¹⁰	<u>6.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	133.35	97.60	97.60	0.00
Community and Economic Development¹¹				
Community and Economic Development Bureau Chief ¹¹	6.00	7.00	7.00	0.00
Development Services	58.00	50.00	50.00	0.00
Property Maintenance Enforcement ¹²	33.00	0.00	0.00	0.00
Citizen Office ⁴	0.00	19.00	19.00	0.00
River Street Hospitality Center ¹⁰	0.00	2.25	2.25	0.00
311 Call Service Center ¹⁰	0.00	3.00	3.00	0.00
Real Property Services	5.00	5.00	5.00	0.00
Step Up Program	0.00	0.00	0.00	0.00
Economic Development	7.00	7.00	7.00	0.00
Community Services	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
Subtotal	112.00	96.25	96.25	0.00
Public Works and Water Resources¹³				
Public Works and Water Resources Bureau Chief ¹³	4.00	4.00	4.00	0.00
Traffic Engineering	31.00	29.00	29.00	0.00
Stormwater Management	59.00	59.00	59.00	0.00
Streets Maintenance	49.00	48.00	48.00	0.00
Subtotal	143.00	140.00	140.00	0.00
TOTAL GENERAL FUND	1,794.90	1,706.17	1,708.17	2.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent¹</u>	<u>2012 Permanent²</u>	<u>Change 2011-2012</u>
Public Safety Communications Fund	90.00	106.00	106.00	0.00
Hazardous Material Team Fund	4.00	4.00	4.00	0.00
Sanitation Fund				
Sanitation Bureau Chief	14.00	7.00	7.00	0.00
Residential Refuse	115.00	111.00	111.00	0.00
Refuse Disposal	16.00	14.00	14.00	0.00
Street Cleaning	21.50	18.50	18.50	0.00
Commercial Refuse	14.00	13.00	13.00	0.00
Recycling and Litter Services	41.50	31.50	32.00	0.50
Property Maintenance Enforcement ¹²	<u>0.00</u>	<u>30.00</u>	<u>30.00</u>	<u>0.00</u>
Subtotal	222.00	225.00	225.50	0.50
Civic Center Fund	24.00	22.00	22.00	0.00
Water Fund				
ACM Utilities, Development, and Construction Services ⁵	0.00	0.00	1.00	1.00
Water and Sewer Director	7.00	7.00	7.00	0.00
Utility Services	26.00	23.00	23.00	0.00
Water and Sewer Planning and Engineering	17.00	17.00	17.00	0.00
Water Supply and Treatment	26.00	26.00	26.00	0.00
Water Distribution	<u>49.00</u>	<u>54.00</u>	<u>54.00</u>	<u>0.00</u>
Subtotal	125.00	127.00	128.00	1.00
Sewer Fund				
Sewer Maintenance	31.00	31.00	31.00	0.00
Lift Stations Maintenance	29.00	29.00	29.00	0.00
President Street Plant	62.00	62.00	62.00	0.00
Regional Plants	<u>14.00</u>	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
Subtotal	136.00	136.00	136.00	0.00
I&D Water Fund	38.00	38.00	38.00	0.00
Mobility and Parking Services Fund				
Mobility and Parking Administration and Enforcement	38.50	36.50	37.50	1.00
Parking Garages and Lots	<u>40.65</u>	<u>40.65</u>	<u>33.80</u>	<u>-6.85</u>
Subtotal	79.15	77.15	71.30	-5.85
Community Development Fund				
Housing	17.00	17.00	16.00	-1.00
Community Planning and Development	11.00	11.00	11.00	0.00
Micro-Business Development	0.00	0.00	0.00	0.00
Advancement Center at Moses Jackson	<u>5.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
Subtotal	33.00	32.00	31.00	-1.00
Grant Fund				
Youthbuild	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Subtotal	1.00	1.00	1.00	0.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent¹</u>	<u>2012 Permanent²</u>	<u>Change 2011-2012</u>
Internal Services Fund				
Vehicle Maintenance	41.00	41.00	41.00	0.00
Information Technology	<u>34.00</u>	<u>36.00</u>	<u>36.00</u>	<u>0.00</u>
Subtotal	75.00	77.00	77.00	0.00
 TOTAL CITYWIDE	 2,622.05	 2,551.32	 2,547.97	 -3.35

1 Numbers in this column represent full time equivalent positions (FTEs) as of June 30, 2011.

2 Numbers in this column represent FTEs as of October 25, 2011.

3 In 3rd Quarter 2011, Auditing and Finance moved from the Management Services Bureau to General Administration.

4 In 2011, Tourism and Film Services moved from General Administration to become Film Services in the Bureau of Public Facilities, Events and Services, and the Citizen Office moved to the Bureau of Community and Economic Development.

5 In 2011, two new Assistant City Manager (ACM) positions were created: ACM of Administrative and Community Services (General Fund) and ACM of Utilities, Development and Construction Services (Water Fund).

6 In 2011, the Leisure Services Bureau was renamed the Bureau of Public Facilities, Events, and Services (PFES), and the Leisure Services Director was renamed PFES Bureau Chief.

7 In 2010, expenditures for Athletics moved to Adult Services.

8 School Crossing Guards was transferred to the Board of Education in 2011.

9 In 2011, the Management and Financial Services Bureau was renamed the Management Services Bureau and the ACM of Management and Financial Services was renamed the Management Services Bureau Chief.

10 In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community and Economic Development.

11 In 2011, the Bureau of Public Development was renamed the Community and Economic Development Bureau and the ACM of Public Development was renamed the Community and Economic Development Bureau Chief.

12 In 2011, Property Maintenance Enforcement moved to Sanitation.

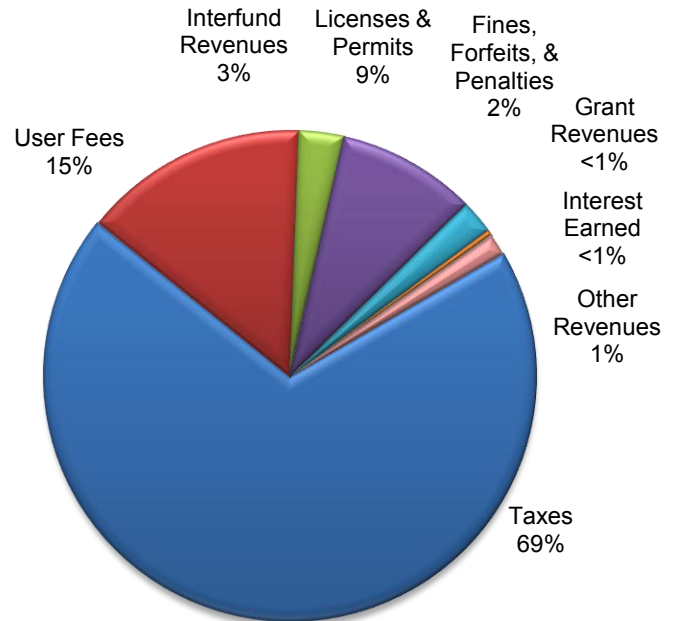
13 In 2011, the Public Works Bureau was renamed Public Works and Water Resources Bureau and the Public Works Director was renamed Public Works and Water Resources Bureau Chief.

GENERAL FUND



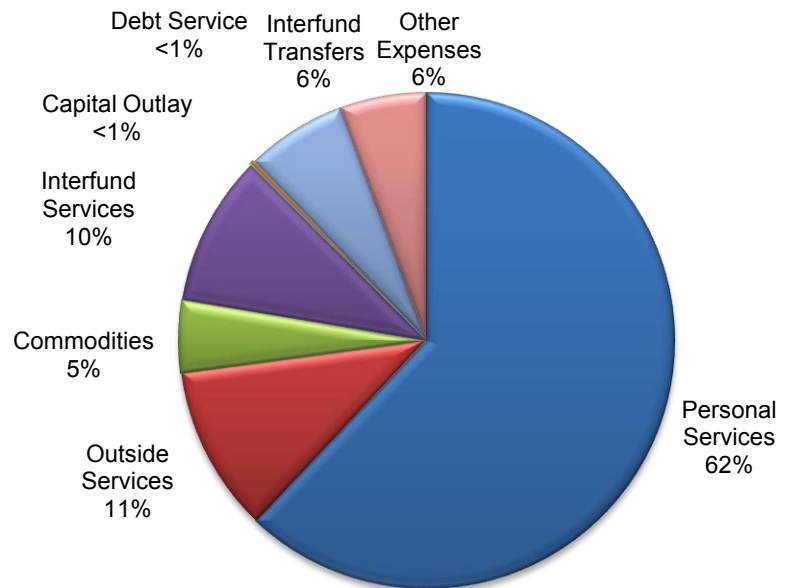
Where the Money Comes From

Taxes	\$117,750,830
User Fees	25,280,492
Interfund Revenues	5,012,745
Licenses & Permits	15,571,850
Fines, Forfeits, & Penalties	3,801,000
Grant Revenues	616,400
Interest Earned	108,000
Other Revenues	2,298,700
Total	\$170,440,017



Where the Money Goes

Personal Services	\$105,821,651
Outside Services	18,458,731
Commodities	8,040,466
Interfund Services	16,752,177
Capital Outlay	126,500
Debt Service	412,466
Interfund Transfers	11,192,118
Other Expenses	9,635,908
Total	\$170,440,017



REVENUES BY SOURCE

General Fund revenue is budgeted at \$170,440,017 in 2012, which is \$574,976 or 0.3% above 2011 projected revenue. Property tax revenue is based on the current millage rate of 12.5 mils, and sales tax revenue is anticipated to remain flat in 2012. Additional revenue from rate changes, as well as the implementation of some new fees, is included within budgeted revenue. These fee changes impact development services, fire services, off-duty police services, and park and square events.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Property Taxes:				
Real Property Tax (Current)	\$ 44,527,552	\$ 40,502,842	\$ 40,502,842	0.0
Personal Property Tax (Current)	5,326,842	5,799,367	5,736,554	-1.1
Real Property Tax (Delinquent)	5,164,692	5,646,589	5,366,602	-5.0
Personal Property Tax (Delinquent)	520,445	487,112	569,315	16.9
Mobile Home Tax	26,874	25,000	22,188	-11.2
Industrial Area Tax	560,277	433,893	422,017	-2.7
Vehicle Tax	2,893,385	2,689,123	2,664,750	-0.9
Intangible Tax	852,167	840,000	840,000	0.0
Public Utility Tax	1,075,812	1,293,563	1,163,917	-10.0
Railroad Equipment Tax	21,939	23,862	3,750	-84.3
Ferry SSD Tax	<u>7,447</u>	<u>9,000</u>	<u>9,000</u>	<u>0.0</u>
Subtotal	\$ 60,977,432	\$ 57,750,351	\$ 57,300,935	-0.8
 Sales Tax	 \$ 38,934,660	 \$ 39,996,000	 \$ 40,000,000	 0.0
 Other Taxes:				
Beer Tax	\$ 1,929,244	\$ 1,920,000	\$ 1,920,000	0.0
Liquor Tax	349,877	350,000	350,000	0.0
Wine Tax	434,182	450,000	455,000	1.1
Mixed Drink Tax	902,721	900,000	900,000	0.0
Insurance Premium Tax	7,158,822	6,200,000	6,200,000	0.0
Business Tax	3,337,068	3,700,000	3,718,500	0.5
Bank License Tax	270,705	359,184	320,000	-10.9
Transfer from Hotel/Motel Tax Fund	5,825,788	6,177,395	6,283,395	1.7
Transfer from Auto Rental Tax Fund	<u>306,423</u>	<u>303,000</u>	<u>303,000</u>	<u>0.0</u>
Subtotal	\$ 20,514,830	\$ 20,359,579	\$ 20,449,895	0.4
 Total General Fund Taxes	 \$ 120,426,922	 \$ 118,105,930	 \$ 117,750,830	 -0.3

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Public Facilities, Events & Services				
Fees:				
Paulson Complex				
Concessions	\$ 18,302	\$ 17,500	\$ 17,500	0.0
Grayson Stadium	22,917	25,000	25,000	0.0
Tennis Fees	111,727	93,150	93,150	0.0
Athletic Fees	48,720	28,480	28,480	0.0
Softball Fees	36,806	28,600	28,600	0.0
Athletic Tournament Fees	17,531	16,300	16,300	0.0
Softball Tournament Fees	33,975	12,615	12,615	0.0
Cultural Arts	122,496	113,550	137,650	21.2
Neighborhood				
Centers	167,534	160,000	160,000	0.0
Golden Age Centers	17,825	20,000	17,000	-15.0
Adult Day Care	64,331	56,000	56,000	0.0
After-School Program	4,003	4,500	4,500	0.0
Park & Square Event Fees	128,145	140,000	143,500	2.5
Coffee Bluff Marina	13,898	10,000	10,000	0.0
Subtotal	\$ 808,210	\$ 725,695	\$ 750,295	3.4
Inspection Fees:				
Inspection				
Administrative				
Fees	\$ 1,779	\$ 1,700	\$ 1,700	0.0
Sign Inspection Fees	10,500	11,000	10,188	-7.4
Zoning Hearing Fees	12,225	13,000	49,900	283.8
Building Inspection Fees	1,342,310	1,193,000	1,201,044	0.7
Electrical Inspection Fees	48,640	51,000	41,036	-19.5
Plumbing Inspection Fees	19,864	12,000	12,444	3.7
Existing Building Inspection Fees	11,015	7,000	7,000	0.0
Traffic Engineering Fees	44,949	44,000	44,000	0.0
Private Development Fees	136,141	150,000	290,357	93.6
Fuel Storage Tank Inspection Fees	0	0	250	100.0
Mechanical Inspection Fees	37,440	34,000	31,038	-8.7
Fire Inspection Fees	8,901	9,000	14,000	55.6
Subtotal	\$ 1,673,764	\$ 1,525,700	\$ 1,702,957	11.6

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Fees for Other Services:				
Chatham County				
Police				
Reimbursement	\$ 17,958,432	\$ 18,845,143	\$ 19,810,053	5.1
Cemetery Tours and				
Special Event Fees	15,825	15,000	15,000	0.0
Burial Fees	298,278	280,000	280,000	0.0
Cemetery Lot Sales	116,172	120,000	120,000	0.0
Electricity Generator				
Fees	976	500	500	0.0
Public Information				
Fees	40	150	100	-33.3
Fell Street Box -				
County Share	15,022	28,885	15,000	-48.1
Hotel Occupancy				
Fees	1,148,959	1,150,000	1,173,000	2.0
Alarm Registration	162,175	160,000	160,000	0.0
Police False Alarm				
Fees	44,500	20,000	50,000	150.0
Off-Duty Police Fees	0	0	150,000	100.0
Accident Reporting				
Fees	13,060	62,785	64,000	1.9
Fire Protection Fees	133,078	143,000	145,000	1.4
Building Demolition				
Fees	37,927	35,000	30,000	-14.3
Building Boarding-Up				
Fees	108,346	35,000	35,000	0.0
Fire Incident Report				
Fees	1,944	900	900	0.0
Preservation Fees	694,561	663,887	677,087	2.0
Fire Equipment User				
Fee	8,913	1,695	2,000	18.0
Apparatus Recovery				
- Fire	363	15	100	566.7
Equipment				
Replacement - Fire	1,023	160	0	-100.0
Bonfire Permit Fee	0	0	1,000	100.0
Preventable Fire				
Alarm Activation				
Fee	0	0	5,000	100.0
Firefighter Fee	0	0	1,500	100.0
Fire Safety Training				
Fee	0	0	5,000	100.0
Tour Bus Rents	32,300	30,000	30,000	0.0
Motor Coach Fees	23,550	22,000	22,000	0.0
Lot Clearing Fees	117,647	35,000	35,000	0.0
Subtotal	\$ 20,933,091	\$ 21,649,120	\$ 22,827,240	5.4

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Total General Fund				
User Fees	\$ 23,415,065	\$ 23,900,515	\$ 25,280,492	5.8
<u>Interfund Revenues</u>				
Services to Haz-Mat Fund	\$ 22,196	\$ 20,059	\$ 14,184	-29.3
Services to Coastal Workforce	62,499	62,499	62,499	0.0
Services to Community Development Fund	486,238	439,948	440,870	0.2
Services to Sanitation Fund	779,522	823,884	858,272	4.2
Services to Water & Sewer Funds	2,257,567	2,433,380	2,222,391	-8.7
Services to I & D Water Fund	165,185	181,453	184,604	1.7
Services to Civic Center Fund	95,765	100,938	102,726	1.8
Services to Parking Fund	517,545	521,278	488,535	-6.3
Services to Internal Services Fund	<u>628,294</u>	<u>692,895</u>	<u>638,664</u>	<u>-7.8</u>
Subtotal	\$ 5,014,811	\$ 5,276,334	\$ 5,012,745	-5.0
<u>Licenses & Permits</u>				
Business Application/ Transfer Fees	\$ 28,740	\$ 28,000	\$ 28,000	0.0
Telecom Franchise Fee	3,742	3,150	3,000	-4.8
Water & Sewer Franchise Fees	2,190,034	2,306,000	2,478,000	7.5
Electric Franchise Fees	8,022,814	8,400,000	8,526,000	1.5
Telephone Franchise Fees	715,621	640,000	600,000	-6.3
Gas Franchise Fees	626,476	640,000	640,000	0.0
Cable Franchise Fees	1,376,279	1,380,000	1,380,000	0.0
Parking Franchise Fees	94,296	91,850	91,850	0.0
Insurance Business Licenses	102,797	109,500	100,000	-8.7
Alcoholic Beverage Licenses	1,521,661	1,525,000	1,525,000	0.0
Professional Licenses	<u>195,603</u>	<u>205,000</u>	<u>200,000</u>	<u>-2.4</u>
Subtotal	\$ 14,878,063	\$ 15,328,500	\$ 15,571,850	1.6

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Fine, Forfeits & Penalties</u>				
Recorder's Court				
Fines	\$ 2,525,658	\$ 2,600,000	\$ 2,600,000	0.0
Recorder's Court				
NSF Fee	1,407	1,000	1,000	0.0
Red Light Camera				
Fines	562,867	600,000	600,000	0.0
Execution Fees	442,777	475,000	300,000	-36.8
Interest on				
Delinquent Taxes	<u>417,599</u>	<u>675,000</u>	<u>300,000</u>	<u>-55.6</u>
Subtotal	\$ 3,950,308	\$ 4,351,000	\$ 3,801,000	-12.6
<u>Grant Revenues</u>				
State Grant/Elderly	\$ 75,907	\$ 55,000	\$ 55,000	0.0
State Grant/CRDC	184,335	175,000	175,000	0.0
Cultural Affairs				
Grants	20,083	30,000	30,000	0.0
State Grant - III-B	11,423	11,000	11,000	0.0
Poverty Reduction				
Initiative	94,001	176,138	345,400	96.1
WIA Reimbursement				
for Savannah				
Impact	137,202	88,000	0	-100.0
Recycling Grant	<u>55,218</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 578,169	\$ 535,138	\$ 616,400	15.2
<u>Interest Earned</u>				
General Investments	\$ 97,160	\$ 85,500	\$ 96,000	12.3
Cemetery	<u>17,765</u>	<u>11,300</u>	<u>12,000</u>	<u>6.2</u>
Subtotal	\$ 114,925	\$ 96,800	\$ 108,000	11.6
<u>Other Revenues</u>				
Recorder's Court -				
County Share	\$ 318,000	\$ 318,000	\$ 318,000	0.0
Miscellaneous Rents	403,021	420,000	420,000	0.0
Tower Rental Fees	158,378	150,000	150,000	0.0
Advertising Fees	1,140	1,200	1,200	0.0
Damage Claims				
Revenue	1,250	22,000	7,000	-68.2
Outside Fire Training				
Fees	0	1,375	0	-100.0
Sale of Land and				
Property	13,462	20,000	20,000	0.0
Miscellaneous				
Revenue	387,298	280,215	329,000	17.4

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Miscellaneous				
Accounts Receivable				
Uncollected Reserve	(140,612)	(140,000)	(140,000)	0.0
Payment in Lieu of Taxes	1,093,282	1,078,000	1,078,000	0.0
CrimeStoppers Reimbursement	110,069	92,034	89,500	-2.8
Witness Fees Reimbursement	30,720	28,000	26,000	-7.1
Subtotal	\$ 2,376,008	\$ 2,270,824	\$ 2,298,700	1.2
 TOTAL	 \$ 170,754,271	 \$ 169,865,041	 \$ 170,440,017	 0.3

EXPENDITURES BY TYPE

Expenditures in the General Fund are budgeted to increase by 0.3% in 2012 compared to 2011 projected expenses. A major change is in personnel costs, which are budgeted to increase by \$4,093,523 in 2012. The increase is due to an expectation of filling many positions left vacant in 2011 by those who took advantage of the Temporary Retirement Incentive Program; the program resulted in significant savings to the City in 2011. These savings can be seen in the contribution to the fund balance in 2011, which is projected to total over \$4.7 million.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 107,981,660	\$ 101,728,128	\$ 105,821,651	4.0
Outside Services	17,561,765	18,996,130	18,458,731	-2.8
Commodities	6,775,591	7,758,480	8,040,466	3.6
Interfund Services	12,736,520	15,932,023	16,752,177	5.1
Capital Outlay	136,853	119,739	126,500	5.6
Debt Service	412,466	412,466	412,466	0.0
Interfund Transfers	13,866,154	10,323,327	11,192,118	8.4
Other Expenses	10,823,833	9,817,511	9,635,908	-1.8
 Contribution to Fund Balance	 \$ 0	 \$ 4,777,237	 \$ 0	 -100.0
 TOTAL	 \$ 170,294,841	 \$ 169,865,041	 \$ 170,440,017	 0.3

EXPENDITURES BY DEPARTMENT

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
General Administration				
Mayor and Aldermen	\$ 569,587	\$ 543,559	\$ 566,918	4.3
Clerk of Council	230,789	259,502	262,322	1.1
City Manager	689,237	630,234	630,172	0.0
Public Information Office	579,955	550,320	549,752	-0.1
Auditing ¹	0	0	655,917	100.0

Department	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Finance ²	0	1,137,763	1,179,341	3.7
Legal	539,391	539,456	559,405	3.7
Tourism and Film Services ³	436,650	0	0	0.0
Citizen Office ³	308,733	0	0	0.0
Subtotal	\$ 3,354,342	\$ 3,660,834	\$ 4,403,827	20.3

Public Facilities, Events and Services

Public Facilities, Events and Services Bureau				
Chief	\$ 606,830	\$ 662,367	\$ 628,710	-5.1
Coffee Bluff Marina	(254)	0	0	0.0
Athletics ⁴	(5,917)	0	0	0.0
Recreation Services ⁴	(19,484)	0	0	0.0
Adult Day Care ⁴	(451)	0	0	0.0
Golden Age ⁴	(1,103)	0	0	0.0
Cultural Affairs	828,070	667,599	766,702	14.8
Youth Services	4,023,091	3,517,941	3,674,874	4.5
Adult Services	946,935	1,143,374	1,124,759	-1.6
Senior Services	2,039,693	1,775,422	1,924,877	8.4
Therapeutic Recreation	239,117	267,681	226,001	-15.6
Film Services ³	0	205,102	229,969	12.1
Buildings and Grounds				
Maintenance	3,880,148	3,397,079	3,611,386	6.3
Building and Electrical				
Maintenance	1,522,504	1,487,618	1,550,949	4.3
Park and Tree	4,893,088	4,604,631	4,655,997	1.1
Building Design and Construction	86	0	0	0.0
City Cemeteries	1,844,962	1,722,817	1,680,030	-2.5
Subtotal	\$ 20,797,315	\$ 19,451,631	\$ 20,074,254	3.2

Police

Police Chief	\$ 1,329,559	\$ 1,332,490	\$ 1,573,507	18.1
Patrol and Special Operations				
Division	30,608,402	31,884,281	33,286,564	4.4
Investigations				
Division	7,702,834	7,835,996	8,122,443	3.7
SARIC (Savannah Area Regional Intelligence Center)	1,476,136	1,331,838	1,432,554	7.6
Traffic Unit	1,863,951	1,893,548	1,929,792	1.9
School Crossing Guards ⁵	276,220	0	0	0.0
Marine Patrol	683,880	688,233	764,367	11.1
Mounted Patrol	499,023	526,955	554,398	5.2
Canine Unit	491,900	497,402	516,381	3.8
Animal Control	842,031	919,272	937,141	1.9

Department	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
EMS Administration	86,995	91,268	93,788	2.8
Administrative				
Services Division	3,253,562	2,728,293	2,726,250	-0.1
Information				
Management	1,896,986	1,832,912	2,054,032	12.1
Counter Narcotics				
Team (CNT)	3,024,879	2,978,689	3,076,818	3.3
Office of				
Professional				
Standards (OPS)	1,861,357	2,136,836	2,100,001	-1.7
Savannah Impact				
Program (SIP)	1,335,749	1,310,837	1,364,115	4.1
CrimeStoppers	222,411	227,937	226,790	-0.5
Savannah Impact				
Work Ventures	<u>233,522</u>	<u>315,769</u>	<u>310,946</u>	<u>-1.5</u>
Subtotal	\$ 57,689,397	\$ 58,532,556	\$ 61,069,887	4.3
Fire and Emergency Services				
Fire Logistics	\$ 2,124,179	\$ 5,333,253	\$ 5,298,948	-0.6
City-Wide				
Emergency				
Planning	91,293	259,526	132,323	-49.0
Fire Operations	<u>22,197,318</u>	<u>18,470,999</u>	<u>19,389,889</u>	<u>5.0</u>
Subtotal	\$ 24,412,790	\$ 24,063,778	\$ 24,821,160	3.1
ACM Admin & Community Services⁶				
	\$ 0	\$ 0	\$ 206,029	100.0
Management Services				
Management				
Services Bureau				
Chief	\$ 366,059	\$ 180,197	\$ 347,067	92.6
Research and				
Budget	619,814	582,221	705,673	21.2
Human Resources	1,649,254	1,375,258	1,494,802	8.7
Risk Management	958,865	717,320	702,823	-2.0
Auditing ¹	753,073	627,477	0	-100.0
Finance ²	1,100,255	0	0	0.0
Purchasing	552,216	452,403	616,135	36.2
Revenue	1,478,203	1,444,816	1,523,696	5.5
Recorder's Court of				
Chatham County	2,193,702	2,148,487	2,210,659	2.9
Research Library				
and Municipal				
Archives	232,181	176,677	240,407	36.1
Central Services				
Director	63	0	0	0.0
Inventory				
Management	299,880	328,285	332,082	1.2
Mail and Municipal				
Building Services	668,046	768,812	770,791	0.3
River Street				
Hospitality Center ⁷	149,056	0	0	0.0

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
311 Call Service Center ⁷	282,359	0	0	0.0
Subtotal	\$ 11,303,026	\$ 8,801,953	\$ 8,944,135	1.6

Community and Economic Development

Community and Economic Development Bureau Chief	\$ 883,326	\$ 583,482	\$ 677,228	16.1
Development Services	4,259,107	3,946,472	3,865,840	-2.0
Property Maintenance Enforcement ⁸	2,496,729	0	0	0.0
Land Bank Administration	1,855	0	0	0.0
Citizen Office ³	0	856,324	1,111,570	29.8
River Street Hospitality Center ⁷	0	124,313	131,275	5.6
311 Call Service Center ⁷	0	249,861	233,524	-6.5
Real Property Services	436,357	429,972	426,157	-0.9
Step Up Program	94,698	176,138	345,400	96.1
Economic Development	736,020	643,357	709,396	10.3
Small Business Assistance Corporation	95,500	80,000	80,000	0.0
Entrepreneurial Center	287,600	271,604	280,365	3.2
Community Services	346,966	396,035	379,374	-4.2
Subtotal	\$ 9,638,156	\$ 7,757,558	\$ 8,240,129	6.2

Public Works and Water Resources

Public Works and Water Resources Bureau Chief	\$ 410,061	\$ 410,967	\$ 398,949	-2.9
Traffic Engineering	5,884,666	6,188,712	6,286,128	1.6
Stormwater Management	5,106,490	5,111,658	5,534,804	8.3
Streets Maintenance	4,351,529	5,324,474	4,975,309	-6.6
City Cemeteries ⁹	(1,608)	0	0	0.0
Service Center	290,787	309,304	307,401	-0.6
Subtotal	\$ 16,041,925	\$ 17,345,115	\$ 17,502,591	0.9

Interdepartmental

Roundhouse/ Battlefield Park	\$ 49,945	\$ 0	\$ 0	0.0
Savannah History Museum	840,130	714,757	718,391	0.5
Tourism Support Planning	1,400	0	0	0.0

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Water Ferry				
Transportation	7,447	7,447	0	-100.0
Mobility				
Management	1,327,027	1,150,000	1,173,000	2.0
Civic Center				
Promotion	725	0	0	0.0
July 4th Fireworks	<u>7,500</u>	<u>2,000</u>	<u>7,500</u>	<u>275.0</u>
Subtotal	\$ 2,234,173	\$ 1,874,204	\$ 1,898,891	1.3

Planning and Development

Metropolitan				
Planning				
Commission	\$ 1,319,955	\$ 1,295,479	\$ 1,295,479	0.0
Land Bank Authority	154,448	160,651	156,691	-2.5
Savannah				
Development and				
Renewal				
Authority ¹⁰	<u>627,802</u>	<u>250,786</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 2,102,205	\$ 1,706,916	\$ 1,452,170	-14.9

Human Services

Social Services				
Contributions	\$ 497,713	533,900	\$ 568,900	6.6
Youth Futures				
Authority	<u>426,809</u>	<u>336,972</u>	<u>336,972</u>	<u>0.0</u>
Subtotal	\$ 924,521	\$ 870,872	\$ 905,872	4.0

Cultural Services

Cultural				
Contributions	\$ 869,170	\$ 719,700	\$ 751,700	4.4

City Dues/Memberships

National League of				
Cities	\$ 9,674	\$ 9,674	\$ 9,674	0.0
Georgia Municipal				
Association	31,730	38,613	32,613	-15.5
Sister Cities				
International	0	880	880	0.0
Georgia Chamber of				
Commerce	4,075	4,075	4,075	0.0
ICMA Center for				
Performance				
Measurement	8,550	5,550	5,550	0.0
Innovations Group	0	0	0	0.0
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	0	0	0.0
ICLEI USA	1,750	1,750	1,750	0.0
Climate				
Communities	0	0	0	0.0

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Coastal Georgia Regional Development Center	175,748	206,585	68,143	-67.0
Subtotal	\$ 194,627	\$ 268,057	\$ 123,615	-53.9
Prisoner Medical Costs	\$ 0	\$ 5,000	\$ 5,000	0.0
Transfer to Other Funds				
Capital Improvement Projects Fund	\$ 4,995,939	3,308,857	\$ 3,989,800	20.6
Transfer to Debt Service	2,179,893	2,152,625	2,148,813	-0.2
Sanitation Fund	3,631,402	900,530	299,071	-66.8
Civic Center Fund	717,185	850,396	726,324	-14.6
Public Safety Communications Fund	0	472,064	907,981	92.3
Intra-Fund Transfers	317,656	606,033	318,084	-47.5
Hazardous Material Team Fund	239,152	238,163	267,770	12.4
Community Development Fund	1,131,875	1,172,655	1,241,671	5.9
Tax Allocation District Fund	546,451	626,504	1,251,504	99.8
Subtotal	\$ 13,759,554	\$ 10,327,827	\$ 11,151,018	8.0
Services from Other Funds				
Services by Civic Center	\$ 135,000	\$ 135,000	\$ 135,000	0.0
Services by Sanitation	3,424,342	6,881,763	7,071,624	2.8
Services by Parking	442,354	231,984	342,576	47.7
Subtotal	\$ 4,001,696	\$ 7,248,747	\$ 7,549,200	4.1
Other Expenses/Contributions				
Workers Compensation	\$ 465,514	\$ 0	\$ 0	0.0
Retiree Group Medical	384,525	384,525	384,525	0.0
Vacancy Adjustment	0	0	(1,363,450)	-100.0
Chatham County Jail Services	1,071,656	1,300,000	1,300,000	0.0
Official/ Administrative Purchased Services	103,377	130,165	92,500	-28.9
Professional Purchased Services	135,318	75,852	120,800	59.3

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Technical Purchased Services	12,285	41,300	105,000	154.2
St. Pius Resource Center	14,498	0	0	0.0
City Contributions	213,170	88,415	50,000	-43.4
West Broad Street YMCA ¹¹	50,000	0	0	0.0
Step-Up Program	220,000	210,000	220,000	4.8
Step-Up Housing Fund	0	0	150,000	100.0
The Creative Coast, Inc.	94,000	83,000	83,500	0.6
Eastside Concerned Citizens	15,000	15,000	0	-100.0
Veteran's Day	0	3,500	3,500	0.0
Savannah Day	5,000	5,000	5,000	0.0
Healthy Savannah Initiative	7,764	20,000	20,000	0.0
Council Retreat	6,260	6,000	5,000	-16.7
St. Patrick's Day Shuttle	4,231	0	0	0.0
Other	119,347	90,299	55,799	-38.2
Subtotal	\$ 2,921,944	\$ 2,453,056	1,232,174	-49.8
Contingency	\$ 50,000	\$ 0	\$ 108,365	100.0
Interdepartmental Subtotal	\$ 27,057,890	\$ 25,474,379	\$ 25,178,005	-1.2
Contribution to Fund Balance	\$ 0	\$ 4,777,237	\$ 0	-100.0
TOTAL	\$ 170,294,841	\$ 169,865,041	\$ 170,440,017	0.3

1 In 2012, Auditing moves from the Management Services Bureau to General Administration.

2 In 2011, Finance moved from the Management Services Bureau to General Administration.

3 In 2011, Tourism and Film Services moved from General Administration to the Bureau of Public Facilities, Events and Services, and the Citizen Office moved to the Bureau of Community and Economic Development.

4 In 2010, expenditures for Athletics, Recreation Services, Adult Day Care, and Golden Age moved to Youth Services, Athletic Services, Senior Services and Therapeutic Recreation.

5 The School Crossing Guards function was transferred to the Board of Education in 2011.

6 The ACM of Administrative and Community Services is newly created for 2011.

7 In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community and Economic Development.

8 In 2011, Property Maintenance Enforcement moved to Sanitation.

9 City Cemeteries was moved to the Public Facilities, Events and Services Bureau prior to 2010.

10 In 2012, expenditures for SDRA were moved into the Economic Development Department within the Community and Economic Development Bureau.

11 West Broad Street YMCA is receiving funding through Social Services Contributions in 2011 and 2012.



GENERAL ADMINISTRATION

Mission

The General Administration Bureau works to create a fiscally responsible, accessible and responsive government that maximizes the use of public resources for the services citizens need.



departments

MAYOR AND ALDERMEN

CLERK OF COUNCIL

CITY MANAGER

PUBLIC INFORMATION OFFICE

AUDITING

FINANCE

LEGAL

trends and issues

The General Administration Bureau includes the City's core governance services, including City Council, the Clerk of Council, Legal Services and the City Manager's Office, as well as the City's Finance Department, Auditing Department, and Public Information Office.

Action taken during the 2011 Budget process to reduce the size of government was successful in ensuring that Savannah weathered the worst of the economic downturn. While it will take several years for City revenues to return to pre-recession levels, several major revenue sources, such as sales and hotel/motel taxes, have stabilized and are moving in a positive direction. A major exception is property tax revenue, which is budgeted to decline for a third straight year in 2012. Because of this expectation, as well as general uncertainty in the local, state, national and global economies, City leadership has taken a conservative approach to budgeting for service programs and capital needs while ensuring that the City fully funds its pension and debt obligations, and continues to properly maintain our infrastructure.

Complete implementation of an Enterprise Resource Planning system to replace our longtime financial software

will occur in 2012, and will require a considerable time commitment. The end result, however, will be more timely access to critical financial information, which will allow City leadership to be more responsive to changing economic conditions.

The City remains on the cutting edge of citizen engagement and communications trends. Citizen-driven processes such as Project DeRenne, Waters Avenue Revitalization and our Neighborhood Traffic Calming initiative have set the standard for how citizens can work hand-in-hand with their government to create lasting solutions to long-term problems. The City continues to diversify its communication tools in an effort to reach out to citizens on the platforms they prefer. Our expanded presence on social media – particularly Facebook, Twitter, YouTube and Podcasts – has allowed citizens to learn about and engage their government in new ways. The City is also redesigning and adding increased functionality to our Web site to allow citizens easier access to City services and information.



We create a more open and transparent government by showing and explaining to citizens the work of their City government. By informing our citizens, we're empowering our citizens. Now that is exciting.

Wayne Nix, Savannah Government Television Coordinator
Public Information Office, 10 years of service

GENERAL ADMINISTRATION



I get great satisfaction working with numbers, and greater satisfaction knowing that my accounting helps make important City construction projects become a reality.

Susan Odom, Accountant
Finance, 3 years of service

expenditures by type

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Personal Services	\$ 2,546,138	\$ 2,703,521	\$ 3,377,802	24.9
Outside Services	619,810	648,086	657,439	1.4
Commodities	91,732	121,487	110,560	-9.0
Interfund Services	93,500	184,577	252,514	36.8
Other Expenses	3,163	3,163	5,512	74.3
TOTAL	\$ 3,354,342	\$ 3,660,834	\$ 4,403,827	20.3

GENERAL ADMINISTRATION

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Mayor and Aldermen	\$ 569,587	\$ 543,559	\$ 566,918	4.3
Clerk of Council	230,789	259,502	262,322	1.1
City Manager	689,237	630,234	630,172	0.0
Public Information Office	579,955	550,320	549,752	-0.1
Auditing ¹	0	0	655,917	100
Finance ²	0	1,137,763	1,179,341	3.7
Legal	539,391	539,456	559,405	3.7
Tourism and Film Services ³	436,650	0	0	0.0
Citizen Office ³	308,733	0	0	0.0
TOTAL	\$ 3,354,342	\$ 3,660,834	\$ 4,403,827	20.3

¹ In 2012, Auditing will move from the Management Services Bureau to General Administration.

² In 2011, Finance moved from the Management Services Bureau to General Administration.

³ In 2011, Tourism and Film Services moved from General Administration to become Film Services in the Bureau of Public Facilities, Events and Services, and the Citizen Office moved to the Bureau of Community and Economic Development.



MAYOR AND ALDERMEN



PRIMARY SERVICES

The Mayor and Aldermen, elected every four years to concurrent terms, set policies and enact ordinances that govern the various city functions and activities.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	400,106	\$	377,144	\$	415,174	10.1
Outside Services		125,954		113,484		103,971	-8.4
Commodities		32,964		41,736		32,200	-22.8
Interfund Services		10,562		11,195		15,573	39.1
TOTAL	\$	569,587	\$	543,559	\$	566,918	4.3



CLERK OF COUNCIL



PRIMARY SERVICES

As the official record keeper, the Clerk of Council is responsible for maintaining all official codes, ordinances, records and documents, and serves as supervisor of City elections.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	192,256	\$	217,104	\$	216,231	-0.4
Outside Services		21,123		29,458		29,984	1.8
Commodities		9,816		5,276		4,300	-18.5
Interfund Services		7,595		7,664		11,807	54.1
TOTAL	\$	230,789	\$	259,502	\$	262,322	1.1



CITY MANAGER



PRIMARY SERVICES

The City Manager, the City's chief administrative officer, is responsible for daily operations of city government.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	608,589	\$	542,401	\$	549,670	1.3
Outside Services		54,046		55,494		52,162	-6.0
Commodities		9,749		16,135		8,760	-45.7
Interfund Services		16,854		16,204		19,580	20.8
TOTAL	\$	689,237	\$	630,234	\$	630,172	0.0



PUBLIC INFORMATION OFFICE

PRIMARY SERVICES

The Public Information Office is the lead marketing and external communications arm of the City of Savannah. The department coordinates public information campaigns across all bureaus, working with departments to determine the best strategies to communicate to citizens how the City is working for them. Public Information does this using printed materials such as brochures, newsletters, news releases, direct mailing pieces, the Citizen's Report, the website www.savannahga.gov, Government Channel 8, the City's social media presence, events such as news conferences, ground breakings, ribbon cuttings, open houses, public meetings and celebrations, and media and community relations.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objective:

- To keep the public informed about and engaged with their local City government

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– News releases issued	205	210	210	210
– SGTV programs produced	220	216	216	216
– Public information requests processed	1,200	1,000	1,000	1,000
Efficiency Measures				
– Staff hours to complete monthly City Span program	---	---	169	160
– Average cost to produce an event	\$420.00	\$420.00	\$420.00	\$420.00
– Average number of days to fulfill open records requests	---	---	3	3
Effectiveness Measures				
– Percent of PIO survey respondents who feel their local government does a "good" or "excellent" job communicating with them	---	---	---	60.00%
– Percent of PIO survey respondents who rate SGTV "good" or "excellent"	---	---	---	60.00%
– Number of new followers on Facebook	---	---	1,300	1,500

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	471,069	\$	426,592	\$	431,426	1.1
Outside Services		77,709		89,795		79,851	-11.1
Commodities		5,137		8,210		11,150	35.8
Interfund Services		22,877		22,560		24,162	7.1
Other Expenses		3,163		3,163		3,163	0.0
TOTAL	\$	579,955	\$	550,320	\$	549,752	-0.1



AUDITING

PRIMARY SERVICES

Auditing assists departmental managers in being effective and efficient in the performance of their responsibilities and ensures accountability for the appropriate expenditure of taxpayer dollars. Auditing provides these services through project selection and its active role within the City organization. The department will continue to assess the internal control systems, efficiency, and effectiveness of City operations by conducting audits and reviews which range in complexity from management advisory briefings to complex systems reviews.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To develop and follow a plan of audit engagements based on identified risks and management priorities
- To recommend procedures and controls that improve operational efficiencies

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Compliance audits completed	3	3	3	3
– Operational reviews completed	4	3	3	3
Efficiency Measures				
– Percent of project hours to total available hours	60.00%	65.00%	65.00%	65.00%
– Percent of scheduled projects completed within three months	80.00%	90.00%	90.00%	90.00%
– Percent of audit projects completed within hourly budget	71.00%	80.00%	80.00%	80.00%
Effectiveness Measures				
– Post audit survey results (1-5 rating)	---	---	---	3.5
– Special projects completed per management's request	---	---	---	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	688,876	\$	571,017	\$	600,358	5.1
Outside Services		37,903		32,236		30,168	-6.4
Commodities		6,225		4,000		4,500	12.5
Interfund Services		20,069		20,224		20,891	3.3
TOTAL	\$	753,073	\$	627,477	\$	655,917	4.5



FINANCE

PRIMARY SERVICES

The Finance Department, under the supervision of the Chief Financial Officer, provides financial expertise and support to City management and to operating departments of the City. The department prepares monthly interim financial reports, as well as the annual audited Comprehensive Annual Financial Report (CAFR). Finance also disburses City funds through its payroll and accounts payable functions, issues checks to City pensioners, and oversees all of the City's investing and borrowing activities.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To prepare the City's Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and thereby obtain an unqualified opinion on the financial statements from the City's independent auditor
- To provide interim financial information on a monthly basis to internal users within seven business days of month end
- To require each staff member to attend at least one training course or professional seminar during the year
- To pay all vendor invoices within 30 days of receipt
- To maintain the average daily un-invested cash balance at no more than 0.05% of the total portfolio book value
- To maintain a General Fund balance of 16.67% of annual General Fund expenditures
- To prepare weekly and biweekly payrolls meeting all time-sensitive deadlines
- To prepare twelve monthly pension disbursements meeting all time-sensitive deadlines

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Employee paychecks prepared	95,425	95,000	95,000	95,000
– Pensioner benefit checks prepared	13,283	15,000	15,000	15,000
– Vendor checks prepared	69,028	69,100	69,100	69,100
Efficiency Measures				
– Cost per paycheck prepared	\$2.45	\$2.56	\$2.56	\$2.56
– Cost per benefit check prepared	\$4.54	\$4.18	\$4.18	\$4.18
– Cost per vendor check prepared	\$4.53	\$4.71	\$4.71	\$4.71

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of invoices paid within 30 days	84.70%	100.00%	100.00%	100.00%
– Percent of budget spent	97.90%	100.00%	100.00%	100.00%
– Percent of idle cash invested	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	845,377	\$	827,110	\$	832,864	0.7
Outside Services		143,517		140,153		140,295	0.1
Commodities		50,152		48,000		48,000	0.0
Interfund Services		61,208		122,500		155,833	27.2
Other Expenses		0		0		2,349	100.0
TOTAL	\$	1,100,255	\$	1,137,763	\$	1,179,341	3.7



LEGAL



PRIMARY SERVICES

The City Attorney is appointed by the Mayor and Aldermen and serves as the legal advisor, counselor and advocate of the City. In addition, the City Attorney gives legal opinions, attends council and other city meetings and represents the City in any courts of law or equity.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	314,663	\$	313,170	\$	332,079	6.0
Outside Services		218,011		219,702		221,008	0.6
Commodities		2,218		2,130		1,650	-22.5
Interfund Services		4,499		4,454		4,668	4.8
TOTAL	\$	539,391	\$	539,456	\$	559,405	3.7

PUBLIC FACILITIES, EVENTS, AND SERVICES

Mission

To develop and provide affordable, convenient opportunities for cultural, recreational and entertainment activities that enrich the quality of life for residents of Savannah and the coastal community, and to effectively and responsibly manage capital resources in a manner that encourages participation in safe leisurely activities that enhance neighborhood development.



departments

BUREAU CHIEF

CULTURAL AFFAIRS

YOUTH SERVICES

ATHLETIC SERVICES

SENIOR SERVICES

THERAPEUTIC RECREATION

FILM SERVICES

BUILDINGS AND GROUNDS MAINTENANCE

BUILDING AND ELECTRICAL MAINTENANCE

PARK AND TREE

CITY CEMETERIES

CIVIC CENTER OPERATIONS (SEE CIVIC CENTER FUND)

CIVIC CENTER CONCESSIONS (SEE CIVIC CENTER FUND)

GOLF COURSE (SEE GOLF COURSE FUND UNDER OTHER FUNDS)

PUBLIC FACILITIES, EVENTS AND SERVICES

trends and issues

The Public Facilities, Events, and Services Bureau provides residents of Savannah and the entire coastal community with affordable access to quality recreational programs, performing arts projects, and well-maintained parks, buildings and open space areas.

While each department in the Bureau is diverse in its mission and operations, the accomplishments of their varied work programs ensures the success of the bureau-wide mission.

As part of a larger citywide structural reorganization, in 2011 the former Leisures Services Bureau was renamed the Bureau of Public Facilities, Events and Services to better reflect the varied operations the Bureau offers.

The Bureau has been active in recent years increasing the number of recreation opportunities offered to residents, including the Fort at Forsyth Park, Ellis Square, the Bacon Park Tennis Complex, major renovations to Grayson Stadium and a new clubhouse at the Bacon Park Golf Course.

Issues Public Facilities, Events, and Services will address in 2012:

- Evaluate service delivery levels to unincorporated areas and non-City residents (Recreation Services)
- Evaluate pending environmental challenges in maintaining parks and squares while considering alternative resources to preserve landfill space (Park and Tree)
- Maintain aging public buildings while adhering to environmental concerns and regulatory compliance issues (Buildings and Grounds)
- Maintain an aging building pending funding for a new arena (Civic Center)
- Measure the economic and tourism impact of providing free festivals and cultural activities to non-residents (Cultural Affairs)



Working with seniors is a passion of mine that has come full circle. I was very close with my grandmother, Carrie Whitehead. I really enjoy my time with clients. I encourage all Savannah seniors to join our program.

**Tanya M. Futch, Supervisor Eastside Golden Age Center
Recreation Services, 15 years of service**

PUBLIC FACILITIES, EVENTS AND SERVICES



The best part of my job is getting to meet new people who come into town with the wide variety of shows and concerts we host each year. Every day is different.

Marc Williams, Production Manager
Civic Center, 10 years of service

expenditures by type

The 2012 budget for the Bureau of Public Facilities, Events and Services increases \$622,623 or 3.2% above 2011 projected expenditures. This increase is primarily in Personal Services (\$405,832) due to anticipation of filling vacant positions. The Outside Services category increases \$134,716 or 4.6% due to contractual obligations of maintaining areas such as Savannah Gardens, Fernwood, and Hutchinson Island in 2012. Commodities increase \$100,969 or 6.8% due to rising costs for chemicals and other supplies and materials. Other Expenses increase \$12,764 or 2.7% due to modest increases in vehicle depreciation.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 14,411,330	\$ 12,983,835	\$ 13,389,667	3.1
Outside Services	2,917,290	2,938,149	3,072,865	4.6
Commodities	1,497,169	1,493,624	1,594,593	6.8
Interfund Services	1,520,333	1,556,151	1,524,493	-2.0
Other Expenses	451,193	479,872	492,636	2.7
TOTAL	\$ 20,797,315	\$ 19,451,631	\$ 20,074,254	3.2

PUBLIC FACILITIES, EVENTS AND SERVICES

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Bureau Chief ¹	\$ 606,830	\$ 662,367	\$ 628,710	-5.1
Coffee Bluff Marina	(254)	0	0	0.0
Athletics ²	(5,917)	0	0	0.0
Recreation Services ²	(19,484)	0	0	0.0
Adult Day Care ²	(451)	0	0	0.0
Golden Age ²	(1,103)	0	0	0.0
Cultural Affairs	828,070	667,599	766,702	14.8
Youth Services	4,023,091	3,517,941	3,674,874	4.5
Athletic Services	946,935	1,143,374	1,124,759	-1.6
Senior Services	2,039,693	1,775,422	1,924,877	8.4
Therapeutic Recreation	239,117	267,681	226,001	-15.6
Film Services ³	0	205,102	229,969	12.1
Buildings and Grounds Maintenance	3,880,148	3,397,079	3,611,386	6.3
Building and Electrical Maintenance	1,522,504	1,487,618	1,550,949	4.3
Park and Tree	4,893,088	4,604,631	4,655,997	1.1
Building Design and Construction ⁴	86	0	0	0.0
City Cemeteries	1,844,962	1,722,817	1,680,030	-2.5
TOTAL	\$ 20,797,315	\$ 19,451,631	\$ 20,074,254	3.2

¹ In 2011, the Leisure Services Bureau was renamed the Bureau of Public Facilities, Events, and Services (PFES), and the Leisure Services Bureau Chief was renamed PFES Bureau Chief.

² In 2010, expenditures for Athletics, Recreation Services, Adult Day Care, and Golden Age moved to four newly created departments- Youth Services, Athletic Services, Senior Services and Therapeutic Recreation.

³ In 2011, Film Services moved from General Administration into the Bureau of Public Facilities, Events, and Services.

⁴ In 2010, Building Design and Construction was combined with the Development Services Department in the Community and Economic Development Bureau.



PUBLIC FACILITIES, EVENTS, AND SERVICES BUREAU CHIEF

PRIMARY SERVICES

Public Facilities, Events, and Services Bureau Chief administratively assists all the departments within the bureau by formulating policies and goals that effectively meet the recreational and cultural needs of the citizens.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objective:

- To manage resources while enforcing park codes and maintaining safe and secure parks/playgrounds
- To positively contribute to the recreational and ecological health of the Savannah community through management of the Coffee Bluff Marina

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Parks & facilities inspected	26	26	26	26
– Citizen-based meetings conducted	6	6	6	6
– Wet storage of boats provided at Coffee Bluff Marina	15	10	10	10
– Annual visitors to Coffee Bluff Marina	8,000	8,000	8,000	8,000
Efficiency Measures				
– Cost per park and facility inspection	\$2,500	\$2,500	\$2,500	\$2,500
– Percent of citizen concerns addressed within 3 business days	80.00%	80.00%	80.00%	80.00%
– Percent of operating reports filed in a timely manner at Coffee Bluff Marina	80.00%	80.00%	80.00%	90.00%
– Percent of financial reports filed in a timely manner at Coffee Bluff Marina	80.00%	80.00%	80.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of inspections with a good or excellent rating	90.00%	90.00%	90.00%	90.00%
– Percent of citizens satisfied with services	90.00%	90.00%	85.00%	90.00%
– Visitors satisfied with services at Coffee Bluff Marina	85.00%	85.00%	85.00%	85.00%
– Visitors satisfied with conditions at Coffee Bluff Marina	85.00%	85.00%	85.00%	85.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	554,898	\$	612,496	\$	587,018	-4.2
Outside Services		15,284		17,552		12,687	-27.7
Commodities		13,870		12,968		9,268	-28.5
Interfund Services		18,992		15,565		15,951	2.5
Other Expenses		3,786		3,786		3,786	0.0
TOTAL	\$	606,830	\$	662,367	\$	628,710	-5.1



CULTURAL AFFAIRS

PRIMARY SERVICES

The Department of Cultural Affairs provides Arts Programming, to include visual and performing arts, which reaches all sectors of the community. Cultural Affairs offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. It accomplishes this responsibility by directly administering the scope of services purchased from Savannah's cultural agencies, producing and presenting classes, workshops, festivals, youth programs, exhibitions, and performances, providing technical assistance to cultural organizations, and marketing Savannah's rich cultural offerings. Funding priorities and contracts for services are structured to ensure that the enforcement of objectives is specific and that outcomes are tracked throughout the year.

Cultural Affairs directs and manages the scope of nearly six hundred art, cultural and heritage services purchased from eligible 501(c) (3) organizations within the city limits. The funding categories include: Education & Access (free-of-admission arts educational programming); Cultural Tourism (programming aided to attract tourists to Savannah), and Festivals (free-of-charge heritage-based events). The Cultural Affairs Commission, with the assistance of staff, reviews proposals, develops contractual agreements, provides oversight of funds, and monitors and reports the performance outcome of funded agencies.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objectives:

- To provide quality visual and performing arts services that are accessible and designed to reach all sectors of Savannah
- To create contracts for arts services while directing the policies, programmatic guidelines, and delivery methods for a comprehensive community-wide cultural initiative for cultural and heritage arts that are consistent with City Council priorities

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of fee-based services provided	50	57	53	53
– Number of non fee-based services provided	15	15	15	15
– Number of youth service agency collaborations	19	12	14	14
– Services purchased and managed	713	600	546	550
– Marketing campaigns	40	40	40	40
Efficiency Measures				
– Percent of fee-based services that are equal to or exceed program cost	80.00%	80.00%	80.00%	80.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent of non fee-based services that do not exceed \$8.00	100.00%	100.00%	100.00%	100.00%
– Percent of collaborations with repeat programming	80.00%	80.00%	75.00%	75.00%
– Percent of agency reports submitted on time	100.00%	100.00%	100.00%	100.00%
– Ratio of marketing expenses to participants	1:10	1:10	1:10	1:10
Effectiveness Measures				
– Percent of fee-based services receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
– Percent of non fee-based services receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
– Percent of agency collaborations receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
– Percent of customer satisfaction with cultural programs	90.00%	90.00%	90.00%	90.00%
– Percent increase of attendance of cultural programs	10.00%	10.00%	8.00%	8.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	574,318	\$	411,385	\$	453,957	10.3
Outside Services		191,433		193,216		241,637	25.1
Commodities		35,879		36,861		45,694	24.0
Interfund Services		21,872		21,292		20,569	-3.4
Other Expenses		4,567		4,845		4,845	0.0
 TOTAL	 \$	 828,070	 \$	 667,599	 \$	 766,702	 14.8



YOUTH SERVICES

PRIMARY SERVICES

Youth Services offers programs and services for youth to meet needs and provide positive experiences in a safe environment. It is accomplished by administering operation of centers, after-school programs, supervised playgrounds, and swimming pools. Programs offer fitness, tutorial, homework assistance, team sports, summer camps, nutrition, and cultural enrichment.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

Objective:

- To increase participation by 10.00% in 2012 by providing youth development programs for all ages at facilities in neighborhoods and communities with diverse opportunities that focus on physical fitness, education, and cultural, social, and emotional experiences

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Registered participants	11,755	11,840	11,840	13,024
– Daily attendance	2,328	1,400	2,328	2,388
Efficiency Measures				
– Average percent of annually registered participants participating daily	19.80%	11.82%	19.66%	18.34%
Effectiveness Measures				
– Customer satisfaction with overall programs	90.00%	90.00%	90.00%	90.00%
– Customer satisfaction with quality of recreation opportunities	90.00%	90.00%	90.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 2,976,261	\$ 2,725,691	\$ 2,794,680	2.5
Outside Services	693,806	492,265	516,673	5.0
Commodities	133,018	95,520	102,420	7.2
Interfund Services	187,946	184,177	233,637	26.9
Other Expenses	32,060	20,288	27,464	35.4
TOTAL	\$ 4,023,091	\$ 3,517,941	\$ 3,674,874	4.5



ATHLETIC SERVICES

PRIMARY SERVICES

Athletic Services responsibilities include youth and adult league play in baseball, basketball, cheerleading, football, softball, and tennis. Athletic facilities are also permitted for tournaments and games. Athletic Services operates after-school and summer camp activities for youth at the Blackshear Complex. In addition, cheerleading camps operate during the summer.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objective:

- To increase youth participation by 10.00% in 2012 in athletic league play in physical activity and offer opportunities for residents, organizations, volunteers, and businesses to build social bonds by being involved at ball fields, gymnasiums, and tennis courts in positive, safe, and supervised activities

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Youth sports teams registered	208	205	205	205
– Youth participants registered	3,991	4,025	4,025	4,427
– Adult sports teams registered	80	115	65	65
Efficiency Measures				
– Percent registered youth sports teams participating	90.00%	90.00%	90.00%	90.00%
– Percent registered youth participants participating	90.00%	90.00%	90.00%	90.00%
– Percent registered adult teams participating	75.00%	90.00%	75.00%	75.00%
Effectiveness Measures				
– Percent of customers satisfied with services	90.00%	90.00%	90.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	708,231	\$	619,309	\$	656,627	6.0
Outside Services		170,435		321,529		335,370	4.3
Commodities		36,543		104,282		93,644	-10.2
Interfund Services		28,705		95,233		30,866	-67.6
Other Expenses		3,021		3,021		8,252	173.2
TOTAL	\$	946,935	\$	1,143,374	\$	1,124,759	-1.6



SENIOR SERVICES

PRIMARY SERVICES

Senior Services offers Adult Day Care and Golden Age Centers for Senior Citizens. Programs operate daily, Monday through Friday. Senior needs are met by participating in fitness, leisure activities, congregate lunch meals, and transportation.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objective:

- To increase daily attendance at Golden Age Centers by 10.00% in 2012 by providing programs to improve fitness, health, nutrition education, socialization, and cultural enrichment

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Golden Age participants	961	920	961	975
– Golden Age daily attendance	473	638	555	611
– Adult Day Care participants	55	55	55	55
– Adult Day Care daily attendance	50	38	48	38
Efficiency Measures				
– Percent registered Golden Age participants participating daily	49.22%	69.35%	57.75%	62.67%
– Percent registered Adult Day Care participants participating daily	90.91%	69.09%	87.27%	69.09%
Effectiveness Measures				
– Customer satisfaction	90.00%	90.00%	90.00%	90.00%
– Program compliance	90.00%	90.00%	90.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,285,406	\$ 1,135,576	\$ 1,243,003	9.5
Outside Services	598,183	492,044	509,774	3.6
Commodities	31,502	34,895	51,845	48.6
Interfund Services	113,137	102,129	109,477	7.2
Other Expenses	11,465	10,778	10,778	0.0
TOTAL	\$ 2,039,693	\$ 1,775,422	\$ 1,924,877	8.4



THERAPEUTIC RECREATION

PRIMARY SERVICES

Therapeutic Recreation offers services for challenged youth and adults. After-School and After-Work Programs meet the needs of participants. Special Olympic skills and team sport participation are offered for adults. Summer Camps are offered for diverse challenged youth and adults.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

Objective:

- To increase daily participation by 10.00% in 2012 for challenged individuals to stay active in the community

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Participants	300	300	300	330
– Camp sessions	4	4	4	4
Efficiency Measures				
– Percent capacity for activities	90.00%	90.00%	100.00%	100.00%
– Percent capacity for camps	95.00%	95.00%	100.00%	100.00%
Effectiveness Measures				
– Customer satisfaction	90.00%	90.00%	90.00%	90.00%
– Satisfaction Special Olympics sports	95.00%	95.00%	95.00%	95.00%

EXPENDITURES BY TYPE

Expenditure Area		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change 2011-2012
Personal Services	\$	221,283	\$	247,406	\$	206,552	-16.5
Outside Services		14,521		14,325		11,525	-19.5
Commodities		3,058		5,950		5,550	-6.7
Interfund Services		256		0		2,374	0.0
TOTAL	\$	239,117	\$	267,681	\$	226,001	-15.6



FILM SERVICES

PRIMARY SERVICES

The mission of the Film Services Office is to foster the growth of a sustainable media industry in Savannah. The primary service of the Film Office is to coordinate, permit and monitor projects that are filmed in our area. Focus includes public safety, liability and insurance, quality of life, coordination with other events, coordination with other entities and client experience. We also work to increase investment and exposure through the promotion of the area to film, television and photography producers through marketing and project recruitment efforts. We also nurture the growth and development of local film makers, production and service companies.

GOALS AND OBJECTIVES

Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objectives:

- To continue to maintain the number of citizen complaints at less than 1 for every \$1 million spent
- To increase the positive impacts of media production in our area

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Permits issued	163	170	174	170
Efficiency Measures				
– Citizen complaints	2	less than 12	5	less than 12
Effectiveness Measures				
– Economic impact (in millions)	\$9.80	\$12.60	\$12.60	\$12.60

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	305,578	\$	130,370	\$	137,208	5.2
Outside Services		84,651		61,982		65,133	5.1
Commodities		29,714		12,750		14,450	13.3
Interfund Services		16,707		0		13,178	100.0
TOTAL	\$	436,650	\$	205,102	\$	229,969	12.1



BUILDINGS AND GROUNDS MAINTENANCE

PRIMARY SERVICES

Buildings and Grounds Maintenance is responsible for maintaining City-owned and -leased athletic fields, swimming pools, and buildings.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objectives:

- To prepare athletic fields prior to scheduled activities
- To maintain athletic fields by daily mowing, performing maintenance and repairs
- To perform daily janitorial inspections
- To perform daily building cleanings
- To maintain parks by daily cleaning and mowing

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of athletic field preparations	2,570	2,500	2,500	2,500
– Number of athletic field mowings	978	1,000	1,000	1,000
– Number of athletic field repairs	202	200	200	200
– Number of janitorial inspections	172	150	150	150
– Number of building cleanings	6,816	6,800	6,800	6,800
– Number of park cleanings	9,971	9,600	9,600	9,600
– Number of park mowings	2,067	2,000	2,000	2,000
Efficiency Measures				
– Cost per athletic field preparation	\$165.00	\$160.00	\$160.00	\$160.00
– Cost per athletic field mowing	\$431.00	\$425.00	\$425.00	\$425.00
– Cost per athletic field repair	\$128.00	\$130.00	\$130.00	\$130.00
– Cost per janitorial inspection	\$50.00	\$50.00	\$50.00	\$50.00
– Cost per building cleaning	\$112.00	\$110.00	\$90.00	\$90.00
– Cost per park cleaning	\$52.00	\$50.00	\$50.00	\$50.00
– Cost per park mowing	\$126.00	\$125.00	\$125.00	\$125.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of athletic fields prepared	100.00%	90.00%	90.00%	90.00%
– Percent of athletic fields mowed	98.00%	90.00%	90.00%	90.00%
– Percent of athletic fields repaired	101.00%	90.00%	90.00%	90.00%
– Percent of janitorial inspections	114.00%	90.00%	90.00%	90.00%
– Percent buildings cleaned	100.00%	90.00%	90.00%	90.00%
– Percent of park cleanings completed	104.00%	90.00%	90.00%	90.00%
– Percent of park mowings completed	103.00%	90.00%	90.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 2,437,828	\$ 1,789,383	\$ 1,953,173	9.2
Outside Services	574,936	770,668	751,026	-2.5
Commodities	500,035	443,546	535,292	20.7
Interfund Services	281,506	288,301	266,963	-7.4
Other Expenses	85,843	105,181	104,932	-0.2
TOTAL	\$ 3,880,148	\$ 3,397,079	\$ 3,611,386	6.3



BUILDING AND ELECTRICAL MAINTENANCE

PRIMARY SERVICES

Building and Electrical Maintenance is responsible for the maintenance of HVAC, plumbing, Direct Digital Control System, and electrical and structural systems of buildings owned and leased by the City of Savannah.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objective:

- To respond to maintenance calls through the 311 system in compliance with the priorities and response time mandated by the City

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– 311 calls for electrical	740	810	700	800
– 311 calls for carpentry	884	900	928	950
– 311 calls for HVAC/Plumbing	1,290	1,000	1,000	1,000
– HVAC PM's	4,120	4,120	4,120	4,120
Efficiency Measures				
– Average cost per electrical repair	\$450.00	\$450.00	\$450.00	\$450.00
– Average cost per HVAC repair	\$580.00	\$580.00	\$580.00	\$580.00
– Average cost per carpentry/paint/roof repair	\$308.00	\$308.00	\$308.00	\$308.00
– Average cost per HVAC PM	\$94.00	\$94.00	\$94.00	\$94.00
Effectiveness Measures				
– 311 requests responded to within 3 days	98.00%	98.00%	99.00%	98.00%
– After hour emergency repairs responded to within two hours	99.00%	98.00%	99.00%	98.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,155,966	\$ 1,032,537	\$ 1,053,966	2.1
Outside Services	120,911	140,702	178,581	26.9
Commodities	144,007	217,361	213,531	-1.8
Interfund Services	67,748	61,972	70,796	14.2
Other Expenses	33,872	35,046	34,075	-2.8
TOTAL	\$ 1,522,504	\$ 1,487,618	\$ 1,550,949	4.3



PARK AND TREE

PRIMARY SERVICES

Park and Tree provides landscape maintenance services for the historic squares, the riverfront, neighborhood parks, medians and entryways; urban forestry services including hazardous tree removal, preventive maintenance pruning, service request pruning, and new tree planting; conservation of public monuments; and administration of the Landscape and Tree Ordinance.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To establish and improve the aesthetic ratings through the use of complex evaluations of turf, landscape, structures, and infrastructure of the Historic District
- To establish and improve the aesthetic ratings of the neighborhood parks
- To establish and improve the aesthetic ratings of the major medians and entranceways
- To perform tree pruning according to Department standards, with 80.00% of requests completed within six weeks
- To remove dead trees safely and efficiently, with 90.00% of requests completed within six weeks
- To plant more trees than are removed each year from rights-of-way and public property
- To complete site plan reviews within 10 business days to ensure Ordinance compliance

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Historic District acreage	49.9	51.1	51.1	51.1
– Neighborhood park acreage	32.6	38.9	34.3	34.3
– Median & entranceway acreage	105.7	114.2	105.7	105.7
– Trees pruned	5,000	5,337	5,200	5,600
– Trees removed	750	423	600	600
– Trees planted	750	838	337	601
– Project compliance reviews	600	485	450	400
Efficiency Measures				
– Cost per tree pruned	\$145.00	---	---	\$158.00
– Cost per tree removed	\$410.00	---	---	\$620.00
– Cost per tree planted	\$250.00	---	---	\$387.00
Effectiveness Measures				
– Aesthetic ratings of the Historic District	---	---	80	80

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Aesthetic ratings of the neighborhood parks	---	---	80	80
– Aesthetic ratings of the major medians and entranceways	---	---	80	80
– Percent ratio of trees planted per trees removed	100.00%	198.00%	56.00%	100.17%
– Percent of pruning requests completed within standards	80.00%	---	80.00%	80.00%
– Percent of site plan reviews completed within standard	100.00%	---	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 3,164,465	\$ 3,073,457	\$ 3,141,143	2.2
Outside Services	338,264	245,282	257,150	4.8
Commodities	536,540	450,072	445,215	-1.1
Interfund Services	629,684	594,882	575,145	-3.3
Other Expenses	224,136	240,938	237,344	-1.5
TOTAL	\$ 4,893,088	\$ 4,604,631	\$ 4,655,997	1.1



CITY CEMETERIES

PRIMARY SERVICES

City Cemeteries provide interment sites and interment services in Bonaventure, Greenwich, Laurel Grove (North and South) and Colonial Park Cemeteries; grounds maintenance of the cemeteries; conservation of abandoned cemetery lots; and oversight of cemetery tours, events and activities.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

Objectives:

- To increase cemetery lot sales (including niche sales) from 150 to 155 lots
- To improve the satisfaction rating for interment services from 4.40 to 4.50 on a scale of 1 to 5 where 1.0 is very unsatisfied, 5.0 is very satisfied
- To improve the aesthetic rating in each cemetery from 1.40 to 1.35 on a scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is slightly irregular, and 4.0 is a ragged appearance
- To improve the cemetery structure condition index on abandoned cemetery lots from 60.0 to 60.5 on a scale of 1 to 100, where 1-25 indicates a severely dilapidated and/or hazardous condition, 26-50 indicates somewhat dilapidated, 51-75 indicates some repairs needed, and 76-100 indicates a stable condition

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of lots available for sale	1,113	1,250	1,250	1,250
– Number of interment services	485	450	450	450
– Number of lots maintained	19,823	19,823	19,823	19,823
– Number of lots conserved	27	40	40	40
Efficiency Measures				
– Revenue per lot/niche sale	\$0.16	\$0.16	\$0.13	\$0.14
– Revenue per interment service	\$0.92	\$1.00	\$0.88	\$0.91
– Cost per lot maintained	\$64.00	\$64.00	\$57.00	\$64.00
– Cost per lot conserved	\$6,661.00	\$4,545.00	\$4,344.00	\$4,544.00
Effectiveness Measures				
– Number of lots/niches sold	150	149	150	155
– Customer satisfaction ratings for interment services	4.52	4.50	4.40	4.50
– Appearance ratings	1.44	1.35	1.40	1.35
– Structure condition index	60.94	60.00	60.00	60.50

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 1,333,157	\$ 1,206,225	\$ 1,162,340	-3.6
Outside Services	223,312	188,584	193,309	2.5
Commodities	65,563	79,419	77,684	-2.2
Interfund Services	170,487	192,600	185,537	-3.7
Other Expenses	52,443	55,989	61,160	9.2
TOTAL	\$ 1,844,962	\$ 1,722,817	\$ 1,680,030	-2.5

POLICE

Mission

To ensure public safety throughout the City of Savannah and in the unincorporated areas of Chatham County by reducing adult, juvenile, and repeat offender crimes and building partnerships with the community to promote safe and secure neighborhoods.



departments

POLICE CHIEF

PATROL AND SPECIAL OPERATIONS DIVISION

INVESTIGATIONS DIVISION

SARIC (SAVANNAH AREA REGIONAL
INTELLIGENCE CENTER)

TRAFFIC UNIT

MARINE PATROL

MOUNTED PATROL

CANINE UNIT

ANIMAL CONTROL

EMERGENCY MEDICAL SERVICE (EMS)

ADMINISTRATION

ADMINISTRATIVE SERVICES DIVISION

INFORMATION MANAGEMENT

COUNTER NARCOTICS TEAM (CNT)

OFFICE OF PROFESSIONAL STANDARDS (OPS)

SAVANNAH IMPACT PROGRAM (SIP)

CRIMESTOPPERS

SAVANNAH IMPACT WORK VENTURES

COMMUNICATIONS CENTER (SEE PUBLIC
SAFETY COMMUNICATIONS FUND)

trends and issues



Savannah-Chatham Metropolitan Police Department (SCMPD) is assertively working to ensure public safety remains paramount in this community. Final crime numbers for 2011 show SCMPD had one of their best years since 1979. Violent crime numbers in 2011, classified by homicide, rape, commercial and street robbery, and aggravated assault, were 21% below 2009, 31% below 2008 and 33% below 2007; however, they were 5% above 2010. Property crimes reported in 2011, which include residential burglary, shoplifting and purse snatching, were down from 2007, 2008 and 2009 numbers, but were 4% above 2010 numbers. Despite the increase over 2010 figures, 2011 reports continued the four-year trend of decreasing crime. Fifteen of 18 categories of crimes tracked were under the average of the past four years.

Although significant progress has been observed in such crimes as burglaries and thefts from vehicles, the jurisdiction continues to be plagued with other trends. Incidents involving the theft of scrap metal increased substantially, partly in response to rising prices of recyclable scrap metal.

The second type of theft that has become problematic is the theft of bicycles, particularly in the downtown and surrounding areas. During 2011, informed and alert citizens substantially helped by calling police when they observed a crime in progress, thus allowing units to arrive quickly to catch thieves. Such community involvement has proven to be an effective crime-fighting initiative.

Crime fighting is a multifaceted discipline. The

Bureau's special operations and work programs are designed to provide deterrents and responses to crime while creating safe living environments. One example of these efforts is the Savannah Impact Program (SIP). It provides services to reduce first-time criminal activity and recidivism. The provision of life-stabilization advantages affords participants with intensive supervision and structured programs to build sustainable, crime-free, and economically-independent lives.

Patrol and Special Operations is made up of Traffic, Marine Patrol, Canine, Mounted Patrol, and Animal Control. Respectively, these units help maintain orderly traffic conditions; enforce the Georgia Safe Boating Act; locate and apprehend felony suspects and recover illegal narcotics; provide crowd control and preventive patrol services; and administer animal control services to all areas of Chatham County, while investigating cases of alleged animal cruelty and wildlife concerns as well as rabies cases.

The Investigations Division continues to investigate and follow up on all violent crimes, robberies, sexual assaults, financial crimes, and incidents of elder and child abuse. Forensics and the Tactical Reaction and Prevention Units provide specialized services to include fingerprint comparison, crime scene processing, surveillance, undercover operations, and overall support of major cases. State of Georgia budget cuts have impacted violent crime investigations. However, maintenance of a comparable clearance rate against the national average, except homicides, continues.

Information Management administers police records, involving incident and accident reports, field interviews, ban forms, citations, warrants, and expungements in accordance with state and federal requirements. The Communications Center, the area's Primary Public Safety Answering Point (PSAP) for both emergency and non-emergency calls, will maintain its E-911 emergency management dispatching services for Police, Fire, and First Responder.

The Bureau will remain vigilant in effective operations, personnel training, and communications.

It is very rewarding doing what you love. My career is my passion. I am immensely proud to serve our community with my partner Officer Faust.

Officer William Fernandez, Police Officer K9 Handler
7 years of service, Pictured with K9 Officer Faust



expenditures by type

The 2012 General Fund Savannah-Chatham Metropolitan Police Department budget of \$61,069,887 increases \$2,537,331 or 4.3% over 2011 projected expenditures. The increase is primarily within Personal Services, which increases \$2,272,762 due to vacancies in 2011 and adjustments in benefit allocations. The increase of \$336,067 in Interfund Services is mainly due to allocations for computer services provided by the Information Technology Department and garage services provided by the Vehicle Maintenance Department.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 46,543,498	\$ 46,648,403	\$ 48,921,165	4.9
Outside Services	2,918,985	3,372,935	3,098,866	-8.1
Commodities	2,831,083	3,337,576	3,494,571	4.7
Interfund Services	3,394,539	3,268,303	3,604,370	10.3
Capital Outlay	115,451	73,919	36,500	-50.6
Interfund Transfers	129,220	0	45,600	0.0
Other Expenses	1,756,622	1,831,420	1,868,815	2.0
TOTAL	\$ 57,689,397	\$ 58,532,556	\$ 61,069,887	4.3



Every day on the job, I see a new side of the city, interacting with our residents and visitors. I truly appreciate citizens who approach us to talk, ask for information or assistance and thank us for doing our job.

Star Corporal James Lawrence Tyler, 22 years of service
Mounted Patrol, Pictured with Equine Officer Bubba

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Police Chief	\$ 1,329,559	\$ 1,332,490	\$ 1,573,507	18.1
Patrol and Special Operations Division	30,608,402	31,884,281	33,286,564	4.4
Investigations Division	7,702,834	7,835,996	8,122,443	3.7
SARIC (Savannah Area Regional Intelligence Center)	1,476,136	1,331,838	1,432,554	7.6
Traffic Unit	1,863,951	1,893,548	1,929,792	1.9
School Crossing Guards ¹	276,220	0	0	0.0
Marine Patrol	683,880	688,233	764,367	11.1
Mounted Patrol	499,023	526,955	554,398	5.2
Canine Unit	491,900	497,402	516,381	3.8
Animal Control	842,031	919,272	937,141	1.9
EMS Administration	86,995	91,268	93,788	2.8
Administrative Services Division	3,253,562	2,728,293	2,726,250	-0.1
Information Management	1,896,986	1,832,912	2,054,032	12.1

expenditures by department continued on next page

POLICE

expenditures by department, continued

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Counter Narcotics Team (CNT)	3,024,879	2,978,689	3,076,818	3.3
Office of Professional Standards (OPS)	1,861,357	2,136,836	2,100,001	-1.7
Savannah Impact Program (SIP)	1,335,749	1,310,837	1,364,115	4.1
CrimeStoppers	222,411	227,937	226,790	-0.5
Savannah Impact Work Ventures	233,522	315,769	310,946	-1.5
TOTAL	\$ 57,689,397	\$ 58,532,556	\$ 61,069,887	4.3

¹ The School Crossing Guards function was transferred to the Board of Education in 2011.





POLICE CHIEF

PRIMARY SERVICES

This office is responsible for planning, organizing, directing, and overseeing the operation of the Police Department, including establishing goals and objectives, developing and maintaining the department budget, and establishing rules and procedures.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To ensure public safety throughout the City of Savannah and the unincorporated areas of Chatham County by promoting safe and secure neighborhoods in the reduction of crime activities and fostering effective community partnerships

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Part I crimes	10,047	9,061	9,950	8,998
– Violent crimes	845	911	850	808
– Property crimes	9,202	8,150	9,100	8,190
– Daily written press briefings	---	---	600	600
– Newsletters, postings and website updates	---	---	500	500
– Electronic briefings	---	---	250	250
– Professionally produced publications	---	---	12	12
Efficiency Measures				
– International accreditation	---	---	---	1
– State accreditation	---	---	---	1
Effectiveness Measures				
– Part I crimes reduction	-14.70%	-9.50%	-1.00%	-9.60%
– Violent crimes reduction	-25.10%	-5.00%	.06%	-5.00%
– Property crimes reduction	-13.60%	-10.00%	-1.10%	-10.00%
– Citizens satisfied with Police services	72.70%	75.00%	73.00%	73.50%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	1,029,810	\$	1,030,432	\$	1,279,246	24.1
Outside Services		62,180		81,284		64,468	-20.7
Commodities		74,107		96,336		98,413	2.2
Interfund Services		99,493		87,859		84,774	-3.5
Other Expenses		63,969		36,579		46,606	27.4
TOTAL	\$	1,329,559	\$	1,332,490	\$	1,573,507	18.1



PATROL & SPECIAL OPERATIONS DIVISION

PRIMARY SERVICES

Patrol is responsible for responding to calls for police service, conducting the initial investigation of incidents, providing preventive patrol, and working with residents and businesses to reduce crime problems in all areas of the jurisdiction.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To respond to calls for police services
- To identify and apprehend suspects
- To reduce Part I crimes

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
Calls for service:				
– Citizen initiated	172,025	180,000	170,000	172,000
– Officer initiated	308,573	303,000	305,000	305,000
– Part I crimes	10,047	9,061	9,950	8,998
– Violent crimes	845	911	850	808
– Property crimes	9,202	8,150	9,100	8,190
– Part I cases assigned for follow-up investigation	7,285	13,000	7,340	6,659
Efficiency Measures				
– Average Priority I response time in minutes	6:47	6:00	7:08	7:00
Effectiveness Measures				
– Arrests	11,837	12,000	12,000	12,000
– Reduction in Part I crimes	-14.70%	-9.50%	-1.00%	-9.60%
– Violent crimes	-25.10%	-5.00%	0.60%	-5.00%
– Property crimes	-13.60%	-10.00%	-1.10%	-10.00%
– Citizens satisfied with Police services	72.70%	75.00%	73.00%	73.50%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 25,821,990	\$ 26,799,567	\$ 27,956,856	4.3
Outside Services	396,360	435,191	427,685	-1.7
Commodities	1,250,614	1,655,258	1,655,258	0.0
Interfund Services	2,103,721	1,986,519	2,212,925	11.4
Capital Outlay	38,489	0	0	0.0
Other Expenses	997,228	1,007,746	1,033,840	2.6
TOTAL	\$ 30,608,402	\$ 31,884,281	\$ 33,286,564	4.4



INVESTIGATIONS DIVISION

PRIMARY SERVICES

The Investigations Division is responsible for the investigation of major crimes and the identification, location, and apprehension of offenders, leading to successful prosecutions.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To investigate and clear major case crimes which occur in the City of Savannah and unincorporated Chatham County

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Cases assigned	7,285	---	6,400	6,921
Efficiency Measures				
– Number of cases per investigator	---	---	---	223
Effectiveness Measures				
– Clearance rate, homicide	85.00%	71.50%	33.00%	62.00%
– Clearance rate, rape	35.00%	---	21.00%	40.00%
– Clearance rate, robbery	26.00%	28.40%	26.00%	28.00%
– Clearance rate, aggravated assault	54.00%	55.00%	60.00%	54.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 6,574,531	\$ 6,578,490	\$ 6,810,637	3.5
Outside Services	210,747	268,810	228,066	-15.2
Commodities	344,375	391,173	403,638	3.2
Interfund Services	368,247	350,833	384,419	9.6
Interfund Transfers	45,600	0	45,600	100.0
Other Expenses	159,334	246,690	250,083	1.4
TOTAL	\$ 7,702,834	\$ 7,835,996	\$ 8,122,443	3.7



SARIC (SAVANNAH AREA REGIONAL INTELLIGENCE CENTER)

PRIMARY SERVICES

The Savannah Area Regional Intelligence Center (SARIC) performs the crime analysis function for SCMPD and is responsible for collecting, analyzing, and disseminating intelligence.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To reduce violent crime and property crime

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– CompStat reports	52	---	52	52
– Intel webpages created	1,969	---	2,010	2,000
Efficiency Measures				
– Completed information requests within 24 hours	92.00%	---	90.00%	90.00%
– Webpages created within 60 minutes of receipt of information	85.00%	---	88.00%	90.00%
Effectiveness Measures				
– Number of webpage hits	59,081	---	62,000	62,000

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	1,289,172	\$	1,150,429	\$	1,195,449	3.9
Outside Services		79,872		55,247		47,024	-14.9
Commodities		51,131		48,975		49,495	1.1
Interfund Services		44,007		45,057		100,479	123.0
Other Expenses		11,954		32,130		40,107	24.8
TOTAL	\$	1,476,136	\$	1,331,838	\$	1,432,554	7.6



TRAFFIC UNIT

PRIMARY SERVICES

The Traffic Unit is divided into two sections: Enforcement and Investigations. The Enforcement section provides proactive traffic enforcement throughout the City of Savannah and the unincorporated areas of Chatham County to include, but not limited to, speed enforcement, DUI enforcement, aggressive driving, and commercial vehicle enforcement. The Investigative section investigates all major vehicle crash cases to include fatal and serious injury wrecks, hit and run wrecks, and any high profile wrecks. The Unit also investigates all red light camera violations. The Traffic Unit plans all traffic related events to include parades, races, marches, protests, dignitary escorts, and funeral escorts.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To review red light camera violations for validity
- To investigate all major vehicle crash cases
- To reduce the number of vehicle crashes, especially wrecks with injuries

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Red light camera violations	10,386	---	11,636	10,500
– Hit and run cases	1,604	---	1,508	2,000
– Fatal crash cases	35	---	30	30
– Traffic citizen contacts	6,080	---	7,492	7,500
Efficiency Measures				
– Red light camera violations found to be valid	93.00%	---	90.00%	90.00%
– Hit and run cases found to be workable	30.00%	---	30.00%	30.00%
– Fatal crashes investigated	100.00%	---	100.00%	100.00%
Effectiveness Measures				
– Red light camera violations investigated	100.00%	---	100.00%	100.00%
– Hit and run cases closed by investigations	31.00%	---	31.00%	31.00%
– Fatal crash cases closed by investigations	100.00%	---	100.00%	100.00%
– Total vehicle crashes	23,579	---	23,644	23,500
– Vehicle crashes with injuries	3,859	---	4,160	3,995

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	1,482,605	\$	1,437,006	\$	1,496,241	4.1
Outside Services		59,353		87,723		85,415	-2.6
Commodities		122,758		188,214		143,070	-24.0
Interfund Services		129,035		102,908		115,215	12.0
Capital Outlay		0		0		11,000	100.0
Other Expenses		70,199		77,697		78,851	1.5
TOTAL	\$	1,863,951	\$	1,893,548	\$	1,929,792	1.9



MARINE PATROL

PRIMARY SERVICES

The Marine Patrol Unit is responsible for patrolling over 630 square miles of waterways in Chatham County to ensure the safe and legal operation of vessels. The Unit enforces the Georgia Safe Boating Act and Boating Under the Influence laws, assists with the recovery of drowned persons, responds to missing/over-due boats or boaters in distress, and recovers lost property. The Unit investigates boating related incidents including boating accidents, boat thefts, and other crimes that occur on the water and along the shoreline and barrier islands. The Unit is tasked with providing security to the Port of Savannah due to the increasing number of ships entering the port. The Unit works closely with the Department of Homeland Security, U.S. Coast Guard, Georgia Department of Natural Resources, U.S. Customs & Border Protection Agency, U.S. Drug Enforcement Agency, Georgia Ports Authority, and other state and federal agencies, conducting joint law enforcement operations and search and rescue incidents.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To insure a safe boating environment and increase awareness to the general boating population on safe boating and state laws
- To decrease the number of boating accidents and related incidents

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– LNG/High risk escorts	37	---	40	40
– Boating safety checks	645	---	500	500
Efficiency Measures				
– Boating safety classes conducted	8	---	10	10
– Search & rescue missions	19	---	12	12
Effectiveness Measures				
– Boating citations	260	---	240	240
– Boating accidents	5	---	6	5

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	454,635	\$	468,349	\$	550,116	17.5
Outside Services		70,158		93,376		80,255	-14.1
Commodities		91,855		62,980		61,430	-2.5
Interfund Services		8,610		7,803		22,884	193.3
Capital Outlay		32,466		32,000		25,500	-20.3
Other Expenses		26,156		23,725		24,182	1.9
TOTAL	\$	683,880	\$	688,233	\$	764,367	11.1



MOUNTED PATROL

PRIMARY SERVICES

The Mounted Patrol Unit provides preventive patrol services in many areas of the jurisdiction, especially in densely populated neighborhoods and the downtown area. Policing on horseback provides the flexibility to patrol areas the vehicle cannot easily reach along with the ability to look over walls and fences. The Unit provides police services at special events and added police presence as a deterrent to criminal activity. Patrol officers mounted on horseback monitor crowd activities, merge into a tactical force for crowd control when needed, and provide tourists and citizens with directions to special events throughout the city.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To patrol neighborhoods and downtown areas that motor vehicles cannot easily reach
- To provide police services at special events

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Hours on patrol	10,000	---	10,000	10,000
– Special requests	60	---	60	60
Efficiency Measures				
– Hours of training	---	---	---	136
Effectiveness Measures				
– Scheduled patrol	100.00%	---	100.00%	100.00%
– Scheduled events attended	95.00%	---	100.00%	100.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 393,609	\$ 413,868	\$ 449,621	8.6
Outside Services	22,594	27,500	27,572	0.3
Commodities	39,817	45,616	46,265	1.4
Interfund Services	22,732	22,310	17,948	-19.6
Other Expenses	20,271	17,661	12,992	-26.4
TOTAL	\$ 499,023	\$ 526,955	\$ 554,398	5.2



CANINE UNIT

PRIMARY SERVICES

Canines in the Canine Unit are trained to locate hidden narcotics and are trained in patrol work. The patrol work includes tracking lost or wanted individuals, tracking suspects hidden in a wooded area or building, locating evidence, and chasing and apprehending fleeing suspects. Because of these abilities, the Canine Unit is called upon to assist the departments in SCMPD, local, state, and federal agencies.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To increase the amount of narcotics and suspects located
- To assist local, state, and federal agencies

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Suspect/rescue tracks	97	---	105	100
– Evidence searches	88	---	100	100
– Narcotic searches	239	---	300	300
– Building/wooded searches	197	---	315	300
– Other agencies assisted	20	---	27	25
Efficiency Measures				
– Requests from other agencies honored	50.00%	---	47.00%	50.00%
– Training with other agencies requests honored	75.00%	---	80.00%	75.00%
– Demo/public education requests honored	100.00%	---	90.00%	100.00%
Effectiveness Measures				
– Successful tracks	23.00%	---	23.00%	27.00%
– Arrests	115	---	135	130

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	403,409	\$	409,366	\$	413,433	1.0
Outside Services		11,521		9,184		8,730	-4.9
Commodities		32,920		39,595		39,300	-0.7
Interfund Services		26,085		23,588		28,214	19.6
Other Expenses		17,965		15,669		26,704	70.4
TOTAL	\$	491,900	\$	497,402	\$	516,381	3.8



ANIMAL CONTROL

PRIMARY SERVICES

The Animal Control Unit provides animal control services to all areas of Chatham County. Stray and unleashed animals are captured and impounded at the Sallie Mood Drive Shelter where they are fed and cared for until proper disposition can be determined. Injured or sick animals are transported to a local veterinarian for care before being transferred to the shelter. In addition, Animal Control investigates cases of alleged animal cruelty and works with the Chatham County Health Department to investigate rabies cases and ensure containment of rabies outbreaks. Animal Control also maintains files for licensed animals, manages a complaint desk, provides radio dispatch, handles wildlife complaints, and provides shelter.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To increase the number of court cases made for dogs at large (unrestrained)
- To reduce the number of animals euthanized through public education and adoption efforts
- To provide low cost rabies clinics

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Complaints received	10,010	---	8,600	11,500
– Total animals picked up	5,364	---	3,892	3,900
– Total animals euthanized	2,780	---	1,800	1,620
– Rabies clinics	4	---	4	4
Efficiency Measures				
– Complaints handled per officer	2,002	---	1,720	2,309
– Animals picked up per officer	1,720	---	1,113	1,521
– Percent of impounded animals euthanized	52.00%	---	46.00%	42.00%
– Rabies vaccines administered	2,076	---	2,400	2,500
Effectiveness Measures				
– Animal court cases	791	---	825	850
– Animal adoptions or transfers	1,354	---	1,500	1,650
– Animals returned to owners	612	---	615	700
– Positive rabies results	4	---	1	1

Note: Euthanized animals rates do not include wildlife.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	688,848	\$	674,967	\$	684,120	1.4
Outside Services		71,332		163,240		157,356	-3.6
Commodities		57,895		61,042		60,010	-1.7
Interfund Services		9,508		9,842		23,154	135.3
Other Expenses		14,448		10,181		12,501	22.8
TOTAL	\$	842,031	\$	919,272	\$	937,141	1.9



EMERGENCY MEDICAL SERVICE (EMS) ADMINISTRATION

PRIMARY SERVICES

Emergency Medical Service (EMS) Administration monitors compliance of the contracted EMS provider. The EMS Coordinator serves as the contract administrator of the overall EMS system, assuring a coordinated effort from ambulance service providers and the medical community.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To monitor contract compliance by tracking E911 generated calls
- To complete monthly compliance reports
- To review and approve payment of contract billing on a monthly basis

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– E911 requests for EMS service	33,884	---	33,500	33,500
– Compliance reports for EMS providers	12	---	12	12
Efficiency Measures				
– Review and approve payment of contract billing, monthly	12	---	12	12
Effectiveness Measures				
– Percent of calls responded to within the City in 8 minutes or less	≥90.00%	---	≥90.00%	≥90.00%
– Percent of calls responded to outside the City in 12 minutes or less	≥90.00%	---	≥90.00%	≥90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	83,671	\$	79,889	\$	81,630	2.2
Outside Services		362		6,660		7,032	5.6
Commodities		853		1,100		1,100	0.0
Interfund Services		2,108		2,148		2,555	18.9
Other Expenses		0		1,471		1,471	0.0
TOTAL	\$	86,995	\$	91,268	\$	93,788	2.8



ADMINISTRATIVE SERVICES DIVISION

PRIMARY SERVICES

The Administrative Services Division administers the Police Bureau's Budget, Personnel, Police Records, Quartermaster and Vehicle Maintenance operations.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To undergird police and personnel in the provision of efficient budget, personnel, fleet, police records management, inventory, and operations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of cost center reports processed	228	---	216	252
– Number of vehicles maintained	687	---	687	687
– Number of grants monitored	5	---	6	4
– Number of grants received	---	---	3	3
– Number of inventory items maintained	1,037	---	1,057	1,087
– Number of personnel payrolls processed on a biweekly basis	771	---	800	815
Efficiency Measures				
– Number of employee actions processed	---	---	848	868
Effectiveness Measures				
– Percent of inventory accountability	76.00%	---	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	1,571,977	\$	1,075,495	\$	946,927	-12.0
Outside Services		1,063,109		1,059,607		1,045,242	-1.4
Commodities		362,160		329,484		529,123	60.6
Interfund Services		174,012		159,233		154,269	-3.1
Capital Outlay		35,677		41,919		0	-100.0
Other Expenses		46,626		62,555		50,689	-19.0
TOTAL	\$	3,253,562	\$	2,728,293	\$	2,726,250	-0.1



INFORMATION MANAGEMENT DIVISION

PRIMARY SERVICES

The Information Management Division is responsible for facilitating the use of all information for the department, and handles a high volume of information each year. Primary services are accomplished through the following divisions: the Data Entry Unit enters incident reports, accident reports, field interviews, ban forms, citations, and warrants into the records system; the Scanning Unit scans documents into the system; the Records Unit provides documents to the public; the Criminal History Unit completes records checks and expungements; the Warrant Unit removes warrants and completes validations for GCIC.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To enter information into the records system
- To process open records requests
- To complete records checks

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Records entered	157,663	---	155,000	156,000
– Open records processed	11,765	---	17,000	18,000
– Record checks	14,352	---	19,000	20,000
Efficiency Measures				
– Percent of record checks completed in 24 hours (e.g., job and housing applications)	96.00%	---	98.00%	100.00%
Effectiveness Measures				
– Reports processed within 2 days	100.00%	---	100.00%	100.00%
– Record checks processed within 3 days (e.g., expungements)	98.00%	---	98.00%	99.00%
– Open records processed within 3 days	98.00%	---	98.00%	98.00%
– Warrants removed next business day	100.00%	---	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	1,593,074	\$	1,553,526	\$	1,791,242	15.3
Outside Services		18,496		16,099		12,257	-23.9
Commodities		23,298		10,693		12,293	15.0
Interfund Services		241,848		230,516		211,488	-8.3
Capital Outlay		8,819		0		0	0.0
Other Expenses		11,451		22,078		26,752	21.2
TOTAL	\$	1,896,986	\$	1,832,912	\$	2,054,032	12.1



COUNTER NARCOTICS TEAM (CNT)

PRIMARY SERVICES

The Counter Narcotics Team (CNT) is a multi-jurisdictional drug enforcement agency comprised of sworn officers and non-sworn personnel through an agreement by municipal and county governments. CNT enforces all local, state, and federal drug statutes through detection, investigations, apprehension, and prosecution of all drug violators.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To increase the number of drug distribution organizations (5 or more individuals) dismantled

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Drug complaints	---	---	540	550
– Investigations initiated	---	---	550	550
– Joint investigations	---	---	60	60
Efficiency Measures				
– Drug complaints	---	---	90.00%	90.00%
– Investigations initiated	---	---	90.00%	90.00%
Effectiveness Measures				
– Number of arrests	---	---	580	600
– Value of drugs seized	---	---	\$1,770,623.00	\$1,802,505.00

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 2,193,446	\$ 2,160,229	\$ 2,281,262	5.6
Outside Services	358,635	398,708	378,483	-5.1
Commodities	148,920	146,008	141,468	-3.1
Interfund Services	69,833	65,623	67,484	2.8
Other Expenses	254,046	208,121	208,121	0.0
TOTAL	\$ 3,024,879	\$ 2,978,689	\$ 3,076,818	3.3



OFFICE OF PROFESSIONAL STANDARDS (OPS)

PRIMARY SERVICES

Professional Standards & Training is responsible for investigating external and internal complaints concerning employee misconduct and department policy violations within the SCMPD. The Recruiting and Training Unit is responsible for hiring sworn personnel and ensuring all members of SCMPD meet Georgia Peace Officers Standards and Training Council (POST) guidelines for training hours.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To process and coordinate internal and external complaints involving allegations of misconduct by conducting thorough and impartial investigations
- To recruit and hire sworn personnel
- To ensure sworn personnel meet guidelines for training

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Internal Affairs cases investigated	343	---	415	400
– Inspections conducted	3	---	3	3
– Officers trained - Officer Created Jeopardy (OCJ)	600	---	605	600
– Officers trained - Driver Training (DT)	600	---	605	600
– Officers trained - (4 day block)	600	---	605	600
– Job Fairs attended	---	---	10	10
– Applicants sent to Academy	---	---	60	60
Efficiency Measures				
– Internal Affairs cases sustained/not sustained	97/43	---	100/60	100/50
– Inspections passed/failed	3/0	---	3/0	3/0
– Officers trained (OCJ)	100.00%	---	100.00%	100.00%
– Officers trained (DT)	100.00%	---	100.00%	100.00%
– Officers trained (4 day block)	100.00%	---	100.00%	100.00%
Effectiveness Measures				
– Internal Affairs cases closed	200	---	240	220
– Inspections passed	100.00%	---	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Officer involved shooting	2	---	---	1
– Officer at-fault accidents	70	---	---	50

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	1,345,523	\$	1,479,082	\$	1,608,315	8.7
Outside Services		319,558		445,799		281,097	-36.9
Commodities		151,761		162,983		162,983	0.0
Interfund Services		42,320		40,911		39,545	-3.3
Other Expenses		2,195		8,061		8,061	0.0
TOTAL	\$	1,861,357	\$	2,136,836	\$	2,100,001	-1.7



SAVANNAH IMPACT PROGRAM (SIP)

PRIMARY SERVICES

The Savannah Impact Program (SIP) is a specialized unit of SCMPD, designed to assist local and state community partners, with accountability, compliance, and soft-skills employment training for "at risk" and "high risk" adults and youth of Chatham County. SIP provides on-site cognitive-behavioral programs, GED preparation, and job readiness skills training/placement.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To provide intensive supervision/case management to adults and youth by means of GPS monitoring, curfew compliance and random urinalysis screenings
- To prepare adult and youth for the workforce through the provision of cognitive-behavioral, educational and job readiness training programs
- To provide supportive service referral assistance in obtaining vital records, medical/dental, clothing, food, temporary shelter, and transportation

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Participants served	580	---	500	600
– GPS monitoring referrals	120	---	125	125
– Cognitive-behavioral and education program referrals	458	---	500	500
– Drug screens administered	---	---	600	1,000
Efficiency Measures				
– Average daily cost per participant	---	---	\$6.31	\$6.31
Effectiveness Measures				
– Participants served with no new felony arrest	70.00%	---	60.00%	70.00%
– GPS monitored participants successfully completing monitoring period without new arrest	70.00%	---	70.00%	70.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Participants successfully completing cognitive/educational programs	60.00%	---	60.00%	60.00%
– Participants testing negative on drug screen	---	---	80.00%	80.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,046,336	\$ 1,040,700	\$ 1,082,047	4.0
Outside Services	108,287	96,658	119,909	24.1
Commodities	59,011	60,222	51,930	-13.8
Interfund Services	0	79,135	87,088	10.0
Interfund Transfers	83,620	0	0	0.0
Other Expenses	38,495	34,122	23,141	-32.2
TOTAL	\$ 1,335,749	\$ 1,310,837	\$ 1,364,115	4.1



CRIMESTOPPERS

PRIMARY SERVICES

CrimeStoppers of Savannah/Chatham County allows citizens to call, submit via web, or text a crime tip anonymously in an effort to solve or prevent crimes. CrimeStoppers is an effective community, media and law enforcement tool.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To expand the number of crime tips received and increase the number of CrimeStopper cases solved
- To expand the number of corporate sponsors
- To produce 2 video productions of "CrimeStoppers Focus" programs

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Crime tips received	1,874	---	2,000	2,200
– Corporate sponsors	54	---	59	69
– Media productions-WEB	24	---	36	38
Efficiency Measures				
– Percent of tips provided to law enforcement within 24 hours	68.00%	---	75.00%	85.00%
– Corporate inkind advertising	\$50,000.00	---	\$75,000.00	\$100,000.00
– External networking groups, e.g. neighborhood groups, business groups, professional associations	---	---	---	24
Effectiveness Measures				
– Cases solved	121	---	145	155
– Total reward money paid	\$15,200.00	---	\$18,000.00	\$19,800.00

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	184,351	\$	180,939	\$	181,368	0.2
Outside Services		22,923		28,395		23,415	-17.5
Commodities		5,880		9,600		10,105	5.3
Interfund Services		7,654		7,400		10,299	39.2
Other Expenses		1,603		1,603		1,603	0.0
TOTAL	\$	222,411	\$	227,937	\$	226,790	-0.5



SAVANNAH IMPACT WORK VENTURES

PRIMARY SERVICES

Savannah Impact Work Ventures provides paid work experience and temporary on-the-job training services to "at risk" and "high risk" adults and juveniles. Work Ventures is primarily responsible for service work requests, assigned by the Property Maintenance Department (PMD) and/or 311, involving derelict property maintenance, graffiti removal, vacant lot clearance, and emergency project events. In addition to PMD requests, Work Ventures provides monthly landscape maintenance of police owned properties and management of the police mobile car wash as well as special assignments involving building maintenance, parade barricade set-up/removal, and other departmental service needs.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

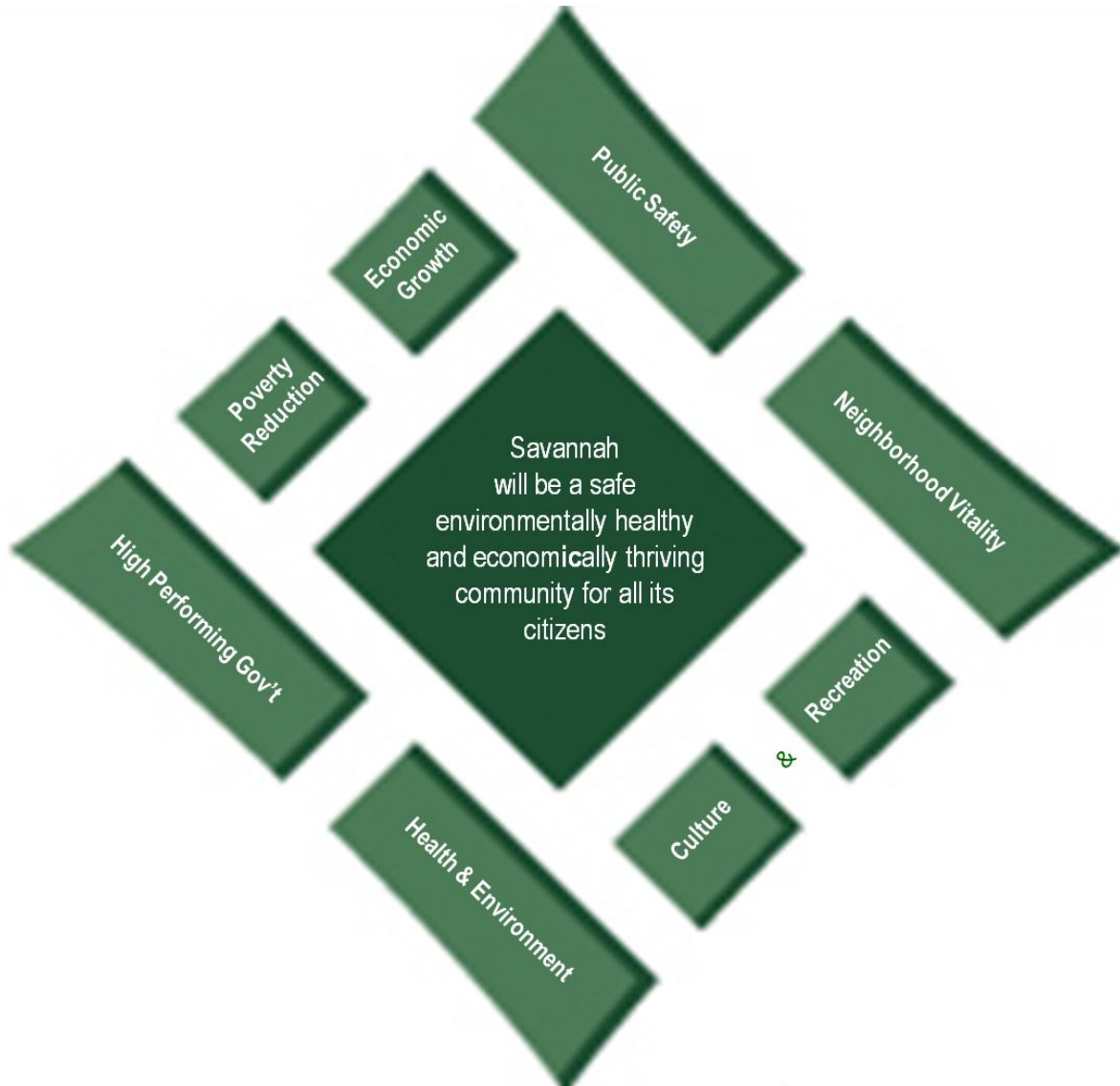
- To provide temporary paid employment opportunities for participants in an effort to enhance soft skills and develop job skills for permanent employment placement
- To provide exemplary customer satisfaction results of completed service work requests as captured by 311 and quarterly departmental surveys

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Total on-the-job training/work experience participants	43	---	35	40
– Total services requests	4,224	---	4,500	4,500
Efficiency Measures				
– Service requests completed within 7 days of receiving notice	---	---	90.00%	90.00%
Effectiveness Measures				
– Participants completing on-the-job training/work experience	---	---	80.00%	80.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	113,191	\$	116,069	\$	112,655	-2.9
Outside Services		43,497		99,454		104,860	5.4
Commodities		13,728		28,297		28,690	1.4
Interfund Services		42,424		46,618		41,630	-10.7
Other Expenses		20,682		25,331		23,111	-8.8
TOTAL	\$	233,522	\$	315,769	\$	310,946	-1.5



FIRE AND EMERGENCY SERVICES

Mission

To protect the lives and property of the citizens and visitors of Savannah by providing the highest level of fire emergency services consistent with an Insurance Services Offices (ISO) Class 2 insurance rating that includes rapid fire emergency response, public education, fire prevention, and effective mitigation of natural and man-made disasters. We are "...committed to those we serve."



departments

FIRE LOGISTICS

CITY-WIDE EMERGENCY PLANNING

FIRE OPERATIONS

HAZARDOUS MATERIAL TEAM (SEE HAZARDOUS MATERIAL TEAM FUND)

FIRE AND EMERGENCY SERVICES

trends and issues

In 2012, the Bureau will focus on the following:

City Expansion: As Savannah extends its city limits westward and to the south, the rural nature of the newly incorporated areas necessitates the need for additional apparatus designed for the sole purpose of transporting water from a nearby water source to a fire scene. Additional new stations will have to be built and staffed appropriately to maintain the same levels of service we have become accustomed to in the core areas of the City. This will also be required in order to maintain the current ISO Rating. The primary funding source for these projects will be the CIP.

Infrastructure: The Fire Bureau will continue to address maintenance and replacement of existing, older infrastructure. This includes upgrading and maintaining existing fire stations, establishing an effective fire apparatus replacement schedule, as well as maintaining front line and ready reserve fire apparatus. The primary funding source for this project will be shared between the Bureau's operating budget and its building maintenance CIP.

EMS: As Savannah Fire does not provide Advanced or Basic Life Support Emergency Medical Services (EMS), it is imperative that we fulfill our First Responder obligations. We need to equip all our responding apparatus

with Automatic External Defibrillation Devices (AEDs) which can restart a non-beating heart. These units need additional supplies to support the First Responder goals. By meeting our First Responder guidelines, it would put us closer to meeting minimum national standards of care for cardiac victims. As this service is not currently provided, an external funding source must be identified.

Use of Technology: Currently, responding fire apparatus have no ability to receive important or updated information while in route to emergency calls. Having computers or Mobile Data Terminals (MDTs) installed in the apparatus is critical for receiving information regarding building construction, hydrant locations, utility shut-offs and other essential building components. This saves time in planning and coordinating a fire attack. Additionally, MDTs give a direct link with the Computer-Aided Dispatch (CAD) computer allowing the closest responding unit to be dispatched to a call, regardless of its assigned station. We will pursue grant opportunities as well as identifying some operating funding to complete this project.



I love being a firefighter. I couldn't imagine spending a day without helping someone else. And working with other Firefighters to help someone on their worst day is the most rewarding part of my job.

Maria Gutierrez, Master Firefighter
6 years of service

FIRE AND EMERGENCY SERVICES



It's a great feeling knowing that when my family and I attend an assembly in Savannah, whether it be at a movie theater, restaurant, gymnasium, bowling alley, etc., those patrons are safe as a result of the Fire Marshal's inspection.

Deon Groover, Fire Marshall
6 years of service

expenditures by type

The 2012 General Fund Fire and Emergency Services budget of \$24,761,160 increases \$697,382 or 2.9% over 2011 projected expenditures. The increase is largely in Personal Services, which is due to vacancies in 2011, adjustments to benefits, and the addition of 30 new firefighter trainee positions in the latter part of the year associated with the planned Chatham Parkway Fire Station. The budget also includes the deletion of a coordinator position within City-Wide Emergency Planning.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 20,855,915	\$ 20,041,847	\$ 21,026,710	4.9
Outside Services	576,684	820,300	686,878	-16.3
Commodities	516,866	730,572	811,060	11.0
Interfund Services	1,154,793	1,169,254	1,173,238	0.3
Capital Outlay	19,980	19,200	27,000	40.6
Debt Service	412,466	412,466	412,466	0.0
Other Expenses	876,086	870,139	683,808	-21.4
TOTAL	\$ 24,412,790	\$ 24,063,778	\$ 24,821,160	3.1

FIRE AND EMERGENCY SERVICES

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Fire Logistics	\$ 2,124,179	\$ 5,333,253	\$ 5,298,948	-0.6
City-Wide Emergency Planning	91,293	259,526	132,323	-49.0
Fire Operations	22,197,318	18,470,999	19,389,889	5.0
TOTAL	\$ 24,412,790	\$ 24,063,778	\$ 24,821,160	3.1





FIRE LOGISTICS

PRIMARY SERVICES

Fire Logistics is responsible for providing and maintaining adequate facilities to house emergency response personnel, equipment, and apparatus used in safely and efficiently mitigating emergency events. It is also responsible for directing the Training Division, Safety & Wellness, Risk Management, Office of the Fire Marshall, Fire Investigations, Support Services, Human Resources, and Budget functions.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To decrease job injuries due to lack of flexibility by ensuring that firefighters score within the good range (40-59) on their physical fitness assessment

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Personnel that take the fitness assessment	311	300	311	311
Efficiency Measures				
– Employees that complete the fitness assessment	280	---	290	295
Effectiveness Measures				
– Percent of employees completing fitness assessment scoring in the median good range (40-59)	90.00%	90.00%	93.00%	95.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 1,361,799	\$ 1,573,557	\$ 1,643,087	4.4
Outside Services	376,442	668,733	678,097	1.4
Commodities	230,088	625,022	695,510	11.3
Interfund Services	120,966	1,165,121	1,158,980	-0.5
Capital Outlay	0	19,200	27,000	40.6
Debt Service	0	412,466	412,466	0.0
Other Expenses	34,884	869,154	683,808	-21.3
TOTAL	\$ 2,124,179	\$ 5,333,253	\$ 5,298,948	-0.6



CITY-WIDE EMERGENCY PLANNING

PRIMARY SERVICES

Emergency Planning is responsible for coordinating the City of Savannah's preparation for and response to emergency situations. City-Wide Emergency Planning manages programs and activities designed to provide customers, internal and external, with the ability to prepare for, cope with, and recover from the effects of disasters. This is achieved through information and resource exchange, as well as working with the public and private sectors and all levels of government. To address potential threats, City-Wide Emergency Planning publishes the City's Emergency Management Plans. These plans provide the framework upon which the City of Savannah prepares for, responds to and performs in its emergency response functions during times of natural or man-made disasters or national emergencies.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

- To ensure the City of Savannah (COS) is prepared to manage a disaster utilizing the Incident Command System (ICS)

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– COS employees required to attend ICS training	---	---	---	250
Efficiency Measures				
– ICS courses delivered to meet training required	---	---	---	12
Effectiveness Measures				
– Percent of COS employees meeting ICS training	---	---	---	95.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	81,358	\$	97,291	\$	93,734	-3.7
Outside Services		1,015		151,567		8,781	-94.2
Commodities		2,399		5,550		15,550	180.2
Interfund Services		6,520		4,133		14,258	245.0
Other Expenses		0		985		0	-100.0
TOTAL	\$	91,293	\$	259,526	\$	132,323	-49.0



FIRE OPERATIONS

PRIMARY SERVICES

Fire Operations is responsible for preventing and/or mitigating fires and emergencies involving fire suppression and related activities, pre-fire planning, and supporting public education. Operations directs over 300 firefighters operating out of 15 stations. Fire protection is delivered out of 14 engines companies, 16 ladder companies, 2 heavy rescue units, and assorted support vehicles, which serve the entire 110 square miles of incorporated Savannah.

Special Operations is a Division within Fire Operations responsible for directing the Hazardous Materials and the Technical Rescue Team response at incident scenes. It is also charged with monitoring for enforcement of all federal and local ordinances related to extremely hazardous substances that are manufactured, used, stored and transported in the City of Savannah and Chatham County. This includes the use of nuclear, biological, radiological and chemical substances, as well as the threat of weapons of mass destruction.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

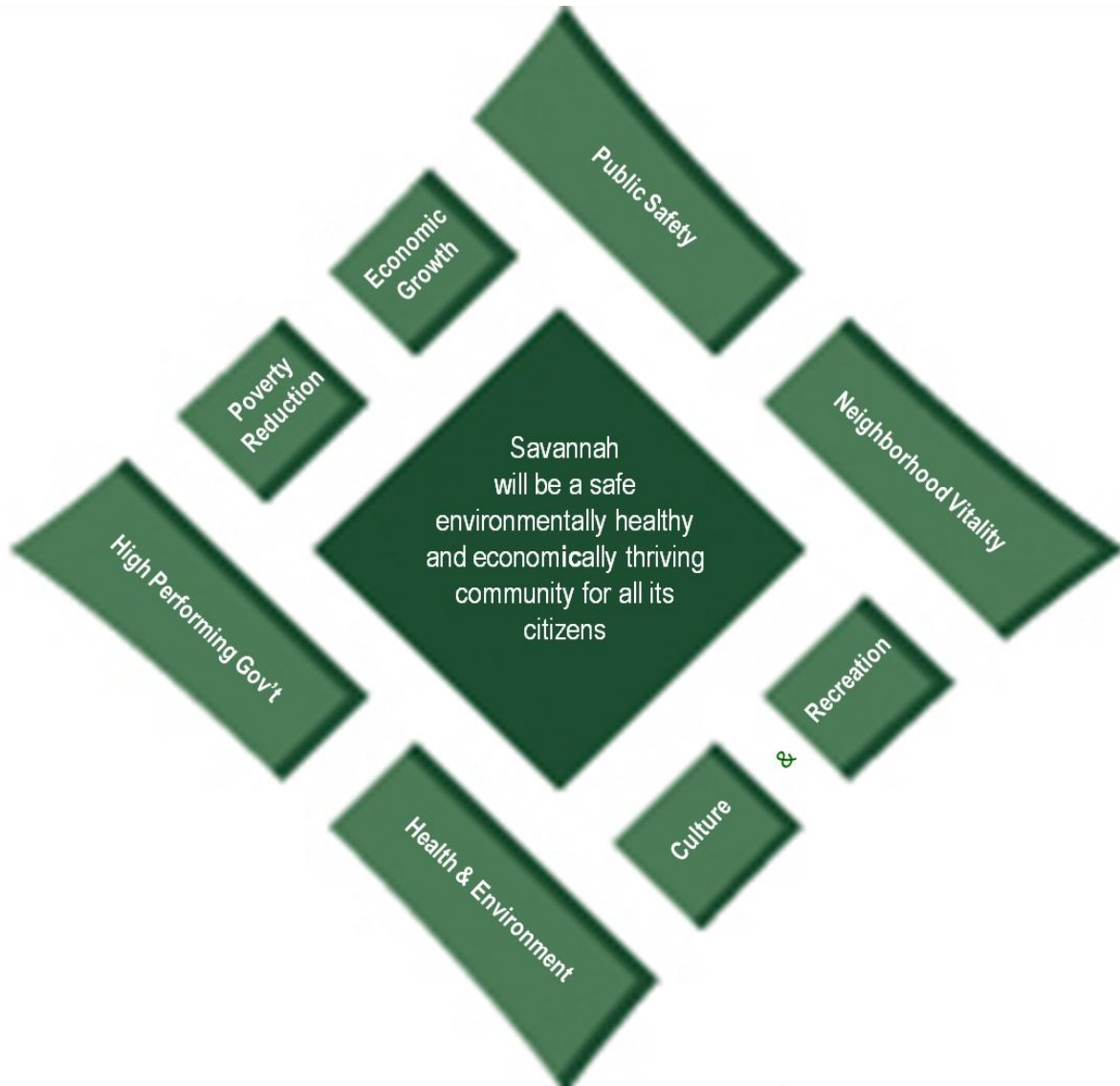
- To respond quickly to extinguish all structure fires
- To mitigate all HazMat (HM) incidents in a safe and rapid manner

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Response to working structure fires	---	---	---	235
– Response to HM incidents	---	---	---	250
Efficiency Measures				
– Average time from first Company on scene until the report of water on fire	---	---	---	3 minutes 30 seconds
– Average response time for first HM unit to arrive on scene	---	---	---	5 minutes
Effectiveness Measures				
– Percent of structure fires where water is on the fire within 3 minutes 30 seconds	---	---	---	65.00%
– Percent of HM calls where the response time is 5 minutes or less	---	---	---	95.00%

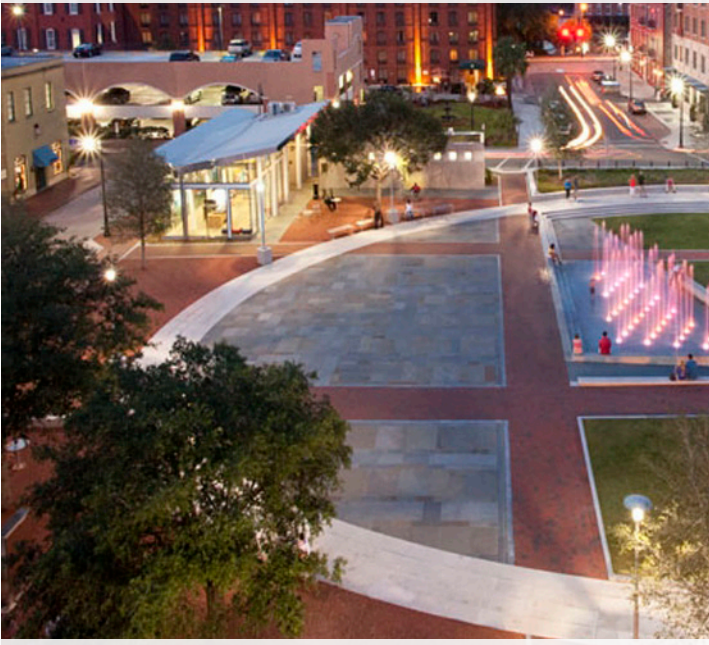
EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 19,412,757	\$ 18,370,999	\$ 19,289,889	5.0
Outside Services	199,228	0	0	0.0
Commodities	284,378	100,000	100,000	0.0
Interfund Services	1,027,307	0	0	0.0
Capital Outlay	19,980	0	0	0.0
Debt Service	412,466	0	0	0.0
Other Expenses	841,202	0	0	0.0
TOTAL	\$ 22,197,318	\$ 18,470,999	\$ 19,389,889	5.0



ASSISTANT CITY MANAGER ADMINISTRATIVE AND COMMUNITY SERVICES

The Assistant City Manager for Administrative and Community Services reports directly to the City Manager, coordinating the City's administrative functions as well as its community and economic development activities. This position supervises the Management Services Bureau and the Community and Economic Development Bureau.



MANAGEMENT SERVICES BUREAU



COMMUNITY AND ECONOMIC DEVELOPMENT BUREAU

ASSISTANT CITY MANAGER ADMINISTRATIVE AND COMMUNITY SERVICES

expenditures by type

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 0	\$ 0	\$ 175,501	100.0
Outside Services	0	0	19,528	100.0
Commodities	0	0	11,000	100.0
TOTAL	\$ 0	\$ 0	\$ 206,029	100.0

Note: Assistant City Manager of Administrative and Community Services is a new position created as part of a reorganization announced in June of 2011 and filled in 2012.

MANAGEMENT SERVICES

Mission

The Management Services Bureau seeks to meet or exceed the expectations of customers by providing sound financial management, well trained and productive employees, an efficient parking and mobility system, and well maintained vehicles and equipment.



departments

BUREAU CHIEF

RESEARCH AND BUDGET

HUMAN RESOURCES

RISK MANAGEMENT

PURCHASING

REVENUE

RECORDER'S COURT OF CHATHAM COUNTY

RESEARCH LIBRARY AND MUNICIPAL ARCHIVES

INVENTORY MANAGEMENT

MAIL AND MUNICIPAL BUILDING SERVICES

UTILITY SERVICES (SEE WATER FUND)

MOBILITY AND PARKING ADMINISTRATION AND ENFORCEMENT (SEE MOBILITY AND PARKING SERVICES FUND)

PARKING GARAGES AND LOTS (SEE MOBILITY AND PARKING SERVICES FUND)

VEHICLE MAINTENANCE (SEE INTERNAL SERVICES FUND)

trends and issues

The Management Services Bureau provides critical support services to front-line departments as well as key direct services to the public. The Bureau's General Fund activities include Research and Budget, Human Resources, Purchasing, Revenue, Recorder's Court, and the Research Library and Archives. Bureau activities also include Vehicle Maintenance and Mobility and Parking Services, which are in separate funds.

The Bureau experienced a challenging but successful year in 2011. Due to the City's Early Retirement Incentive, the Bureau lost six long-term department directors who accounted for decades of government service and experience. However, due to the depth of staff and the determination to continue with as little disruption as possible, the departments continued and brought many projects to fruition.

In 2012, several of the departments in the Management Services Bureau – particularly Human Resources and Purchasing – will be operating under a completely new Enterprise Resources Planning system, which should greatly improve our internal processes. HR is actively recruiting for several key leadership positions in the City organization, is making tremendous strides with a new

wellness program to improve employee health, and will offer a number of new benefit options to City employees for the first time in 2012. The Mobility and Parking Services Department, which has overseen the creation of two new bike lanes in recent years, is heavily engaged in the implementation of the citizen-driven Project DeRenne, which will transform this important but traffic-congested corridor into a thriving mid-city Main Street.

The Bureau is increasingly involved in balancing a vibrant and growing tourism industry with protection of our mixed-use Historic District, which is experiencing increased pressures from a variety of tours. The Bureau continues to meet with leaders from the tour guide industry in an attempt to craft fair regulations for walking and motor coach tours that are focused on protecting residential areas of downtown.

In 2012 the Bureau will also focus on the size and composition of our vehicle fleet, and in particular the use of take-home vehicles. We will use data collected by a City efficiency task force to explore implementation of new policies to save money and ensure a high level of fleet management.



I like my job because my job is very interesting. I get to do many different things and meet many different people. There is never a boring day!

**Kamilah Davis, Case Manager
Recorder's Court, 11 years of service**

MANAGEMENT SERVICES



My coworkers are good people, great to work with. The variety of equipment we maintain keeps the City running and makes everyday a little different.

Glen Shurling, Principal Equipment Mechanic
Vehicle Maintenance, 2 years of service

expenditures by type

The 2012 budget for the Management Services Bureau increases \$142,182 or 1.6% above 2011 projected expenditures. Expenditures in the Personal Services category increase by \$12,458 or 0.2% due to wage adjustments and a transfer of two positions from Economic Development to Purchasing to increase M/WBE functionality and effectiveness. Outside Services increases \$82,497 or 4.6% due to implementation of the False Alarm Program and a new Delinquent Tax Services, Inc. (DTS) contract in the Revenue Department. Also, there is funding of \$325,682 for security guard services in 2012. Commodities increases \$12,148 or 5.9% due to a modest rise in the cost of postage, office supplies, and other supplies.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 8,097,950	\$ 5,978,961	\$ 5,991,419	0.2
Outside Services	1,944,228	1,786,909	1,869,406	4.6
Commodities	260,931	207,541	219,689	5.9
Interfund Services	975,037	790,883	834,962	5.6
Capital Outlay	0	20,000	20,000	0.0
Other Expenses	24,880	17,659	8,659	-51.0
TOTAL	\$ 11,303,026	\$ 8,801,953	\$ 8,944,135	1.6

MANAGEMENT SERVICES

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Bureau Chief's Office ¹	\$ 366,059	\$ 180,197	\$ 347,067	92.6
Research and Budget	619,814	582,221	705,673	21.2
Human Resources	1,649,254	1,375,258	1,494,802	8.7
Risk Management	958,865	717,320	702,823	-2.0
Auditing ²	753,073	627,477	0	-100.0
Finance ³	1,100,255	0	0	0.0
Purchasing	552,216	452,403	616,135	36.2
Revenue	1,478,203	1,444,816	1,523,696	5.5
Recorder's Court of Chatham County	2,193,702	2,148,487	2,210,659	2.9
Research Library and Municipal Archives	232,181	176,677	240,407	36.1
Central Services Director	63	0	0	0.0
Inventory Management	299,880	328,285	332,082	1.2
Mail and Municipal Services	668,046	768,812	770,791	0.3
River Street Hospitality Center ⁴	149,056	0	0	0.0
311 Call Service Center ⁴	282,359	0	0	0.0
TOTAL	\$ 11,303,026	\$ 8,801,953	\$ 8,944,135	1.6

¹ In 2011, the Management and Financial Services Bureau was renamed the Management Services Bureau and the ACM of Management and Financial Services was renamed the Management Services Bureau Chief.

² In 2012, Auditing will move from Management Services into General Administration.

³ In 2011, Finance moved from Management Services into General Administration.

⁴ In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community and Economic Development.



MANAGEMENT SERVICES BUREAU CHIEF

PRIMARY SERVICES

The Management Services Bureau Chief provides administrative support services to departments within the Management Services Bureau.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

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

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Total cost of overhead services	\$15,665,768.00	\$15,665,768.00	\$17,846,850.00	\$18,546,864.00
Efficiency Measures				
– Overhead as a percentage of total budget expenditures	7.00%	7.00%	7.00%	7.00%
Effectiveness Measures				
– Percent of citizens satisfied with services provided by the City	82.00%	82.00%	82.00%	82.00%
– Percent of City employees who rate internal City services as “good” or “excellent”	79.00%	79.00%	79.00%	79.00%

EXPENDITURES BY TYPE

Expenditure Area		2010 Actual		2011 Projected		2012 Budget	% Change 2011-2012
Personal Services	\$	249,348	\$	133,421	\$	289,411	116.9
Outside Services		100,454		28,923		37,406	29.3
Commodities		2,873		7,670		12,400	61.7
Interfund Services		13,384		10,183		7,850	-22.9
TOTAL	\$	366,059	\$	180,197	\$	347,067	92.6



RESEARCH AND BUDGET

PRIMARY SERVICES

Research and Budget's primary responsibilities include: preparing a fiscal plan that provides the resources needed to support Council's strategic priorities and the service delivery needs of citizens, businesses, and visitors; providing a diversified revenue base that includes securing grant funds to leverage the financing of governmental services; updating the five-year capital plan to support a program of regular maintenance, replacement and growth of the City's infrastructure; and participating in various research projects.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objective:

- To effectively manage and monitor City of Savannah fiscal resources within proper operating and capital budgetary guidelines

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Conservative, balanced budget prepared	1	1	1	1
– Monthly financial reports prepared	12	12	12	12
Efficiency Measures				
– GFOA Budget Rating received	Distinguished	Distinguished	Distinguished	Distinguished
– Days to prepare financial reports	7	7	7	7
Effectiveness Measures				
– Budget adopted by annual December 31 deadline	100.00%	100.00%	100.00%	100.00%
– Financial reports prepared by deadline	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 567,935	\$ 507,005	\$ 632,953	24.8
Outside Services	17,172	34,475	31,032	-10.0
Commodities	6,399	6,480	5,980	-7.7
Interfund Services	28,307	34,261	35,708	4.2
TOTAL	\$ 619,814	\$ 582,221	\$ 705,673	21.2



HUMAN RESOURCES

PRIMARY SERVICES

The Human Resources (HR) Department is responsible for filling all City positions with qualified and capable individuals, providing cost effective and competitive pay and benefit programs to all employees, providing high quality training to equip employees with the technical, managerial, and customer service skills to serve the citizens of Savannah, and helping to develop a positive work place for all employees. Human Resources also works to provide leadership, advocacy, professional development and superior service to internal and external customers.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- Recruitment: 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
- Training: To train employees by enhancing their knowledge, skills, and abilities in order to serve customers effectively, efficiently, and courteously
- Benefits: To provide services and programs that benefit the physical, mental, and social well-being of the individual employee, department, and the overall organization

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Applicants processed	13,588	12,000	14,000	12,000
– Tests administered	2,200	1,500	3,000	2,500
– Positions filled	100	550	400	300
– Percent of PEP's reviewed	75.00%	25.00%	50.00%	75.00%
– Hours of training delivered	516	900	700	800
– Employees participating in training programs	1,384	1,500	1,300	1,400
– Employees/retirees enrolled in medical plan	3,155	3,130	3,155	3,300
– Percent of employees participating in Health Risk Appraisal	50.00%	50.00%	50.00%	50.00%
– Average monthly participants in employee fitness program	512	525	525	275
Efficiency Measures				
– Average number of days to certify internal applicants	8.9	12	10	10

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Average number of days to certify external applicants	13.8	25	30	25
– Average number of days to complete classification study for filled positions	7	14	14	14
– Average number of days to review individual Development Plans in PEP's	60	90	45	45
– Average number of days to develop a six hour training program	2.5	2.5	3	2.5
– Percent of available spaces filled in a training class	89.00%	80.00%	90.00%	90.00%
– Average number of days following voluntary resignation to complete exit interview	30	45	45	45
Effectiveness Measures				
– Percent employees completing probation	80.30%	80.00%	80.00%	80.00%
– Percent benchmarking positions above/below salary survey data	18.00%	3.00%	10.00%	10.00%
– Citywide turnover rate	10.42%	12.00%	12.00%	12.00%
– Percent identified needs addressed through training programs	80.00%	80.00%	80.00%	80.00%
– Training evaluations survey result out of 5.0	4.8	4.66	4.9	4.9
– Medical cost per employee versus national average	30.00% below	15.00% below	20.00% below	20.00% below

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,325,395	\$ 1,098,720	\$ 1,151,201	4.8
Outside Services	198,580	143,070	173,979	21.6
Commodities	35,082	20,380	40,880	100.6
Interfund Services	90,197	113,088	128,742	13.8
TOTAL	\$ 1,649,254	\$ 1,375,258	\$ 1,494,802	8.7



RISK MANAGEMENT

PRIMARY SERVICES

Risk Management is responsible for protecting the City's assets and properly managing all risks encountered in doing business as a municipality. Risk Management strives to achieve a work environment that is 100% collision and injury free. Preventing these losses eliminates the flow of funds from the City caused by chargeable vehicular collisions, work related injuries, petition claims, and excessive commercial insurance premiums.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

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

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Open and new claims administered	1,120	1,120	1,160	1,160
– Alcohol and drug tests conducted	1,000	1,000	1,120	1,120
– Employee participants in safety and driver training	3,000	3,000	3,000	3,000
– Motor Vehicle Records searches conducted on employees driving city vehicles	---	---	---	500
Efficiency Measures				
– Average monthly medical claims cost per employee/retiree	\$3,155.00	\$625.00	\$625.00	\$675.00
– Hours to contact citizens after initial complaint	48	48	48	48
– Hours to contact injured employee after receiving initial report	24	24	24	24
Effectiveness Measures				
– Increase participation of employees in health screening (National average of 50%)	28.00%	40.00%	40.00%	40.00%
– Percent of mediation sessions conducted resulting in resolution	---	80.00%	80.00%	80.00%
– Percent satisfaction with services delivered to injured employees	80.00%	80.00%	85.00%	90.00%
– Audit score of Third Party Administrator for Worker's Compensation and Auto Liability	85.00%	85.00%	85.00%	85.00%
– Loss reports provided to bureaus by the 15 th of the month	12	12	12	12

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	524,395	\$	316,319	\$	309,421	-2.2
Outside Services		382,282		342,020		340,290	-0.5
Commodities		9,295		23,000		18,800	-18.3
Interfund Services		41,065		34,154		32,485	-4.9
Other Expenses		1,827		1,827		1,827	0.0
TOTAL	\$	958,865	\$	717,320	\$	702,823	-2.0



PURCHASING



PRIMARY SERVICES

Purchasing is responsible for procuring required materials, supplies, equipment and services in a timely, cost effective manner in support of all City activities and priorities within the guidelines of the City's procurement code and policies. Purchasing is also committed to providing the maximum services to increase the number of Minority/Women Business Enterprises in Savannah, assist them with growing and sustaining successful businesses, and increasing their participation in the City of Savannah's procurement process.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To process requisitions into purchase orders within six days of requisition through the use of bids, annual contracts, and telephone quotes
- To award 15.00% of total dollars awarded by the City to minority and women-owned businesses
- To increase the utilization of M/WBE firms participating in the City's procurement process by: outreach to M/WBEs, contractors, suppliers, vendors, consultants through outreach and networking events; promotion of contracting opportunities throughout the community; technical assistance and support to firms wishing to secure City contracts; technical assistance training, workshops and events to build the capacity of local contractors; and assistance with certification and bonding
- To provide training to City personnel on purchasing policies and procedures

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Bids posted on City Website	262	300	300	275
– Annual contracts executed	295	200	200	200
– Requisitions processed	5,481	6,100	6,100	5,500
– M/WBE Certification Outreach and workshops sessions facilitated	75	80	80	80
– Number of MBE and WBE firms assisted to participate in workshops	400	450	450	450
Efficiency Measures				
– Cost per requisition	\$96.00	\$85.00	\$85.00	\$90.00
– Average requisition processing time in days	---	---	---	6

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent MWBE participation overall	16.00%	15.00%	15.00%	15.00%
– Overall satisfaction from customer service survey	---	88.00%	88.00%	88.00%
– Number of M/WBE certified	125	36	36	36
– Percent M/WBE city utilization	20.00%	22.00%	22.00%	23.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	475,668	\$	354,479	\$	512,215	44.5
Outside Services		16,096		14,540		22,849	57.1
Commodities		4,009		4,450		5,450	22.5
Interfund Services		40,189		69,934		75,621	8.1
Other Expenses		16,253		9,000		0	-100.0
TOTAL	\$	552,216	\$	452,403	\$	616,135	36.2



REVENUE

PRIMARY SERVICES

The Revenue Department administers the revenue programs for the City of Savannah, by operating four separate units: Central Cashiering, Property Taxes, Business and Alcohol Tax and Utility Services. Their responsibilities include the timely billing, collection and deposit of revenue from the City's various revenue sources as defined in the City's annual Revenue Ordinance.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To bill and collect 90.00% of the City's accounts receivables within time frames consistent with state and local revenue code
- To receive and timely deposit 100.00% of all revenues to the appropriate accounts and general ledger funds
- To ensure compliance with state and local regulatory codes for businesses involved with dispensing alcohol

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Property tax accounts managed	63,252	63,500	63,500	63,500
– Tax bills issued annually	96,727	97,000	97,000	97,000
– Business tax accounts managed	6,519	6,600	6,600	6,600
– Alcohol licenses managed	479	500	500	500
– Cashier transactions	477,656	480,000	480,000	480,000
– Batches deposited annually	3,374	3,400	3,400	3,400
Efficiency Measures				
– Cost per property tax account	\$5.98	\$5.50	\$5.50	\$5.45
– Cost per business tax account/alcohol license	\$82.66	\$80.00	\$80.00	\$80.00
– Cost per cashier transaction	\$1.09	\$1.09	\$1.09	\$0.99
– Overall overhead	1.62%	1.62%	1.62%	1.55%
Effectiveness Measures				
– Percent tax collected vs. billed (current year)	84.00%	87.00%	87.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent tax collected versus billed (prior years)	93.00%	95.00%	95.00%	95.00%
– Percent of alcohol licenses renewed by January 31 each year	98.00%	98.00%	98.00%	100.00%
– Percent of business tax accounts renewed by July 1 each year	90.00%	92.00%	92.00%	100.00%
– Percent of transactions posted to appropriate accounts	99.00%	99.00%	99.00%	100.00%
– Percent of batches deposited timely	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,041,952	\$ 987,295	\$ 979,226	-0.8
Outside Services	71,463	152,456	226,717	48.7
Commodities	64,079	63,100	56,600	-10.3
Interfund Services	297,893	219,149	238,337	8.8
Capital Outlay	0	20,000	20,000	0.0
Other Expenses	2,816	2,816	2,816	0.0
TOTAL	\$ 1,478,203	\$ 1,444,816	\$ 1,523,696	5.5



RECORDER'S COURT OF CHATHAM COUNTY

PRIMARY SERVICES

Recorder's Court of Chatham County plays a major role in the local justice system. The court's main functions include providing hearings for individuals cited with violating Georgia traffic laws and local ordinances, accepting guilty pleas from persons charged with misdemeanors, and conducting probable cause hearings for individuals charged with a misdemeanor or felony offense. The judges of Recorder's Court also issue search warrants and criminal warrants to the law enforcement officers with jurisdiction in the City of Savannah and in the unincorporated areas of Chatham County, Georgia.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To dispose of traffic citations within 35 days of filing with the Court
- To provide a first appearance advisement hearing within 48 hours after arrest for 100.00% of all persons arrested and detained in the Chatham County jail
- To give the judiciary and staff the opportunity to process cases and achieve an average disposition rate of less than 21 days from filing on all criminal accusations, either by sentencing or committal to a higher court
- To ensure that the Court is responsive to the individual needs of all customers, both internal and external
- To actively pursue and collect fines and fees assessed by Recorder's Court
- To provide administrative hearings for property maintenance violations and other local ordinance violations in the City of Savannah and the unincorporated areas of Chatham County, in support of efforts to improve the livability of neighborhoods, reduce incidents of blight, and promote healthy communities and good citizenship

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Criminal and traffic cases filed	50,570	50,560	50,245	50,210
– Delinquent notices issued	8,591	6,170	6,350	6,440
– Payment plans established	5,912	5,675	5,825	5,890
Efficiency Measures				
– Cost per charge filed	\$41.00	\$42.00	\$41.25	\$41.40
– Average filings per employee	---	---	---	1,859
Effectiveness Measures				
– Percent of inmates presented for 1st appearance hearings within 48 hours of arrest	100.00%	100.00%	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Average number of days from criminal or traffic case filing to first assignment	29	28	28	21
– Percent of delinquent offenders sent court notices	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	1,627,639	\$	1,617,083	\$	1,668,520	3.2
Outside Services		346,105		332,493		329,801	-0.8
Commodities		42,517		47,900		47,307	-1.2
Interfund Services		177,442		151,011		165,031	9.3
TOTAL	\$	2,193,702	\$	2,148,487	\$	2,210,659	2.9



RESEARCH LIBRARY & MUNICIPAL ARCHIVES

PRIMARY SERVICES

The Research Library & Municipal Archives collects, manages, preserves and makes accessible records documenting the City of Savannah's history; administers the records management program and the City Records Center to increase the efficiency of City agencies; and shares the City's history with City employees, citizens and visitors through outreach activities.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To administer annual records transfers and dispositions in compliance with State regulations and established retention schedules
- To manage and preserve permanent retention records according to accepted archival standards
- To provide timely and effective response to employee and public reference and retrieval requests
- To provide engaging and educational opportunities to experience the City of Savannah's history

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Records transfers (cu.ft.)	692	907	920	925
– Records dispositions (cu.ft.)	645	700	601	700
– Reference/retrieval requests	---	---	2,956	3,000
Efficiency Measures				
– Cost of annual transfers (cu.ft.)	---	---	\$3.00	\$3.00
– Cost of annual dispositions (cu.ft.)	---	---	\$3.00	\$3.00
– Average cost of reference/retrieval response	---	---	\$20.00	\$20.00
Effectiveness Measures				
– Percent of annual records actions completed	100.00%	100.00%	100.00%	100.00%
– Percent of annual records documentation completed	100.00%	100.00%	100.00%	100.00%
– Percent of reference/retrieval requests responded to within 3 days or less	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	168,193	\$	104,052	\$	156,781	50.7
Outside Services		48,022		58,048		64,394	10.9
Commodities		7,047		8,435		10,900	29.2
Interfund Services		8,919		6,142		8,332	35.7
TOTAL	\$	232,181	\$	176,677	\$	240,407	36.1



INVENTORY MANAGEMENT

PRIMARY SERVICES

Inventory Management is responsible for providing administrative control of receiving, stocking, and disbursement of commodities to all City departments. The division purchases goods, administers contracts, promotes the use of sustainable goods, and administers the sales of surplus property. Meeting this requirement demands sound procedures and control systems that seek to minimize stock-outs and to provide accurate and timely information on inventory status.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To maintain a City Inventory Turnover Rate that will be consistent with the industry standard of 3.0
- To limit warehouse losses to 1.50% of inventory value
- To achieve 95.00% records accuracy

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Costs of goods sold	\$851,904.00	\$940,000.00	\$865,000.00	\$870,000.00
– Value of inventory	\$362,200.00	\$380,000.00	\$360,000.00	\$365,000.00
– Records within standards	1,780	1,700	1,700	1,700
Efficiency Measures				
– Cost per item maintained in inventory	\$0.32	\$0.31	\$0.31	\$0.31
– Losses not to exceed standard of 1.5% of inventory value	\$190.00	\$500.00	\$500.00	\$500.00
– Percent records with no difference	98.90%	95.00%	95.00%	95.00%
Effectiveness Measures				
– City inventory turnover rate	3.00	3.00	3.00	3.00
– City deviation percentage (industry standard at 0.50%)	0.28%	0.20%	0.20%	0.20%
– Limit percent records not within standard to less than 2.0%	0.78%	1.50%	1.00%	1.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	260,215	\$	265,058	\$	267,239	0.8
Outside Services		11,605		7,826		6,518	-16.7
Commodities		2,011		5,152		4,398	-14.6
Interfund Services		22,065		46,233		49,911	8.0
Other Expenses		3,983		4,016		4,016	0.0
TOTAL	\$	299,880	\$	328,285	\$	332,082	1.2



MAIL & MUNICIPAL BUILDING SERVICES

PRIMARY SERVICES

Mail & Municipal Building Services provides administrative control of the contracted mail and courier services to all City departments and selected outside agencies. The service directs and monitors the activities of contractors and service providers to addresses building maintenance and janitorial services for the downtown and mid-town Municipal Centers. The service also provides administrative controls over the many contractual services for the Municipal Centers.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To ensure inter-office mail deliveries are met 100.00% of the time
- To receive accurate and timely reports from the mail courier services 97.00% of the time
- To ensure that Municipal facilities are clean and environmentally pleasing

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Inter-office deliveries completed	26,606	26,355	27,861	27,861
– Special deliveries completed	184	250	250	260
– Custodial service request completed	65	65	65	65
Efficiency Measures				
– Cost per inter-office delivery	\$2.35	\$2.41	\$2.25	\$2.26
– Cost per special delivery	\$5.50	\$5.50	\$5.50	\$5.50
– Custodial cost per square foot	\$1.00	\$1.20	\$1.20	\$1.20
Effectiveness Measures				
– Percent time inter-office mail deliveries are met	100.00%	100.00%	100.00%	100.00%
– Percent time special deliveries are met	100.00%	100.00%	100.00%	100.00%
– Satisfaction rate for custodial services	65.00%	60.00%	60.00%	60.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	24,406	\$	24,512	\$	24,452	-0.2
Outside Services		534,530		640,822		636,420	-0.7
Commodities		14,262		16,974		16,974	0.0
Interfund Services		94,847		86,504		92,945	7.4
TOTAL	\$	668,046	\$	768,812	\$	770,791	0.3

COMMUNITY AND ECONOMIC DEVELOPMENT

Mission

To develop and support partnerships that help build and sustain safe and physically attractive neighborhoods, a socially healthy community and an economically prosperous city.



departments

BUREAU CHIEF
DEVELOPMENT SERVICES
LAND BANK ADMINISTRATION
CITIZEN OFFICE
RIVER STREET HOSPITALITY CENTER
311 CALL SERVICE CENTER
REAL PROPERTY SERVICES
STEP UP PROGRAM
ECONOMIC DEVELOPMENT
ENTREPRENEURIAL CENTER
COMMUNITY SERVICES

HOUSING (SEE COMMUNITY DEVELOPMENT FUND)
COMMUNITY PLANNING AND DEVELOPMENT (SEE COMMUNITY DEVELOPMENT FUND)
ADVANCEMENT CENTER AT MOSES JACKSON (SEE COMMUNITY DEVELOPMENT FUND)
COASTAL WORKFORCE SERVICES (SEE GRANT FUND)
YOUTHBUILD (SEE GRANT FUND)

COMMUNITY AND ECONOMIC DEVELOPMENT

trends and issues

In 2012, the Bureau of Community and Economic Development (formerly the Bureau of Public Development) will meet many challenges. Some challenges are driven by significant federal budget reductions that were formerly used to fund services provided to youth, the elderly and programs that support affordable housing and economic development. The bureau will proactively address these challenges with a re-focus on work programs and strategizing on creative alternatives to continue services even during times of budget reductions. Community and Economic Development will take a more cohesive approach to service delivery by implementing work programs that complement rather than duplicate while making a greater impact on the quality of life of all citizens.

The bureau's focus for 2012 will continue on crucial initiatives: Blight, Derelict Rental Properties, Quality Affordable Housing, Citizen Engagement, Citizen Service, Economic Development, Corridor Revitalization, FEMA Grant Management and Property Acquisition and Redevelopment. The bureau will continue to play a major

role in blight eradication through Operation Clean Sweep (OCS). Operation Clean Sweep is the mechanism that continues to prove effective in coordinating involvement of all City bureaus, community residents and area businesses to work together to make a difference. This holistic approach, in partnership with the Neighborhood Renaissance Savannah (NRS) initiative, will continue to support and focus on inclusion of representation from all City bureaus on NRS teams as we engage the community to address issues of neighborhood blight, cleanliness and safety. The redevelopment of Savannah Gardens will continue in 2012. Upon completion, mixed housing will provide opportunities for affordable and market rate housing. The Savannah Gardens Project is an example of a successful partnership. Local government and private developers worked together and invested in a community to provide quality housing opportunities and, most importantly, a beautiful place to call home.

The bureau is comprised of departments that provide opportunities to enhance the quality of life for residents

I get excited when I can help someone. I look forward to coming to work with excitement and joy, knowing I will be able to help someone release the frustration and stress within.

Naomi Brown, Neighborhood Services Coordinator
Community Planning and Development, 18 years of service



COMMUNITY AND ECONOMIC DEVELOPMENT



I enjoy my work because it touches every corner of the community. From construction to economic development to community engagement, my work allows me to play an active role. It's the best and highest form of public service I can think of.

Marc Nelson, Development Services Liaison
Development Services, 5 years of service

trends and issues, continued

with low and moderate income through the administration of Federal grants. Grant funds are primarily used to provide affordable housing, housing repair, education enrichment, long and short-term on-the-job training, counseling, support services, small business support and support services to qualifying residents. The City's revitalization efforts along priority corridors such as Augusta Avenue, Waters Avenue, Wheaton Street, Montgomery Street and Martin Luther King Jr., Blvd. will move forward aggressively in 2012. Progress on the West Savannah, Woodville and Hudson Hill Neighborhood Plans will continue. The commercial redevelopment of City-owned property at Waters Avenue and 36th Street presents an opportunity to stimulate economic activity and locate desired goods and services along the Waters Avenue corridor. The Savannah Gardens Project will stimulate revitalization along Pennsylvania Avenue and the beautiful streetscape improvements along Martin Luther King, Jr., Blvd. will stimulate revitalization along the corridor. Planning for the Montgomery Street corridor will also move forward in 2012. In 2011, the Citizen Office moved to the Bureau of Community & Economic Development and has taken on a more holistic function of citizen services driven by the objective of excellence in the

delivery of municipal services. The department oversees five divisions of municipal services: Capital Projects Citizen Support Services, River Street Hospitality Center, Downtown Ordinance Compliance & Services, Tourism, and the 311 Call Center. The focus on public safety continues with the Development Services Department working to ensure compliance with building codes and zoning ordinances while fostering good community relationships and providing efficient, friendly customer service to both the commercial and residential building community. As we move into year 2012, excitement leads us. Programs implemented, managed and operated will be governed by standards of excellence and delivered by a staff committed to exemplary performance and excellent service delivery.

COMMUNITY AND ECONOMIC DEVELOPMENT

expenditures by type

The 2012 budget for the Community and Economic Development Bureau increases \$332,671 or 4.3% above 2011 projected expenditures, due mainly to an increase in Personal Services of \$353,528 or 6%. This can be accounted for by the addition of new Step-Up positions, as the City of Savannah acts in a pass-through function partnering with the agency; filling vacancies in the Citizen Office to continue focusing on improving service to the downtown areas; and filling vacant positions within the office of the Bureau Chief to increase focus on neighborhood stability and economic prosperity. Expenditures within Other Expenses increase \$27,901 or 35.5% due to modest increases in vehicle depreciation costs.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 7,319,704	\$ 5,940,302	\$ 6,443,730	8.5
Outside Services	1,390,707	1,042,736	996,481	-4.4
Commodities	241,118	230,284	216,762	-5.9
Interfund Services	573,772	465,563	468,582	0.6
Capital Outlay	1,422	0	8,000	100
Other Expenses	111,433	78,673	106,574	35.5
TOTAL	\$ 9,638,156	\$ 7,757,558	\$ 8,240,129	6.2



COMMUNITY AND ECONOMIC DEVELOPMENT

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Bureau Chief ¹	\$ 883,326	\$ 583,482	\$ 677,228	16.1
Development Services	4,259,107	3,946,472	3,865,840	-2.0
Property Maintenance Enforcement ²	2,496,729	0	0	0.0
Land Bank Administration	1,855	0	0	0.0
Citizen Office	0	856,324	1,111,570	29.8
River Street Hospitality Center ³	0	124,313	131,275	5.6
311 Call Service Center ³	0	249,861	233,524	-6.5
Real Property Services	436,357	429,972	426,157	-0.9
Step Up Program	94,698	176,138	345,400	96.1
Economic Development ⁴	736,020	643,357	709,396	10.3
Small Business Assistance Corporation (SBAC)	95,500	80,000	80,000	0.0
Entrepreneurial Center	287,600	271,604	280,365	3.2
Community Services	346,966	396,035	379,374	-4.2
TOTAL	\$ 9,638,156	\$ 7,757,558	\$ 8,240,129	6.2

¹ In 2011, the Bureau of Public Development was renamed the Community and Economic Development Bureau and the ACM of Public Development was renamed the Community and Economic Development Bureau Chief.

² In 2011, Property Maintenance Enforcement moved to Sanitation.

³ In 2011, the River Street Hospitality Center and 311 Call Service Center moved from Management Services into the Community and Economic Development Bureau.

⁴ In 2012, SDRA was moved to the Economic Development Department.



COMMUNITY AND ECONOMIC DEVELOPMENT BUREAU CHIEF

PRIMARY SERVICES

The Community and Economic Development Bureau Chief's office administratively assists all the departments within the bureau by the formulation of policies and goals that oversee the management of Federal and State funded programs, works with citizens to effectively communicate the availability of the City's services, and expedites the City's regulatory role of local ordinances and City codes. The Bureau of Community and Economic Development collaborates with multiple State, Federal, and local agencies to ensure all grants are administered, ordinances are enforced, and citizens are engaged and are provided the opportunity to use the Bureau's services. The Bureau provides citizens with programs that enhance financial stability and improve neighborhoods, assistance with new business training and development, and issuance of governing permits supporting development.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To provide administrative oversight of the nine departments and two agencies for the Bureau of Community and Economic Development
- To provide services that increase the stability of neighborhoods and increase property values by reducing blight
- To provide services and programs that make the City a thriving and economically prosperous community for residents and businesses

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Federal and State dollars/contracts/programs awarded	30	30	30	28
– Community issues/requests resolved	66	---	113	120
– Operation Clean Sweep and neighborhood engagement updates	27	25	37	37
– High performance org./customer service training	66	155	130	66
– Special projects	30	---	31	30
– Derelict Rental cases managed	28	---	---	35
Efficiency Measures				
– Federal and State dollars/contracts/programs successfully administered	100.00%	100.00%	100.00%	100.00%
– Community issues/requests responded to in 5 days	100.00%	100.00%	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent of employees receiving high performance org./customer service training	43.00%	100.00%	100.00%	100.00%
– Special projects successfully completed	100.00%	100.00%	100.00%	100.00%
Effectiveness Measures				
– Percent Federal and State contract/program dollars expended	100.00%	90.00%	100.00%	100.00%
– Percent community issues/request resolved in 5 days	100.00%	---	100.00%	100.00%
– Number of residents attending Operation Clean Sweep/neighborhood engagement updates	---	128	185	222
– Percent Derelict Rental cases managed	100.00%	---	---	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	632,776	\$	448,489	\$	566,006	26.2
Outside Services		193,281		105,383		76,086	-27.8
Commodities		32,243		10,541		13,865	31.5
Interfund Services		21,119		17,661		18,216	3.1
Other Expenses		3,908		1,408		3,055	117.0
TOTAL	\$	883,326	\$	583,482	\$	677,228	16.1



DEVELOPMENT SERVICES



PRIMARY SERVICES

The Development Services Department continues to work diligently to process building permits and site inspections. Development Services is responsible for interpreting and enforcing codes, laws, and ordinances that affect the safety and welfare of the public and its property. This includes, but is not limited to, building and site construction codes, life safety and structural codes, to include certificates of occupancy, electrical, plumbing and mechanical systems and zoning and signs ordinances. The department provides engineering, Capital Improvement Project (CIP) management, Geographic Information Systems (GIS), and graphics support to other City departments upon request. Development Services also manages the private development process, which includes granting commercial and residential building and site permits, and inspects projects for completion. The purpose of Development Services is to ensure that the City of Savannah effectively interprets, administers and enforces the Georgia State Minimum Standard Construction Codes, Zoning Regulations, Historic Preservation Code, Sign Codes, Flood Damage Control Ordinance, and Subdivision Ordinance, as well as provides a high level of service to other departments and the citizens of Savannah in the areas of Community Planning and Economic Development, inspection of private development, GIS collection and mapping.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To ensure initial and continued compliance through quality inspection techniques and timely responses by conducting 95.00% of an estimated 4,000 inspection requests within 24 hours of customer requests
- To ensure that targeted derelict structures are inspected for proper condemnation and demolition action within thirty days
- To maintain through certification and training the City's Insurance Services Office rating of 4
- To provide technical assistance to City organizations by attendance at MPC, ZBA (Zoning Board of Appeals) and Council meetings
- To maintain or lower our Federal Emergency Management Agency's community rating service level of six
- To ensure 100.00% of all Private Development projects are constructed and completed to the City's standards and requirements
- To respond in a timely manner to City Department requests for technical assistance within five working days

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Plans reviewed	---	2,500	2,000	2,000
– Residential permits issued	1,866	---	1,000	1,000
– Commercial permits issued	379	---	500	500
– Trade permits issued	5,607	---	6,800	6,800
– Preparation of construction documents and evaluation of bids	34	24	36	32
– Zoning inspections	882	---	964	964
– Geo-data requests by City departments completed	702	800	800	800
Efficiency Measures				
– Average days to approve a new commercial building	51.3	---	50	30
– Average days to approve a new residential permit	18.3	---	14	14
– Average days to approve a full site development permit	144	---	45	60
– Number of zoning approvals of new businesses	---	405	1,500	1,500
– Average number of building inspections per day	8.1	---	9	9
– Average number of trade inspections by inspector per day	9.7	---	8	9
– Construction management and inspections, including design review, contract administration and construction overview	34	36	24	32
Effectiveness Measures				
– Percent of building and trade inspections conducted within 24 hours of customer request	98.90%	---	98.00%	95.00%
– Percent of new commercial building permits approved within 30 days of completed documents	45.00%	---	70.00%	75.00%
– Percent of new residential permits approved within 7 days of receipt of completed documents	31.00%	---	75.00%	75.00%
– Percent of commercial alteration permits approved within 14 days of completed documents	67.00%	---	75.00%	75.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent of full site development permits approved within 60 days of receipt of completed documents	36.00%	---	50.00%	75.00%
– Percent of survey requests completed within 10 days	100.00%	100.00%	100.00%	100.00%
– Percent of geo-data maps provided within 5 work days	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	3,673,355	\$	3,226,632	\$	3,169,734	-1.8
Outside Services		195,369		319,738		319,321	-0.1
Commodities		84,248		121,171		116,803	-3.6
Interfund Services		248,130		223,042		200,607	-10.1
Capital Outlay		0		0		8,000	0.0
Other Expenses		58,006		55,889		51,375	-8.1
TOTAL	\$	4,259,107	\$	3,946,472	\$	3,865,840	-2.0



LAND BANK ADMINISTRATION



PRIMARY SERVICES

Land Bank Administration manages the conversion of delinquent real property to a state of commerce.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objective:

- To acquire tax delinquent and distressed property to foster redevelopment

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Evaluate distressed real property for possible purchase	---	---	100.00%	100.00%
– Acquire tax liens to selective property	---	---	12	12
Efficiency Measures				
– Sell property inventory for development	---	---	6	6
Effectiveness Measures				
– Profit based upon cost of land sold	---	---	10.00%	10.00%



CITIZEN OFFICE

PRIMARY SERVICES

The Citizen Office proactively works with citizens and City staff to ensure that public participation is a key component of City-led projects and programs. Citizen involvement results in improved services and a greater level of citizen support and approval. This is achieved by coordinating efforts among City Departments and the 311 Call Center to ensure timely and accurate response to citizen inquiry, and most importantly, the citizenry. The Citizen Office places special emphasis on downtown by providing planning, code enforcement, cleanliness and maintenance efforts. The Downtown Services division works with the downtown citizenry to develop and encourage partnerships designed to enhance downtown cleanliness.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To develop citizen involvement plans on behalf of departments for 75.00% of projects that impact the citizenry
- To enforce the Zoning, Sanitation and Property Maintenance codes for downtown with a compliance rate of 75.00%
- To develop and implement components of 5 master plans including DeRenne, Casey South, River Street, and the Downtown Master Plan
- To service 100.00% of downtown from Liberty Street to the River and from East Broad Street to Martin Luther King, Jr. Boulevard to ensure optimum cleanliness and maintenance

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Litter removal in squares, parks, public spaces and sidewalks	---	---	134 blocks	134 blocks
– Blocks of sidewalks scrubbed or pressure washed (weekly)	---	---	51 blocks	51 blocks
– Blocks of streets vacuumed (weekly)	---	---	49 blocks	49 blocks
– Number of public participation plans developed and implemented	---	---	15	20
– Ordinance compliance within 30 days	---	---	75.00%	75.00%
– Citizen inquiries responded to within 48 hours	100.00%	100.00%	100.00%	100.00%
– Number of planning initiatives	---	---	5	5
Efficiency Measures				
– Percent of parks and medians on scheduled mowing cycle	---	---	100.00%	100.00%
– Completion of scheduled litter routes	---	---	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent of planning initiative phases complete	75.00%	75.00%	75.00%	75.00%
– Average number of compliances per month	---	---	10	20
Effectiveness Measures				
– Percent reduction in code violations in targeted area	---	---	15.00%	50.00%
– Percent of city blocks in focus area serviced daily for litter removal	---	---	100.00%	100.00%
– Percent of blocks that have been scrubbed, pressure washed and litter vacuumed on schedule	---	---	95.00%	95.00%
– Increase participation of organizations supporting beautification and maintenance programs	---	---	100.00%	100.00%
– Percent of public participation plans implemented	---	---	80.00%	80.00%

EXPENDITURES BY TYPE

Expenditure Area		2010 Actual		2011 Projected		2012 Budget	% Change 2011-2012
Personal Services	\$	0	\$	713,777	\$	941,632	31.9
Outside Services		0		45,500		30,903	-32.1
Commodities		0		41,019		40,269	-1.8
Interfund Services		0		43,770		57,340	31.0
Other Expenses		0		12,258		41,426	238.0
TOTAL	\$	0	\$	856,324	\$	1,111,570	29.8



RIVER STREET HOSPITALITY CENTER

PRIMARY SERVICES

The River Street Hospitality Center provides custodial and maintenance services to the Hospitality Center, City Hall and River Street. The division provides information and services through an operating agreement between Visit Savannah and the City of Savannah.

GOALS AND OBJECTIVES

Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objective:

- To maintain an average cleanliness rating for the River Street Visitor Center restrooms, elevator, ramp and surrounding complex at 3.5 on a 4.0 scale.

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of citizens and visitors served	749,295	860,000	860,000	860,000
– Number of cleanliness inspections conducted	24	24	24	24
Efficiency Measures				
– Supply/maintenance cost per visitor	\$0.03	\$0.03	\$0.03	\$0.03
– Custodial cost per square foot	---	\$63.00	\$63.00	\$63.00
Effectiveness Measures				
– Visitor satisfaction rating on 1-4 scale	---	3.5	3.5	3.5
– Cleanliness rating on 1-4 scale	---	3.0	3.5	3.5

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	0	\$	82,837	\$	85,670	3.4
Outside Services		0		22,070		21,964	-0.5
Commodities		0		14,000		14,200	1.4
Interfund Services		0		5,406		9,441	74.6
TOTAL	\$	0	\$	124,313	\$	131,275	5.6



311 CALL SERVICE CENTER

PRIMARY SERVICES

The 311 Call Service Center administers the operation of the service request call center. Calls are received and entered into a tracking system for follow-up by the appropriate department. The division seeks to ensure timely and accurate response to all callers.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To increase community awareness of 311 through marketing and promotion activities at least once per month
- To receive an internal and external customer satisfaction rating of 90.00% or better on a 100.00% scale
- To provide prompt response to customer inquiries by maintaining average "wait time" of 12-15 seconds

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of calls answered	71,500	68,000	68,000	75,000
– Number of work orders processed	165,000	190,000	190,000	200,000
Efficiency Measures				
– Average wait time in seconds	10	12	12	12-15
– Average call completion in minutes	2	2.5	2.5	3
Effectiveness Measures				
– Percent of internal customers satisfied	85.00%	85.00%	90.00%	90.00%
– Percent of external customers satisfied	90.00%	90.00%	90.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	0	\$	156,679	\$	137,064	-12.5
Outside Services		0		16,200		17,289	6.7
Commodities		0		10,378		5,950	-42.7
Interfund Services		0		66,604		73,221	9.9
TOTAL	\$	0	\$	249,861	\$	233,524	-6.5



REAL PROPERTY SERVICES

PRIMARY SERVICES

Real Property Services provides research and support for City staff and citizens regarding city-owned property. Acquisition of property for public use, acquisition of property for redevelopment and infill housing, administration of FEMA flood mitigation grants, and processing citizen petitions for purchase or use of City property are the primary services provided by Real Property Services.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To acquire properties in a cost-effective and timely manner utilizing necessary due diligence
- To provide excellent customer service both internally and externally in administering grants, processing petitions, and providing information on City-owned property

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– FEMA grants initiated	1	1	1	2
– Number of petitions processed	39	30	29	30
– Number of properties targeted for public use (including easements and ROW)	---	---	18	12
– Number of properties targeted for infill housing and/or redevelopment	---	---	65	30
Efficiency Measures				
– Percent of petitions processed within 120 days	74.00%	---	---	75.00%
– Percent of targeted properties researched and negotiations entered into	---	---	90.00%	90.00%
– Percent of targeted property owners contacted	100.00%	100.00%	100.00%	100.00%
Effectiveness Measures				
– Number of FEMA properties acquired	0	22	24	20
– Percent of petitions closed out	65.00%	---	75.00%	85.00%
– Number of properties acquired for public use	12	---	4	6
– Number of properties acquired for infill and/or redevelopment	7	---	10	10

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	356,075	\$	349,094	\$	341,032	-2.3
Outside Services		40,602		50,124		49,382	-1.5
Commodities		5,922		5,800		6,100	5.2
Interfund Services		30,893		23,473		28,162	20.0
Other Expenses		2,864		1,481		1,481	0.0
TOTAL	\$	436,357	\$	429,972	\$	426,157	-0.9



STEP UP PROGRAM

PRIMARY SERVICES

Step Up primarily creates service delivery of Workforce Development and Asset Development services indirectly through investments in third party providers. Primary direct services include managing the “Bank On Savannah” campaign; providing support services to low-wage employees in local companies; research, marketing assistance, and fundraising in support of asset building and workforce development programs; advocacy for policy and procedural reforms; running poverty simulations; neighborhood leadership training; and capacity building of direct service providers.

GOALS AND OBJECTIVES

Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

Objective:

- To work collaboratively to reduce poverty in Savannah and Chatham County

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of individuals who pass GED as result of Step Up collaborative	137	100	90	100
– Number of individuals assisted by the Step Up collaborative	11,318	7,000	11,124	10,000
– Number of individuals who successfully complete financial education workshops	4,535	4,000	3,106	3,000
– Number of individuals who obtain self-sustaining employment as result of Step Up collaborative	94	100	91	100
– Funding to be disbursed to collaborative partners to focus on poverty reduction	\$257,000.00	\$500,000.00	\$465,000.00	\$400,000.00
– Number of individuals who open bank accounts through “Bank On Savannah”	1,011	1,500	1,500	1,500
– Number of people reached through four Poverty Simulations	242	260	244	260
Efficiency Measures				
– Cost per individual assisted	\$19.43	\$20.00	\$18.87	\$20.00
– Cost per Poverty Simulation participant	\$4.96	\$5.00	\$4.91	\$5.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Fund leveraging ratio of City funds to total funds brought in to reduce poverty through Step Up	1: 1.16	1: 2.27	1: 2.12	1: 2.27
Effectiveness Measures				
– Percent of bank accounts that remain open	86.00%	70.00%	86.00%	70.00%
– Percent of individuals who attend financial education who report new knowledge gained	98.00%	95.00%	95.00%	95.00%
– Percent of participants of poverty simulations who will commit to do something to help reduce poverty	78.00%	90.00%	86.00%	90.00%
– Percent of individuals who pass a section of the GED who will obtain their GED	44.00%	50.00%	60.00%	50.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	94,698	\$	176,138	\$	345,400	96.1
TOTAL	\$	94,698	\$	176,138	\$	345,400	96.1



ECONOMIC DEVELOPMENT

PRIMARY SERVICES

The Department of Economic Development's mission is to facilitate economic development activities by fostering and supporting a vibrant community and better quality of life through individual and family asset development and the creation and sustainability of a healthy, inclusive business environment. This is accomplished through the delivery of direct services to the community that lends to the city's overall mission of "...economically thriving for all its citizens." The department is responsible for the successful execution of four programs and one council initiative: Asset Building, Business Retention and Expansion, Savannah Entrepreneurial Center, Small Business Assistance Corporation, and the Greater Savannah International Alliance. These programs and activities are geared toward improving financial stability of individuals, families, and small businesses while promoting Savannah as a globally welcoming city. The department implements several programmatic activities under each objective.

GOALS AND OBJECTIVES

Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objectives:

- Business retention and expansion: To provide relevant and meaningful resource assistance to the business community and to provide business retention and sustainability services that promotes growth in local economy
- Asset and Wealth Building Program: To encourage and assist in wealth creation and development of our citizenry through the Individual Development Accounts Program, Volunteer Income Tax Assistance Program, and financial education activities
- Greater Savannah International Alliance: To position Savannah as a global community by fostering international relationships and initiatives that benefit Savannah and the region through commerce, culture, tourism and education
- Small Business Assistance Corporation: To gain access to capital through marketing outreach, loan processing and technical assistance

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of business trainings facilitated	5	8	8	8
– Assistance given in location, relocation, or expansion efforts	18	20	20	20
– Unduplicated clients in tiers 1 and 2	415	450	450	450
– Number of tax clients assisted	888	900	900	900
– Number of bank accounts opened	134	140	140	140

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Efficiency Measures				
– Percent of business completed location, relocation, or expansion efforts	24.00%	30.00%	30.00%	30.00%
– Percent of business plans funded by SBAC, ACCION, or other FI	30.00%	35.00%	35.00%	35.00%
– Percent of firms who completed City of Savannah certification	37.00%	40.00%	40.00%	40.00%
– Percent of participating firms awarded City Contract	25.00%	25.00%	25.00%	25.00%
– Percent of tax clients qualifying for EITC	63.00%	65.00%	65.00%	65.00%
– Percent of bank accounts remaining open after one year	35.00%	40.00%	40.00%	40.00%
Effectiveness Measures				
– Number of business clients participating in workshops	404	425	425	425
– Number of new jobs created in Savannah MSA	500	525	525	525
– Number of new business start ups from the Savannah Entrepreneurial Center efforts	8	12	12	12
– Account holder retained refund money in account	33.00%	35.00%	35.00%	35.00%
– Federal dollars refunded at city sites	\$916,000.00	\$950,000.00	\$950,000.00	\$1,000,000.00

EXPENDITURES BY TYPE

Expenditure Area		2010 Actual		2011 Projected		2012 Budget	% Change 2011-2012
Personal Services	\$	434,595	\$	385,948	\$	474,388	22.9
Outside Services		259,696		218,777		208,775	-4.6
Commodities		9,097		10,750		8,450	-21.4
Interfund Services		32,632		27,882		17,783	-36.2
TOTAL	\$	736,020	\$	643,357	\$	709,396	10.3

SAVANNAH DEVELOPMENT RENEWAL AUTHORITY (SDRA)

PRIMARY SERVICES

Savannah Development Renewal Authority is a subset of the Economic Development Department. SDRA's primary service is to facilitate economic growth and job creation in Greater Downtown Savannah, with a focus on the target areas of the MLK/Montgomery Corridor and Broughton Street. SDRA provides financial and technical assistance to existing and prospective businesses as well as financial and technical assistance to encourage and facilitate property acquisition and development in distressed areas of downtown. This is done through a combination of loan and grant programs as well as leveraging of City, State, Federal and private investment. SDRA also provides technical assistance through our Business Resource Center and direct interaction with staff to assist with business planning, planning for property improvements, permit and licensing issues, and other start-up and expansion concerns. SDRA works on planning and implementation for improvements to our target corridors, such as streetscape enhancements like those currently underway on a section of the MLK/Montgomery Corridor.

GOALS AND OBJECTIVES

Priority Statement:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objectives:

- To increase by at least 20% the number of prospective and existing businesses assisted by SDRA
- To implement efforts to recruit at least 3 new businesses to downtown
- To increase by 50% the number of Design Assistance concepts implemented through financial assistance offered by SDRA, the City, and other sources. To increase by at least 50% the number of completed Façade and Sprinkler loan projects
- To increase by 20% the number of projects completed through SDRA façade and Edge grants
- To leverage additional City, State and Federal funding to make additional forms of financial assistance available for business and property acquisition and development downtown
- To continue planning and implementation efforts for streetscape improvements on Montgomery Street, the next phase of the MLK streetscape plan, and Broughton Street

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– New prospect and existing business/property owner retention assistance	203	130	130	156
– New Businesses Recruited to Downtown	0	2	2	3
– Properties assisted through Design Assistance Program	7	5	5	6
– Properties assisted through Façade and Sprinkler Loans	0	3	3	5
– Properties assisted through Façade and Edge Grants	2	8	8	10
– Properties assisted through additional SDRA funded and/or leveraged financial programs	0	2	2	5
– Streetscape Planning/Implementation Efforts undertaken	1	2	2	2

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Prospect/Existing business contacts followed up by staff within 7 days	98.00%	100.00%	100.00%	100.00%
– Actual business start-up and retention from recruitment/assistance	10.00%	20.00%	20.00%	25.00%
– Design Assistance concepts completed after initiation	100.00%	100.00%	100.00%	100.00%
– Design Assistance Concepts implemented within 6 months after completion	15.00%	50.00%	50.00%	50.00%
– Façade and Sprinkler Loan projects completed within 6 months after initiation	0.0%	100.00%	100.00%	100.00%
– Façade and Edge grant funded improvements completed within 6 months of application	50.00%	100.00%	100.00%	100.00%
– Target properties assisted through other SDRA funded and leveraged financing within 6 months of initiation	0.0%	25.00%	25.00%	50.00%

Note: Expenditures for SDRA are contained within the Economic Development Department's budget.



ENTREPRENEURIAL CENTER

PRIMARY SERVICES

The Savannah Entrepreneurial Center (SEC) provides the greater Savannah community with opportunities to start and grow small businesses. Through comprehensive training mentoring, technical assistance, facilities and access to financial resources, the Center contributes to the economic empowerment of individuals and the community. The center provides assistance in writing, researching, and preparing for small or micro business ownership. The center also helps to prepare individuals for securing operating capital for use by the start-up.

GOALS AND OBJECTIVES

Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objective:

- To provide an educational center that is a resource for aspiring entrepreneurs

Note: Performance Measures for Entrepreneurial Center are combined with those for the Department of Economic Development.

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Budget</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 0	\$ 0	\$ 0	0.0
Outside Services	283,328	267,880	268,563	0.3
Commodities	1,664	1,025	775	-24.4
Interfund Services	2,608	2,699	11,027	308.6
TOTAL	\$ 287,600	\$ 271,604	\$ 280,365	3.2



COMMUNITY SERVICES

PRIMARY SERVICES

Community Services provides the management, facilities and administrative support functions of the Community Planning and Development Department, housed within the Community Development Fund. The department develops plans, funds activities and implements programs and strategies that address deterioration in Community Development Block Grant (CDBG) eligible neighborhoods and engages low-to-moderate income persons in federally supported activities that increase opportunities and improve the quality of life of individuals and families. Department activities include comprehensive neighborhood planning, resident assistance, neighborhood association support, neighborhood improvement, and the investment and management of federal grants that support the City's Housing and Community Development Plan.

GOALS AND OBJECTIVES

Priority Goal:

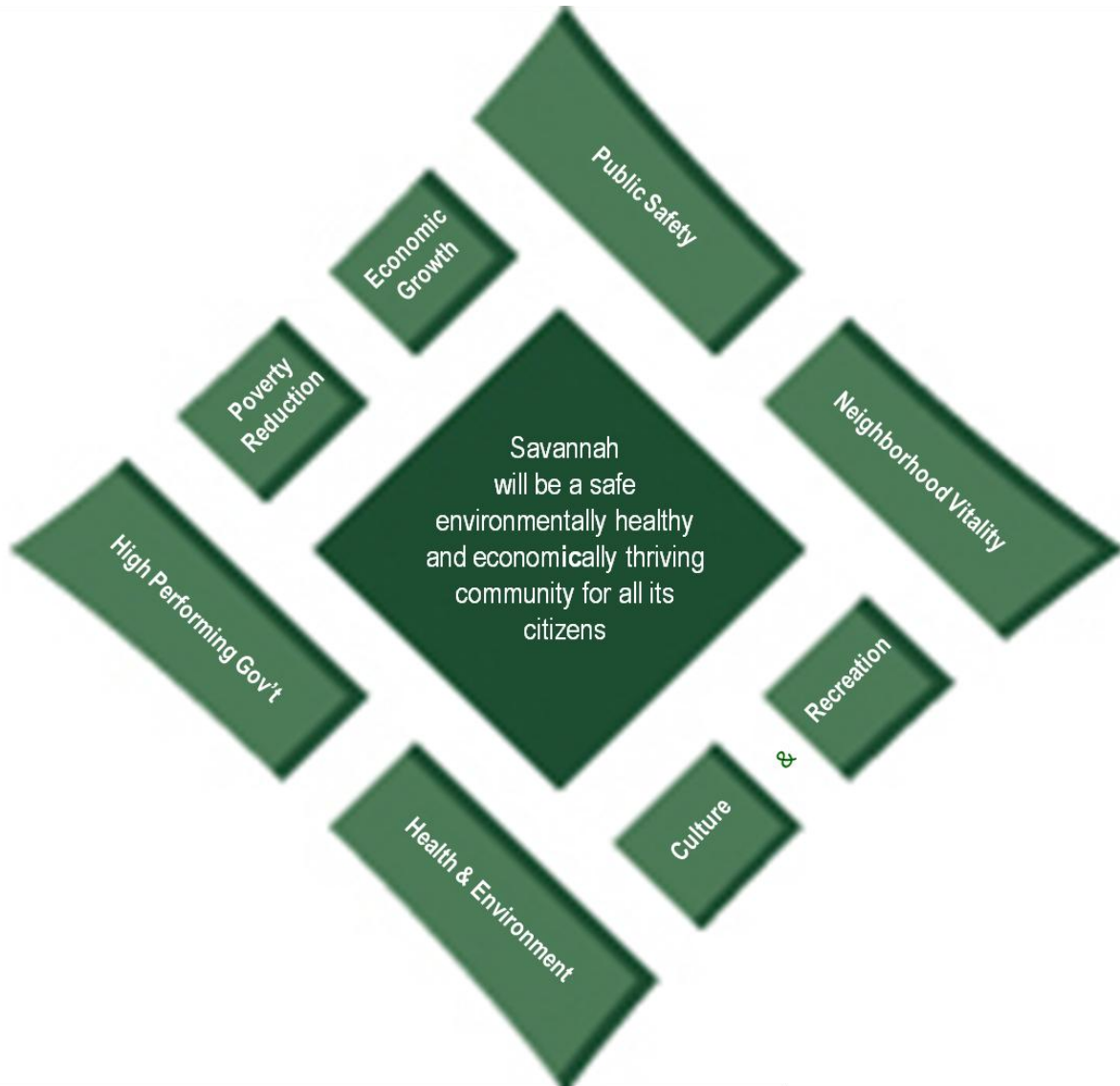
Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To receive a satisfactory performance rating from the U.S. Department of Housing and Urban Development (HUD) on the City's Annual Performance Report
- To fund and/or undertake human service, micro-business and family assistance activities that collectively assist at least 7,000 low and moderate income individuals and/or families annually
- To assist 12 neighborhoods in the development of neighborhood plans or implementation of neighborhood grants/projects which improve neighborhood livability and assist persons in need

Note: Performance Measures for Community Services are combined with those for the Community Planning and Development Department in the Community Development Fund.

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	242,122	\$	270,057	\$	256,113	-5.2
Outside Services		44,602		47,715		50,889	6.7
Commodities		10,332		15,600		10,350	-33.7
Interfund Services		40,797		55,026		52,785	-4.1
Other Expenses		9,113		7,637		9,237	21.0
TOTAL	\$	346,966	\$	396,035	\$	379,374	-4.2



PUBLIC WORKS AND WATER RESOURCES

Mission

The Bureau of Public Works and Water Resources promotes the safety and health of our public by designing, building and maintaining infrastructure that produces, treats and conveys safe drinking water and waste water; minimizing the potential for flooding while protecting our natural environment; maintaining the City's streets, lanes, sidewalks and other public rights of way; and safely and efficiently moving vehicular, pedestrian and bicycle traffic throughout the City.



departments

BUREAU CHIEF

TRAFFIC ENGINEERING

STORMWATER MANAGEMENT

STREETS MAINTENANCE

WATER AND SEWER DIRECTOR (SEE WATER FUND)

WATER AND SEWER PLANNING AND ENGINEERING (SEE WATER FUND)

WATER SUPPLY AND TREATMENT (SEE WATER FUND)

WATER DISTRIBUTION (SEE WATER FUND)

SEWER MAINTENANCE (SEE SEWER FUND)

LIFT STATIONS MAINTENANCE (SEE SEWER FUND)

PRESIDENT STREET PLANT (SEE SEWER FUND)

REGIONAL PLANTS (SEE SEWER FUND)

I&D WATER PLANT (SEE INDUSTRIAL & DOMESTIC WATER FUND)

PUBLIC WORKS AND WATER RESOURCES *trends and issues*

The City of Savannah's water and sewer operations have long been considered a model for other systems throughout the southeastern United States. For decades we have taken pro-active steps to protect and reduce our reliance on the Floridan aquifer, the main source of Savannah's drinking water. Properly managing our water supply and strategically developing start-of-the-art waste water treatment plants have helped the City accommodate new growth and expand the City's tax base. Our aggressive preventive maintenance of this complex infrastructure network has allowed the City to offer some of the lowest water and sewer rates in the entire country, and the lowest of any major system in Georgia.

Over the past 17 years, the City has leveraged voter-approved Special Purpose Local Option Sales Tax dollars with other funding to make nearly \$200 million in

drainage improvements to the major drainage basin in the City. This has dramatically improved the quality of life for thousands of residents, whose homes no longer flood during heavy rain. In recent years we have improved accessibility throughout our community by installing more than 1,500 ADA accessible ramps and installing several hundred audible crosswalk signals at intersections across the community. We have seen great success in actively engaging residents to help create solutions to some of our community's most complicated traffic problems.

In 2010 the Water and Sewer Bureau and the Facilities Maintenance Bureau merged to become the Bureau of Public Works and Water Resources. Doing so created efficiencies while increasing coordination of the City's major infrastructure. In 2012, we will address several major projects and issues. Among them:



Everyday, I see the positive results of my work on the streets of Savannah. My whole family lives here. I am proud to show them what I do, how I make things better.

Terrence Clemons, Crew Chief
Streets Maintenance, 15 years service

PUBLIC WORKS AND WATER RESOURCES



I love being able to solve problems. Especially when a senior citizen calls, doesn't know where to turn, and I show up and can help. That makes my day.

Herman Dempsey, Supervisor
Water Distribution, 18 years of service

trends and issues, continued

- Neighborhood and arterial roadway drainage improvements, notably Habersham Village, Baldwin Park and President Street
 - Move forward with Project DeRenne to relieve congestion, enhance economic development and protect neighborhoods along this important corridor
 - Implementation of roadway improvements along President Street and General McIntosh Boulevard
 - Implementation of Stormwater Management Regulatory Requirements, which includes inspection of both public and private storm management facilities within the City permitted by Georgia EPD
 - Representing the City's priorities in the planning phase of the new Transportation Enhancement Act
 - Preventive and routine maintenance of all drainage facilities, traffic control equipment, and public rights of way
- Take steps to ensure continued compliance under new regulations concerning air quality standards and nutrient removal from wastewater discharges
 - Continue moving Savannah's water treatment processes from chlorine to safer alternative methods
 - Prepare for the outcomes of several important cases that could conclude in 2012, including: Florida and Alabama lawsuits vs. the State of Georgia regarding Lake Lanier water use; Sierra Club lawsuit to limit discharge loading in the Lower Savannah River area; and saltwater intrusion into the aquifer on Hilton Head Island.

PUBLIC WORKS AND WATER RESOURCES

expenditures by type

Public Works expenditures increase \$157,476 or 0.9% above 2011 projected expenditures. The main factors for the increase are filling of vacant positions in the Personal Services category and increased Interfund Service charges for computer, radio and risk management services.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 7,355,140	\$ 7,046,734	\$ 7,474,582	6.1
Outside Services	5,643,799	6,654,686	6,273,448	-5.7
Commodities	1,301,533	1,618,609	1,570,481	-3.0
Interfund Services	904,702	1,222,695	1,315,334	7.6
Capital Outlay	0	6,620	35,000	428.7
Interfund Transfers	12,000	0	0	0.0
Other Expenses	824,750	795,771	833,746	4.8
TOTAL	\$ 16,041,925	\$ 17,345,115	\$ 17,502,591	0.9



PUBLIC WORKS AND WATER RESOURCES



expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Bureau Chief ¹	\$ 410,061	\$ 410,967	\$ 398,949	-2.9
Traffic Engineering	5,884,666	6,188,712	6,286,128	1.6
Stormwater Management	5,106,490	5,111,658	5,534,804	8.3
Streets Maintenance	4,351,529	5,324,474	4,975,309	-6.6
City Cemeteries ²	(1,608)	0	0	0.0
Service Center	290,787	309,304	307,401	-0.6
TOTAL	\$ 16,041,925	\$ 17,345,115	\$ 17,502,591	0.9

¹ In 2011, the Public Works Bureau was renamed Public Works and Water Resources Bureau and the Public Works Director was renamed Public Works and Water Resources Bureau Chief.

² City Cemeteries was moved to the Public Facilities, Events and Services Bureau prior to 2010.



PUBLIC WORKS AND WATER RESOURCES BUREAU CHIEF

PRIMARY SERVICES

The Public Works and Water Resources Bureau Chief is responsible for ensuring the City's infrastructure is efficiently maintained while providing the citizens of Savannah with systems that are fully functional, hazard-free, aesthetically pleasing, meet present requirements, and identify future needs.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objective:

- To ensure proper growth and upkeep of the City's streets, sidewalks, drainage, street lighting, traffic control, and water and sanitary sewer systems through efficient management of the Public Works and Water Resources Bureau

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
- Public Works and Water Resources departments monitored for compliance with the City's infrastructure/operations/environmental policies	100.00%	100.00%	100.00%	100.00%
Efficiency Measures				
- Percent of budget spent	97.00%	---	95.00%	100.00%
- Customer service requests responded to within standard	100.00%	100.00%	100.00%	100.00%
Effectiveness Measures				
- Customer satisfaction with Bureau services	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	347,028	\$	346,457	\$	342,435	-1.2
Outside Services		4,524		9,965		8,569	-14.0
Commodities		13,224		21,550		19,850	-7.9
Interfund Services		35,772		28,638		23,738	-17.1
Other Expenses		9,513		4,357		4,357	0.0
TOTAL	\$	410,061	\$	410,967	\$	398,949	-2.9



TRAFFIC ENGINEERING

PRIMARY SERVICES

Traffic Engineering is responsible for overall management of the City's traffic system that includes vehicular and pedestrian safety; maintenance of traffic signals, traffic signs, pavement markings, and street lighting systems along all streets, as well as those along Interstate 16, the Talmadge Bridge, major arterials, and parks/squares in the Historic District; traffic engineering capital improvements; and ensuring private development impacts are mitigated by developers.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To provide the City with efficiently maintained infrastructure and systems that are fully functional, hazard-free, and aesthetically pleasing, while meeting current requirements and identifying future needs
- To provide well lit streets that meet the City's minimum lighting standards
- To design streets that prevent vehicular and pedestrian accidents through effective traffic control
- To maintain public infrastructure which is critical in preventing personal injury and property loss from vehicular accidents and other hazards

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Traffic signal repairs	768	700	720	750
– Traffic sign repairs	7,778	7,800	7,600	7,800
– Traffic studies	796	800	650	750
– Existing City-owned street lights maintained and repaired	600	550	592	550
– Repair of outages coordinated for street lights leased through Georgia Power	834	700	700	700
Efficiency Measures				
– Percent of citizen complaints responded to within 24 hours	99.30%	90.00%	92.40%	90.00%
– Percent of signal malfunctions addressed within 24 hours	95.40%	95.00%	94.90%	95.00%
– Percent of down/missing stop or yield signs addressed within 24 hours	96.90%	95.00%	96.30%	95.00%
– Percent of City-owned light outages reported through 311 that are responded to within 3 days	100.00%	90.00%	90.70%	90.00%
– Ensure that the Georgia Power average to repair street lights is within 3 to 5 business days	2.6	3.0	3.1	3.0

Effectiveness Measures				
– Percent of major corridors that operate at Level C (15-19 mph) or better	100.00%	95.00%	95.00%	95.00%
– Rate reduction at Top 20 accident locations	35.00%	10.00%	10.00%	10.00%
– Reduce citizen requests for new lights by approximately 2 percent when compared with previous year	82.00%	5.00%	30.00%	2.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,672,246	\$ 1,578,323	\$ 1,657,318	5.0
Outside Services	3,415,916	3,813,728	3,794,652	-0.5
Commodities	568,848	547,919	544,289	-0.7
Interfund Services	128,495	150,581	168,315	11.8
Capital Outlay	0	6,620	35,000	428.7
Interfund Transfers	12,000	0	0	0.0
Other Expenses	87,160	91,541	86,554	-5.4
TOTAL	\$ 5,884,666	\$ 6,188,712	\$ 6,286,128	1.6



STORMWATER MANAGEMENT

PRIMARY SERVICES

Stormwater Management is responsible for the maintenance/repair of the open and closed drainage system, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit, reviewing private development plans to ensure compliance with pertinent City ordinances, and managing the flood reduction capital improvement program.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To operate the stormwater system at its maximum design capacity
- To ensure there are no NPDES permit violations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Open miles cleaned	66	115	115	115
– Open miles mowed & treated	318	158	158	158
– Closed system repairs	377	390	390	390
– Closed miles cleaned	27	30	30	30
– Inlets cleaned	4,416	2,500	2,500	2,500
– Private stormwater units inspected	34	185	185	185
– Education events	19	14	14	14
Efficiency Measures				
– Development reviews completed within 10 days of department receipt	96.00%	75.00%	75.00%	75.00%
– Percent budget spent	93.00%	100.00%	100.00%	100.00%
– Percent compliance NPDES permit	100.00%	100.00%	100.00%	100.00%
– Pumps on-line ready at all times	95.00%	99.00%	99.00%	99.00%
– Industrial inspections	5	14	14	14
Effectiveness Measures				
– No harmful/toxic materials entering area rivers from City's stormwater system	0	0	0	0
– Percent of valid requests completed within standard:				
– Priority 1 (flow restriction)	87.00%	99.00%	99.00%	99.00%
– Priority 2 (flow inhibitor or passive defect)	69.00%	90.00%	90.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Priority 3 (long term repair or personnel use)	87.00%	85.00%	85.00%	85.00%
– No structural flooding due to 10 year, 24 hour level or less rain events (7 inches in 24 hours)	0	0	0	0

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 3,094,974	\$ 2,884,957	\$ 3,119,456	8.1
Outside Services	1,120,380	1,044,273	1,151,374	10.3
Commodities	320,523	468,525	485,050	3.5
Interfund Services	107,362	252,084	301,397	19.6
Other Expenses	463,251	461,819	477,527	3.4
TOTAL	\$ 5,106,490	\$ 5,111,658	\$ 5,534,804	8.3



STREETS MAINTENANCE

PRIMARY SERVICES

Streets Maintenance is responsible for preserving and maintaining streets, sidewalks (to include ADA accessibility where applicable), rights-of-way, and lanes by repairing utility street cuts and other defects in 765 miles of paved and unpaved streets and/or lanes; and for performing preventive maintenance, including shoulder maintenance and resurfacing, vegetation maintenance, grading 0.90 miles of unpaved streets, and mowing, servicing and maintaining 1,154 miles of rights-of-way, 85 miles of lanes, and 478 city-owned parcels.

GOALS AND OBJECTIVES

Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objective:

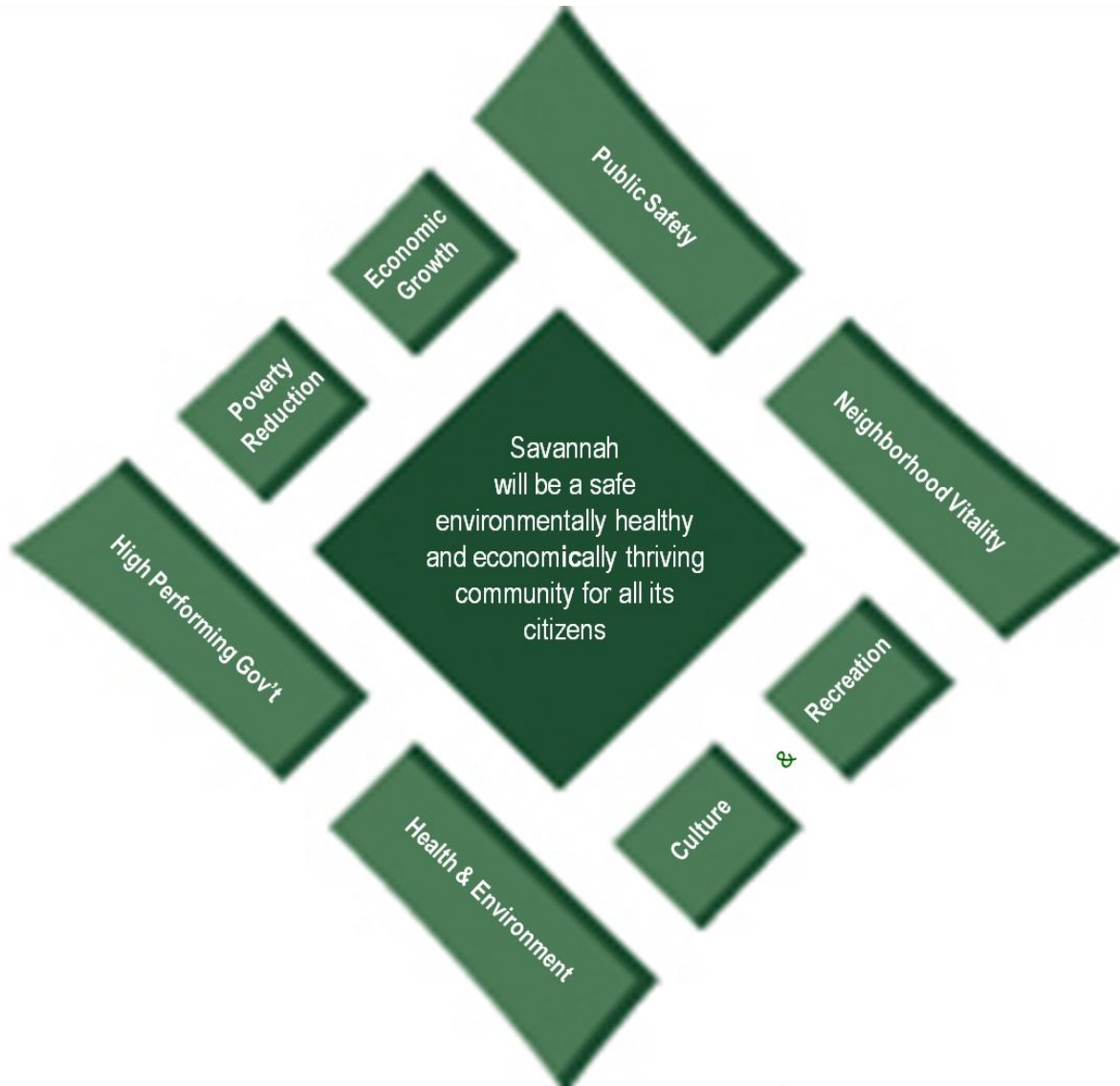
- To ensure that pedestrians and motorists have safe mobility access within the rights-of-way traversing the sidewalks and street network in the City of Savannah

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Miles of asphalt placed	---	---	---	14
– Miles of concrete placed	---	---	---	8
– Miles of lanes/shoulders maintained	---	---	---	145
– Miles of vegetation maintained	---	---	---	3,385
Efficiency Measures				
– Cost per foot of asphalt placement	---	---	---	\$22.00
– Cost per foot of concrete placement	---	---	---	\$22.00
– Cost per foot of lane/shoulder maintenance	---	---	---	\$1.07
– Cost per foot of vegetation maintenance	---	---	---	\$0.16
Effectiveness Measures				
– Percent of footage of asphalt placed within standard proctor (potholes-3 days, utility cut and/or pavement defect-14 days, asphalt roadway-50 days)	---	---	---	90.00%
– Percent of footage of concrete placed within the 150 day proctor (sidewalk repair and curb & gutter repair)	---	---	---	94.00%
– Percent of lanes/shoulders serviced/maintained within the 14 day proctor	---	---	---	95.00%
– Percent of vegetation mowed/serviced/maintained within the 14 day proctor	---	---	---	95.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	2,242,500	\$	2,236,997	\$	2,355,373	5.3
Outside Services		817,065		1,483,146		1,017,182	-31.4
Commodities		394,065		574,885		515,562	-10.3
Interfund Services		633,073		791,392		821,884	3.9
Other Expenses		264,826		238,054		265,308	11.4
TOTAL	\$	4,351,529	\$	5,324,474	\$	4,975,309	-6.6

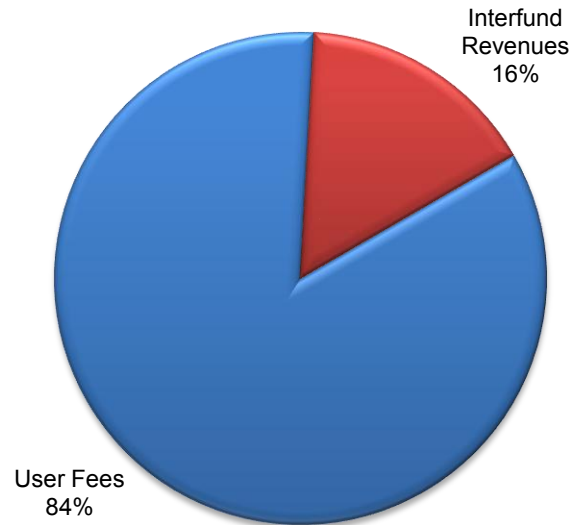


PUBLIC SAFETY COMMUNICATIONS FUND



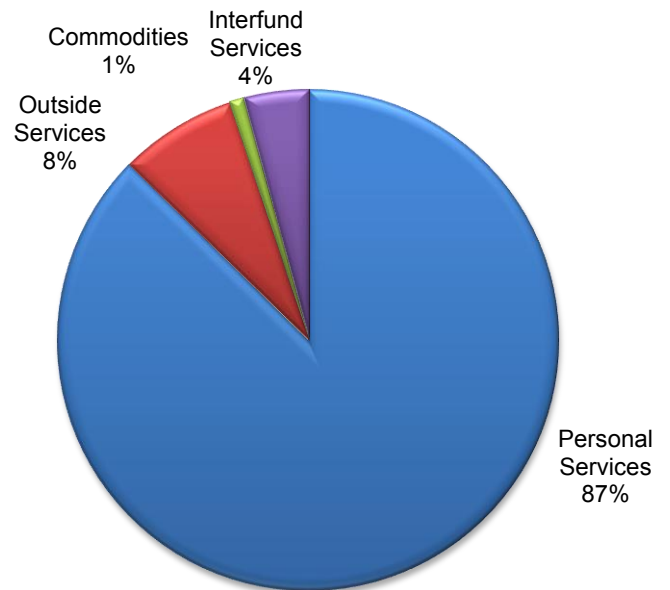
Where the Money Comes From

User Fees	\$ 4,850,000
Interfund Revenues	907,981
Total	\$ 5,757,981



Where the Money Goes

Personal Services	\$ 5,030,949
Outside Services	434,993
Commodities	54,500
Interfund Services	237,539
Total	\$ 5,757,981



REVENUES BY SOURCE

The Public Safety Communications Fund consists of the combined Police and Fire Communication Center. The Communications Center is funded primarily by collection of a monthly 911 fee from subscribers of telephone services. Beginning in 2012, the City will also collect 9-1-1 fees associated with prepaid wireless service.

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

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
9-1-1 Telephone Fee	\$ 1,922,210	\$ 1,808,000	\$ 1,808,000	0.0
9-1-1 Wireless Telephone Fee	3,196,579	2,992,000	\$ 3,042,000	1.7
Subtotal	\$ 5,118,789	\$ 4,800,000	\$ 4,850,000	1.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 0	\$ 472,064	\$ 907,981	92.3
TOTAL	\$ 5,118,789	\$ 5,272,064	\$ 5,757,981	9.2

EXPENDITURES BY TYPE

The 2012 budget for the Communications Center increases \$485,917 or 9.2% above 2011 projected expenditures. The increase in Personal Services is related to adjustments in salaries and wages and benefits. The budget includes the full year's cost of 16 positions added in 2011, as well as an allocation for position reclassifications in 2012.

Interfund Services increase primarily for the provision of computer services by the Information Technology Department.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 4,280,093	\$ 4,563,973	\$ 5,030,949	10.2
Outside Services	453,530	466,420	434,993	-6.7
Commodities	53,266	54,523	54,500	0.0
Interfund Services	160,662	187,148	237,539	26.9
Capital Outlay	15,241	0	0	0.0
TOTAL	\$ 4,962,792	\$ 5,272,064	\$ 5,757,981	9.2



COMMUNICATIONS CENTER

PRIMARY SERVICES

The Communications Center is the Primary Public Safety Answering Point (PSAP) for both emergency and non-emergency calls. The SCMPD 9-1-1 Communications Center provides EMS Dispatch services for all of Chatham County and provides Police, Fire, and First Responder services for the remaining 99.00% of the City and County. Additionally, the Center provides Criminal Justice Information System (CJIS) support for twelve police agencies in Chatham County that participate in the Georgia Crime Information Center (GCIC) network which is a statewide information sharing initiative.

The Center operates continuously 24 hours a day 365 days a year, to provide all communications needs for the department. It is the primary point of contact for citizens and an essential line of communication for officers on the street.

GOALS AND OBJECTIVES

Priority Goal:

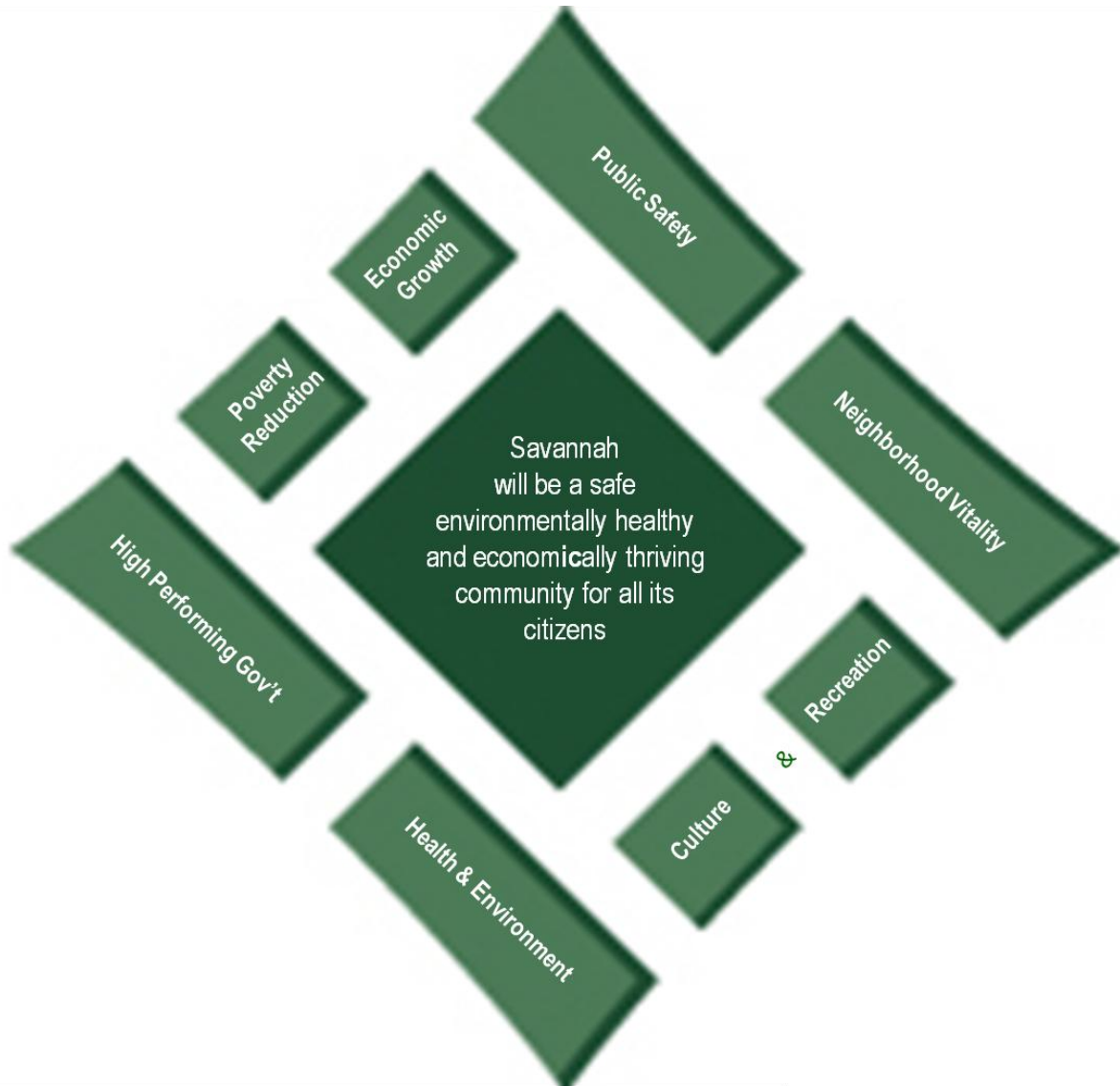
Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

Objectives:

- To provide public safety dispatch services within the City of Savannah and Chatham County by processing emergency and non-emergency calls
- To coordinate the assignment and dispatch of public safety personnel to ensure the appropriate entity is dispatched in the fastest response to emergencies

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– 9-1-1 calls received	248,774	---	325,000	401,226
– Abandoned calls	19,755	---	8,000	4,000
– Non-emergency calls received	343,473	---	330,000	350,000
– Teletype inquiries received	219,119	---	150,000	140,000
Efficiency Measures				
– Cost per call for service	---	---	\$15.00	\$15.00
Effectiveness Measures				
– Percent of 9-1-1 calls answered within 3 rings (15 seconds)	98.70%	---	98.00%	99.00%
– Percent of 9-1-1 calls processed within 2 minutes (Priority 1)	47.00%	---	48.00%	55.00%
– Percent of 9-1-1 calls processed within 2 minutes (Priority 2)	77.00%	---	80.00%	85.00%

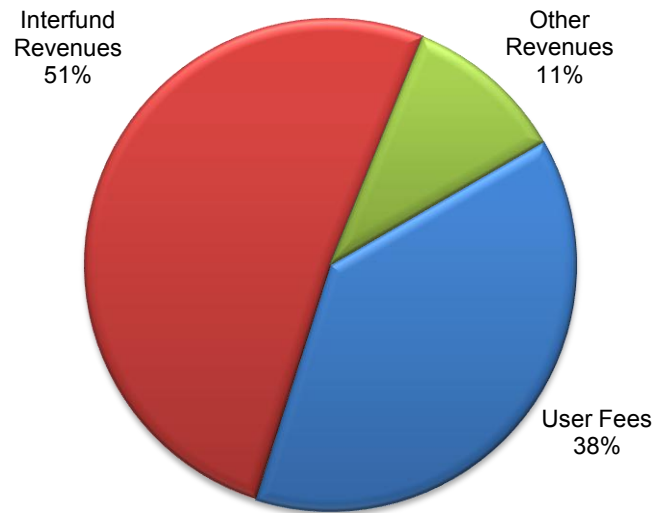


HAZARDOUS MATERIAL TEAM FUND



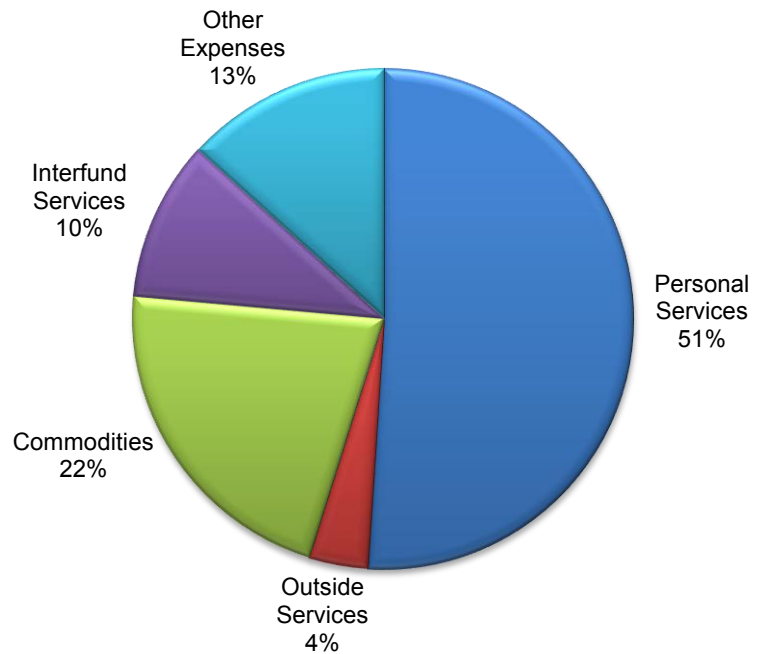
Where the Money Comes From

User Fees	\$ 200,000
Interfund Revenues	267,770
Other Revenues	55,000
Total	\$ 522,770



Where the Money Goes

Personal Services	\$ 266,692
Outside Services	19,839
Commodities	113,000
Interfund Services	54,074
Other Expenses	69,165
Total	\$ 522,770



REVENUES BY SOURCE

The Hazardous Material Team Fund accounts for revenue that comes 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 in the City of Savannah and Chatham County.

Hazardous Material Fees are collected by Chatham County and remitted to the City of Savannah. Other revenue sources include a contribution from Chatham County and a contribution from the City's General Fund.

<u>Revenue Source</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>							
Hazardous Material Industry Fees	\$	160,210	\$	154,460	\$	200,000	29.5
<u>Interfund Revenues</u>							
General Fund Contribution	\$	239,152	\$	238,163	\$	267,770	12.4
<u>Other Revenues</u>							
Chatham County Haz-Mat Reimbursement	\$	55,818	\$	55,000	\$	55,000	0.0
TOTAL	\$	455,180	\$	447,623	\$	522,770	16.8

EXPENDITURES BY TYPE

The 2012 budget for the Hazardous Material Team increases \$75,147 or 16.8%. The primary increase is in the Other Expenses category for vehicle depreciation. The budget also includes \$29,000 within Commodities for the purchase of chemicals as an in-kind grant match.

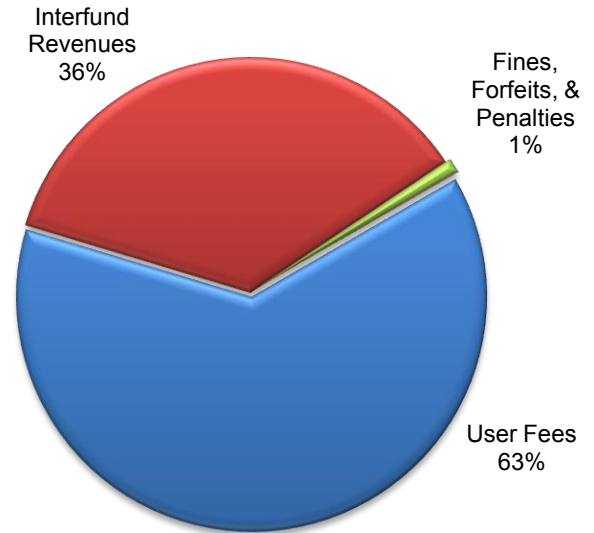
<u>Expenditure Area</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$	273,854	\$	274,571	\$	266,692	-2.9
Outside Services		14,402		20,885		19,839	-5.0
Commodities		91,640		99,000		113,000	14.1
Interfund Services		48,908		44,192		54,074	22.4
Capital Outlay		17,400		0		0	0.0
Debt Service		0		0		0	0.0
Interfund Transfers		0		0		0	0.0
Other Expenses		8,975		8,975		69,165	670.6
TOTAL	\$	455,180	\$	447,623	\$	522,770	16.8

SANITATION FUND



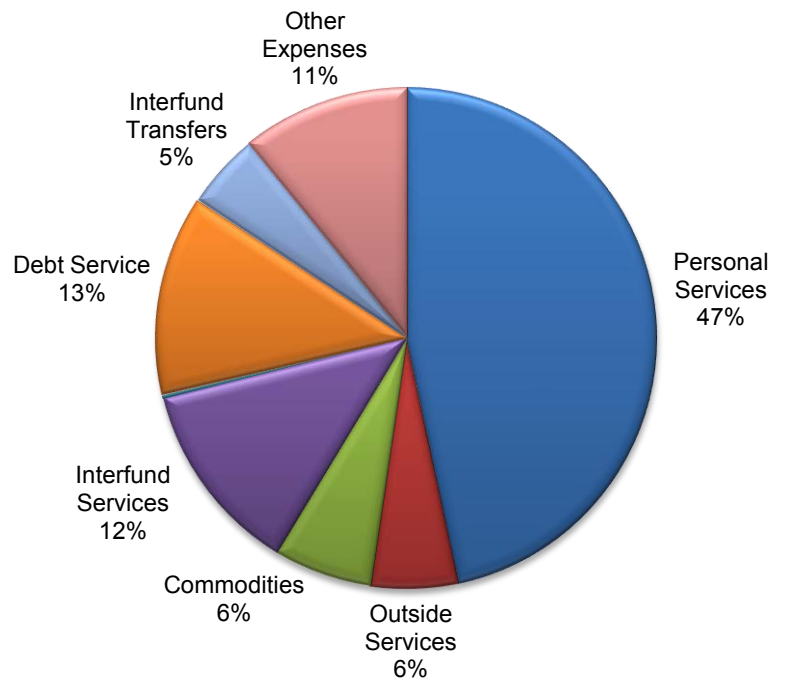
Where the Money Comes From

Taxes	\$	0
User Fees		16,036,000
Interfund Revenues		8,529,496
Licenses & Permits		0
Fines, Forfeits, & Penalties		258,000
Grant Revenues		0
Interest Earned		5,000
Other Revenues		4,000
Total		\$24,832,496



Where the Money Goes

Personal Services	\$11,595,540
Outside Services	1,390,946
Commodities	1,581,545
Interfund Services	3,102,927
Capital Outlay	50,000
Debt Service	3,212,990
Interfund Transfers	1,209,894
Other Expenses	2,688,654
Total	\$24,832,496



SANITATION

Mission

To provide solid waste management and code enforcement services to promote community and environmental health and neighborhood vitality with excellent customer service through effective work programs that meet or surpass mandated standards; ensure timely cleanliness of City streets, lanes and right-of-ways; ensure compliance with applicable ordinances; and provide for the efficient management, collection, reclamation, recycling, and disposal of residential and commercial solid waste generated within the City of Savannah.



departments

BUREAU CHIEF
RESIDENTIAL REFUSE
REFUSE DISPOSAL
STREET CLEANING
COMMERCIAL REFUSE
RECYCLING & LITTER SERVICES
PROPERTY MAINTENANCE ENFORCEMENT

trends and issues

The Sanitation Bureau continues its focus on providing quality services and meeting the solid waste management needs of the community through an integrated solid waste management system. Tighter resource constraints and higher service expectations compel the bureau to further refine programs by eliminating unnecessary service delivery redundancies and improving overall program efficiency. Increased use of automated equipment and routing systems will assist with work program efficiencies while the 311 system will support tracking service delivery effectiveness and resource planning.

Citizen participation is critical to promoting neighborhood vitality and sustaining a clean and healthy environment for our community. Programs such as litter abatement, yard waste management, and recycling rely

on citizen cooperation to minimize costs and maximize effectiveness for the benefit of all. Public education efforts will continue to focus on collection procedures and the importance of litter abatement, waste reduction, natural resource conservation and the preservation of landfill space. These efforts will be used primarily as outreach to the Savannah community, encouraging citizens to commit to and partner with City government in its commitment to recycling and citywide cleanliness. Enhanced sanitation and property maintenance code enforcement will complement and reinforce other educational initiatives.

This is a great place to work. We're making a difference. We keep the streets clean. We get to know the city and the people. When I first came to the City, I loved it. I love it still.

Grayling McComb, Yard Waste Operator
Residential Refuse Collection, 25 years of service



revenues by source

The Sanitation Fund collects revenue as shown in the table below. Revenue projections for 2012 assume slight increases in the sanitation rates from 2011. Revenues to be collected in 2012 are projected to total \$24,832,496 which is \$621,276 or 2.6% above 2011 projected revenues. The increase is due to higher collections of Residential and Commercial Refuse Fees from a slight rate increase needed to fund landfill expansion.

	2010	2011	2012	% Change
Revenue Source	Actual	Projected	Budget	2011-2012
User Fees				
Residential Refuse Fees	\$ 12,677,784	\$ 12,540,217	\$ 13,308,000	6.1
Commercial Refuse Fees	1,084,055	1,019,318	1,055,000	3.5
Refuse Disposal Tip Fees	28,593	25,920	20,000	-22.8
Commercial Disposal Fees (City)	1,080,244	1,016,187	1,060,000	4.3
Commercial Disposal Fees (Private)	(653)	0	0	0.0
C & D Waste Fees	244,659	229,100	250,000	9.1
Recycling Recovery	199,196	171,000	171,000	0.0
Special Trash Collection Fees	221,139	216,800	200,000	-7.7
Private Lane Refuse Service	2,200	1,000	1,000	0.0
Refuse Cart Sales	8,650	5,700	6,000	5.3
Senior Citizen Discount	(18,552)	(35,000)	(35,000)	0.0
Subtotal	\$ 15,527,315	\$ 15,190,242	\$ 16,036,000	5.6
Interfund Revenues				
Interfund Disposal Fees	\$ 552,906	\$ 719,600	\$ 885,900	23.1
Interfund Commercial Fees	298,829	264,068	272,901	3.3
Services to General Fund	3,424,344	6,881,763	7,071,624	2.8
General Fund Contribution	3,631,402	900,530	299,071	-66.8
Subtotal	\$ 7,907,481	\$ 8,765,961	\$ 8,529,496	-2.7
Fines, Forfeits & Penalties				
Sweeper Parking Citations	\$ 233,662	\$ 250,017	\$ 258,000	3.2
Interest Earned				
Interest / Dividends	\$ 2,426	\$ 1,000	\$ 5,000	400.0
Other Revenues				
Discounts	\$ 110	\$ 0	\$ 0	0.0
Miscellaneous Revenue	78	5,000	5,000	0.0
Miscellaneous Uncollected	(305)	(1,000)	(1,000)	0.0
Subtotal	\$ (117)	\$ 4,000	\$ 4,000	0.0
TOTAL	\$ 23,670,767	\$ 24,211,220	\$ 24,832,496	2.6



We live in a very beautiful city. I get to help keep it beautiful. The residents really appreciate what we do in the fall with the leaf drop. I like to see the way a neighborhood can change right before your eyes after we come through.

Larry Bland, Crew Chief
Street Sweeping, 35 years of service

expenditures by type

Sanitation Fund expenditures increase \$621,276 or 2.6% above 2011 projected expenditures. Expenditures increase primarily due to filling of vacant positions and increased charges for vehicle maintenance.

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 11,208,252	\$ 11,373,798	\$ 11,595,540	1.9
Outside Services	1,437,706	1,366,920	1,390,946	1.8
Commodities	1,448,842	1,609,991	1,581,545	-1.8
Interfund Services	2,756,543	2,976,940	3,102,927	4.2
Capital Outlay	0	50,000	50,000	0.0
Debt Service	3,252,018	3,216,311	3,212,990	-0.1
Interfund Transfers	1,165,000	1,109,894	1,209,894	9.0
Other Expenses	2,402,403	2,507,366	2,688,654	7.2
TOTAL	\$ 23,670,765	\$ 24,211,220	\$ 24,832,496	2.6

expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Bureau Chief	\$ 986,786	\$ 676,171	\$ 620,518	-8.2
Residential Refuse	7,823,490	7,167,141	7,518,461	4.9
Refuse Disposal	6,101,820	5,752,576	5,702,824	-0.9
Street Cleaning	2,234,663	2,064,876	2,109,618	2.2
Commercial Refuse	1,588,177	1,514,255	1,588,507	4.9
Recycling & Litter Services	2,588,587	2,346,500	2,368,191	0.9
Property Maintenance Enforcement ¹	0	2,204,155	2,299,133	4.3
Sanitation Interdepartmental	2,347,241	2,485,546	2,625,244	5.6
TOTAL	\$ 23,670,765	\$ 24,211,220	\$ 24,832,496	2.6

¹ In 2011, Property Maintenance Enforcement was moved from the Community and Economic Development Bureau to the Sanitation Bureau.





SANITATION BUREAU CHIEF

PRIMARY SERVICES

The department oversees Sanitation services which promote an environmentally safe and healthy community. These services will be accomplished through excellent customer service and efficient work programs that comply with environmental standards and mandates; ensure the timely cleanliness of City streets, lanes and rights-of-way; and provide for the efficient management, collection and disposal of residential and commercial solid waste generated within the City of Savannah

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To provide environmental compliance monitoring and support for solid waste collection and disposal operations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Dean Forest Road Landfill Operating Permit Compliance Reports prepared	12	12	12	12
– Title V Air Quality Permit Compliance Reports prepared	6	9	6	6
– Leachate Compliance Certification Report prepared	12	12	12	12
Efficiency Measures				
– Cost for compliance of Dean Forest Road Landfill Operating Permit Compliance Report	\$3,697.00	---	\$3,697.00	\$3,697.00
– Cost for compliance of Title V Air Quality Permit Compliance Report	\$4,436.00	---	\$4,436.00	\$4,436.00
– Cost for Leachate compliance Certification Report	\$1,479.00	---	\$1,479.00	\$1,479.00
Effectiveness Measures				
– Percent of compliance reports for operating permits prepared	100.00%	100.00%	100.00%	100.00%
– Percent Title V Air Quality Permit Compliance Reports prepared	100.00%	100.00%	100.00%	100.00%
– Percent Leachate Compliance Certification Reports prepared	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 823,840	\$ 551,837	\$ 524,923	-4.9
Outside Services	107,357	75,452	61,998	-17.8
Commodities	15,847	6,765	6,765	0.0
Interfund Services	32,603	32,933	24,212	-26.5
Other Expenses	7,139	9,184	2,620	-71.5
TOTAL	\$ 986,786	\$ 676,171	\$ 620,518	-8.2



RESIDENTIAL REFUSE

PRIMARY SERVICES

Residential Refuse is responsible for the collection of residential refuse, yard waste and bulk items throughout the City.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To ensure all residential refuse, yard waste and bulk items are collected on schedule
- To ensure sanitation services for special events are planned and executed on schedule

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Residents serviced weekly for residential refuse and yard waste collection	50,000	50,000	50,000	50,000
– Residents serviced for bulk item removal on schedule	50,000	50,000	50,000	50,000
– All vehicles washed and sanitized daily	99.00%	100.00%	100.00%	100.00%
Efficiency Measures				
– Annual cost per resident serviced for residential and yard waste collections	\$63.00	\$63.00	\$63.00	\$63.00
– Annual cost per resident serviced for bulk item removal	\$10.00	\$10.00	\$10.00	\$10.00
– Annual cost for per vehicle for washing/shuttling	\$86.00	\$86.00	\$86.00	\$86.00
Effectiveness Measures				
– Percent of residential refuse and yard waste collections completed on schedule	99.00%	100.00%	100.00%	100.00%
– Percent of bulk item collections completed on schedule	99.00%	95.00%	95.00%	95.00%
– Percent of vehicles properly sanitized prior to placing back in service	99.00%	100.00%	99.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 5,381,793	\$ 4,986,532	\$ 5,255,340	5.4
Outside Services	176,997	68,567	44,483	-35.1
Commodities	535,000	555,383	552,575	-0.5
Interfund Services	700,690	667,779	713,224	6.8
Interfund Transfers	225,000	69,894	69,894	0.0
Other Expenses	804,010	818,986	882,945	7.8
TOTAL	\$ 7,823,490	\$ 7,167,141	\$ 7,518,461	4.9



REFUSE DISPOSAL

PRIMARY SERVICES

Refuse Disposal is responsible for handling and disposing of non-hazardous solid waste collected within the City in accordance with all applicable State and Federal environmental standards. This is accomplished through the operation of the Dean Forest Road Landfill (DFRL), the Bacon Park Transfer Station (BPTS), and ancillary programs such as yard waste processing and scrap tire and metal recycling.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To conduct daily operations in compliance with applicable environmental standards as demonstrated by evaluations of the landfill by the Environmental Protection Division

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Tons of refuse received	---	140,000	140,000	140,000
– Tons of refuse diverted	---	---	---	20,000
– Customers served at Bacon Park Facility	---	24,000	24,000	24,000
– Customers served at Dean Forest Road Facility	---	12,523	12,500	12,500
Efficiency Measures				
– Cost per ton received	---	\$38.00	\$38.00	\$38.00
– Cost per ton transferred	---	\$60.00	\$60.00	\$60.00
Effectiveness Measures				
– Compliance with EPD standards	---	100.00%	100.00%	100.00%
– Percent Waste received at DFRL transported for diversion or disposal	---	100.00%	100.00%	100.00%
– Percent Waste received at BPTS transported for diversion or disposal	---	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 975,156	\$ 789,306	\$ 804,193	1.9
Outside Services	964,361	834,084	796,619	-4.5
Commodities	295,002	285,900	285,900	0.0
Interfund Services	173,897	182,953	189,878	3.8
Capital Outlay	0	50,000	50,000	0.0
Debt Service	3,225,831	3,190,819	3,188,281	-0.1
Other Expenses	467,574	419,514	387,953	-7.5
TOTAL	\$ 6,101,820	\$ 5,752,576	\$ 5,702,824	-0.9



STREET CLEANING

PRIMARY SERVICES

Street Cleaning is responsible for maintaining an acceptable level of cleanliness on all curbed and paved streets throughout the City of Savannah. The department has two full programs which include street sweeping and citation writing. The front-end loader operation (cleaning areas that are inaccessible to street sweepers), and sign maintenance will be accomplished on an as-needed base.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To sweep 7,400 daytime miles and 25,200 nighttime street miles (clean littered areas, remove debris that is inaccessible to street sweepers along lane ends, medians, catch basin corners)
- To maintain an annual midpoint point rating of service units (curbed/paved streets) at acceptable standard of 3.00
- To complete all service requests within standard response time
- To enforce parking regulations, by issuing citations to vehicles parked on paved/curbed streets during scheduled sweeping hours
- To replace, repair and/or install new "NO PARKING" signs in all scheduled sweeping zones as needed

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Daytime street miles swept	8,210	7,400	8,326	7,400
– Nighttime street miles swept	26,154	25,200	25,441	25,200
– Citations written	31,725	30,000	30,000	30,000
Efficiency Measures				
– Daytime cost per mile	\$62.20	---	\$62.20	\$62.20
– Nighttime cost per mile	\$37.56	---	\$37.96	\$37.96
– Cost per citation written	\$17.96		\$17.96	\$17.96
Effectiveness Measures				
– Percent of scheduled routes swept	100.00%	100.00%	100.00%	100.00%
– Percent of service requests completed within the standard response time	100.00%	100.00%	100.00%	100.00%
– Administrative accuracy in preparing citations	99.50%	100.00%	99.50%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Service units rated at acceptable standard of 3.00 at year end	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,189,470	\$ 991,180	\$ 968,944	-2.2
Outside Services	35,570	11,115	7,379	-33.6
Commodities	224,333	236,109	236,300	0.1
Interfund Services	521,178	553,538	604,047	9.1
Other Expenses	264,113	272,934	292,948	7.3
TOTAL	\$ 2,234,663	\$ 2,064,876	\$ 2,109,618	2.2



COMMERCIAL REFUSE

PRIMARY SERVICES

The Commercial Refuse Department is responsible for collecting refuse from commercial and institutional establishments, collecting and disposing of construction and demolition waste, and maintaining a container repair facility that ensures all containers meet environmental standards for cleanliness, safety and health regulations. Commercial Refuse services 596 containers and 28 self-contained roll-off compactors from some 856 commercial establishments collecting over 14,000 tons of refuse annually. Commercial Refuse Collection continues to be the only City department in direct competition with private industry. The department's main emphases are City cleanliness and customer satisfaction.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To empty all containers daily as scheduled
- To identify all damaged containers daily for scheduled repairs
- To conduct daily vehicle maintenance/inspection for trucks

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Cubic yards collected/month	31,383	31,700	29,850	29,850
– Construction and demolition container pulls per month	76	70	55	55
– Containers repaired	133	200	200	200
– Containers painted	315	300	---	---
Efficiency Measures				
– Cost per cubic yard	\$3.05	---	\$3.01	\$3.20
– Cost per container pulled	\$314.00	---	\$415.00	\$432.00
– Cost per container repaired/painted	\$224.00	---	\$518.00	\$540.00
Effectiveness Measures				
– Average number of containers missed per month	0	0	0	0
– Percent of containers in condition 1 or 2 status	90.00%	95.00%	90.00%	90.00%
– Priority 1 requests for container maintenance services completed within standard	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 785,155	\$ 685,078	\$ 729,140	6.4
Outside Services	70,099	35,709	24,300	-31.9
Commodities	149,779	220,916	190,855	-13.6
Interfund Services	252,494	215,365	209,670	-2.6
Interfund Transfers	140,000	140,000	140,000	0.0
Other Expenses	190,650	217,187	294,542	35.6
TOTAL	\$ 1,588,177	\$ 1,514,255	\$ 1,588,507	4.9



RECYCLING AND LITTER SERVICES

PRIMARY SERVICES

The Recycling and Litter Services Department is responsible for residential curbside recycling, community and commercial drop-off recycling, special event recycling, public outreach and education and litter control throughout the City via litter employees and community service workers.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To ensure all curbside recycling carts are emptied as scheduled
- To ensure all drop-off sites are conveniently located, accessible and meet recycling needs of the community
- To ensure all major arterials and rights-of-way are provided litter control at least once weekly
- To ensure all citizens are well informed of proper recycling techniques and blight caused by littering

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Curbside recycling collected	17,100	23,000	19,000	19,000
– Recycling drop-off sites	12	12	12	12
– Litter control (blocks per year)	195,317	110,000	165,000	130,000
– Litter baskets serviced (per month)	6,127	3,167	4,225	4,000
– Community Service litter control (blocks)	108,783	95,000	98,000	95,000
– Outreach and education sessions	6,250	8,700	6,500	6,000
Efficiency Measures				
– Cost per recycling unit	\$74.00	---	\$65.00	\$63.00
– Cost per drop-off site	\$4,206.00	---	\$4,138.00	\$3,966.00
– Cost per block (litter)	\$5.00	---	\$6.00	\$8.00
– Cost per basket (litter)	\$14.00	---	\$20.00	\$20.00
– Cost per block (Community Service)	\$1.00	---	\$1.00	\$1.00
– Cost per outreach & education session	\$12.00	---	\$15.00	\$12.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of recycling collected on schedule	90.00%	100.00%	100.00%	100.00%
– Percent of city block provided litter at least once per week	100.00%	100.00%	100.00%	100.00%
– Percent of city blocks provided litter control by Community Service	100.00%	100.00%	100.00%	100.00%
– Percent of service request completed within standard	98.00%	100.00%	100.00%	100.00%
– Percent of outreach and education sessions completed	104.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,888,560	\$ 1,599,345	\$ 1,593,634	-0.4
Outside Services	83,322	90,892	60,201	-33.8
Commodities	228,882	225,123	207,150	-8.0
Interfund Services	145,825	186,624	221,106	18.5
Other Expenses	241,998	244,516	286,100	17.0
TOTAL	\$ 2,588,587	\$ 2,346,500	\$ 2,368,191	0.9



PROPERTY MAINTENANCE ENFORCEMENT

PRIMARY SERVICES

Property Maintenance Enforcement enforces property maintenance codes to promote a safe, clean, and healthy environment by preventing or requiring correction of code violations. This includes, but is not limited to, open or structurally unsound vacant structures, overgrown lots with litter and debris, derelict or abandoned vehicles and unsafe occupied residential dwellings. It utilizes the Recorder's Court of Chatham County in the code enforcement process as required and contracts for the elimination of unsafe and unsanitary conditions resulting from code violations. The Department also educates the public on property maintenance requirements.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To identify code violations and bring them to timely compliance
- To respond to reports of code violations in a timely and efficient manner
- To effectively employ the use of private contractors to abate code violations
- To educate citizens of their responsibilities pertaining to the Property Maintenance Code of Ordinances

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of derelict vehicles towed by City	250	---	250	250
– Number of lots cut by City	542	---	500	500
– Number of properties secured by City	22	---	150	150
– Number of properties demolished by City	29	---	30	30
Efficiency Measures				
– Amount received by City per vehicle towed	\$83.00	---	\$83.00	\$143.00
– Average cost per vacant lot cut/cleaned by City	\$200.00	---	\$200.00	\$200.00
– Average cost per boarding of structure by City	\$600.00	---	\$600.00	\$600.00
– Average cost per demolition by City	\$5,500.00	---	\$4,500.00	\$4,500.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of overgrown vacant lots cut by owner	67.00%	---	75.00%	85.00%
– Percent of open structures secured by owner	58.00%	---	65.00%	75.00%
– Percent of unsafe buildings demolished by owner	27.00%	---	40.00%	50.00%
– Percent of compliances achieved on valid citations	93.00%	---	95.00%	98.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,757,219	\$ 1,669,520	\$ 1,618,366	-3.1
Outside Services	405,339	251,101	395,966	57.7
Commodities	97,613	79,795	102,000	27.8
Interfund Services	197,594	167,348	144,569	-13.6
Capital Outlay	1,422	0	0	0.0
Other Expenses	37,542	36,391	38,232	5.1
TOTAL	\$ 2,496,729	\$ 2,204,155	\$ 2,299,133	4.3

SANITATION INTERDEPARTMENTAL



EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 164,279	\$ 101,000	\$ 101,000	0.0
Interfund Services	929,856	970,400	996,221	2.7
Debt Service	26,187	25,492	24,709	-3.1
Interfund Transfers	800,000	900,000	1,000,000	11.1
Other Expenses	426,919	488,654	503,314	3.0
TOTAL	\$ 2,347,241	\$ 2,485,546	\$ 2,625,244	5.6

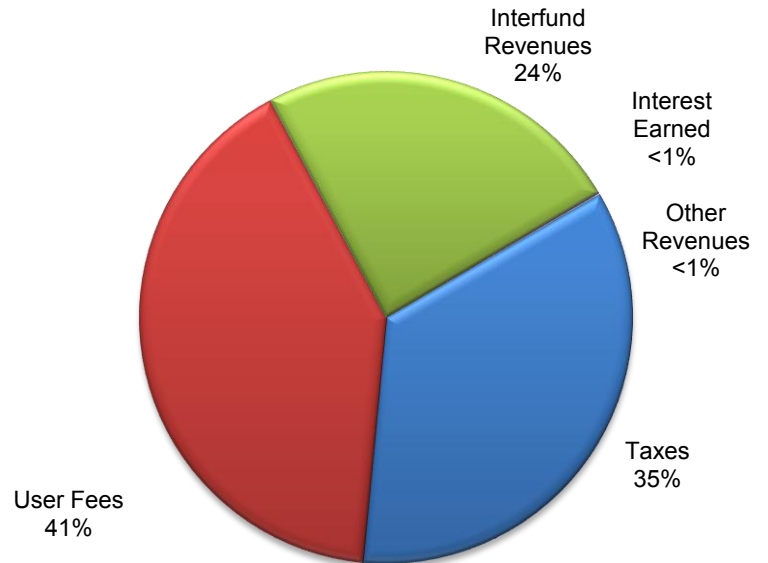


CIVIC CENTER FUND



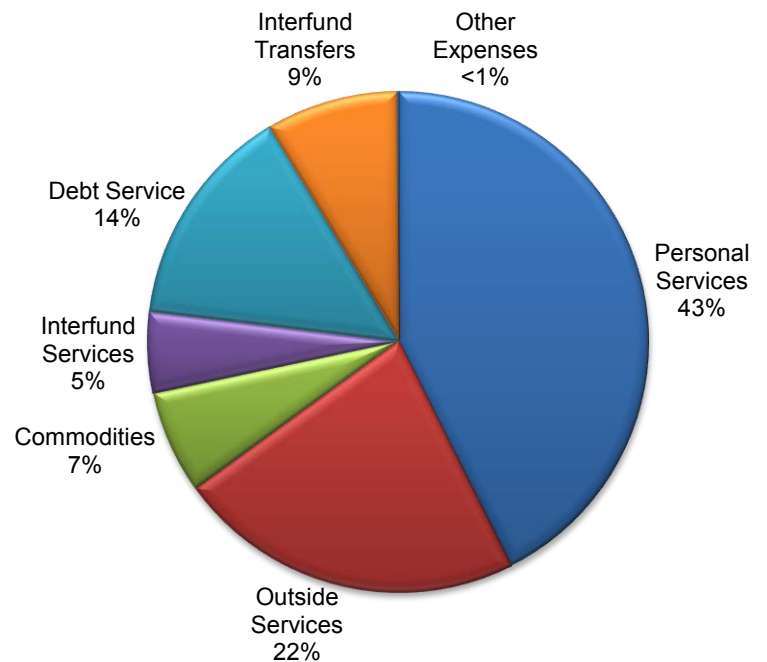
Where the Money Comes From

Taxes	\$ 1,232,721
User Fees	1,439,287
Interfund Revenues	861,324
Interest Earned	3,000
Other Revenues	500
Total	\$ 3,536,832



Where the Money Goes

Personal Services	\$ 1,506,479
Outside Services	793,921
Commodities	234,662
Interfund Services	185,527
Debt Service	511,863
Interfund Transfers	300,000
Other Expenses	4,380
Total	\$ 3,536,832



REVENUES BY SOURCE

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

User Fees, the largest operating revenue source for the Civic Center Fund, include building, box office, equipment rent, and other fees collected from event sponsors as well as fees for parking fees associated with special events. These fees are budgeted to decrease by \$24,971, or 1.7%. Taxes, the next largest operating revenue source which includes auto rental tax and hotel/motel tax, are expected to increase \$8,836, or 0.7%. Characteristically, 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>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 919,268	\$ 909,000	\$ 909,000	0.0
Hotel/Motel Tax	<u>279,308</u>	<u>314,885</u>	<u>323,721</u>	<u>2.8</u>
Subtotal	\$ 1,198,576	\$ 1,223,885	\$ 1,232,721	0.7
<u>User Fees</u>				
Building/Rental	\$ 650,534	\$ 635,008	\$ 650,150	2.4
Box Office	285,988	286,000	290,387	1.5
Equipment	18,377	25,250	22,250	-11.9
Parking	66,280	77,500	77,500	0.0
Concessions				
Food/Beverage	344,094	371,000	340,500	-8.2
Catering	18,625	25,000	20,000	-20.0
Reimbursed Labor	5,027	4,500	3,500	-22.2
Novelty Sales	<u>21,590</u>	<u>40,000</u>	<u>35,000</u>	<u>-12.5</u>
Subtotal	\$ 1,410,515	\$ 1,464,258	\$ 1,439,287	-1.7
<u>Interfund Revenues</u>				
Services To General Fund	\$ 135,000	\$ 135,000	\$ 135,000	0.0
General Fund Contribution	<u>717,185</u>	<u>850,396</u>	<u>726,324</u>	<u>-14.6</u>
Subtotal	\$ 852,185	\$ 985,396	\$ 861,324	-12.6
<u>Interest Earned</u>				
Interest Earned	\$ 4,269	\$ 5,000	\$ 3,000	-40.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 485	\$ 1,000	\$ 500	-50.0
TOTAL	\$ 3,466,030	\$ 3,679,539	\$ 3,536,832	-3.9

EXPENDITURES BY TYPE

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 \$142,707 or 3.9%. The primary decrease in expenditures is due to cost-reduction strategies to operate more efficiently. Despite a reduction in the 2012 budget, maintaining a high level of service remains a top priority.

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,680,810	\$ 1,656,744	\$ 1,506,479	-9.1
Outside Services	693,516	792,195	793,921	0.2
Commodities	238,334	216,849	234,662	8.2
Interfund Services	264,277	186,824	185,527	-0.7
Debt Service	492,050	499,963	511,863	2.4
Interfund Transfers	120,000	325,000	300,000	-7.7
Other Expenses	1,964	1,964	4,380	123.0
TOTAL	\$ 3,490,950	\$ 3,679,539	\$ 3,536,832	-3.9

EXPENDITURES BY DEPARTMENT

<u>Department</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Civic Center Operations	\$ 3,127,952	\$ 3,300,656	\$ 3,193,915	-3.2
Civic Center Concessions	362,998	378,883	342,917	-9.5
TOTAL	\$ 3,490,950	\$ 3,679,539	\$ 3,536,832	-3.9



CIVIC CENTER OPERATIONS

PRIMARY SERVICES

The Civic Center enhances the cultural and economic development of the region by providing a facility which includes a theater, arena, meeting space and ballroom. As host to concerts, family entertainment, meetings, receptions and a variety of other events throughout the year, the venue is a popular site for visitors and citizens alike. Many annual events such as the Hockey Classic, Ice Skating, Bridge Run, Black Heritage Festival and Irish Festival continue to be community favorites. The Civic Center has also facilitated several conferences including the Association for County Commissioners of Georgia, South Georgia Methodist Conference, and the Georgia Music Educators All State Chorus and All State Band.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

Objective:

- To provide events that are ticketed and are brought in by promoters who assume the risk associated with entertainment

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Ticketed entertainment events	94	100	100	100
– Non-ticketed events	129	206	250	280
Efficiency Measures				
– Inspection certificates rated above standard rating	14	14	14	14
– Tickets sold	148,492	148,492	160,000	180,000
– Returning events	85.00%	84.00%	84.00%	83.00%
Effectiveness Measures				
– Citizens served	550,000	550,000	550,000	550,000
– Ticketed events settled successfully	94	100	100	100
– Returned customer service surveys rated Very Good	94.00%	95.00%	95.00%	98.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	1,464,122	\$	1,418,980	\$	1,296,455	-8.6
Outside Services		693,197		792,195		792,501	0.0
Commodities		95,917		79,412		108,644	36.8
Interfund Services		260,701		183,142		180,072	-1.7
Debt Service		492,050		499,963		511,863	2.4
Interfund Transfers		120,000		325,000		300,000	-7.7
Other Expenses		1,964		1,964		4,380	123.0
TOTAL	\$	3,127,952	\$	3,300,656	\$	3,193,915	-3.2



CIVIC CENTER CONCESSIONS

PRIMARY SERVICES

The purpose of Civic Center Concessions is to provide food/beverage service for events held at the Civic Center.

GOALS AND OBJECTIVES

Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

Objective:

- To provide customers with amenities expected during large concerts, meetings and conventions

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of health inspections	6	6	6	6
– Catering events	51	51	51	60
– Number of fire inspections of stands	4	4	4	4
Efficiency Measures				
– Percent of successfully catered events	100.00%	100.00%	100.00%	100.00%
Effectiveness Measures				
– Health inspections with rating of 98 or higher (Grade A)	6 of 6	6 of 6	6 of 6	6 of 6
– Passing grades in fire inspections of stands	4 of 4	4 of 4	4 of 4	4 of 4

EXPENDITURES BY TYPE

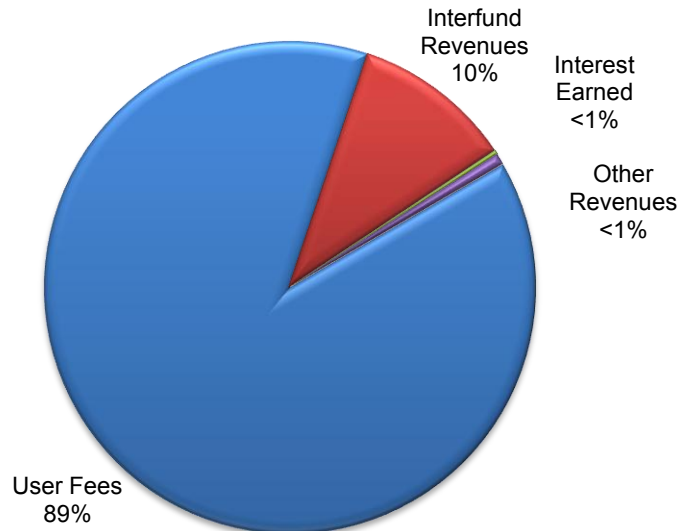
Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 216,688	\$ 237,764	\$ 210,024	-11.7
Outside Services	319	0	1,420	0.0
Commodities	142,416	137,437	126,018	-8.3
Interfund Services	3,575	3,682	5,455	48.2
TOTAL	\$ 362,998	\$ 378,883	\$ 342,917	-9.5

WATER FUND



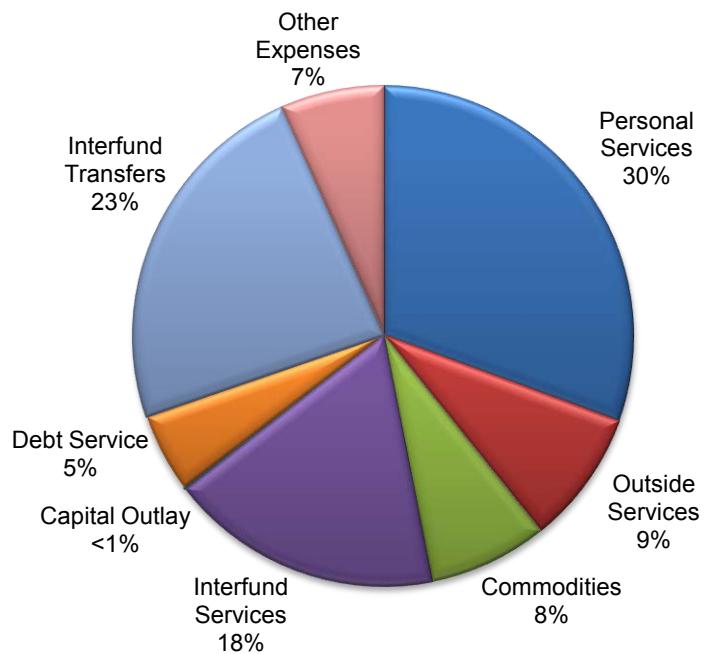
Where the Money Comes From

User Fees	\$20,714,727
Interfund Revenues	2,451,697
Interest Earned	70,000
Other Revenues	170,000
Total	\$23,406,424



Where the Money Goes

Personal Services	\$ 7,154,235
Outside Services	2,023,244
Commodities	1,798,108
Interfund Services	4,123,221
Capital Outlay	35,000
Debt Service	1,186,068
Interfund Transfers	5,527,114
Other Expenses	1,559,434
Total	\$23,406,424



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 70.8% of the 2012 proposed Water Fund revenue. Rates proposed for 2012 are increased from 2011. The proposed base charge for 2012 is unchanged from 2011 bi-monthly rates of \$11.06 inside the City and \$16.59 outside the City; only the consumption charge is proposed to increase. The recommended increase for rates inside the City is +\$.04/CCF and +\$.06/CCF outside the City. Fund revenues are projected to increase \$1,393,417 or 6.3% above 2011 projected revenues.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 10,633,006	\$ 10,371,113	\$ 10,863,375	4.7
Water Sales-Outside	5,377,947	5,291,020	5,730,587	8.3
Wholesale Water Sales	2,320,159	2,136,550	2,314,000	8.3
Water Tap-In	300,300	322,500	465,000	44.2
Senior Citizens Discount	(23,583)	(48,600)	(50,000)	2.9
Water Meter Installation	217,110	223,250	326,500	46.2
Additional Water Connection	642,825	529,370	615,265	16.2
Water Cut-On	<u>314,184</u>	<u>409,200</u>	<u>450,000</u>	<u>10.0</u>
Subtotal	\$ 19,781,948	\$ 19,234,403	\$ 20,714,727	7.7
<u>Interfund Revenues</u>				
Reimbursement from I & D Water Fund	\$ 232,300	\$ 237,175	\$ 229,924	-3.1
Reimbursement from Sanitation Fund	150,334	146,516	137,949	-5.8
Reimbursement from Sewer Fund	1,739,475	1,718,422	1,666,671	-3.0
Water Purchased/Other Funds	<u>403,198</u>	<u>423,181</u>	<u>417,153</u>	<u>-1.4</u>
Subtotal	\$ 2,525,307	\$ 2,525,294	\$ 2,451,697	-2.9
<u>Interest Earned</u>				
Interest Earned	\$ 14,460	\$ 12,960	\$ 50,000	285.8
Interest from Sinking Fund	<u>4,505</u>	<u>2,150</u>	<u>20,000</u>	<u>830.2</u>
Subtotal	\$ 18,965	\$ 15,110	\$ 70,000	363.3
<u>Other Revenues</u>				
Fire Sprinkler Reimbursement	\$ 49,680	\$ 45,500	\$ 40,000	-12.1
Transmitter Tower Rent	168,066	127,800	100,000	-21.8
Miscellaneous Water Revenue	<u>21,460</u>	<u>64,900</u>	<u>30,000</u>	<u>-53.8</u>
Subtotal	\$ 239,206	\$ 238,200	\$ 170,000	-28.6
TOTAL	\$ 22,565,426	\$ 22,013,007	\$ 23,406,424	6.3

EXPENDITURES BY TYPE

The 2012 proposed budget for the Water Fund increases \$1,393,417, or 6.3% above 2011 projected expenditures. The primary increase comes in Interfund Transfers, reflecting a larger contribution for Water-related Capital Improvement projects.

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 6,745,166	\$ 6,677,034	\$ 7,154,235	7.1
Outside Services	1,815,126	2,026,913	2,023,244	-0.2
Commodities	1,581,665	1,641,213	1,798,108	9.6
Interfund Services	3,614,356	3,768,065	4,123,221	9.4
Capital Outlay	0	135,000	35,000	-74.1
Debt Service	2,090,047	1,989,038	1,186,068	-40.4
Interfund Transfers	5,100,000	4,388,230	5,527,114	26.0
Other Expenses	1,409,173	1,387,514	1,559,434	12.4
TOTAL	\$ 22,355,533	\$ 22,013,007	\$ 23,406,424	6.3

EXPENDITURES BY DEPARTMENT

<u>Department</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
ACM Utilities, Development and Construction Services ¹	0	100,000	214,829	114.8
Water and Sewer Director	595,598	600,979	672,152	11.8
Utility Services	\$ 1,842,906	\$ 1,690,756	\$ 1,682,307	-0.5
Water and Sewer Planning and Engineering	1,168,752	1,160,162	1,212,056	4.5
Water Supply and Treatment	5,188,414	5,274,174	5,526,014	4.8
Water Distribution	3,854,694	4,173,535	4,379,854	4.9
Water Interdepartmental	9,705,170	9,013,401	9,719,212	7.8
TOTAL	\$ 22,355,533	\$ 22,013,007	\$ 23,406,424	6.3

¹ The Assistant City Manager of Utilities, Development and Construction Services, a new position developed as part of a reorganization announced in June of 2011, was appointed in October of 2011.

ASSISTANT CITY MANAGER UTILITIES, DEVELOPMENT AND CONSTRUCTION SERVICES

The Assistant City Manager for Utilities and Construction reports directly to the City Manager, coordinating all construction-related activities in the City of Savannah, and supervising the Sanitation and Public Works and Water Resources bureaus.



PUBLIC WORKS AND WATER RESOURCES



SANITATION BUREAU

ASSISTANT CITY MANAGER UTILITIES, DEVELOPMENT AND CONSTRUCTION SERVICES

expenditures by type

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Budget	2011-2012
Personal Services	\$ 0	\$ 37,589	\$ 176,301	369.0
Outside Services	0	57,411	27,528	-52.1
Commodities	0	5,000	11,000	120.0
TOTAL	\$ 0	\$ 100,000	\$ 214,829	114.8

Note: The Assistant City Manager of Utilities, Development and Construction Services, a new position developed as part of a reorganization announced in June of 2011, was appointed in October of 2011.



WATER AND SEWER DIRECTOR

PRIMARY SERVICES

Providing managerial oversight of the City of Savannah's potable water, sanitary sewer, and environmental monitoring and educational services.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To ensure that water and sewer facilities perform at maximum efficiency in order to meet demand
- To comply with regulatory requirements
- To pursue environmental sustainability through water conservation and resource protection programs
- To utilize an engineering project management system that ensures all project payments are accurately calculated, paid and prepared in accordance with applicable city, state, and federal standards and regulations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of conservation programs	53	60	55	70
– Number of low flow toilets distributed	300	300	250	300
– Number of indoor/outdoor water kits distributed	71	100	150	100
– Number of water conservation consultations completed	17	10	5	10
– Number of rain barrels distributed	350	300	500	350
– Number of citizens reached through outreach programs	10,925	10,000	9,500	11,000
Efficiency Measures				
– Percent of Priority 1 service requests completed within standard by Water Distribution	85.70%	95.00%	95.50%	95.00%
– Percent of Priority 1 service requests completed within standard by Sewer Maintenance	99.80%	100.00%	100.00%	100.00%
Effectiveness Measures				
– Percent of signed engineering invoices paid within standard	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	490,525	\$	442,308	\$	509,813	15.3
Outside Services		63,511		115,817		118,887	2.7
Commodities		14,850		18,625		21,080	13.2
Interfund Services		25,181		22,698		18,445	-18.7
Other Expenses		1,531		1,531		3,927	156.5
TOTAL	\$	595,598	\$	600,979	\$	672,152	11.8



UTILITY SERVICES

PRIMARY SERVICES

Utility Services is responsible for billing and collecting water, sewer, and refuse user fees for utility services provided by the City of Savannah, for the purpose of funding Water, Sewer and Sanitation enterprise funds. In addition, the division manages customer service support for residential, commercial and industrial accounts.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To ensure timely and readily accessible water resource data
- To actively monitor and improve response time to customer inquiries
- To initiate and enforce collection efforts following City policy
- To increase consumers' understanding of the resources and demands on them

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of accounts managed	79,900	80,100	81,100	80,300
– Number of meter readings	433,088	466,320	466,320	489,636
– Number of bi-monthly bills mailed	390,231	395,300	395,300	400,000
– Number of delinquent notices mailed	137,132	136,150	136,150	122,535
– Number of calls handled	125,000	126,500	126,500	125,750
Efficiency Measures				
– Cost per account managed	\$12.78	\$11.55	\$11.55	\$11.53
– Cost per meter reading	\$0.44	\$0.37	\$0.37	\$0.35
– Cost per bi-monthly billing	\$3,661.00	\$3,749.00	\$3,749.00	\$3,772.00
– Cost per delinquent billing	\$1,347.00	\$1,380.00	\$1,380.00	\$1,242.00
Effectiveness Measures				
– Percent of meters read within 2 days of schedule	92.00%	95.00%	95.00%	97.00%
– Percent of bi-monthly billings within 2 days of schedule	92.00%	95.00%	95.00%	97.00%
– Percent of delinquent billings within 2 days of schedule	92.00%	95.00%	95.00%	97.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	1,208,009	\$	1,002,225	\$	1,090,432	8.8
Outside Services		113,893		65,107		65,523	0.6
Commodities		220,657		207,500		209,500	1.0
Interfund Services		278,392		296,470		306,922	3.5
Capital Outlay		0		100,000		0	-100.0
Other Expenses		21,956		19,454		9,930	-49.0
TOTAL	\$	1,842,906	\$	1,690,756	\$	1,682,307	-0.5



WATER AND SEWER PLANNING AND ENGINEERING

PRIMARY SERVICES

Water and Sewer Planning and Engineering is the enforcement agency for the Georgia Environmental Protection Division (EPD Delegation Authority). The department reviews and approves all water and sewer construction plans and specifications to ensure compliance with federal, state and local rules, regulations and ordinances.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To review all water and sewer utility plans and as-built documents within 10 working days
- To process all water-meter applications, water-line tap and water-meter release requests received within two working days
- To update water and sewer lines in linear feet in AutoCAD/GIS based on submitted as-built plans
- To ensure all construction projects are in accordance with the city, state, and federal standards and regulations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Private development and capital improvement projects, plans, specifications and as-built documents reviewed	769	975	770	700
– Meter applications and tap requests processed	487	575	561	500
– AutoCAD/GIS 1" - 600' scale water and sewer maps updated	80,742	---	90,384	90,000
– Inspections of ongoing construction projects	1,295	---	1977	1,900
Efficiency Measures				
– Cost per plan review, specifications and as-built	---	---	---	\$613.00
– Cost per application and tap request	---	---	---	\$123.00
– Cost per linear feet of water and sewer maps updated	---	---	---	\$0.42
– Cost per inspection	---	---	---	\$164.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of plans and as-builts reviewed within 10 working days	100.00%	100.00%	100.00%	100.00%
– Percent of applications and taps request processed within 2 working days	100.00%	100.00%	100.00%	100.00%
– Percent of utility maps updated	100.00%	---	100.00%	100.00%
– Percent of projects inspected	100.00%	---	100.00%	100.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,053,759	\$ 1,035,118	\$ 1,081,281	4.5
Outside Services	25,175	30,617	36,829	20.3
Commodities	21,964	29,100	33,012	13.4
Interfund Services	54,710	51,960	49,740	-4.3
Other Expenses	13,143	13,367	11,194	-16.3
TOTAL	\$ 1,168,752	\$ 1,160,162	\$ 1,212,056	4.5



WATER SUPPLY AND TREATMENT

PRIMARY SERVICES

This service is for the provision of an adequate supply of safe drinking water for citizens while meeting compliance with all local, state and federal drinking water regulations.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To provide reliable drinking water to citizens of communities that use ground water as the source for drinking water.

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Water pumped (million gallons/day)	23.36	23.53	23.53	23.53
– Well sites monitored for pressure each day	48	48	48	49
Efficiency Measures				
– Cost per million gallons pumped	\$392.00	\$449.00	\$451.00	\$451.00
– Cost per well site monitored	\$17,312.00	\$21,435.00	\$21,435.00	\$21,513.00
– Cost per site to maintain	\$6,440.00	\$8,298.00	\$8,298.00	\$8,333.00
Effectiveness Measures				
– Violations of Safe Drinking Water Act	0	0	0	0
– Valid water quality complaints	12	25	25	50
– Provide water treatment by meeting or exceeding the performance requirement of the Safe Drinking Water Act	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 1,471,622	\$ 1,470,797	\$ 1,535,118	4.4
Outside Services	1,489,335	1,610,655	1,637,387	1.7
Commodities	403,964	350,300	388,800	11.0
Interfund Services	1,783,722	1,807,124	1,920,722	6.3
Other Expenses	39,770	35,298	43,987	24.6
TOTAL	\$ 5,188,414	\$ 5,274,174	\$ 5,526,014	4.8



WATER DISTRIBUTION

PRIMARY SERVICES

Operate and maintain six water distribution systems within the service area. The systems include 955 miles of water main, 77,000 metered services, 6,267 fire hydrants and 1,991 water-main valves.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To comply with the GA Safe Drinking Water Act and the GA Underground Facilities Protection Act
- To maintain and install all water meters to assure accuracy and operational units
- To have the water distribution system free of water leaks and main breaks
- To ensure there are no unreported dry fire hydrants at a fire scene and that the fire hydrants meet the American Water Works Association (AWWA) standards and Insurance Service Office requirements

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Water main breaks repaired	700	620	600	570
– Fire hydrants repaired, replaced and inspected	6,924	5,975	5,610	6,225
– Automatic and Direct Read meters installed and serviced	17,928	22,304	25,095	24,935
– Cross connection inspections	3,012	4,200	3,950	4,250
– Water and sewer locates	15,190	18,889	14,500	16,500
– Water services and revenue investigations	---	---	80,080	80,080
Efficiency Measures				
– Cost per leak repaired	\$1,190.00	\$1,422.00	\$1,541.00	\$1,461.00
– Cost per hydrant repaired	\$167.00	\$229.00	\$209.00	\$222.00
– Cost per Automatic meter installed	\$198.00	\$283.00	\$181.00	\$240.00
– Cost per cross connection inspection	\$47.17	\$45.00	\$47.56	\$44.47
– Cost per locate	\$10.37	\$8.00	\$10.54	\$9.16
– Cost per water service and revenue investigation	---	---	\$2.26	\$2.35
Effectiveness Measures				
– Leak rate per mile	0.72	0.72	0.7	0.7
– Percent non-functioning hydrants repaired within 14 days	77.10%	90.00%	100.00%	90.00%
– Priority 1 requests for water meter service completed within the standard	87.90%	95.00%	95.00%	95.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent of meters 2" > accurately registering flow	99.00%	99.00%	99.00%	99.00%
– Incidents of contamination due to backflow	0	0	0	0

EXPENDITURES BY TYPE

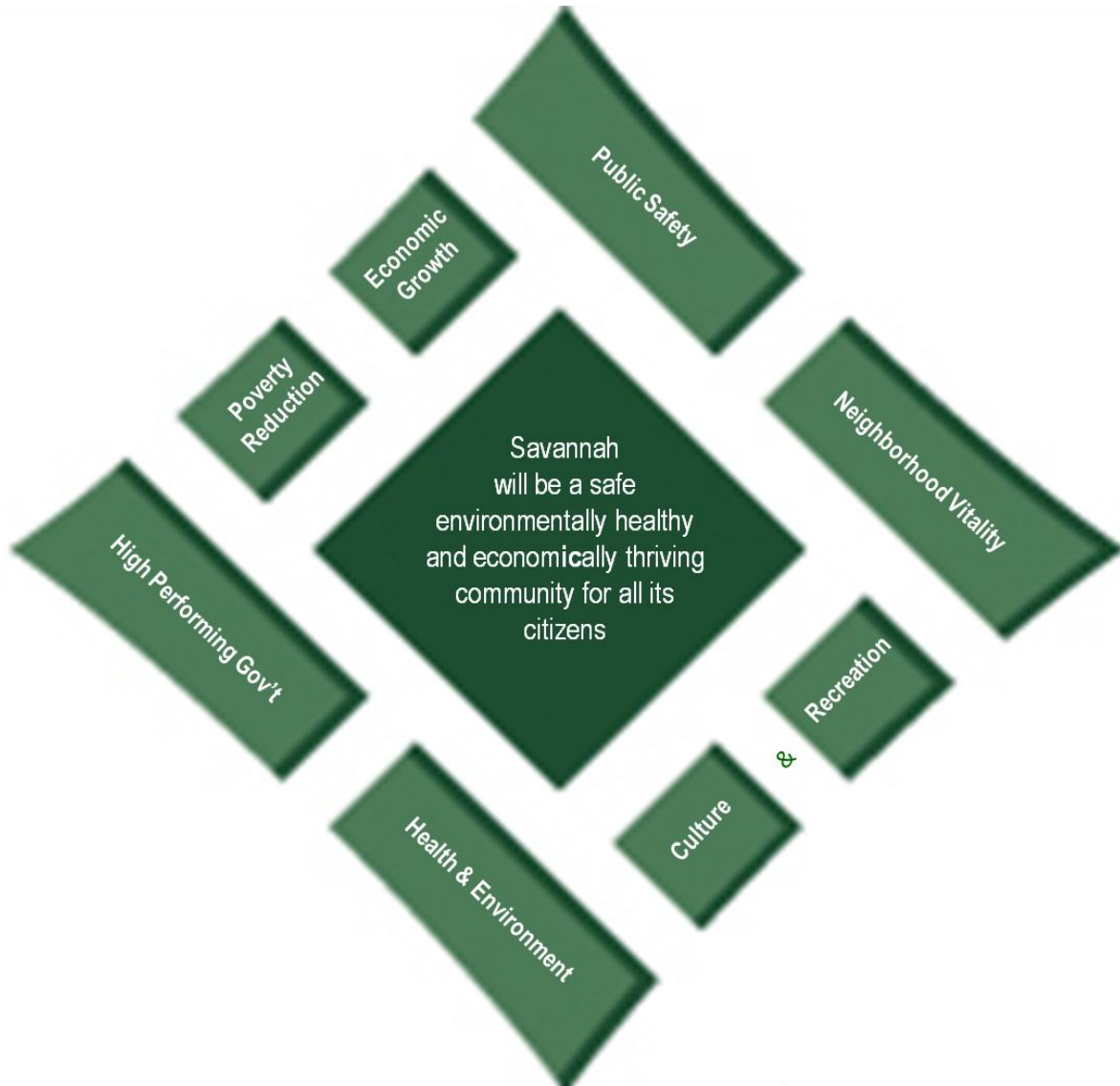
<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 2,497,480	\$ 2,631,986	\$ 2,704,279	2.7
Outside Services	122,937	147,306	137,090	-6.9
Commodities	920,230	1,030,688	1,134,716	10.1
Interfund Services	172,813	187,691	210,373	12.1
Capital Outlay	0	35,000	35,000	0.0
Other Expenses	141,234	140,864	158,396	12.4
TOTAL	\$ 3,854,694	\$ 4,173,535	\$ 4,379,854	4.9

WATER INTERDEPARTMENTAL



EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	23,770	\$	57,011	\$	57,011	0.0
Outside Services		275		0		0	0.0
Interfund Services		1,299,539		1,402,122		1,617,019	15.3
Debt Service		2,090,047		1,989,038		1,186,068	-40.4
Interfund Transfers		5,100,000		4,388,230		5,527,114	26.0
Other Expenses		1,191,539		1,177,000		1,332,000	13.2
TOTAL	\$	9,705,170	\$	9,013,401	\$	9,719,212	7.8

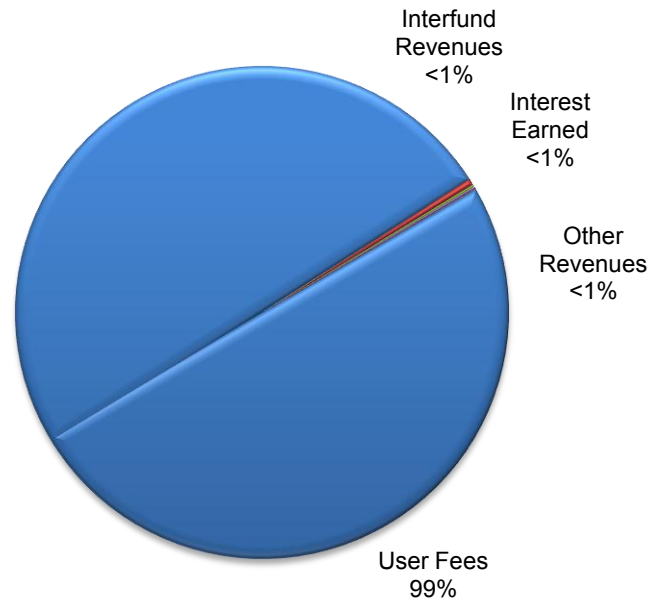


SEWER FUND



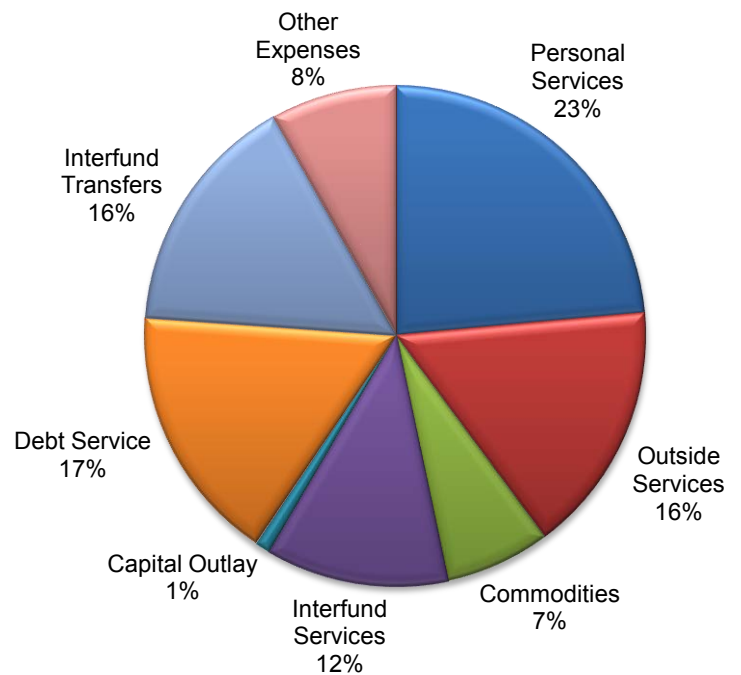
Where the Money Comes From

User Fees	\$33,209,056
Interfund Revenues	145,000
Interest Earned	45,000
Other Revenues	50,000
Total	\$33,449,056



Where the Money Goes

Personal Services	\$ 7,880,142
Outside Services	5,441,348
Commodities	2,294,351
Interfund Services	3,939,661
Capital Outlay	319,671
Debt Service	5,585,584
Interfund Transfers	5,275,097
Other Expenses	2,713,202
Total	\$33,449,056



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 86.9% of the 2012 proposed Sewer Fund revenue. Rates proposed for sewer service in 2012 are higher than 2011. The proposed base charge for 2012 is unchanged from 2011 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 +\$.16/CCF and +\$.24/CCF for outside rates. Fund revenue is proposed to increase \$2,351,371 or 7.6% above 2011 projected revenues primarily due to sewer service revenue inside and outside of the City.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Sewer Service-Inside				
City	\$ 19,640,049	\$ 18,972,955	\$ 20,241,232	6.7
Sewer Service-Outside				
City	8,149,337	8,048,117	8,830,399	9.7
Septic Tank Disposal	115,450	95,600	100,000	4.6
Reclaimed Water Sales	107,214	111,500	105,000	-5.8
Senior Citizens				
Discount	(22,889)	(47,200)	(50,000)	5.9
Sewer Tap-In	181,500	212,500	305,000	43.5
Line Televising	9,687	11,600	12,000	3.4
Additional Sewer				
Connection	1,146,572	1,421,165	1,305,425	-8.1
Sewer Cut-On	245,767	331,800	350,000	5.5
Wholesale Sewer				
Service	1,565,213	1,303,298	1,535,000	17.8
Purple Pipe	215,624	381,600	450,000	17.9
Grease Abatement				
Permit	<u>22,968</u>	<u>25,300</u>	<u>25,000</u>	<u>-1.2</u>
Subtotal	\$ 31,376,492	\$ 30,868,235	\$ 33,209,056	7.6
<u>Interfund Revenues</u>				
Services Purchased by				
Other Funds	\$ 144,925	\$ 141,060	\$ 145,000	2.8
<u>Interest Earned</u>				
Interest Earned	\$ 33,740	\$ 23,040	\$ 40,000	73.6
Interest From Sinking				
Fund	<u>6,757</u>	<u>2,850</u>	<u>5,000</u>	<u>75.4</u>
Subtotal	\$ 40,497	\$ 25,890	\$ 45,000	73.8
<u>Other Revenues</u>				
Miscellaneous Sewer				
Revenue	\$ 164,543	\$ 62,500	\$ 50,000	-20.0
TOTAL	\$ 31,726,457	\$ 31,097,685	\$ 33,449,056	7.6

EXPENDITURES BY TYPE

The proposed budget for the Sewer Fund in 2012 is \$33,449,056 which is a \$2,351,371 or a 7.6% increase above 2011 projected expenditures. This increase is primarily due to filling of vacant positions, and funding of additional Capital Improvement projects within Interfund Transfers.

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 7,637,209	\$ 7,575,693	\$ 7,880,142	4.0
Outside Services	4,984,336	5,511,389	5,441,348	-1.3
Commodities	1,689,914	1,966,510	2,294,351	16.7
Interfund Services	3,849,857	3,993,683	3,939,661	-1.4
Capital Outlay	138,672	279,871	319,671	14.2
Debt Service	6,171,438	6,067,231	5,585,584	-7.9
Interfund Transfers	4,500,000	3,125,286	5,275,097	68.8
Other Expenses	2,583,592	2,578,022	2,713,202	5.2
TOTAL	\$ 31,555,018	\$ 31,097,685	\$ 33,449,056	7.6

EXPENDITURES BY DEPARTMENT

<u>Department</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Sewer Maintenance	\$ 3,167,438	\$ 3,181,809	\$ 3,490,686	9.7
Lift Stations				6.1
Maintenance	4,188,016	4,393,646	4,661,312	
President Street				2.4
Plant	6,423,095	6,518,633	6,676,288	
Regional Plants	2,199,902	2,794,837	2,889,060	3.4
Sewer				10.7
Interdepartmental	15,576,567	14,208,760	15,731,710	
TOTAL	\$ 31,555,018	\$ 31,097,685	\$ 33,449,056	7.6



SEWER MAINTENANCE

PRIMARY SERVICES

This department assures that continuous wastewater service is effectively maintained in the City of Savannah sanitary sewer service area by operating and maintaining approximately 834 miles of gravity and sanitary sewer force mains (i.e., 712 miles of gravity lines and 122 miles of force main) and approximately 16,000 manholes. The system conveys sewage from over 74,000 private service laterals. Maintenance and operation of the City sanitary sewer collection system as required by the Sewer Use Ordinance is in compliance with the State Clean Water Act and State Underground Facilities Protection Act. Sewer Maintenance personnel clean, repair, install and replace sewer pipelines, manholes and appurtenances as required.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To comply with the State Clean Water Act and State Underground Facilities Protection Act
- To reduce the number of sewer line breaks/cave-ins in the City sanitary sewer system by 5.00% annually
- To reduce the number of gravity line stoppages by 5.00% annually
- To increase the total gravity line footage cleaned by 5.00% annually
- To separate all Infiltration and Inflow (I & I) from illicit sanitary and storm water connections in the City systems

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Breaks repaired	123	100	70	70
– Feet of line repaired & extended	3,157	4,000	2,750	3,000
– Stoppages cleared	510	450	480	456
– Feet of sewer line cleaned	427,553	448,930	425,000	446,250
Efficiency Measures				
– Cost per break repaired	\$13,813.00	\$18,025.00	\$22,434.00	\$24,271.00
– Cost per stoppage cleared	\$739.00	\$814.00	\$722.00	\$760.00
– Cost per foot cleaned	\$1.40	\$1.80	\$1.28	\$1.72
Effectiveness Measures				
– Percent of homes which have not experienced problems with sewer stoppages or slow sewage flow based on customer survey	---	---	---	85.00%
– Percent of Priority 1 service requests completed within standard	100.00%	90.00%	95.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Sewer line breaks/overflows resulting in major (> 10,000 gallons) spills	1	0	0	0
– Sewer line breaks/overflows resulting in minor spills reaching waters of the State	12	0	5	0

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,594,284	\$ 1,698,433	\$ 1,867,895	10.0
Outside Services	688,193	570,710	658,272	15.3
Commodities	294,474	352,190	367,053	4.2
Interfund Services	341,816	324,417	353,240	8.9
Other Expenses	248,670	236,059	244,226	3.5
TOTAL	\$ 3,167,438	\$ 3,181,809	\$ 3,490,686	9.7



LIFT STATIONS MAINTENANCE

PRIMARY SERVICES

Lift Stations Maintenance is responsible for conveying a continuous flow of wastewater to the four treatment plant facilities through a series of sewage pumping stations. This is accomplished by operating and maintaining over 190 lift stations throughout the City of Savannah service area. These lift stations are operated and maintained in order to prevent station failures which could cause wastewater spills onto both public and private properties in the City and into the environment. Lift Stations Maintenance staff perform timely inspections, preventative maintenance and repairs of equipment contained at these lift station sites.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objectives:

- To comply with the State Clean Water Act, State Underground Facilities Protection Act, and specific codes (i.e., electric)
- To eliminate all sanitary sewer spills reaching the waters of the State from lift station failures
- To ensure no lift station failures due to preventable mechanical or electrical breakdowns
- To schedule all lift station maintenance "checks" and ensure they are completed (these checks are done daily or at scheduled times to assure station operation)

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Lift stations operated	194	185	196	196
– Maintenance tasks, including odor control units	321,148	329,234	315,495	323,556
– Checker inspections	21,243	27,530	21,092	21,500
– Station head / capacity analyses	115	110	115	120
– Air release valve rehab, maintenance, and inspection	401	490	425	465
Efficiency Measures				
– Cost to operate station repaired	\$8,447.00	\$8,447.00	\$8,324.00	\$7,973.00
– Cost per air release task	\$7,200.00	\$7,200.00	\$7,350.00	\$7,400.00
– Cost per maintenance task, checker and analysis	\$7.61	\$8.00	\$7.68	\$7.42
Effectiveness Measures				
– Spill monitoring	0	0	0	0
– Lift station failures resulting in major spill to the waters of the State	0	0	0	0
– Lift station failures resulting in minor spills to the waters of the State	0	0	0	0

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	1,829,978	\$	1,730,312	\$	1,803,847	4.2
Outside Services		1,553,240		1,696,964		1,763,704	3.9
Commodities		474,286		594,076		692,471	16.6
Interfund Services		125,888		140,952		160,568	13.9
Capital Outlay		131,985		159,671		159,671	0.0
Other Expenses		72,638		71,671		81,051	13.1
TOTAL	\$	4,188,016	\$	4,393,646	\$	4,661,312	6.1



PRESIDENT STREET PLANT

PRIMARY SERVICES

President Street Plant is the major facility for providing continuous wastewater treatment services to the main part of the City of Savannah and eastern Chatham County.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To provide premium, cost effective, permit compliant wastewater treatment and reuse water for irrigation sales

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Gallons of treated wastewater (billions)	7.3	7	7	7
– Pretreatment permits managed	27	27	26	26
– Miles of existing sewer lines televised	18.79	18	18	18
Efficiency Measures				
– Sanitary sewer revenue cost recovery	100.00%	100.00%	100.00%	100.00%
– Pretreatment permit renewals	100.00%	100.00%	96.30%	100.00%
– TV revenue cost recovery	71.01%	95.00%	95.00%	95.00%
Effectiveness Measures				
– Monthly NPDES permits achieved	12	12	12	12
– Quality wastewater standards achieved	---	---	---	100.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 3,459,934	\$ 3,245,662	\$ 3,343,079	3.0
Outside Services	1,811,186	1,957,725	1,855,647	-5.2
Commodities	634,047	688,887	878,488	27.5
Interfund Services	349,172	361,277	363,789	0.7
Capital Outlay	6,392	110,200	85,000	-22.9
Other Expenses	162,365	154,882	150,285	-3.0
TOTAL	\$ 6,423,095	\$ 6,518,633	\$ 6,676,288	2.4



REGIONAL PLANTS

PRIMARY SERVICES

Regional Plants operates the Crossroads, Georgetown, and Wilshire Plants to provide continuous wastewater treatment services to customers in those areas.

GOALS AND OBJECTIVES

Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To provide premium, cost effective, permit compliant wastewater treatment through the professional operation and maintenance of the three regional wastewater treatment plants

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Gallons of treated wastewater (billions)	2.2	2.2	2.2	2.2
– Monitoring reports completed	36	36	36	36
Efficiency Measures				
– Treated influent	100.00%	100.00%	100.00%	100.00%
– Treated effluent	100.00%	100.00%	96.30%	100.00%
Effectiveness Measures				
– Quality wastewater standards achieved	100.00%	100.00%	100.00%	100.00%
– Compliance standards	100.00%	100.00%	100.00%	100.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 724,265	\$ 839,297	\$ 803,332	-4.3
Outside Services	930,183	1,285,485	1,163,220	-9.5
Commodities	287,107	331,357	356,339	7.5
Interfund Services	202,653	279,288	300,529	7.6
Capital Outlay	294	10,000	75,000	650.0
Interfund Transfers	0	0	136,000	100.0
Other Expenses	55,400	49,410	54,640	10.6
TOTAL	\$ 2,199,902	\$ 2,794,837	\$ 2,889,060	3.4

SEWER INTERDEPARTMENTAL



EXPENDITURES BY TYPE

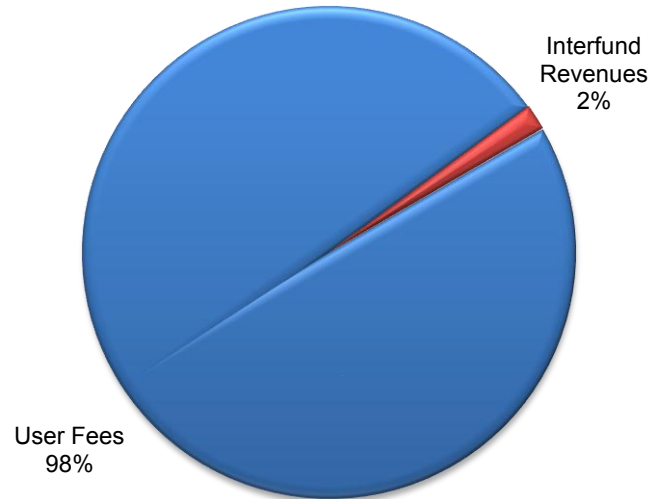
<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 28,748	\$ 61,989	\$ 61,989	0.0
Outside Services	1,534	505	505	0.0
Interfund Services	2,830,328	2,887,749	2,761,535	-4.4
Debt Service	6,171,438	6,067,231	5,585,584	-7.9
Interfund Transfers	4,500,000	3,125,286	5,139,097	64.4
Other Expenses	2,044,519	2,066,000	2,183,000	5.7
TOTAL	\$ 15,576,567	\$ 14,208,760	\$ 15,731,710	10.7

I & D WATER FUND



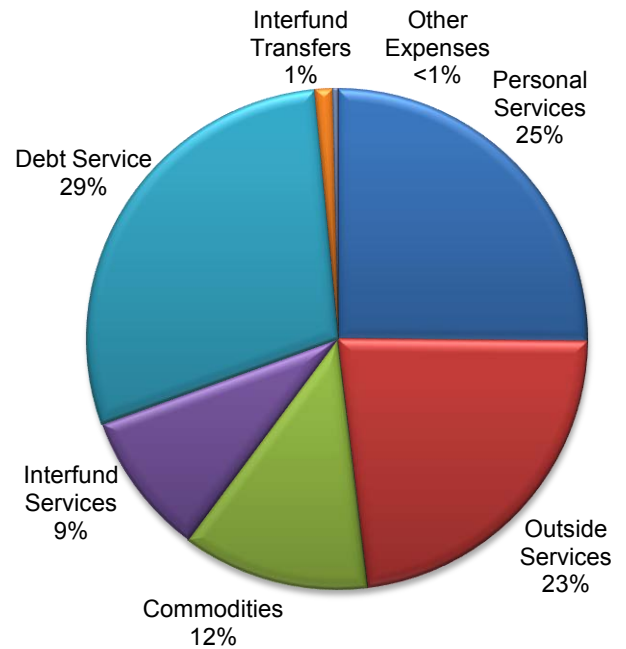
Where the Money Comes From

User Fees	\$ 8,451,206
Interfund Revenues	144,317
Total	\$ 8,595,523



Where the Money Goes

Personal Services	\$ 2,162,898
Outside Services	1,969,501
Commodities	1,040,854
Interfund Services	795,856
Debt Service	2,498,625
Interfund Transfers	100,000
Other Expenses	27,789
Total	\$ 8,595,523



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 2012 total \$8,595,523, which is \$103,453 or 1.2% above 2011 projected revenues. Revenue sources are shown below.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Water Sales -				
Contract	\$ 6,325,664	\$ 6,327,753	\$ 6,706,206	6.0
Water Sales - City	<u>1,611,105</u>	<u>2,020,000</u>	<u>1,745,000</u>	<u>-13.6</u>
Subtotal	\$ 7,936,768	\$ 8,347,753	\$ 8,451,206	1.2
<u>Interfund Revenues</u>				
Admin. Services to				
Water Fund	\$ 142,978	\$ 144,317	\$ 144,317	0.0
<u>Grant Revenue</u>				
Tritium Grant	\$ 54,132	\$ 0	\$ 0	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 12,591	\$ 0	\$ 0	0.0
<u>Other Revenues</u>				
Discounts	\$ 793	\$ 0	\$ 0	0.0
Miscellaneous	<u>8,992</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 9,785	\$ 0	\$ 0	0.0
TOTAL	\$ 8,156,254	\$ 8,492,070	\$ 8,595,523	1.2

EXPENDITURES BY TYPE

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 2012 budget is \$8,595,523, which is an increase of \$103,453 or 1.2% above 2011 projected expenditures. The increase is primarily within Debt Service as those payments increase according to plan.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 2,067,132	\$ 2,052,484	\$ 2,162,898	5.4
Outside Services	1,818,730	2,098,558	1,969,501	-6.1
Commodities	1,070,798	1,039,854	1,040,854	0.1
Interfund Services	677,720	776,690	795,856	2.5
Capital Outlay	12,315	0	0	0.0
Debt Service	2,342,908	2,384,827	2,498,625	4.8
Interfund Transfers	100,000	100,000	100,000	0.0
Other Expenses	(124,743)	39,657	27,789	-29.9
TOTAL	\$ 7,964,860	\$ 8,492,070	\$ 8,595,523	1.2



I & D WATER PLANT

PRIMARY SERVICES

This service is for the provision of adequate supply of potable water to citizens that use surface water as the source for drinking water as well as meeting the demand of industrial customers.

GOALS AND OBJECTIVES

Priority Goal:

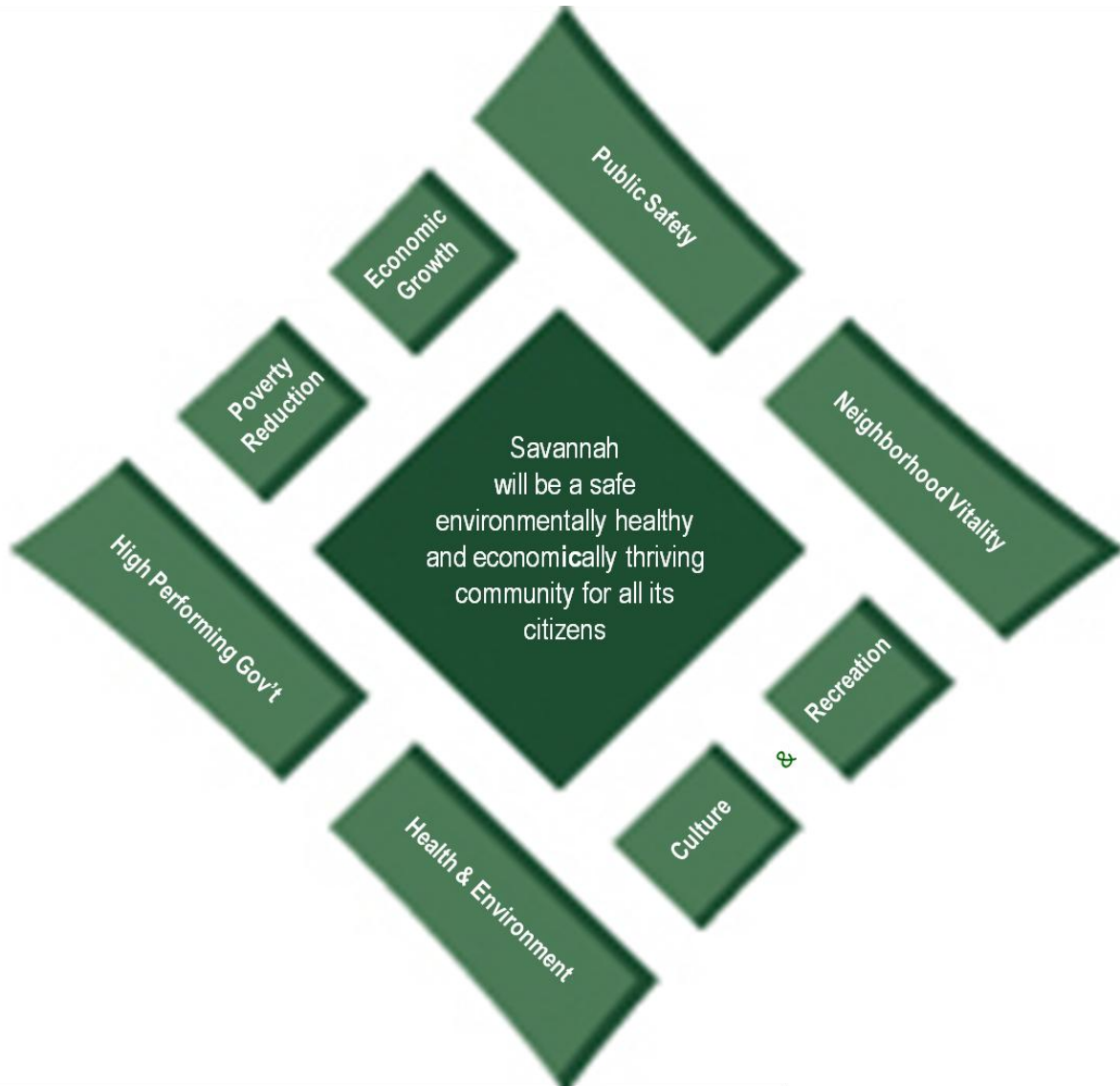
Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

Objective:

- To provide an adequate supply of safe drinking water that complies with all local, state and federal drinking water regulations

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Gallons of water pumped and treated	10,933	10,950	10,950	10,950
– Chemical and bacteriological tests performed	134,052	134,000	134,000	134,000
– Number of instrument calibrations performed	2,071	2,300	2,000	2,000
Efficiency Measures				
– Average unit cost	\$721.00	\$841.00	\$791.00	\$823.00
– Cost per laboratory test	\$9.00	\$9.00	\$10.00	\$12.00
– Cost per calibration	\$42.00	\$38.00	\$40.00	\$40.00
Effectiveness Measures				
– Number of EPD Violations	0	0	0	0
– Valid water quality complaints	0	0	0	0
– Provide water treatment by meeting or exceeding the performance requirement of the Safe Drinking Water Act	100.00%	100.00%	100.00%	100.00%

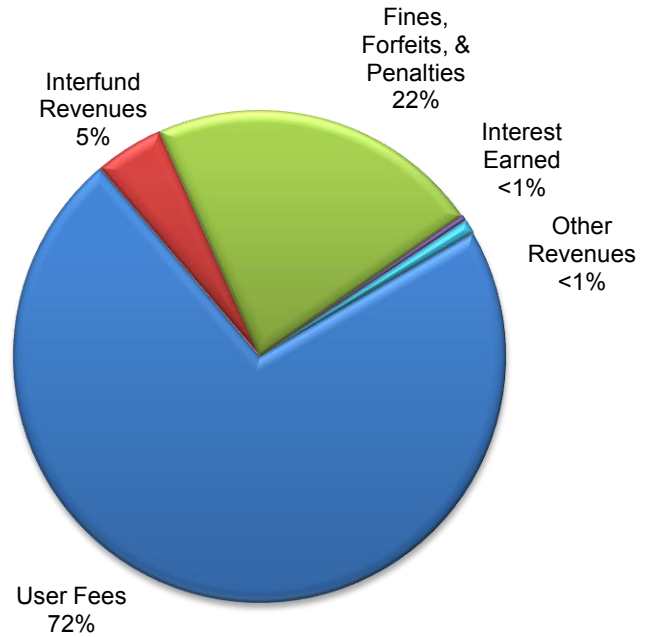


MOBILITY AND PARKING SERVICES FUND



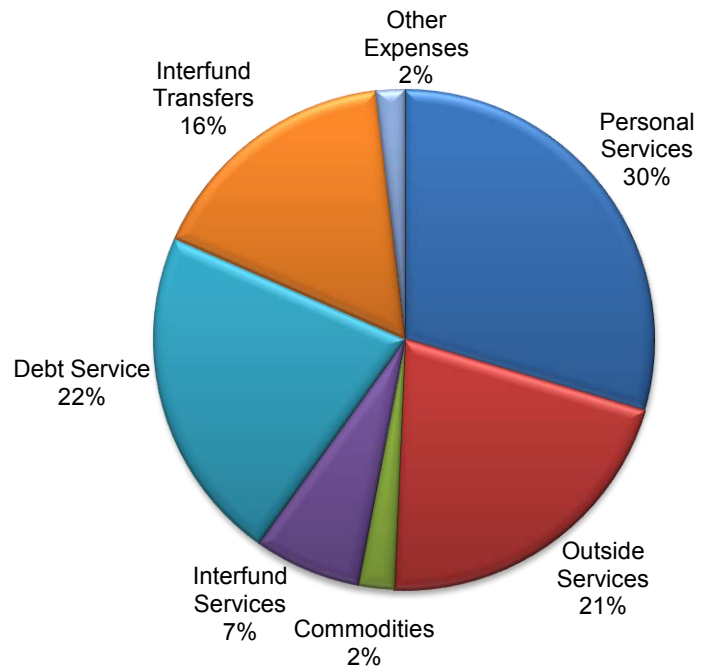
Where the Money Comes From

User Fees	\$ 8,288,830
Interfund Revenues	517,249
Fines, Forfeits, & Penalties	2,530,600
Interest Earned	45,000
Other Revenues	108,040
Total	\$11,489,719



Where the Money Goes

Personal Services	\$ 3,403,043
Outside Services	2,417,554
Commodities	267,331
Interfund Services	792,449
Debt Service	2,494,582
Interfund Transfers	1,902,489
Other Expenses	212,271
Total	\$11,489,719



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 2012 are projected to be \$11,489,719. Several fee increases are incorporated within the 2012 revenue budget. These include rates for decals, taxi citations, immobilization, and transportation related ordinance violations.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Parking Meters	\$ 1,885,888	\$ 1,837,000	\$ 1,837,000	0.0
Visitors Center Lot	195,562	200,000	200,000	0.0
State Street Parking Garage	667,784	670,000	670,000	0.0
Robinson Parking Garage	743,371	780,000	780,000	0.0
Bryan Street Parking Garage	1,235,587	1,350,000	1,350,000	0.0
Liberty Street Parking Garage	493,636	508,000	508,000	0.0
Whitaker Street Parking Garage	2,182,805	2,400,000	2,400,000	0.0
Commercial Vehicle Decals	278,095	270,000	304,710	12.9
Leased Parking Spaces	72,570	58,860	60,000	1.9
Equine Sanitation	34,800	21,050	0	-100.0
Docking Fees	8,056	8,000	8,000	0.0
MPC Rents - State Street	51,115	51,120	51,120	0.0
Visitor Day Pass	<u>131,213</u>	<u>120,000</u>	<u>120,000</u>	<u>0.0</u>
Subtotal	\$ 7,980,482	\$ 8,274,030	\$ 8,288,830	0.2
<u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 174,673	\$ 174,673	\$ 174,673	0.0
Services to General Fund	<u>442,354</u>	<u>231,984</u>	<u>342,576</u>	<u>47.7</u>
Subtotal	\$ 617,027	\$ 406,657	\$ 517,249	27.2
<u>Fines, Forfeits & Penalties</u>				
Parking Citations	\$ 2,464,691	\$ 2,500,000	\$ 2,508,900	0.4
Taxi Citations	<u>4,475</u>	<u>6,000</u>	<u>21,700</u>	<u>261.7</u>
Subtotal	\$ 2,469,166	\$ 2,506,000	\$ 2,530,600	1.0
<u>Interest Earned</u>				
Interest Earned	\$ 59,218	\$ 40,000	\$ 45,000	12.5

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 86,996	\$ 90,000	\$ 108,040	20.0
TOTAL	\$ 11,212,889	\$ 11,316,687	\$ 11,489,719	1.5

EXPENDITURES BY TYPE

The Mobility and Parking Services Fund is an enterprise fund for the operation of the City's mobility and parking management programs. The 2012 budget is \$11,489,719 or 1.5% above 2011 projected expenditures.

The 2012 budget includes the deletion of several parking facility attendant positions which is related to the contracting of security services for the parking garages. Within Interfund Transfers is a decrease of \$50,000 in the contribution to Capital Improvement Program (CIP). The allocation for building renewal/replacement increases \$204,207 because additional funds are projected to be available in 2012 to contribute toward parking structures.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 3,584,173	\$ 3,323,846	\$ 3,403,043	2.4
Outside Services	2,421,503	2,487,901	2,417,554	-2.8
Commodities	276,517	279,797	267,331	-4.5
Interfund Services	801,884	806,158	792,449	-1.7
Debt Service	2,484,117	2,495,650	2,494,582	0.0
Interfund Transfers	14,060,000	1,748,282	1,902,489	8.8
Other Expenses	185,451	175,053	212,271	21.3
TOTAL	\$ 23,813,644	\$ 11,316,687	\$ 11,489,719	1.5

EXPENDITURES BY DEPARTMENT

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Mobility and Parking Administration and Enforcement	\$ 3,642,498	\$ 3,389,690	\$ 3,431,817	1.2
Parking Garages and Lots	5,170,009	5,179,402	5,153,843	-0.5
Parking Interdepartmental	15,001,137	2,747,595	2,904,059	5.7
TOTAL	\$ 23,813,644	\$ 11,316,687	\$ 11,489,719	1.5



MOBILITY AND PARKING ADMINISTRATION AND ENFORCEMENT

PRIMARY SERVICES

Mobility and Parking Administration and Enforcement is responsible for parking administration, on-street parking, and citation collection. Other functions handled by this department include red light camera citations/collection and regulation of transportation companies (taxi, wreckers, pedicabs, and tour buses). The department is also responsible for the downtown transportation network, which includes the water ferries, streetcars, shuttle buses, recreational docks, and bicycles.

GOALS AND OBJECTIVES

Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objectives:

- To issue citations to regulate parking and collect fees
- To ensure parking meters are functioning properly on a daily basis
- To issue permits and citations to enforce City ordinances for taxicabs, wreckers, and tour vehicles
- To help build infrastructure that allows citizens to use alternative forms of transportation within the downtown area

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of parking citations issued	136,185	162,600	130,000	140,000
– Number of meters repaired	2,812	1,900	2,700	2,700
– Number of permits Issued to taxis, wreckers, & tour vehicles	1,326	1,450	1,450	1,450
– Number of red light citations issued	9,487	10,000	10,500	10,500
– Number of boats utilizing the recreational docks	584	1,200	1,200	1,200
– Number of bicycles traveling through Savannah per survey	1,499	720	3,499	5,000
– Average number of customers using the alternative form of land transportation within the downtown area per month	14,071	15,000	15,000	15,000
Efficiency Measures				
– Cost per parking citation issued	\$3.00	---	\$3.00	\$3.00
– Cost per single head meter repaired	\$23.73	---	\$25.00	\$25.00
– Cost per multi-space meter repaired	\$92.34	---	\$95.00	\$95.00
– Cost per transportation permit issued	\$28.00	\$53.00	\$26.00	\$26.00
– Cost per red light citation issued	\$12.00	\$19.00	\$15.00	\$15.00
– Cost to install a bike rack	\$353.00	---	\$300.00	\$300.00
– Cost per average number of riders to utilize the free shuttles	\$3.00	\$3.33	\$3.00	\$4.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of parking citations collected	78.00%	83.00%	85.00%	85.00%
– Percent of reported meter malfunctions which are repaired by meter technicians	100.00%	100.00%	100.00%	100.00%
– Percentage of transportation permit holders in compliance at inspection	95.00%	97.00%	95.00%	95.00%
– Percentage of red light citations collected	87.00%	99.30%	90.00%	90.00%
– Number of bicycle related accidents	65	68	60	55
– Percent of boats using the 3 hour free docking	95.61%	---	95.00%	99.00%

EXPENDITURES BY TYPE

Expenditure Area	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Personal Services	\$ 1,751,009	\$ 1,720,666	\$ 1,852,230	7.6
Outside Services	1,440,636	1,223,582	1,141,110	-6.7
Commodities	225,892	236,272	223,881	-5.2
Interfund Services	142,623	133,326	136,534	2.4
Other Expenses	82,338	75,844	78,062	2.9
TOTAL	\$ 3,642,498	\$ 3,389,690	\$ 3,431,817	1.2



PARKING GARAGES AND LOTS

PRIMARY SERVICES

Parking Garages and Lots is responsible for the operation of the City's parking garages and surface lots that provide additional off-street parking spaces.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To maintain 100.00% or above occupancy rate in all City garages
- To provide serviceable, functioning gate equipment with less downtime that impacts customers

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Total number of garage spaces	3,413	3,427	3,427	3,427
– Total number of surface lot spaces	693	693	693	693
Efficiency Measures				
– Operating cost per garage/lot space	\$652.00	\$697.00	\$700.00	\$700.00
– Cost per gate equipment repair by contractor	\$647.00	\$820.00	\$820.00	\$650.00
Effectiveness Measures				
– Bryan St. occupancy rate for monthly customers	131.00%	121.00%	128.00%	128.00%
– Liberty St. occupancy rate for monthly customers	110.00%	123.00%	110.00%	110.00%
– Robinson St. occupancy rate for monthly customers	73.00%	72.00%	71.00 %	90.00 %
– State St. occupancy rate for monthly customers	101.00%	123.00%	101.00%	101.00%
– Whitaker St. occupancy rate for monthly customers	49.00%	49.00%	65.00%	75.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 1,809,634	\$ 1,574,180	\$ 1,521,813	-3.3
Outside Services	675,101	907,134	919,259	1.3
Commodities	50,625	43,525	43,450	-0.2
Interfund Services	141,716	151,554	167,380	10.4
Debt Service	2,484,117	2,495,650	2,494,582	0.0
Other Expenses	8,817	\$ 7,359	7,359	0.0
TOTAL	\$ 5,170,009	\$ 5,179,402	\$ 5,153,843	-0.5

PARKING INTERDEPARTMENTAL



EXPENDITURES BY TYPE

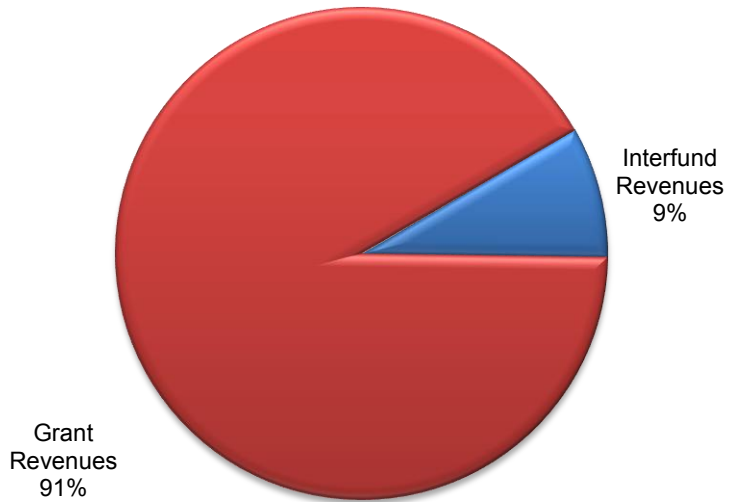
<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	23,529	\$	29,000	\$	29,000	0.0
Outside Services		305,767		357,185		357,185	0.0
Interfund Services		517,545		521,278		488,535	-6.3
Interfund Transfers		14,060,000		1,748,282		1,902,489	8.8
Other Expenses		94,296	\$	91,850		126,850	38.1
TOTAL	\$	15,001,137	\$	2,747,595	\$	2,904,059	5.7

COMMUNITY DEVELOPMENT FUND



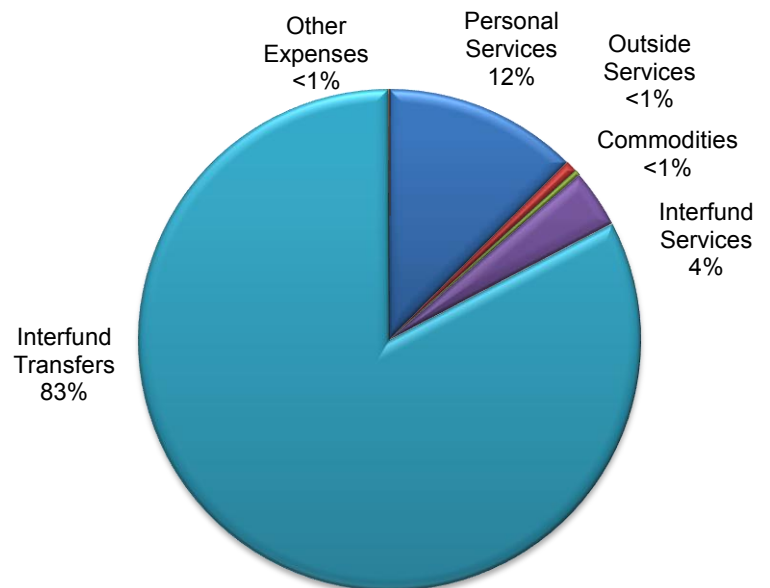
Where the Money Comes From

Interfund Revenues	\$ 1,241,671
Grant Revenues	13,281,038
Total	\$14,522,709



Where the Money Goes

Personal Services	\$ 1,812,512
Outside Services	113,009
Commodities	54,950
Interfund Services	536,158
Interfund Transfers	11,997,609
Other Expenses	8,471
Total	\$14,522,709



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 used to address Savannah's distressed neighborhoods. Repayment of CDBG and other loans provide program income for the fund. In 2012, revenues decrease by \$1,138,035 or 7.3% below 2011 projected revenues primarily due to a decrease in program income.

The Department of Housing and Urban Development (HUD)'s priorities have in recent years shifted away from CDBG to public housing, subsidized rental assistance, and homeless prevention, and has placed regulatory spending caps on supporting administrative costs. In anticipation of a continued downward trend in federal revenue, the City of Savannah has approved a one-year action plan for 2012 for housing and community development to plan for these cuts. Programs will continue and services will be streamlined to focus on human services, housing, neighborhood improvement, and administration and planning. CDBG entitlement grant revenue is expected to remain unchanged in 2012. Home Investment Partnership Program (HOME) entitlement grant revenue, used for housing purposes, is expected to decline by \$130,704, or 11.9%, in 2012. In 2012, the Bureau of Community and Economic Development 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.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
General Fund				
Contribution	\$ 1,131,875	\$ 1,172,655	\$ 1,241,671	5.9
<u>Grant Revenues</u>				
CDBG Grants:				
Carryforward	\$ 2,690,573	\$ 3,500,000	\$ 3,500,000	0.0
CDBG Entitlement Grant	3,358,491	2,407,906	2,407,906	0.0
Emergency Shelter				
Grant	131,800	117,788	117,788	0.0
CDBG Program Income	0	421,798	433,569	2.8
Other Income	<u>197,801</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 6,378,665	\$ 6,447,492	\$ 6,459,263	0.2
<u>Other Federal Grants:</u>				
Carryforward-Other				
Federal	\$ 2,205,711	\$ 912,271	\$ 633,135	-30.6
EDA Revolving Loan				
Fund	(32)	0	0	0.0
HOPWA Program				
Income	293,817	231,263	231,263	0.0
HUD HPRP	457,845	451,338	212,341	-53.0
MLK SPG Repayment	0	61,335	53,304	-13.1
Shelter Plus Care -				
Renewal	345,851	329,284	329,284	0.0
Rental Rehab Program				
Income	<u>11,597</u>	<u>1,250</u>	<u>1,250</u>	<u>0.0</u>
Subtotal	\$ 3,314,789	\$ 1,986,741	\$ 1,460,577	-26.5

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
NSP Program Grant	477,811	1,356,949	794,995	-41.4
HOME Grant:				
Carryforward-HOME	\$ 5,101,544	\$ 2,200,000	\$ 2,200,000	0.0
HOME Entitlement	1,385,072	1,096,907	966,203	-11.9
HOME Program Income	392,523	1,400,000	1,400,000	0.0
HOME Other	<u>721,738</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Subtotal	\$ 7,600,876	\$ 4,696,907	\$ 4,566,203	-2.8
Total Grant Revenues	\$ 17,772,142	\$ 14,488,089	\$ 13,281,038	-8.3
TOTAL	\$ 18,904,017	\$ 15,660,744	\$ 14,522,709	-7.3

EXPENDITURES BY TYPE

The administrative departments in the Community Development Fund manage the CDBG and other federal and state grants. The 2012 budget is \$14,522,709, which is \$1,138,035 or 7.3% below 2011 projected expenditures. The primary changes in 2012 are due to reductions in proposed program expenditures.

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,676,182	\$ 1,659,366	\$ 1,812,512	9.2
Outside Services	152,129	180,612	113,009	-37.4
Commodities	67,366	57,587	54,950	-4.6
Interfund Services	573,159	532,698	536,158	0.6
Interfund Transfers	16,423,149	13,220,336	11,997,609	-9.2
Other Expenses	12,031	10,145	8,471	-16.5
TOTAL	\$ 18,904,017	\$ 15,660,744	\$ 14,522,709	-7.3

EXPENDITURES BY DEPARTMENT

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Housing & Housing Project Delivery	\$ 1,325,403	\$ 1,258,215	\$ 1,342,983	6.7
Community Planning and Development	939,079	870,076	860,889	-1.1
Advancement Center at Moses Jackson	203,380	\$ 270,581	\$ 278,851	3.1
Micro-Business Development	13,006	41,536	42,377	2.0
Program Costs/Carryforward	16,423,149	13,220,336	11,997,609	-9.2
TOTAL	\$ 18,904,017	\$ 15,660,744	\$ 14,522,709	-7.3



HOUSING

PRIMARY SERVICES

The Department of Housing (DOH) supports four major affordable housing activities: acquiring and developing vacant property into affordable housing, creating homeownership opportunities, providing homeowners with home repair assistance, and encouraging the retention and creation of affordable rental housing. It uses limited public resources to leverage substantial private investment to accomplish these activities. These affordable housing activities also support neighborhood revitalization, increasing private investment, reducing gentrification, reducing crime and blight, and reducing the cost of City services associated with crime and blight.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To acquire and/or facilitate the acquisition and development of 250 vacant properties into 250 units of affordable housing between FY 2008 and FY 2012
- To assist 500 qualified home buyers purchase houses between FY 2008 and FY 2012
- To provide home improvement assistance to 1,100 existing low-income homeowners between FY 2008 and FY 2012
- To retain and/or develop 1,000 units of high quality, affordable, rental housing between FY 2008 and FY 2012

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of housing units repaired for low and moderate income households	220	190	171	115
– Number of houses purchased by low to moderate income home buyers	97	90	81	80
– Number of housing units developed for low to moderate income households	240	184	175	120
Efficiency Measures				
– Percent of low and moderate income households satisfied with service delivered	98.00%	90.00%	90.00%	90.00%
– Percent of program participants satisfied with services delivered	98.00%	90.00%	90.00%	90.00%
– Percent of housing units that meet Energy Star or EarthCraft standards	100.00%	90.00%	90.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Percent of home improvement goals attained	116.00%	90.00%	90.00%	90.00%
– Percent of homeownership goals attained	108.00%	90.00%	90.00%	90.00%
– Percent of development goals attained	93.00%	90.00%	95.00%	90.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	870,905	\$	781,777	\$	946,055	21.0
Outside Services		110,210		134,522		70,817	-47.4
Commodities		25,658		43,287		33,350	-23.0
Interfund Services		308,484		288,484		284,290	-1.5
Other Expenses		10,145		10,145		8,471	-16.5
TOTAL	\$	1,325,403	\$	1,258,215	\$	1,342,983	6.7



COMMUNITY PLANNING & DEVELOPMENT

PRIMARY SERVICES

Community Planning and Development develops plans, funds activities and implement programs and strategies that address deterioration in Community Development Block Grant (CDBG) eligible neighborhoods and engages low-to-moderate income persons in federally supported activities that increase opportunities and improves the quality of life of individuals and families. Department activities include comprehensive neighborhood planning, resident assistance, neighborhood association support, neighborhood improvement, and the investment and management of federal grants that support the City's Housing and Community Development Plan.

GOALS AND OBJECTIVES

Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

Objectives:

- To receive a satisfactory performance rating from the U.S. Department of Housing and Urban Development (HUD) on the City's Annual Performance Report
- To fund and/or undertake human service, micro-business and family assistance activities that collectively assist at least 7,000 low and moderate income individuals and/or families annually
- To assist 12 neighborhoods in the development of neighborhood plans or implementation of neighborhood grants/projects which improve neighborhood livability and assist persons in need

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of grants administered to assist low-income families and neighborhoods	36	35	35	35
– Compliance monitoring and technical assistance reviews completed	79	50	50	50
– Neighborhoods/civic groups implementing community improvement projects	20	12	12	12
– Resident assistance/service coordination cases handled	262	80	80	80
– Entrepreneurs recruited and referred for micro-business training and assistance and/or capital financing	---	15	15	17
Efficiency Measures				
– Percent grant payment submissions processed within 2 weeks of receipt	100.00%	100.00%	100.00%	100.00%
– Percent of resident assistance cases initiated within 24-48 hours of receipt	100.00%	100.00%	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Effectiveness Measures				
– Satisfactory performance rating received from HUD on City's Annual Performance Report	100.00%	100.00%	100.00%	100.00%
– Number of low-and-moderate income persons assisted by federally supported human service programs	11,201	3,000	8,000	7,000
– Number of neighborhood and interagency planning activities completed	10	6	5	6
– Percent neighborhood improvement grants successfully implemented	93.00%	85.00%	85.00%	85.00%
– Percent resident service cases successfully assisted and/or resolved	71.00%	75.00%	75.00%	75.00%
– Percent of referred micro-entrepreneurs completing training, business plans and/or loan applications	---	50.00%	50.00%	50.00%

EXPENDITURES BY TYPE

Expenditure Area		2010 Actual		2011 Projected		2012 Budget	% Change 2011-2012
Personal Services	\$	649,045	\$	614,348	\$	592,486	-3.6
Outside Services		18,385		8,590		10,822	26.0
Commodities		5,088		3,000		5,800	93.3
Interfund Services		264,675		244,138		251,781	3.1
Other Expenses		1,886		0		0	0.0
TOTAL	\$	939,079	\$	870,076	\$	860,889	-1.1



ADVANCEMENT CENTER AT MOSES JACKSON

PRIMARY SERVICES

The Advancement Center at Moses Jackson provides training programs and support services which assist residents of low and moderate income neighborhoods in gaining the skills needed to advance both personally and economically. Services are delivered through onsite trainers and community partners and include business, financial and career development, group and one-on-one academic tutoring, computer training, life skills development, job readiness training, and health and wellness.

GOALS AND OBJECTIVES

Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

Objectives:

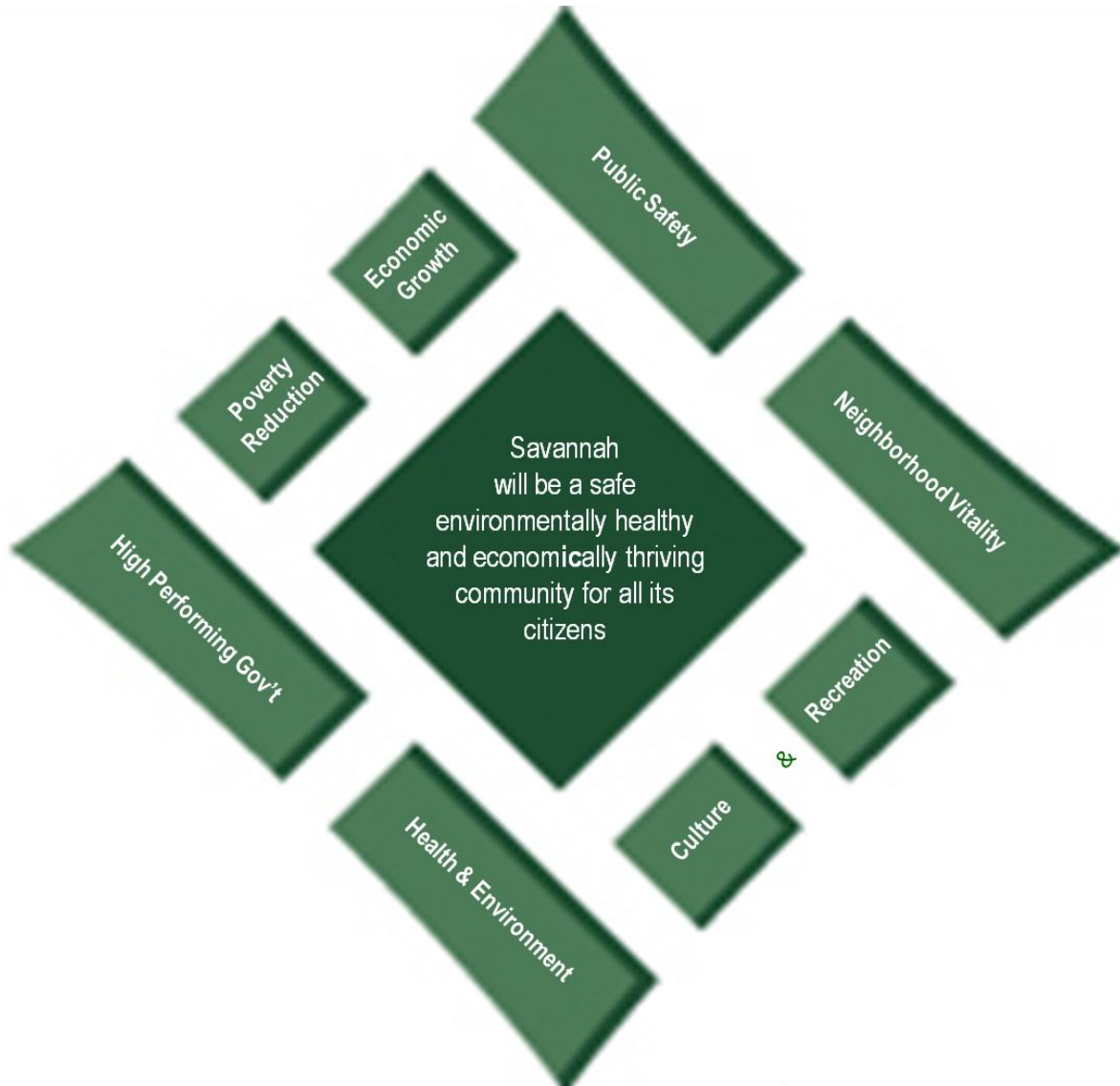
- To engage 70 youths and adults in academic, business, financial, career and/or personal development training and support activities which further their knowledge and skills
- To engage at least 15 community agencies and civic organizations annually in the delivery of training and services to low and moderate income persons through the Advancement Center

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Total number of persons served	122	200	200	200
– Number of youths and adults participating in Advancement Program	40	70	65	70
– Number of community partners (agencies/groups) delivering services	7	15	15	15
Efficiency Measures				
– Annual cost of instruction per participant served	---	---	\$75.00	\$75.00
Effectiveness Measures				
– Percent of participants rating quality of programs/services as satisfactory or beneficial	---	85.00%	85.00%	85.00%
– Percent of youths and adults demonstrating advancement along plan indicators	---	75.00%	75.00%	75.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	144,111	\$	221,705	\$	231,594	4.5
Outside Services		22,648		37,500		31,370	-16.3
Commodities		36,621		11,300		15,800	39.8
Interfund Services		0		76		87	14.5
TOTAL	\$	203,380	\$	270,581	\$	278,851	3.1

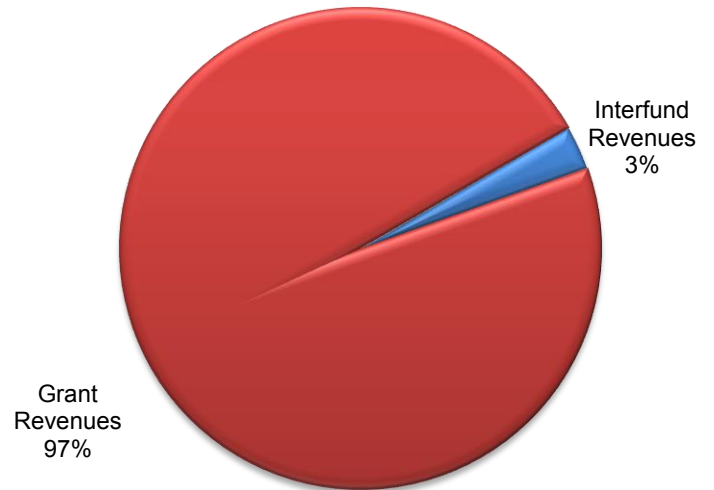


GRANT FUND



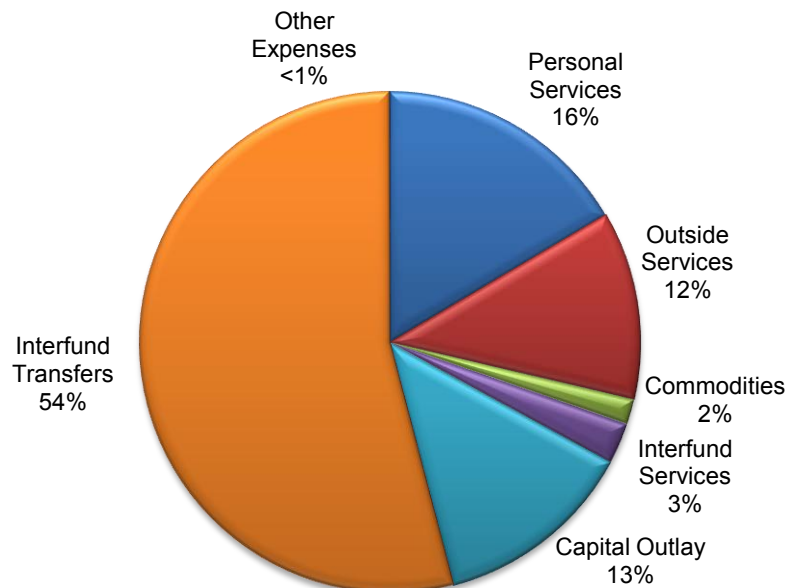
Where the Money Comes From

Interfund Revenues	\$ 139,302
Grant Revenues	4,660,370
Total	\$ 4,799,672



Where the Money Goes

Personal Services	\$ 793,476
Outside Services	581,315
Commodities	77,096
Interfund Services	127,816
Capital Outlay	624,291
Interfund Transfers	2,594,202
Other Expenses	1,476
Total	\$ 4,799,672



REVENUES BY SOURCE

The 2012 budget includes \$4,799,672 for all active grants awarded to the City of Savannah. 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. 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>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
General Fund				
Contribution	\$ 199,738	\$ 181,033	\$ 142,136	-21.5
<u>Grant Revenues</u>				
Private Donations	\$ 58,355	\$ 165,100	\$ 33,337	-79.8
Matching				
Contributions	43	27,515	0	-100.0
Workforce				
Investment Act	6,251,487	3,505,499	3,494,523	-0.3
Youthbuild-HUD	115,419	367,359		
Youthbuild-DOL	239,452	0	0	0.0
Summer Lunch	485,729	470,543	0	-100.0
Federal Grants	388,018	741,534	624,291	-15.8
State Cultural Affair				
Grants	6,950	60	0	-100.0
Homeland Security	268,313	5,065,403	102,102	-98.0
Caring Communities				
Grant	269,647	243,750	213,500	-12.4
SFD Consortium				
Fees	30,000	0	0	0.0
Dept of Justice	1,010,900	1,024,822	134,583	-86.9
Grant Matching				
Funds	49,165	0	0	0.0
Projects Misc. 1	112,938	0	0	0.0
Projects Misc. 2	73,725	0	0	0.0
From WIA Fund	0	42,660	55,200	29.4
Subtotal	\$ 9,360,141	\$ 11,654,245	\$ 4,660,370	-60.0
TOTAL	\$ 9,559,879	\$ 11,835,278	\$ 4,799,672	-59.4

EXPENDITURES BY TYPE

Grant Fund expenditures will enhance City operations. Grant expenditures are projected to be \$4,799,672 in 2012, which is \$7,035,606 or 59.4% below 2011 projected expenditures. The large decline is due to several large grants being completed in 2011.

<u>Expenditure Area</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$ 1,031,071	\$ 1,039,599	\$ 793,476	-23.7
Outside Services	1,766,082	1,535,543	581,315	-62.1
Commodities	181,141	800,088	77,096	-90.4
Interfund Services	88,418	89,657	127,816	42.6
Capital Outlay	524,109	1,496,779	624,291	-58.3
Interfund Transfers	1,245,975	6,873,612	2,594,202	-62.3
Other Expenses	5,754,886	0	1,476	100.0
TOTAL	\$ 10,591,682	\$ 11,835,278	\$ 4,799,672	-59.4

EXPENDITURES BY PROGRAM

<u>Program</u>	2010	2011	2012	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>2011-2012</u>
<u>Federal</u>				
Coastal Workforce Services	\$ 6,251,509	\$ 3,508,277	\$ 3,494,523	-0.4
Youth Build-DOL	354,880	367,359	0	-100.0
Youth Build-General Fund	199,733	178,255	142,136	-20.3
Summer Lunch	485,730	470,543	0	-100.0
Homeland Security - Police	77,688	54,003	0	-100.0
Justice Assistance- Police	710,988	431,434	134,583	0.0
Homeland Security - Fire	53,789	8,990	20,000	122.5
Other - Fire	141,863	1,248,000	0	-100.0
Youth Futures Grant	269,646	243,750	213,500	-12.4
Port Security	1,000,000	725,000	0	-100.0
Energy Efficiency	138,167	191,825	0	-100.0
Vernon River Improvement	249,851	0	0	0.0
GA Tech Project	299,915	593,388	706,393	19.0
Safe Kids	1,030	0	0	0.0
Bonaventure Kiosk Project	43	27,515	0	-100.0
Other Federal	<u>122,890</u>	<u>3,529,410</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 10,357,722	\$ 11,577,749	\$ 4,711,135	-59.3

State

<u>Wireless</u>				
Communities	\$ 112,938	\$ 0	\$ 0	0.0
Cities of Services	58,354	100,000	33,337	-66.7

<u>Program</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Coastal Incentive	0	49,709	0	-100.0
Other State	<u>62,668</u>	<u>107,820</u>	<u>55,200</u>	<u>-48.8</u>
Subtotal	\$ 233,960	\$ 257,529	\$ 88,537	-65.6
 TOTAL	 \$ 10,591,682	 \$ 11,835,278	 \$ 4,799,672	 -59.4



COASTAL WORKFORCE SERVICES

PRIMARY SERVICES

To provide grants management services for the Federal Workforce Investment Act funds allocated to the nine county Coastal areas and to provide administrative support to the 42 member Coastal Workforce Investment Board comprised of appointed members from the counties served.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To have no questioned costs as defined by the City's single audit
- To meet necessary and appropriate levels of grant expenditures in a timely manner
- To increase the number of training opportunities for Board members

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of onsite reviews and monitoring sessions	---	---	5	8
– Number of training opportunities made available to CWIB members	---	---	2	4
Efficiency Measures				
– Number of days between site visit and issuance of final report to contractor	---	---	60	45
– Number of days to process contractor invoices	---	---	25	20
– Number of days to complete monitoring process	---	---	120	90
Effectiveness Measures				
– Percent of financial reports submitted to state by deadline	---	---	100.00%	100.00%
– Percent of board members attending training who indicate the training was helpful	---	---	40.00%	50.00%
– Percent of grant funds expended within first year of availability	---	---	68.00%	70.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010		2011		2012	% Change
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	<u>2011-2012</u>
Personal Services	\$	913,546	\$	523,152	\$	537,155	2.7
Outside Services		300,681		232,000		164,452	-29.1
Commodities		(248,726)		71,500		72,250	1.0
Interfund Services		85,758		87,423		126,464	44.7
Interfund Transfers		0		2,594,202		2,594,202	0.0
Other Expenses		1,476		0		0	0.0
Carry Forward / Program Costs		5,754,864		0		0	0.0
TOTAL	\$	6,807,599	\$	3,508,277	\$	3,494,523	-0.4



YOUTHBUILD



PRIMARY SERVICES

YouthBuild Savannah is a grant-funded full-time youth and community development program which provides GED Instruction, construction training, leadership training, community involvement and counseling services. Counseling services are provided to 16-24 year old participants who are unemployed and out of school.

GOALS AND OBJECTIVES

Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

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

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Participants served	22	26	26	26
– GED/HS diploma attainment	15	13	13	13
– Post secondary enrollment/ job attainment	15	13	13	13
Efficiency Measures				
– Less than half of the YouthBuild trainees exit before completion	40.00%	50.00%	50.00%	<50.00%
– Percent YouthBuild trainees who will receive their credentials; GED/High School Diploma and/or Technical College credit	93.00%	75.00%	75.00%	75.00%
– Percent graduates who will obtain employment in the building trades industry	62.00%	60.00%	60.00%	60.00%
Effectiveness Measures				
– Percent YouthBuild trainees who will complete the program	62.00%	60.00%	60.00%	60.00%
– Percent YouthBuild graduates who will enroll in college or post secondary training	42.00%	40.00%	50.00%	40.00%
– Percent employed YouthBuild graduated who will remain employed for 6 months or longer	62.00%	50.00%	50.00%	50.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	199,428	\$	177,855	\$	137,274	-22.8
Outside Services		0		0		1,634	100.0
Commodities		0		400		400	0.0
Interfund Services		0		0		1,352	100.0
Capital Outlay		0		0		1,476	100.0
TOTAL	\$	199,428	\$	178,255	\$	142,136	-20.3

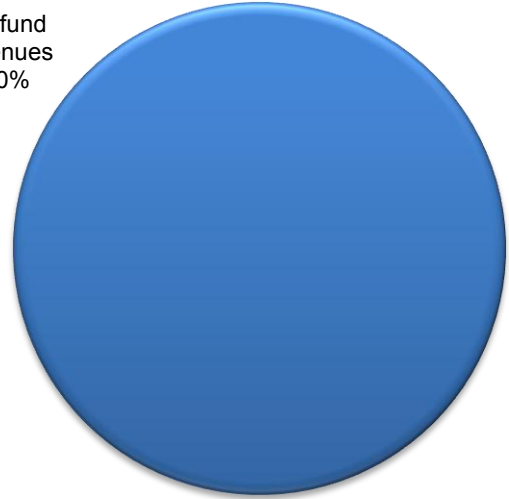
INTERNAL SERVICES FUND



Where the Money Comes From

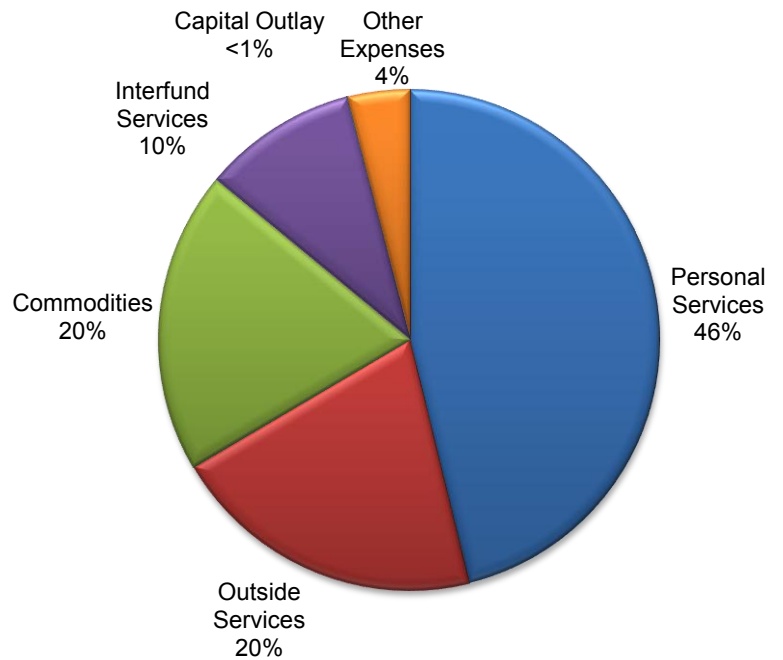
Interfund Revenues	\$10,634,047
Total	\$10,634,047

Interfund
Revenues
100%



Where the Money Goes

Personal Services	\$ 4,908,262
Outside Services	2,165,502
Commodities	2,072,815
Interfund Services	1,063,632
Capital Outlay	6,500
Other Expenses	417,336
Total	\$10,634,047



REVENUES BY SOURCE

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.

The Internal Services Fund is a proprietary fund which includes the Information Technology and Vehicle Maintenance Departments. These Departments are administered by the Management Services and Bureau of Information Technology. 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>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
General Fund	\$ 6,658,133	\$ 6,465,582	\$ 6,846,012	5.9
Hazardous Material Team Fund	22,884	20,691	35,964	73.8
Grant Fund	21,119	22,068	27,559	24.9
Community Development Fund	77,345	78,242	79,051	1.0
Public Safety Communications Fund	160,662	174,410	223,010	27.9
Sanitation Fund	1,509,429	1,698,858	1,781,776	4.9
Water and Sewer Funds	999,306	1,063,553	1,092,184	2.7
I & D Water Fund	66,433	79,921	81,437	1.9
Civic Center Fund	37,255	39,335	35,052	-10.9
Mobility and Parking Services Fund	159,542	155,203	157,811	1.7
Internal Services Fund	219,812	254,117	271,282	6.8
Land Bank Authority	3,966	3,641	2,909	-20.1
Subtotal	\$ 9,935,886	\$ 10,055,621	\$ 10,634,047	5.8
<u>Other Revenues</u>				
Discounts	\$ 1,758	\$ 0	\$ 0	0.0
Other	55,399	0	0	0.0
Miscellaneous	3,367	0	0	0.0
Subtotal	\$ 60,525	\$ 0	\$ 0	0.0
TOTAL	\$ 9,996,410	\$ 10,055,621	\$ 10,634,047	5.8

EXPENDITURES BY TYPE

Expenditures for the Internal Services Fund increase \$578,426 or 5.8% above 2011 projected expenditures. The primary changes occur within Personal Services, Outside Services, and Commodities. The Information Technology Bureau will add a Chief Information Technology Officer to lead efforts to maintain new financial and other software systems. Additionally, the Bureau has made it a priority to proactively address and support major technology issues moving forward to avoid future problems. These include: additional network storage, the hosted email archiving solution, a Dell contract renewal, the Microsoft Desktop Optimization Package, and other annual maintenance charges.

Vehicle Maintenance is faced with its own set of challenges, such as rising vehicle part costs and the need to continue filling mechanic positions.

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$ 4,847,661	\$ 4,461,564	\$ 4,894,251	9.7
Outside Services	1,689,593	2,114,774	2,208,388	4.4
Commodities	1,764,576	1,974,517	2,043,940	3.5
Interfund Services	986,790	1,083,100	1,063,632	-1.8
Capital Outlay	0	6,500	6,500	0.0
Interfund Transfers	26,200	0	0	0.0
Other Expenses	517,719	415,166	417,336	0.5
TOTAL	\$ 9,832,538	\$ 10,055,621	\$ 10,634,047	5.8

EXPENDITURES BY DEPARTMENT

<u>Department</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Vehicle Maintenance	\$ 4,867,916	\$ 5,023,329	\$ 5,276,697	5.0
Information Technology	4,964,622	5,032,292	5,357,350	6.5
TOTAL	\$ 9,832,538	\$ 10,055,621	\$ 10,634,047	5.8



VEHICLE MAINTENANCE

PRIMARY SERVICES

Vehicle Maintenance is a full service facility that provides reliable and cost effective services to user departments that include preventive maintenance (PM), major and minor repair services, tire repair/replacement, service calls, welding/fabrication, fueling, warranty recalls, new vehicle preparation, and vehicle disposal preparation. In addition, the department is responsible for the acquisition of new vehicles/equipment, preparing specifications, and ensuring compliance with local, state, and federally mandated regulations.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To provide City departments with safe, reliable, and well-maintained vehicles/equipment that will facilitate the delivery of services to citizens
- To maximize the amount of time vehicles and equipment are available to customers
- To perform all maintenance services in accordance with manufacturer's specification requirements
- To increase awareness of the need to support the Preventive Maintenance Service Programs

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of PM's performed	3,989	4,273	3,400	3,700
– Number of repair work orders	---	---	7,500	8,900
– Number of scheduled services	7,026	7,300	6,200	7,000
Efficiency Measures				
– Percent of PM's completed in 24 hours or less	---	---	70.59%	72.97%
Effectiveness Measures				
– Percent of Scheduled vs. Non-scheduled work orders	55.00%	57.00%	55.00%	57.00%
– PM Compliance	---	---	---	90.00%
– Percent of vehicle availability	96.50%	96.00%	96.00%	96.00%
– Percent of PM's performed	---	100.00%	90.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Percent reduction in breakdown work orders	---	10.00%	5.00%	10.00%

EXPENDITURES BY TYPE

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Personal Services	\$	2,382,288	\$	2,249,081	\$	2,498,540	11.1
Outside Services		683,402		757,482		762,871	0.7
Commodities		1,239,254		1,370,017		1,418,143	3.5
Interfund Services		501,551		594,044		554,093	-6.7
Capital Outlay		0		6,500		6,500	0.0
Interfund Transfers		26,200		0		0	0.0
Other Expenses		35,221		46,205		36,550	-20.9
TOTAL	\$	4,867,916	\$	5,023,329	\$	5,276,697	5.0

INFORMATION TECHNOLOGY

Mission

The Bureau of Information Technology plans, creates, implements and maintains technology that facilitates services across City Government. The Bureau conducts business analyses with all departments to develop solutions that improve productivity and efficiency of City employees while offering better service to our citizens.



INFORMATION TECHNOLOGY

trends and issues

In 2011, Information Technology moved from a department within the Management Services Bureau to become its own separate Bureau of Information Technology, with the newly created Chief Information Technology Officer reporting directly to the City Manager. The move was made out of recognition of the growing importance and complexity of technology in the modern workplace.

The Bureau of Information Technology consists of five sections: Application Services, Network Services, Mobile Services, Desktop Services and Phones Services. The Bureau provides on-going support for applications, hardware, installations, connectivity, communications, maintenance and user-training.

In 2012, IT will continue its implementation of an Enterprise Resource Planning system to completely replace major administrative software running our financial, purchasing, and human resources systems. Work will continue to complete implementations of Revenue systems for Utility Billing and Business License;

these implementations will include the opportunity for on-line inquiry and bill payment. Work will also continue to implement a replacement system for permitting and inspections which will also include on-line components for scheduling inspections and permit payment. A later phase of this implementation may also include improvements to the citizen call center. IT anticipates working closely with the court system to implement a comprehensive, cohesive system that will facilitate the flow of case information through the court hierarchy.

The Bureau will also develop a strategic technology plan for the City organization to better anticipate and implement technology needs for our employees and citizens, who increasingly expect to be able to complete their business via the Internet. The Bureau anticipates the establishment of an internal Technology Governance process to direct the implementation of the strategic technology plan to ensure that projects are prioritized so they can be implemented successfully.



I enjoy the working relationships and camaraderie that have developed from working with employees in departments across the City organization.

Jason Brannen, Network Technician
4 years of service

INFORMATION TECHNOLOGY

expenditures by type

	2010	2011	2012	% Change
Department	Actual	Projected	Budget	2011-2012
Personal Services	\$ 2,465,373	\$ 2,217,386	\$ 2,409,722	8.7
Outside Services	1,006,190	1,357,292	1,445,517	6.5
Commodities	525,322	604,500	625,797	3.5
Interfund Services	485,239	489,056	509,539	4.2
Other Expenses	482,498	368,961	380,786	3.2
TOTAL	\$ 4,964,622	\$ 5,037,195	\$ 5,371,361	6.6



INFORMATION TECHNOLOGY

PRIMARY SERVICES

Information Technology consists of five sections: Application Services, Network Services, Mobile Services, Desktop Services and Phone Services. IT provides technology services to City employees and assists departments in achieving their stated business goals. This includes conducting business analysis to provide solutions that improve productivity and efficiency. On-going support for applications, hardware, installations, maintenance and user-training are also provided. Additionally, IT manages vendor contracts and provides a means for ordering software and equipment.

GOALS AND OBJECTIVES

Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To record, report and analyze all systems, services, installations, problems, utilization and availability
- To make improvements to existing services and provide new services which provide productivity improvements, better service delivery or support mandates
- To make improvements which increase functionality of services or reduce costs
- To achieve average customer satisfaction ratings of 90.00%
- To complete 100.00% of critical repairs in 24 hours

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Network devices supported/number of Network Staff	800/1	800/1	713/1	713/2
– Physical servers supported/number of Network Staff	56/2	56/2	55/2	55/2
– Virtual servers supported/number of Network Staff	46/2	46/2	105/2	105/2
– Usable storage supported (terabytes)	87.40	87.74	108.47	108.47
– Mobile Equipment devices supported/number of Mobile Staff	591/4	591/4	591/4	591/4
– Portable Equipment devices supported/number of Mobile Staff	1,544/4	1,544/4	1,544/4	1,544/4

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Fixed Equipment devices supported/number of Mobile Staff	341/4	341/4	341/4	341/4
– MDT Equipment devices supported/number of MDT Staff	478/3	478/3	478/3	478/3
– Applications supported	224	224	230	235
– Buildings supported	135	135	131	131
– Client devices supported/number of Network Staff	2,200/4	2,200/4	2,350/4	2,350/5
– Logins supported	2,300	2,300	2,325	2,325
– Moves, adds, changes	800	800	800	800
– ShortTel phones installed	1,236	1,236	1,276	1,276
– Cell/Blackberrys supported	462/193	462/222	482/215	482/215
– iPhones	0	6	26	26
Efficiency Measures				
– Percent availability of critical services	99.50%	99.50%	99.86%	99.86%
– Percent of critical Mobile & Application repairs completed within 24 hours	100.00%	100.00%	100.00%	100.00%
– No perceptible down time or systemic loss of radio transmission indicating 99.999% system availability	Yes	Yes	Yes	Yes
– Percent of all work and changes that are documented	60.00%	60.00%	65.00%	75.00%
– Percent of desktop repair calls completed within 24 hours	80.00%	80.00%	80.00%	80.00%
– Percent of calls completed by the Help Desk	---	---	60.00%	60.00%
– Percent availability to receive/send premise phone calls	100.00%	100.00%	99.92%	99.92%
– Cost per minute for premise phone calls	\$.05	\$.05	\$.03	\$.03
Effectiveness Measures				
– Customer Survey - Overall Services Satisfaction	---	90.00%	90.00%	90.00%
– Customer Survey - Quality and Timeliness	---	90.00%	90.00%	90.00%
– Customer Survey - Service Improvements	4	5	5	5

CAPITAL IMPROVEMENT PROGRAM FUND



CAPITAL BUDGET OVERVIEW

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, and contractual payments. Development of the five-year capital plan is coordinated with development of the annual 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 current capital projects' progress and accomplishments is completed to gain insight that is used in future planning.

STRATEGIES

Budget strategies for development of the 2012 – 2016 Capital Improvement Program included:

- Focusing limited resources on Council priorities
- Maintaining infrastructure and capital assets to protect the public and avoid future financial liabilities
- Holding the SPLOST V capital plan allocations to the new lower projection as agreed to in 2010
- Maintaining capital improvements funded by other sources
- Preparing to meet stricter environmental regulations that are on the horizon for Water/Sewer and Sanitation infrastructure

Future capital planning actions will include:

- Continuing to review SPLOST funding and recommending plan changes as needed
- 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

PROCESS

The capital budget process began in April with the distribution of the capital budget preparation manual to departments. The manual provided instructions to departments on how and when project requests should be submitted. Requests were submitted by departments in May. From mid-May to June, requests were reviewed by the Research and Budget Department and the CIP Review Committee. Formal presentations were made to the CIP Review Committee by applicable bureaus on their requests during 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

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 2011. After their input, a recommendation was submitted to the City Manager in August 2011. A workshop on the capital plan recommendations was conducted with the Mayor and Council in September 2011. The 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

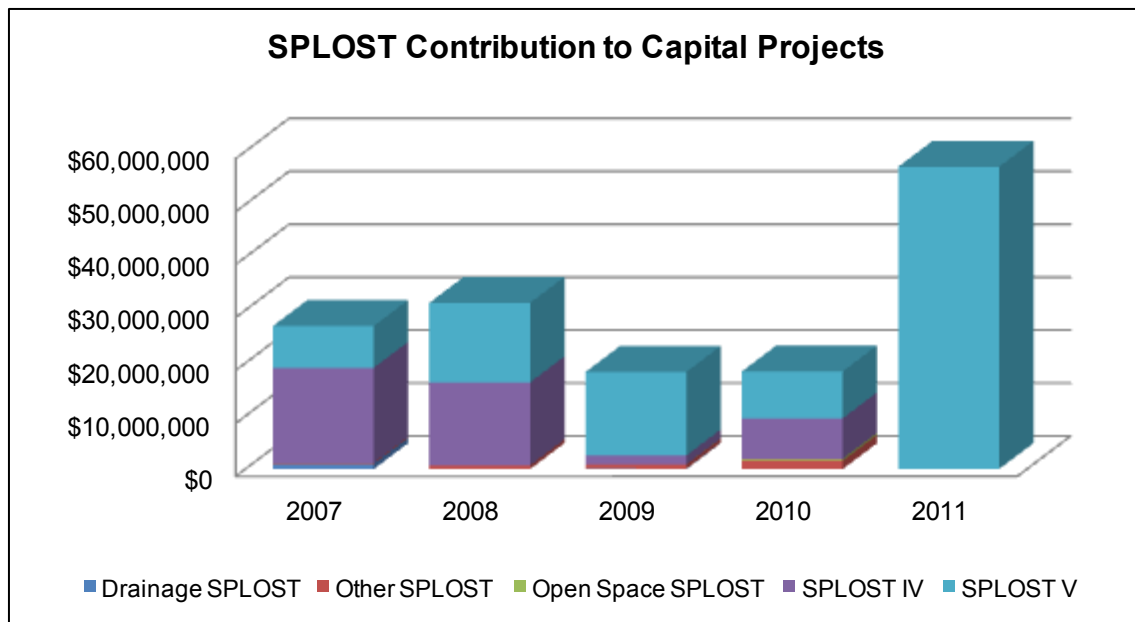
<u>ACTIVITY</u>	<u>DATE</u>
Capital Budget Kick-Off materials provided to Bureau contacts	April 4, 2011
Capital Plan Review Committee work sessions	April 18 and 25, 2011
Capital Plan discussions with Department/Bureau representatives	April – July 2011
Capital Plan Review Committee work sessions by Bureau	May – July 2011
2012-2016 Proposed Capital Plan presented to Bureau Chiefs	August 1, 2011
2012-2016 Proposed Capital Plan recommendations made to City Manager	August 8, 2011
Efficiency Teams submit recommendations for cost savings	August 30, 2011
Council Retreat to discuss 2012-2016 Capital Improvement Plan	September 1, 2011
Budget Meetings with City Manager	September-October 2011
2012 Preliminary Budget available	November 7, 2011
Council Budget Retreat and Public Hearing	November 14-16, 2011
Budget adopted	December 15, 2011

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.

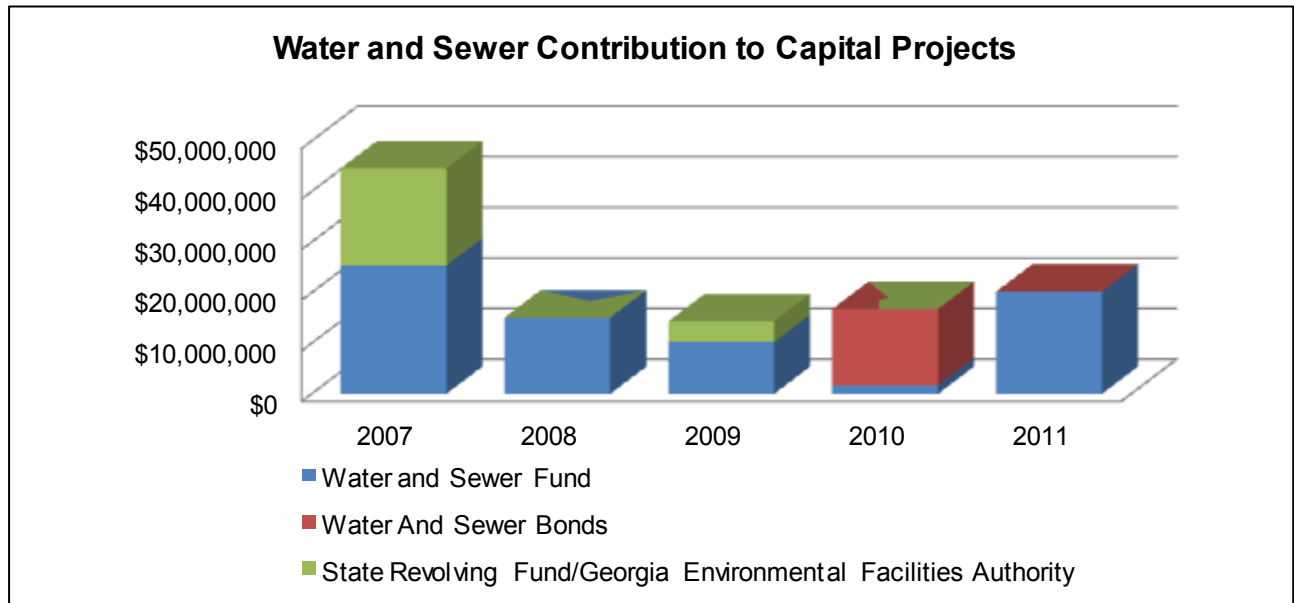
SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST)

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 received about \$23 million of 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. In 2010, the projection was reduced to \$122 million, which required adjustments such as project increases and decreases based on new information and Council Priorities. These adjustments remained in place for the development of the 2012-2016 Capital Plan.



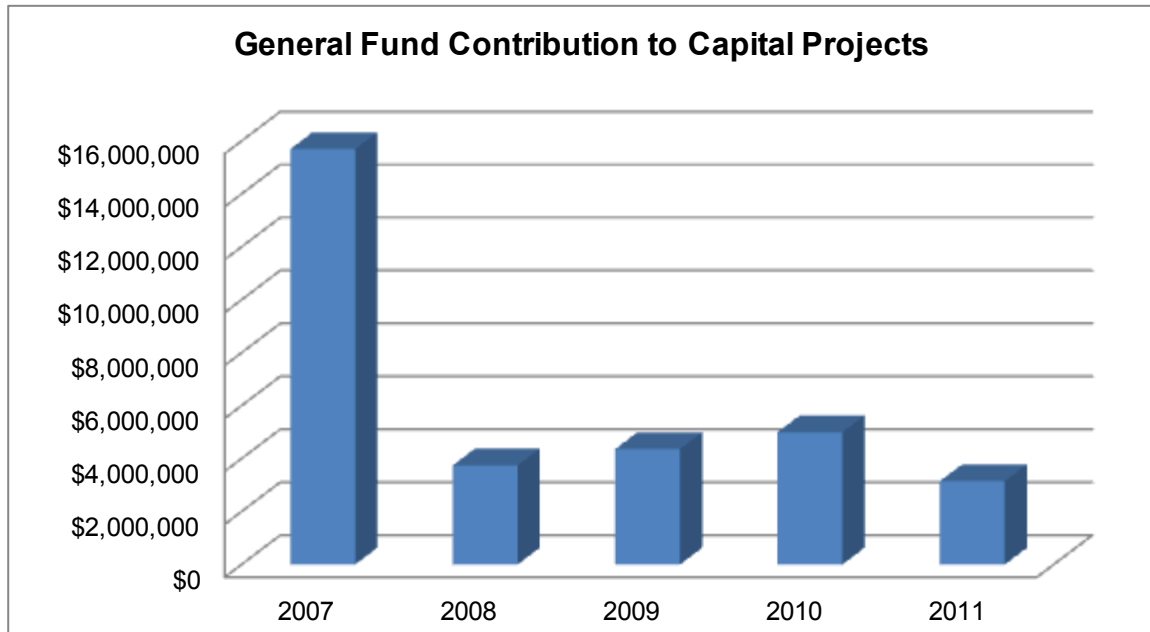
WATER AND SEWER FUND

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.

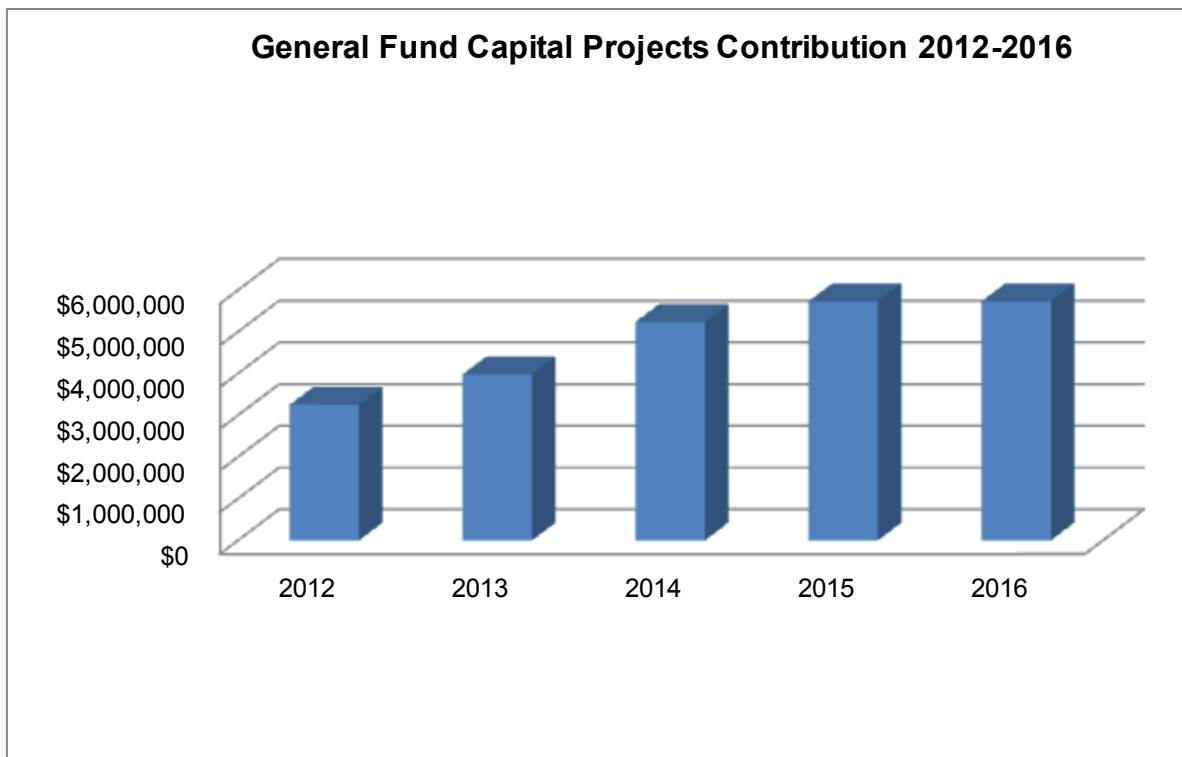


GENERAL FUND

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 2007 – 2011. For 2008 through 2011 the General Fund CIP contribution has been lower than needed due to uncertain economic conditions. For the period 2012-2016 this funding begins to increase each year, reaching the ideal amount of between \$5 and \$6 million in 2014.



As shown in the graph below, General Fund contributions are projected to increase beginning in 2012. This will restore funding to maintenance and development projects.



2012 – 2016 CAPITAL PLAN OVERVIEW

REVENUES

The five year Capital Improvement Program revenue sources are projected to total \$174,545,800. 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 \$17,050,000 or 10% of the revenue stream during the plan period
- SPLOST will be used primarily to fund Public Building Improvements, Civic Center, and Community Development Improvements
- General Fund will contribute \$23,955,800 or 14% during the plan period

Revenue	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$3,254,800	\$3,985,000	\$5,243,000	\$5,738,000	\$5,735,000	\$23,955,800
40% of Cemetery Lot Sales	120,000	120,000	120,000	120,000	180,000	660,000
Civic Center Fund	300,000	412,000	500,000	502,000	350,000	2,064,000
General Fund (Preservation Fee)	600,000	600,000	650,000	600,000	600,000	3,050,000
Georgia DOT	51,000	0	0	0	0	51,000
Golf Course Fund	95,500	95,500	0	0	0	191,000
I & D Fund	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Parking Fund	400,000	400,000	400,000	400,000	0	1,600,000
Sanitation Fund	0	0	0	17,010,000	0	17,010,000
Sewer Fund	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
SPLOST V	17,050,000	0	0	0	0	17,050,000
State Aid	0	38,000	67,000	67,000	0	172,000
Water Fund	5,629,000	5,934,000	6,593,000	7,033,000	6,587,000	31,776,000
Total	\$38,295,300	\$25,202,500	\$28,475,000	\$48,178,000	\$34,395,000	\$174,545,800

EXPENDITURES

Capital Improvement Program expenditures for the five year period are projected to total \$174,545,800. **Water, Sewer, and I&D Water Improvements** account for \$107,992,000 or 62% of planned capital project spending. Many of these projects prepare the City for compliance with new federal and state regulations regarding groundwater use and BOD discharge, which will take effect in the coming years. Other projects address routine maintenance and infrastructure replacement.

Major **Public Building Improvements** include plans to construct a Cultural Arts Center, a Central Police precinct, new Police headquarters, new Police and Fire training facilities, new Fire stations, and an expanded and renovated Tompkins Recreation Center. This will account for \$23,563,000 or 14% of planned capital spending.

Park and Recreation Improvements account for \$3,111,000 or 2% of capital spending. These funds are to provide for planning and design of new facilities, and upkeep and improvements to existing ones.

Civic Center Improvements, which account for \$5,064,000 or 3% of total planned expenditures, are for planning and design of a new Civic Center and repairs and maintenance to the existing facility.

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 \$1,400,000 or less than 1% of planned capital spending.

Sanitation Improvements account for \$17,010,000 or 10% of capital expenditures. This funding is for the planning and development of a new cell at the Dean Forest Road Landfill site to provide needed capacity for future waste disposal.

Street Improvements account for \$6,222,500 or 4%, and include reconstruction of River Street ramps as well as resurfacing and repairs of other existing roads and sidewalks.



The **Other Projects** category accounts for \$3,732,000 or 2% and includes items such as purchase of apparatus for Fire Stations, expansion and repair of Information Technology data storage and network infrastructure, and upgrades to parking meter systems.

Project Name	2012	2013	2014	2015	2016	5 Year Total
Cemetery Improvements	\$ 150,800	\$ 184,000	\$ 120,000	\$ 177,000	\$ 180,000	\$ 811,800
Civic Center Improvements	3,300,000	412,000	500,000	502,000	350,000	5,064,000
Community Development	510,000	10,000	10,000	10,000	810,000	1,350,000
Drainage Improvements	200,000	250,000	350,000	300,000	300,000	1,400,000
I & D Water Improvements	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Park and Recreation Improvements	297,000	719,000	463,000	682,000	950,000	3,111,000
Public Building Improvements	15,829,500	2,139,500	2,369,000	2,000,000	1,225,000	23,563,000
Sanitation Improvements	0	0	0	17,010,000	0	17,010,000
Sewer Improvements	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
Squares and Monuments	205,000	310,000	370,000	372,500	230,000	1,487,500
Street Improvements	1,100,000	745,000	1,605,000	1,027,500	1,745,000	6,222,500
Traffic Improvements	574,000	501,000	813,000	556,000	358,000	2,802,000
Water Improvements	4,879,000	5,934,000	6,593,000	7,033,000	6,587,000	31,026,000
Other Improvements	455,000	380,000	380,000	1,800,000	717,000	3,732,000
Total	\$38,295,300	\$25,202,500	\$28,475,000	\$48,178,000	\$34,395,000	\$174,545,800

2012 CAPITAL PLAN

REVENUES

The five year Capital Improvement Program revenues total \$174,545,800. Of this amount, \$38,295,300 is included for projects in the first year of the plan. The funding sources are identified in the table below.

Revenue	2012	5 Year Total
General Fund	\$3,254,800	\$23,95,800
40% of Cemetery Lot Sales	\$120,000	\$660,000
Civic Center Fund	\$300,000	\$2,064,000
General Fund (Preservation Fee)	\$600,000	\$3,050,000
Georgia DOT	\$51,000	\$51,000
Golf Course Fund	\$95,500	\$191,000
I & D Fund	\$1,000,000	\$5,296,000
Parking Fund	\$400,000	\$1,600,000
Sanitation	\$0	\$17,010,000
Sewer Fund	\$9,795,000	\$71,670,000
SPLOST V	\$17,050,000	\$17,050,000
State Aid	\$0	\$172,000
Water Fund	\$5,629,000	\$31,776,000
Total	\$38,295,300	\$174,545,800

Key SPLOST-funded projects included in the 2012 Budget are:

- New Arena Planning and Design
- Police Administration Building, housing state of the art evidence facility and TRAP unit
- Downtown Police Precinct to replace leased facilities for police
- Cultural Arts Center
- Revitalization of Montgomery/MLK corridors

EXPENDITURES

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

Expenditure Category	2012	5 Year Total
Cemetery Improvements	\$ 150,800	\$ 811,800
Civic Center Improvements	3,300,000	5,064,000
Community Development	510,000	1,350,000
Drainage Improvements	200,000	1,400,000
I & D Water Improvements	1,000,000	5,296,000
Park and Recreation Improvements	297,000	3,111,000
Public Building Improvements	15,829,500	23,563,000
Sanitation Improvements	0	17,010,000
Sewer Improvements	9,795,000	71,670,000
Squares and Monuments	205,000	1,487,500
Street Improvements	1,100,000	6,222,500
Traffic Improvements	574,000	2,802,000
Water Improvements	4,879,000	31,026,000
Other Improvements	455,000	3,732,000
Total	\$38,295,300	\$174,545,800

2012 CAPITAL IMPROVEMENT PROJECT SUMMARIES

Projects funded in 2012 are listed below by Category with a brief description. An "R" or "N" is shown by each project to indicate, respectively, whether the cost is recurring or non-recurring. A recurring project is included in almost every budget and/or will have no significant impact on the operating budget. Each description includes the 2012 cost, five-year cost, funding source, operating budget impact amount and impact where applicable, and service impact.

CEMETERY IMPROVEMENTS

\$150,800

Laurel Grove Perimeter Fence

N

Install masonry/iron fencing and replace galvanized chain-link fencing with black vinyl chain link fencing.

2012 Cost: \$30,800

Total 5 Year Cost: \$151,800

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: Improve appearance while providing higher level of security and access control.

Bonaventure Cemetery Columbarium

N

Design and construct a columbarium and other facilities at Bonaventure Cemetery.

2012 Cost: \$120,000

Total 5 Year Cost: \$420,000

Funding Source: Cemetery Lot Sales

Operating Budget Impact Amount: \$0

Service Impact: The improved Bonaventure Landing will become a point of interest to many local citizens and visitors to Savannah.

CIVIC CENTER IMPROVEMENTS

\$3,300,000

New Arena Planning and Design

N

Develop a plan to design and build a new arena to replace existing outdated arena.

2012 Cost: \$3,000,000

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

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

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

Civic Center Elevator Renovation

N

Renovate and upgrade both original elevators.

2012 Cost: \$75,000

Total 5 Year Cost: \$75,000

Funding Source: Civic Center Fund

Operating Budget Impact Amount: \$0

Service Impact: Allow elevators to remain compliant with State regulation, and to be more attractive to visitors.

Civic Center Electrical Switch Gear Replacement**N**

Replace the outdated electrical switch gear at the Civic Center.

2012 Cost: \$225,000

Total 5 Year Cost: \$225,000

Funding Source: Civic Center Fund

Operating Budget Impact Amount: \$0

Service Impact: Will allow for safer switching to emergency generators at the Civic Center, which is necessary due to the location of IT's data center and the Emergency Central Command Center there.

COMMUNITY DEVELOPMENT IMPROVEMENTS**\$510,000****MLK/Montgomery Corridor Revitalization****N**

Make streetscape and building improvements along the corridor.

2012 Cost: \$500,000

Total 5 Year Cost: \$500,000

Funding Source: SPLOST V

Operating Budget Impact Amount: \$0

Service Impact: Revitalization of a significant portion of the area around downtown Savannah.

Neighborhood Matching Funds**R**

Provide matching funds for neighborhood projects such as tree planting, park renovations, and streetscape improvements.

2012 Cost: \$10,000

Total 5 Year Cost: \$50,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: Improve neighborhood appearances and encourage citizens to take pride in their areas.

DRAINAGE IMPROVEMENTS**\$200,000****Storm Sewer Rehabilitation****R**

Rehabilitate structural defects in storm water lines.

2012 Cost: \$200,000

Total 5 Year Cost: \$1,200,000

Funding Source: General Fund

Operating Budget Impact Amount: \$0

Service Impact: Provide more efficient drainage operating capacity.



I&D WATER IMPROVEMENTS**\$1,000,000****Dewatering Improvements****R**

Addition of second centrifuge and associated equipment to dewatering facility.

2012 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.

Sludge Drying and Hauling**R**

Minimize the sludge in the overflow pond which will help the department meet the NPDES discharge permit.

2012 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: Remove sludge from the pond and place in the drying bed.

**I & D Replacement of SCADA Remote Terminal Units (RTUs)****R**

Replace, in phases, aged RTUs that are no longer supported by manufacturer.

2012 Cost: \$25,000

Total 5 Year Cost: \$50,000

Funding Source: I & D Water Fund, Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Allow for replacement of 12 RTUs in a scheduled and controlled manner.

Cathodic Protection Rehabilitation**R**

Replace expended anode beds and fix any pipe continuity bonds.

2012 Cost: \$150,000

Total 5 Year Cost: \$250,000

Funding Source: I & D Water Fund, Water Fund

Operating Budget Impact Amount: \$0

Service Impact: 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.

2012 Cost: \$125,000

Total 5 Year Cost: \$500,000

Funding Source: I & D Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Modifications will provide increased flexibility and allow the extension of power to incorporate additional electrical loads.

I & D Water Laboratory		N
Design and build a new laboratory to replace the existing one.		
2012 Cost:	\$100,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	I & D Water Fund	
Operating Budget Impact Amount:	\$9,500	
Operating Budget Impact:	The cost includes electricity and maintenance expenditures.	
Service Impact:	Provide more efficient and effective laboratory space.	

PARK AND RECREATION IMPROVEMENTS	\$297,000
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Playground Equipment Reserve		R
Provide replacement funding for playground equipment.		
2012 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Allow for replacement of playground equipment in a scheduled manner.	

Joseph Tribble Park Phase II		R
Design added amenities and parking to recreational development of Windsor Lake		
2012 Cost:	\$92,000	
Total 5 Year Cost:	\$92,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Provide recreational opportunities for area residents.	

Godley Improvements and Park Development		R
Develop a community and linear park in the Godley area.		
2012 Cost:	\$70,000	
Total 5 Year Cost:	\$640,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Provide open space and recreational area in this newly annexed and constructed area.	



Tennis Courts Resurfacing		R
Resurface tennis courts at three parks.		
2012 Cost:	\$85,000	
Total 5 Year Cost:	\$159,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Bring tennis courts up to acceptable playing conditions.	

PUBLIC BUILDING IMPROVEMENTS**\$15,829,500****Police Precinct-Downtown****N**

Construct facilities for the police officers working in the precinct.

2012 Cost: \$5,500,000

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

Funding Source: SPLOST V

Operating Budget Impact Amount: TBD

Service Impact: Provide a purpose-built building better suited to the workings of the Police Department.

**Fire Station-Sweetwater****N**

Add a new fire station to newly annexed area.

2012 Cost: \$700,000

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

Funding Source: General Fund

Operating Budget Impact Amount: TBD

Service Impact: Fire protection for citizens of the City of Savannah.

Police Administration Building**N**

Updated building to house many police administrative functions.

2012 Cost: \$4,050,000

Total 5 Year Cost: \$4,050,000

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.

Visitor's Center Improvements**R**

Improve ADA accessibility to the facility and restroom, which is one component to support the implementation of the Visitor's Center Master Plan.

2012 Cost: \$320,000

Total 5 Year Cost: \$320,000

Funding Source: General Fund – Preservation Fee

Operating Budget Impact Amount: \$0

Service Impact: Increase spending and lengthen average stays per visitor.

Cultural Arts Center**N**

Construct a community-use theater.

2012 Cost: \$4,000,000

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

Funding Source: SPLOST V

Operating Budget Impact Amount: TBD

Operating Budget Impact: TBD

Service Impact: Provide equipment, work area and a performance venue for the community and act as an anchor for MLK revitalization.

BMB Exterior Lintel Replacement		R
Remove and replace steel lintels for the Broughton Municipal Building.		
2012 Cost:	\$9,000	
Total 5 Year Cost:	\$422,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Revitalize City building located in downtown business district.	

BMB Interior Renovation		R
Reconfigure interior walls, install new carpet and tile flooring, paint, and renovate some bathrooms.		
2012 Cost:	\$750,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	General Fund, Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Improve safety and structural integrity of busy municipal office building.	

Bureau of Public Events, Facilities, and Services Office Repairs		R
Provide for ADA parking as well as general exterior and plumbing renovations.		
2012 Cost:	\$80,000	
Total 5 Year Cost:	\$80,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Make the building safer, more accessible, and more hygienic.	

Parking Garages Repair and Restoration		R
Complete repair of all parking garages.		
2012 Cost:	\$325,000	
Total 5 Year Cost:	\$1,175,000	
Funding Source:	Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Maintain safety and life expectancy of the garages for use by daily and monthly customers.	

Bacon Park Golf Course Facilities Improvement		R
Renovate and expand the parking lot, and make irrigation and drainage improvements.		
2012 Cost:	\$95,500	
Total 5 Year Cost:	\$191,000	
Funding Source:	Golf Course Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Preventative maintenance and improvement of customers' experiences.	

SEWER IMPROVEMENTS	\$9,795,000
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Developer Over Sizing for Sewer Lines		R
Enlarge or upgrade the sewer system or lift stations to meet future system demands.		
2012 Cost:	\$112,000	
Total 5 Year Cost:	\$590,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Ensure future capacity in areas of potential growth.	

Sewer Large Tract Infrastructure Extension		R
Extend existing infrastructure to newly annexed areas.		
2012 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:	Support economic development of newly annexed areas that will increase the tax base and water revenue.	



Sewer Line Rehabilitation		R
Rehabilitate and/or replace deteriorated or damaged sewer lines.		
2012 Cost:	\$2,093,000	
Total 5 Year Cost:	\$10,817,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Reduction of sewer stoppages and cave-ins.	

Equalization System		N
Add a flow equalization system to the President Street Plant.		
2012 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:	Prevention of regulatory permit (NPDES) non-compliance issues that may be caused by peak flow flushing action.	

Reclaimed Water Phase I		N
Install new reclaimed water mains to serve specific areas with reclaimed water.		
2012 Cost:	\$750,000	
Total 5 Year Cost:	\$3,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Compliance with the new State water plan requirement for reclaimed water use.	

Lift Station Rehabilitation		R
Rehabilitate or replace pump stations currently obsolete and/or reaching capacity.		
2012 Cost:	\$800,000	
Total 5 Year Cost:	\$4,800,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Create more reliable pump stations with the capacity to serve future customers.	

Treatment Plant Capital Improvements**R**

Make various improvements to the wastewater treatment plants.

2012 Cost: \$500,000

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

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: Allow the City to continue to meet its discharge requirements under the NPDES permit.

Treatment Plant Capital Expansion**R**

Make treatment capacity increases as needed at the City's wastewater treatment plants.

2012 Cost: \$100,000

Total 5 Year Cost: \$700,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: Enhance public health and safety, provide for economic stimulus, and further ensure compliance with the law.

**Treatment Plant Capital Maintenance****R**

Replace equipment, correct design deficiencies, and achieve other goals to meet permit to discharge limits.

2012 Cost: \$350,000

Total 5 Year Cost: \$1,750,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: Allow the City to continue to meet its discharge requirements as required under the NPDES permit.

Lift Station SCADA Remote Terminal Replacements (RTUs)**R**

Replace existing Lift Station (Supervisory Control & Data Acquisition) unit RTUs controlling lift station operations.

2012 Cost: \$200,000

Total 5 Year Cost: \$400,000

Funding Source: Sewer Fund

Operating Budget Impact Amount: \$0

Service Impact: Replace old units and further automate the Lift Station operations.

Sewer Extensions**R**

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

2012 Cost: \$117,000

Total 5 Year Cost: \$610,000

Funding Source: Sewer Fund

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

Service Impact: Support economic development in new service areas.

Sewer Stormwater Separation		R
Direct storm water out of the sanitary sewer system.		
2012 Cost:	\$117,000	
Total 5 Year Cost:	\$615,000	
Funding Source:	Sewer Fund	
Operating Budget Impact	\$0	
Service Impact:	Remove stormwater that could create additional wastewater flows and stoppages.	
Lift Station/Small Plants Monitoring		R
Place remote terminal units at lift stations for the SCADA system.		
2012 Cost:	\$85,000	
Total 5 Year Cost:	\$451,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Serve as an additional safety mechanism to monitor lift stations to avoid system failures.	
Sewer SCADA Upgrade		R
Provide SCADA system hardware and software upgrades.		
2012 Cost:	\$26,000	
Total 5 Year Cost:	\$140,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Remote monitoring and control allows for prompt response to potential problems.	
Sewer Share of Paving		R
Replace damaged or deteriorated sewer lines prior to street paving projects.		
2012 Cost:	\$85,000	
Total 5 Year Cost:	\$447,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Replace deteriorated lines prior to paving to prevent damaging newly paved streets.	
Directional Bore for 23 Parallel Force Main		N
Install a new LS 23 force main to replace the existing old and deteriorated one.		
2012 Cost:	\$300,000	
Total 5 Year Cost:	\$1,800,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Prevention of sinkholes, sewage spills and contamination.	
President Street Total Maximum Daily Load (TMDL) Improvements		N
Improvements to the President Street Treatment Plant.		
2012 Cost:	\$1,500,000	
Total 5 Year Cost:	\$12,500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Ensure compliance with upcoming TMDL limits.	

Wilshire TMDL Improvements**N**

Improvements to Wilshire Treatment Plant.

2012 Cost:	\$1,000,000
Total 5 Year Cost:	\$10,000,000
Funding Source:	Sewer Fund
Operating Budget Impact Amount:	\$0
Service Impact:	Ensure compliance with upcoming TMDL limits.

SQUARE AND MONUMENT IMPROVEMENTS**\$205,000****Square Renovation****R**

Improve the lighting, paving, landscaping and furnishing in squares.

2012 Cost:	\$100,000
Total 5 Year Cost:	\$340,000
Funding Source:	General Fund – Preservation Fee
Operating Budget Impact Amount:	\$0
Service Impact:	Improved aesthetics of the historic squares.

**Park, Square, Median Improvements****R**

Improvements to parks, squares and medians throughout the City.

2012 Cost:	\$105,000
Total 5 Year Cost:	\$306,250
Funding Source:	General Fund – Preservation Fee
Operating Budget Impact Amount:	\$0
Service Impact:	Improved aesthetics of parks, squares and medians.

STREET IMPROVEMENTS**\$1,100,000****Bridge Maintenance****R**

Maintain and repair the City's bridges.

2012 Cost:	\$150,000
Total 5 Year Cost:	\$600,000
Funding Source:	General Fund
Operating Budget Impact Amount:	\$0
Service Impact:	Provide safe and well maintained bridges.

LARP Resurfacing**R**

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

2012 Cost:	\$100,000
Total 5 Year Cost:	\$500,000
Funding Source:	General Fund
Operating Budget Impact Amount:	\$0
Service Impact:	Provide safe riding surfaces for the public and longer life span of the road.



Resurfacing**R**

Resurface City streets.

2012 Cost: \$275,000**Total 5 Year Cost:** \$1,555,000**Funding Source:** General Fund**Operating Budget****Impact Amount:** \$0**Service Impact:** Perform repairs, prevent deterioration and eliminate costly future repairs.**Street Paving****R**

Pave the remaining .90 miles of unpaved streets.

2012 Cost: \$200,000**Total 5 Year Cost:** \$600,000**Funding Source:** General Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Provide paved streets, enhance adjacent properties, eliminate grading and dust, and improve the quality of life for residents.**Sidewalk Repairs****R**

Remove and replace hazardous sidewalk segments.

2012 Cost: \$100,000**Total 5 Year Cost:** \$500,000**Funding Source:** General Fund**Operating Budget Impact Amount:** \$0**Service Impact:** This project will result in fixing sidewalks for pedestrian safety.**Repair/Install Curbs****R**

Remove and replace broken curbing by tree roots or normal wear and tear.

2012 Cost: \$100,000**Total 5 Year Cost:** \$500,000**Funding Source:** General Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Repair defective infrastructure, improve drainage and eliminate public hazards.**Wheel Chair Access Ramps****R**

Install wheelchair access ramps at locations currently without ramps.

2012 Cost: \$100,000**Total 5 Year Cost:** \$500,000**Funding Source:** General Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Allow the City to work towards compliance with Federal ADA standards.

River Street Ramps Reconstruction		R
Remove and salvage stone surface, repair sub-base, base, and replace the stone surface at the proper grade.		
2012 Cost:	\$75,000	
Total 5 Year Cost:	\$550,000	
Funding Source:	General Fund—Preservation Fee	
Operating Budget Impact Amount:	\$0	
Service Impact:	Maintain area appearance and prevent vehicle damages while allowing access to River Street.	

TRAFFIC IMPROVEMENTS

\$574,000

Separate Right Lane Addition on Waters Ave Southbound at Montgomery Crossroads		N
Add a right turn lane at the indicated intersection.		
2012 Cost:	\$170,000	
Total 5 Year Cost:	\$170,000	
Funding Source:	General Fund—\$119,000, Georgia DOT--\$51,000	
Operating Budget Impact Amount:	\$0	
Service Impact:	Alleviate current congestion, and provide capacity for growth in the area.	

Traffic Calming		R
Install devices and/or signage to decrease speed on selected streets.		
2012 Cost:	\$50,000	
Total 5 Year Cost:	\$390,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Increased safety in neighborhoods where traffic moves too quickly.	



Signal Installation at Hall and MLK Streets		N
Install a signal to aid pedestrian crossing at this intersection.		
2012 Cost:	\$100,000	
Total 5 Year Cost:	\$100,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Will increase the safety of pedestrians traveling to and from the new grocery store in this location.	

Comcast Building Buyback		N
Repay the county for building purchased as part of Project DeRenne.		
2012 Cost:	\$254,000	
Total 5 Year Cost:	\$1,280,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	The building houses some City offices and may impact routing as Project DeRenne moves forward.	

WATER IMPROVEMENTS**\$4,879,000****Miscellaneous Water Line Improvements****R**

Replace certain deteriorated and/or undersized water lines.

2012 Cost: \$660,000**Total 5 Year Cost:** \$3,498,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Reduce water leaks in the system.**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.

2012 Cost: \$250,000**Total 5 Year Cost:** \$250,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Ensure proper treatment processes and techniques meet new drinking water regulations.**Critical Workforce Shelter****N**

Build a shelter at the I & D facility to house and shelter critical work force during necessary events.

2012 Cost: \$400,000**Total 5 Year Cost:** \$900,000**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:** Provide a safe sheltering place for critical work force.**Bacon Park Re-Use Water System****N**

Reuse water side stream system.

2012 Cost: \$500,000**Total 5 Year Cost:** \$3,000,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Construction of a mid-size re-use water system for irrigation of the golf courses and ball fields.**Water Extension to Un-served 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.

2012 Cost: \$170,000**Total 5 Year Cost:** \$900,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** The specific impact will be estimated as projects are identified and designed.**Service Impact:** Provide increased revenue as the customer base increases and the City is fulfilling its obligation to provide services.

Overhead Water Storage Tank Repair and Repainting**R**

Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University.

2012 Cost: \$50,000

Total 5 Year Cost: \$250,000

Funding Source: Water Fund

Operating Budget

Impact Amount: \$0

Service Impact: Insure the physical integrity of the infrastructure.

**Water Large Tract Infrastructure Extension****R**

Extend existing infrastructure to newly annexed areas.

2012 Cost: \$370,000

Total 5 Year Cost: \$1,902,000

Funding Source: Water Fund

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

Service Impact: 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.

2012 Cost: \$167,000

Total 5 Year Cost: \$995,000

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Ensure future capacity in areas of potential growth.

Alternate Disinfection Modification**N**

Switch the disinfection process from gas to liquid.

2012 Cost: \$100,000

Total 5 Year Cost: \$200,000

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Improve employee safety and reduce liability from potential exposure to surrounding community.

Well Preventative Maintenance Program**R**

Perform preventive maintenance of 5 wells to ensure reliable operation 24 hours a day, 7 days a week.

2012 Cost: \$100,000

Total 5 Year Cost: \$500,000

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Provide wells that perform at 100% design capacity.

Water Replacement of SCADA Remote Terminal Units**R**

Replace aged equipment.

2012 Cost: \$80,000

Total 5 Year Cost: \$80,000

Funding Source: Water Fund

Operating Budget Impact Amount: \$0

Service Impact: Prevent disruption of services due to unplanned failures.

Well Electrical Preventative Maintenance**R**

Inspect periodically, clean, repair and/or replace electrical power and control systems of 44 wells.

2012 Cost: \$50,000
Total 5 Year Cost: \$250,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: Provide for well preventive maintenance.

Replacement of Hydro-Pneumatic Tanks**R**

Replace hydro-pneumatic tanks at various well sites throughout the supply system.

2012 Cost: \$50,000
Total 5 Year Cost: \$250,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: Help the wells continue to perform at design capacity 24 hours per day.

**Water SCADA Upgrade****R**

Upgrade SCADA system hardware and software.

2012 Cost: \$32,000
Total 5 Year Cost: \$168,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: Provide remote monitoring and control to allow for prompt response to potential problems.

Crossroads Booster Station Upgrade**N**

Upgrade/replace electrical gear at the Crossroads Booster Station at the I&D Plant.

2012 Cost: \$250,000
Total 5 Year Cost: \$1,250,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: Increase water capacity for Crossroads.

Water Improvements for Paving Projects**R**

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

2012 Cost: \$100,000
Total 5 Year Cost: \$500,000
Funding Source: Water Fund
Operating Budget Impact Amount: \$0
Service Impact: Deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets.



Water Share of Laboratory		R
Continued capital funding for construction of an expanded laboratory facility.		
2012 Cost:	\$100,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Ensure quality and integrity of both the City's groundwater and surface water supplies.	

Savannah Ports Authority		R
Connection of SPA Park to City's surface water system.		
2012 Cost:	\$750,000	
Total 5 Year Cost:	\$2,250,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Provide adequate quantity and quality of water necessary to serve existing SPA customers as well as provide water in quantities necessary for expansion by several existing industries currently located with the SPA Park.	

New Water Systems Upgrades		R
Purchase and improvements of some smaller existing water systems.		
2012 Cost:	\$250,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Augment existing City water systems.	

Large Tract Water Supply		R
Initial construction costs of water and sewer infrastructure within large land tracts.		
2012 Cost:	\$100,000	
Total 5 Year Cost:	\$1,850,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Provide necessary infrastructure to large commercial and industrial development.	

Gulfstream 16" Water Relocation		R
Relocation of water supply and infrastructure as needed for Gulfstream.		
2012 Cost:	\$100,000	
Total 5 Year Cost:	\$700,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Provide necessary infrastructure as needed for the large construction of new Gulfstream facilities.	

Groundwater Reduction		R
Accumulation of monies to respond to future groundwater withdrawal restrictions or re-engineered withdrawal processes.		
2012 Cost:	\$250,000	
Total 5 Year Cost:	\$5,150,000	
Funding Source:	Water Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Compliance with future groundwater withdrawal regulations.	

OTHER IMPROVEMENTS	\$455,000
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Fiber Optic Cable Extensions		R
Extend existing fiber optic cable.		
2012 Cost:	\$80,000	
Total 5 Year Cost:	\$490,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Improve the City's connectivity for computers, phones, cameras, etc.	

Parking Meter Collection		N
Replace single head meter coin cups with tamper-proof coin cups.		
2012 Cost:	\$75,000	
Total 5 Year Cost:	\$75,000	
Funding Source:	Parking Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Increase security and reduce the possibility of theft by enhancing current risk measures, ensuring all meter revenue will be collected.	

Cruise Ship Environmental Study		N
Study environmental and geological factors at several possible locations of a cruise ship terminal.		
2012 Cost:	\$300,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	General Fund	
Operating Budget Impact Amount:	\$0	
Service Impact:	Will better position the City to move forward with development of a cruise ship terminal.	

RISK MANAGEMENT FUND



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 2012, the City will contribute \$8,439,830 to Social Security. This represents an increase of \$671,482 compared to 2011 projected expenditures. City employees will contribute the other portion of the Social Security contribution for a total of \$16,879,660 in 2012.

Pension: Contributions to the Pension Fund total \$15,626,941 in 2012. The City's contribution of \$8,854,493 is \$890,027 more than the 2011 projected contribution. The City's obligation to the "Old Pension Fund" is fully funded so no contribution is required in 2012. 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 CONTRIBUTION

Contributions	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Social Security	\$ 7,791,632	\$ 7,768,348	\$ 8,439,830	8.6
Pension	7,922,994	7,964,466	8,854,493	11.2
Group Medical Insurance	12,132,248	13,741,308	13,322,305	-3.0
Group Life Insurance	403,534	444,000	400,000	-9.9
Disability Insurance	162,502	157,177	157,177	0.0
Unemployment Compensation	176,755	137,483	210,000	52.7
Worker's Compensation	5,895,309	4,924,220	5,174,649	5.1
TOTAL	\$ 34,484,973	\$ 35,137,002	\$ 36,558,454	4.0

EMPLOYEE CONTRIBUTIONS

Contributions	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
Social Security	\$ 7,791,632	\$ 7,768,348	\$ 8,439,830	8.6
Pension	7,420,907	7,176,327	7,275,864	1.4
Group Medical Insurance	4,079,565	6,085,608	6,085,608	0.0
Group Life Insurance	325,336	367,708	350,000	-4.8
TOTAL	\$ 19,617,440	\$ 21,397,991	\$ 22,151,302	3.5

PENSION

Contributions	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
City	\$ 7,922,994	\$ 7,964,466	\$ 8,854,493	11.2
Airport Commission	465,180	571,038	663,530	16.2
Metropolitan Planning Commission	154,836	152,322	204,010	33.9
Youth Futures Authority	9,360	9,353	7,038	-24.8
TOTAL	\$ 8,552,370	\$ 8,697,179	\$ 9,729,071	11.9

MEDICAL INSURANCE

Group Medical Insurance: The 2012 City contribution to the Group Medical Insurance Fund will be \$13,322,305. Other significant contributions include active employees of the City, \$6,085,608; Savannah Airport Commission, \$1,545,600; Metropolitan Planning Commission, \$333,600; and the Homeless Authority, \$135,000. Also, retired employees are projected to contribute \$799,504 to the Group Medical Insurance Fund.

The following tables show the breakdown of the contributions and expenditures to the Fund.

Contributions	2010 Actual	2011 Projected	2012 Budget	% Change 2011-2012
City	\$ 12,132,248	\$ 13,741,308	\$ 13,322,305	-3.0
Employee	4,079,565	6,085,608	6,085,608	0.0
Retiree	1,095,701	799,504	799,504	0.0
City Medicare Advantage	0	1,141,054	0	-100.0
Retirees Medicare Advantage	463,419	483,144	530,772	9.9
Airport Commission	833,410	1,545,600	1,545,600	0.0
Metropolitan Planning Commission	149,060	333,600	333,600	0.0
Youth Futures Authority	0	8,000	8,000	0.0
Youth Futures Authority Employees	72,680	60,000	60,000	0.0
Homeless Authority	75,677	135,000	135,000	0.0
Savannah Development & Renewal Authority	33,605	17,496	17,496	0.0
Direct Payees/COBRA	0	75,000	75,000	0.0
Interest Earned	98,862	40,000	40,000	0.0
Draw (Contribution) on Reserves	446,515	(1,379,781)	1,465,462	-206.2
TOTAL	\$ 19,480,743	\$ 23,085,533	\$ 24,418,347	5.8

<u>Expenditures</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
Medical Claims	\$ 17,972,508	\$ 17,280,000	\$ 18,144,000	5.0
Drug Claims	0	4,158,308	4,366,223	5.0
Administrative Charges	1,258,875	1,302,840	1,433,124	10.0
Audit & Consulting Fees	36,454	50,000	50,000	0.0
Specific Stop-Loss Coverage	212,907	480,000	480,000	0.0
Health Incentive Rebate	0	114,385	110,000	-3.8
Savannah Business Group	0	35,000	35,000	0.0
Refunds/Rebates	0	(335,000)	(200,000)	-40.3
TOTAL	\$ 19,480,743	\$ 23,085,533	\$ 24,418,347	5.8

LIFE INSURANCE

Group Life Insurance: The City provides each employee in full-time or part-time permanent positions 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 \$400,000 in 2012. 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 \$350,000 in 2012. In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$261,320 in 2012.

<u>Contributions</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Budget</u>	% Change <u>2011-2012</u>
City	\$ 403,534	\$ 444,000	\$ 400,000	-9.9
Employee	325,336	367,708	350,000	-4.8
Retiree	228,261	219,000	261,320	19.3
Metropolitan Planning Commission	8,829	11,070	12,700	14.7
Airport Commission	50,019	58,000	61,000	5.2
Youth Futures Authority	1,333	1,080	1,080	0.0
Homeless Authority	1,869	3,145	3,300	4.9
Savannah Development & Renewal Authority	755	636	600	-5.7
Interest Earned	173	0	0	0.0
Draw (Contribution) from/to Reserves	83,544	15,361	0	-100.0
TOTAL	\$ 1,103,653	\$ 1,120,000	\$ 1,090,000	-2.7

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Expenditures</u>				
Life Insurance Premiums	\$ 1,103,653	\$ 1,120,000	\$ 1,090,000	-2.7

LONG TERM DISABILITY

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Contributions</u>				
City	\$ 162,502	\$ 157,177	\$ 157,177	0.0
Interest Earned	40	40	40	0.0
Draw (Contribution) on Reserves	91	(21,617)	0	100.0
TOTAL	\$ 162,633	\$ 135,600	\$ 157,217	15.9

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Expenditures</u>				
Long Term Disability Premiums	\$ 162,633	\$ 135,600	\$ 157,217	15.9

UNEMPLOYMENT COMPENSATION

Unemployment Compensation: The City Unemployment Compensation contribution will be \$210,000 in 2012. All contributions to Unemployment Compensation are made by the employer.

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Contributions</u>				
City	\$ 176,755	\$ 137,483	\$ 210,000	52.7
Interest Earned	34	0	0	0.0
Draw (Contribution) on Reserves	(55,697)	92,432	0	-100.0
TOTAL	\$ 121,092	\$ 229,915	\$ 210,000	-8.7

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Expenditures</u>				
Claims - Department of Labor	\$ 0	\$ 226,909	\$ 206,900	-8.8
Administrative Fees	121,092	3,006	3,100	3.1
TOTAL	\$ 121,092	\$ 229,915	\$ 210,000	-8.7

WORKER'S COMPENSATION

Worker's Compensation: The City's Worker's Compensation contribution will total \$5,174,649 in 2012. The employer makes this contribution.

<u>Contributions</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
City	\$	5,895,309	\$	4,924,220	\$	5,174,649	5.1
Interest Earned		2,313		0		0	0.0
Stop-Loss Reimbursement		30,749		314,875		30,000	-90.5
Excess Insurance Reimbursement		14,313		5,271		0	-100.0
Subsequent Injury Trust Fund Reimbursement		33,400		181,074		50,000	-72.4
Draw (Contribution) on Reserve Umbrella		(639,501)		(764,583)		464,465	-160.7
TOTAL	\$	5,336,583	\$	4,660,857	\$	5,719,114	22.7

<u>Expenditures</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2010-2011</u>
Medical Claims	\$	2,798,748	\$	2,049,716	\$	2,993,952	46.1
Indemnity		1,011,034		877,656		1,050,379	19.7
Excess Insurance Premium		178,942		166,532		169,601	1.8
Permanent Disability Payment		469,470		413,160		451,926	9.4
Settlements		60,325		417,183		200,000	-52.1
Cost Containment Fees		238,369		207,944		293,668	41.2
YouthBuild Insurance Premium		0		0		0	0.0
Third Party Administrator Fee		521,998		179,487		156,842	-12.6
Contractual Expenses		57,303		62,672		47,262	-24.6
Drug Testing		6,750		4,567		9,420	106.3
Safety		2,944		0		7,000	100.0
State Insurance Injury Trust Fund		0		275,910		294,637	6.8
State Board Allocation		0		2,030		29,427	1349.6
Subrogation Fees		5,847		0		0	0.0
Other Expenses		(15,147)		4,000		15,000	275.0
TOTAL	\$	5,336,583	\$	4,660,857	\$	5,719,114	22.7

OTHER RISK MANAGEMENT

In addition to the risk management account for Worker's Compensation, there is an account for Property, Judgments & Losses, and Auto Liability. This account encompasses the three aforementioned areas grouped together in one category as Other Risk Management. Total City contributions for Other Risk Management will be \$2,518,023 in 2012. 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.

<u>Contributions</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
City	\$	1,119,955	\$	1,085,973	\$	1,085,973	0.0
Interest Earned		1,843		0		0	0.0
Draw (Contribution) on Reserves		(18,108)		(29,761)		274,239	1021.5
TOTAL	\$	1,103,690	\$	1,056,212	\$	1,360,212	28.8

<u>Expenditures</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Contractual Services	\$	33,000	\$	40,000	\$	115,000	187.5
Premiums		911,474		916,212		1,145,212	25.0
Uninsured Losses/Claims		159,216		100,000		100,000	0.0
TOTAL	\$	1,103,690	\$	1,056,212	\$	1,360,212	28.8

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.

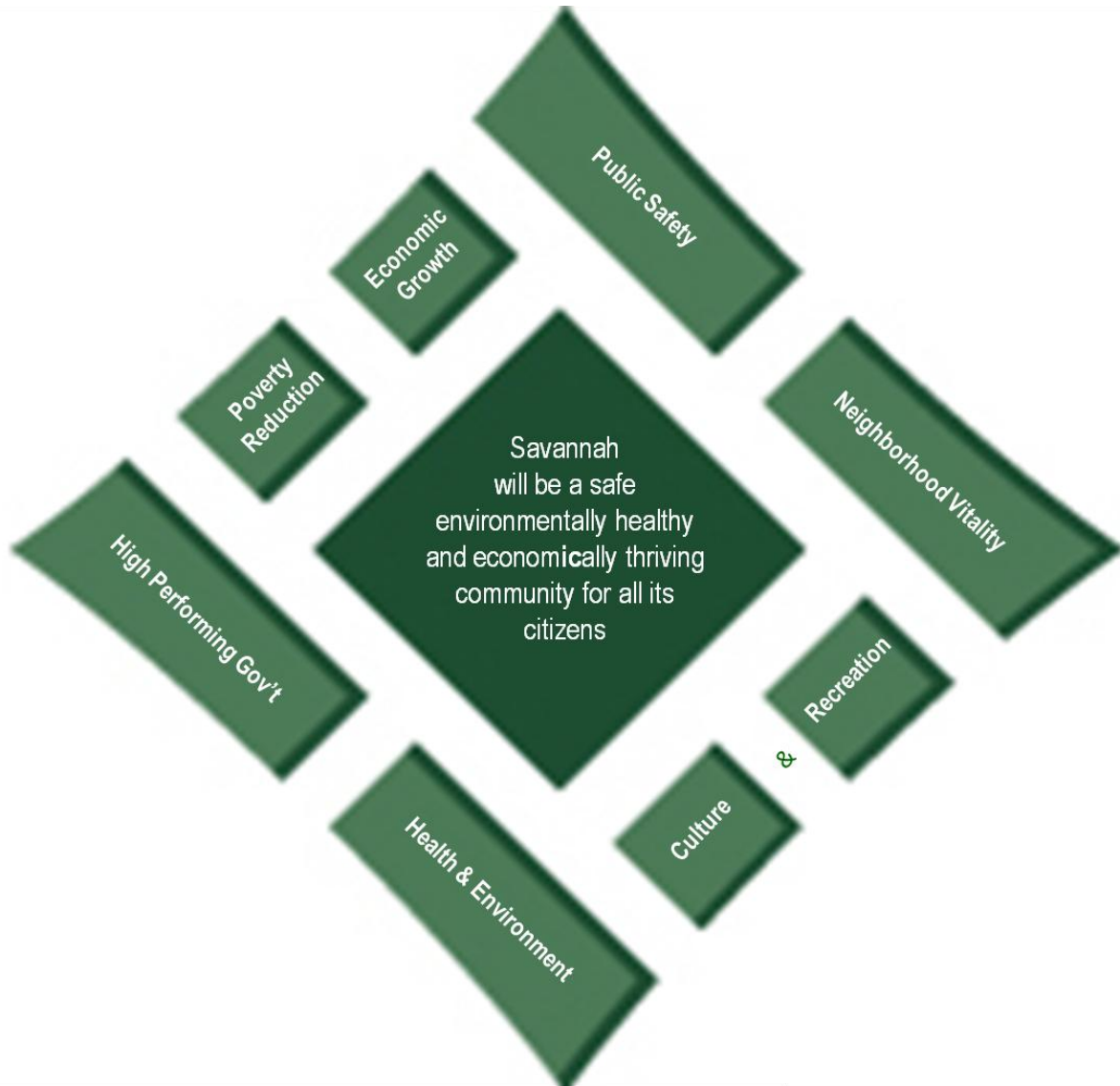
<u>Contributions</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
City	\$	529,700	\$	529,700	\$	529,700	0.0
Interest Earned		6,321		0		0	0.0
Draw (Contribution) from/to Reserves		(274,068)		(145,464)		(21,732)	0.0
TOTAL	\$	261,953	\$	384,236	\$	507,968	32.2

<u>Expenditures</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Claims & Settlements	\$	68,916	\$	199,712	\$	300,000	50.2
Third Party Administrator Fee		31,229		12,249		17,000	38.8
Contractual Expenses		144,859		124,172		114,336	-7.9
Subrogation Fees		4,756		24,152		35,332	46.3
Employment Practices Liability		9,193		5,000		15,000	200.0
Other Expenses		3,000		18,951		26,300	38.8
TOTAL	\$	261,953	\$	384,236	\$	507,968	32.2

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

<u>Contributions</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
City	\$	892,011	\$	592,011	\$	902,350	52.4
Interest Earned		2,592		0		0	0.0
Draw (Contribution) from/to Reserves		(293,698)		816,945		132,948	-83.7
TOTAL	\$	600,905	\$	1,408,956	\$	1,035,298	-26.5

<u>Expenditures</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Claims & Settlements	\$	406,201	\$	1,167,260	\$	699,374	-40.1
Third Party Administrator Fee		71,467		67,406		60,548	-10.2
Subrogation Fees		10,068		12,272		14,768	20.3
Cost Containment Fees		3,904		172		10,000	5714.0
Contractual Expenses		29,823		91,239		123,823	35.7
Drug Testing		19,932		17,093		20,000	17.0
Auto Premiums		41,625		37,514		49,985	33.2
Other Expenses		2,670		1,000		6,800	580.0
Safety		15,215		15,000		50,000	233.3
TOTAL	\$	600,905	\$	1,408,956	\$	1,035,298	-26.5



DEBT SERVICE FUND

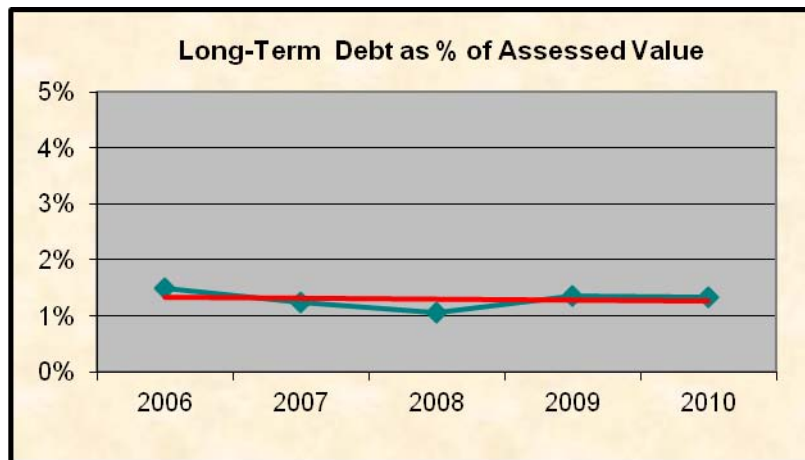


LEGAL DEBT MARGIN

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. The 2010 unused legal bonded debt margin was \$476,848,044, which is the same as the total debt limit.

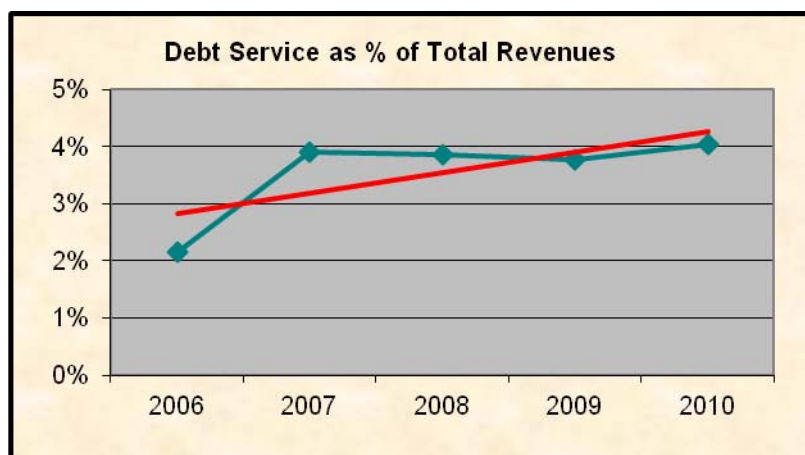
DEBT AS A PERCENT OF ASSESSED VALUE

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 2010 was 1.33%, 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 debt service on net direct debt exceeding 20% of revenue a potential problem. Ten percent is considered acceptable. The City's debt service has remained at or below 4% during the period 2006 - 2010. General Fund debt service plus debt service for the Civic Center and Sanitation Funds are included as these are subsidized by the General Fund.



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 2012 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. Projections include new bonds planned for the Water and Sewer Fund in 2012 and 2014. 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 2011 is \$155,057,761.

**SUMMARY OF OUTSTANDING DEBT ISSUES AS OF JANUARY 1, 2011
AND 2012 DEBT SERVICE SUMMARY**

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2011	2012 Debt Service Requirement
<u>General Fund Supported Obligations</u>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage improvements	\$37,000,000	09/17/2009	08/01/2032	\$33,500,000	\$3,851,568
Lease purchase note	Fire fighting apparatus	2,446,629	05/01/2006	05/01/2013	774,397	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	04/03/2003	12/01/2017	5,580,000	2,032,342
Series 2009 A & B	Refund Water and Sewer Revenue Bonds Series 1997 and fund water and sewer improvements	28,900,000	09/17/2009	12/01/2029	25,030,000	3,583,928
SRF** Notes	Water and sewer improvements	49,441,933	various	08/01/2029	31,608,364	3,396,638
<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	08/01/2019	14,125,000	996,720
RRDA***Series 2009	Refund RRDA Revenue Bonds Series 1997	12,315,000	09/17/2009	08/01/2015	8,320,000	2,230,755
<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	08/01/2019	8,490,000	1,332,169
DSA* Series 2005	Whitaker Street Garage	24,820,000	12/01/2005	08/01/2032	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	08/01/2019	1,830,000	504,771
<u>Community Development Fund Supported Obligations</u>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	08/01/2020	980,000	184,653
Total		<u>\$236,403,562</u>			<u>\$155,057,761</u>	<u>\$19,688,422</u>

* 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 2012-2032 As of December 31, 2011

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	
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.

HOTEL/MOTEL AND AUTO RENTAL TAX FUNDS



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 collected by the City is transferred to the General Fund. The other half is distributed between Visit Savannah 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>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Hotel/Motel Tax	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7
TOTAL	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Contribution to Visit Savannah	\$ 3,883,470	\$ 4,117,852	\$ 4,188,511	1.7
Contribution to Trade Center	1,663,010	1,744,658	1,771,163	1.5
Transfer to General Fund	5,825,788	6,177,395	6,283,395	1.7
Transfer to Civic Center Fund	279,308	314,885	323,721	2.8
TOTAL	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7

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 transferred to 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>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>							
Auto Rental Tax	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0
TOTAL	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0

<u>Expenditure Area</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Transfer to General Fund	\$	306,423	\$	303,000	\$	303,000	0.0
Transfer to Civic Center Fund		919,268		909,000		909,000	0.0
TOTAL	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0

GOLF COURSE FUND



REVENUES/EXPENDITURES

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>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
<u>User Fees</u>							
Lease Revenue	\$	61,695	\$	96,688	\$	103,235	6.8
<u>Interest Earned</u>							
Interest Earned		1,606		672		0	-100.0
TOTAL	\$	63,301	\$	97,360	\$	103,235	6.0

Interfund Transfers are contributions for capital improvement projects to finance enhancements to the golf course. A recent enhancement and expansion to the clubhouse has been completed with new storage, walkways, restrooms, and locker rooms.

<u>Expenditure Area</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Outside Services	\$	2,015	\$	1,860	\$	2,150	15.6
Commodities		4,438		0		0	0.0
Interfund Transfers		96,392		95,500		101,085	5.8
TOTAL	\$	102,846	\$	97,360	\$	103,235	6.0

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.

For 2012, revenue of \$354,819 is projected from contributions to this Fund by City departments. Revenue from department contributions decreases only \$3,511 or 1.0%. Most of the increase in expenditures for 2011 occurred from significant storage and server purchases in 2011.

REVENUES/EXPENDITURES

<u>Revenue Source</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
<u>Interfund Revenues</u>							
Department Contributions	\$	520,190	\$	358,330	\$	354,819	-1.0
<u>Interest Earned</u>							
Interest Earned	\$	1,556	\$	859	\$	0	-100.0
<u>Other Revenues</u>							
Draw (Contribution) on Reserves	\$	0	\$	217,051	\$	0	-100.0
TOTAL	\$	521,746	\$	576,240	\$	354,819	-38.4
<u>Expenditures</u>		2010 <u>Actual</u>		2011 <u>Projected</u>		2012 <u>Budget</u>	% Change <u>2011-2012</u>
Commodities	\$	454,442	\$	103,364	\$	8,524	-91.8
Capital Outlay		195,001		472,876		346,295	-26.8
TOTAL	\$	649,443	\$	576,240	\$	354,819	-38.4

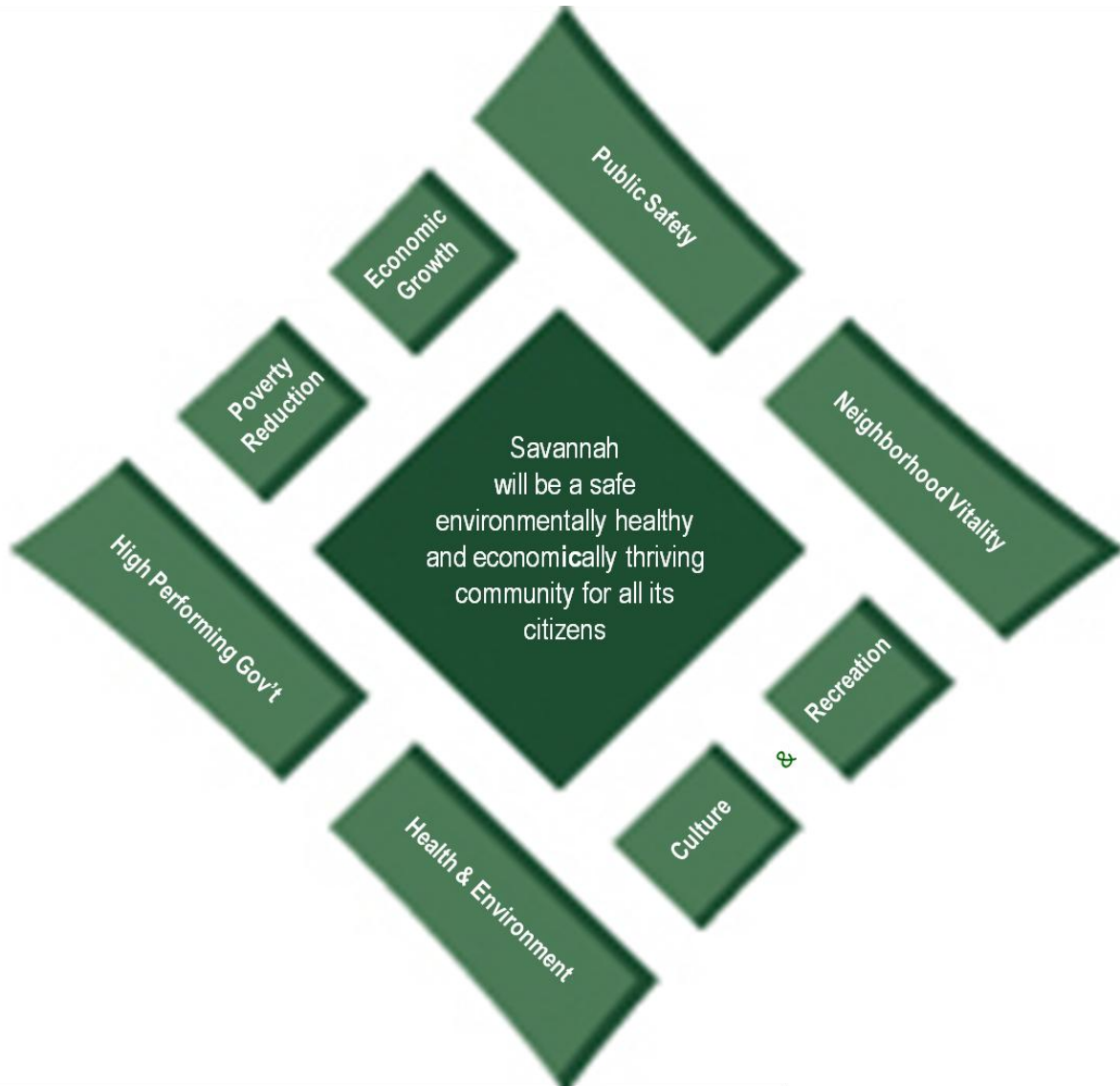
VEHICLE PURCHASE FUND



The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. Revenue of \$6,679,429 for 2012 is based on vehicle use charges and fleet additions. Expenditures will primarily be used to purchase replacement vehicle equipment.

REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
Vehicle Use Charges	\$ 6,167,541	\$ 6,315,216	\$ 6,497,829	2.9
Fleet Addition				
Contribution	57,600	0	181,600	100.0
Subtotal	\$ 6,225,141	\$ 6,315,216	\$ 6,679,429	5.8
<u>Interest Earned</u>				
Interest Earned	\$ 20,434	\$ 16,616	\$ 0	-100.0
<u>Other Revenues</u>				
Sales Revenue	\$ 710,969	\$ 583,390	\$ 0	-100.0
Insurance Proceeds	4,241	54,039	0	-100.0
Miscellaneous	4,217	0	0	0.0
Draw (Contribution) to/from Reserves	0	(204,819)	0	-100.0
Subtotal	\$ 719,427	\$ 432,610	\$ 0	-100.0
TOTAL	\$ 6,965,002	\$ 6,764,442	\$ 6,679,429	-1.3
<u>Expenditures</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Budget</u>	<u>% Change 2011-2012</u>
Outside Services	\$ 55,167	\$ 41,463	\$ 0	-100.0
Capital Outlay	4,620,512	6,722,979	6,679,429	-0.6
TOTAL	\$ 4,675,679	\$ 6,764,442	\$ 6,679,429	-1.3



BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2012 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2011 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 2012 Service Program and Budget to the Mayor and Aldermen on November 4, 2011, and the City Manager also submitted the Capital Improvement Program for 2012-2016 on November 4, 2011; and

WHEREAS, the City Manager's Proposed 2012 Service Program and Budget and Capital Improvement Program for 2012-2016 have been reviewed by the Mayor and Aldermen; and

WHEREAS, the Proposed 2012 Service Program and Budget was made available for public review on November 4, 2011, and availability of the Proposed 2012 Service Program and Budget for public review and the time and place of the public hearing on the budget was advertised on November 4, 2011; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2012 Service Program and Budget on November 17, 2011, and December 1, 2011, to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2012 Service Program and Budget:

- Decrease General Fund contingency by \$92,000 in order to:
 - Increase Cultural Contributions as follows to restore agency funding to the 2011 level:
 - Increase the contribution to the Coastal Jazz Association by \$500 for the Big Band Concert Series Jazz Festival;
 - Increase the contribution to the King Tisdell Cottage Foundation by \$2,000 for the Exhibition Series;
 - Increase the contribution to the Savannah Coastal Puppetry Guild by \$2,000 for the Showtime for Seniors program;
 - Increase the contribution to the Latin American Services Organization by \$2,500 for Fiesta Latina;
 - Increase the contribution to the Live Oak Public Libraries by \$1,000 for the Savannah Children's Book Festival;
 - Increase the contribution to the SSU/Black Heritage Festival by \$10,000 for the Savannah Black Heritage Festival;
 - Increase the contribution to Tara Feis by \$14,000 for Tara Feis.
 - Provide \$60,000 for the purchase of Emergency Medical Services (EMS) equipment by the Fire and Emergency Services Bureau to enhance first responder services.

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 2011 (January 1, 2011 through December 31, 2011), and the year 2012 (January 1, 2012 through December 31, 2012):

	<u>Revised 2011</u>	<u>2012</u>
General Fund		
Total Estimated Revenue	\$ <u>169,865,041</u>	\$ <u>170,440,017</u>
Bureau Appropriations:		
General Administration	\$ 3,660,834	\$ 4,609,856
Management and Financial Services	6,653,466	6,733,476
Recorder's Court	2,148,487	2,210,659
Public Works	17,345,115	17,502,591
Community and Economic Development	7,757,558	8,090,129
Police	58,532,556	61,069,887
Fire and Emergency Services	24,063,778	24,821,160
Public Facilities, Events and Services	19,451,631	20,074,254
Other Governmental Services	15,146,552	14,176,987
Interfund Transfers	10,327,827	11,151,018
Contribution to Fund Balance	<u>4,777,237</u>	<u>0</u>
Total Appropriations	\$ <u>169,865,041</u>	\$ <u>170,440,017</u>
Grant Fund		
Total estimated revenue	\$ <u>12,000,000</u>	\$ <u>4,799,672</u>
Total appropriations	\$ <u>12,000,000</u>	\$ <u>4,799,672</u>
Community Development Fund		
Total estimated revenue	\$ <u>15,660,744</u>	\$ <u>14,522,709</u>
Total appropriations	\$ <u>15,660,744</u>	\$ <u>14,522,709</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>447,623</u>	\$ <u>522,770</u>
Total appropriations	\$ <u>447,623</u>	\$ <u>522,770</u>
Public Safety Communications Fund		
Total estimated revenue	\$ <u>5,272,064</u>	\$ <u>5,757,981</u>
Total appropriations	\$ <u>5,272,064</u>	\$ <u>5,757,981</u>
Public Safety Wireless Reserve		
Total estimated revenue	\$ <u>500,000</u>	\$ <u>250,000</u>
Total appropriations	\$ <u>500,000</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>

	<u>Revised 2011</u>	<u>2012</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>13,500,000</u>	\$ <u>12,566,790</u>
Total appropriations	\$ <u>13,500,000</u>	\$ <u>12,566,790</u>
Auto Rental Tax Fund		
Total estimated revenue	\$ <u>1,600,000</u>	\$ <u>1,212,000</u>
Total appropriations	\$ <u>1,600,000</u>	\$ <u>1,212,000</u>
TAD Fund I		
Total estimated revenue	\$ <u>650,000</u>	\$ <u>1,251,504</u>
Total appropriations	\$ <u>650,000</u>	\$ <u>1,251,504</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 2011</u>	<u>2012</u>
Capital Improvements Fund		
Open project appropriations at year beginning	\$ 325,642,549	\$ 396,642,549
Add: New appropriations for projects	86,000,000	38,295,300
Less: Appropriations for closed projects	<u>(15,000,000)</u>	<u>(15,000,000)</u>
Open project appropriations at year end	\$ <u>396,642,549</u>	\$ <u>419,937,849</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 2012 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2011.

Section 4. In order to comply with requirements of generally accepted accounting principles as set forth in Statement 54 issued by the Governmental Accounting Standards Board, the fund balance amounts reported in the City's special revenue funds, unless otherwise restricted, shall be constrained for the specific purpose for which the special revenue fund was created. These balances, though they may be combined with other funds for financial reporting purposes, shall maintain the committed status hereby designated.

Section 5. In order to maintain a balanced budget, it is authorized that the total 2011 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2011 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 6. 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 7. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2012 – 2016 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2012-2016 follow. Categories impacted by the revised SPLOST V plan will be modified as set forth in the revised plan.

		<u>2012 - 2016</u>
Cemetery Improvements	\$	811,800
Civic Center Improvements		5,064,000
Community Development Improvements		1,350,000
Drainage Improvements		1,400,000
I & D Water Improvements		5,296,000
Other Improvements		3,732,000
Park and Recreation Improvements		3,111,000
Public Building Improvements		23,563,000
Sanitation Improvements		17,050,000
Sewer Improvements		71,670,000
Square and Monument Improvements		1,487,000
Street Improvements		6,222,500
Traffic Improvements		2,802,000
Water Improvements		<u>31,026,000</u>
Total	\$	<u>174,545,800</u>

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.

SOCIAL SERVICE 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, 2011, the Research and Budget Department released a Social Services Contribution 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 applications was specified and applicants were asked to submit their applications electronically to the Research and Budget Department by June 15, 2011 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 2012 with an allocation of \$568,900. The Social Services Review Team reviewed requests for funding that totaled \$826,885 from twenty-two agencies.

INTRODUCTION OF KEY FACTORS

The Social Services review team used factors that were used to measure agency program applications to identify those that support city objectives to serve and support the citizens of the City of Savannah. The primary strategy for the review 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. Applicants 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 in which we function changes. Collaborations strengthen an organization's ability to be sustainable or to achieve sustainability as there is often more than one way to achieve goals. Applicants with a clear plan to sustain services under a challenging economic environment improved their rating in this category.

Indicator 7: Ratio of overhead to budget

Measure(s): Each applicant was required to submit program revenue and expenditure line item budgets as well as an agency budget. Programs that held a tolerable ratio of overhead to budget figures received a favorable reviews 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

The First Tee of Savannah

- Provides learning facilities and educational programs that promote character development, healthy habits, and life enhancing values through the game of golf
- Targets low-income households, single parent households and group homes to offer services that otherwise would not have been afforded

Futures Outreach, Inc.

- Promotes positive outcomes for distressed/troubled teens and their families to increase the stability of the family function by offering structured programs that help them think differently about themselves and the neighborhoods in which they live

Royce Learning Center

- Provides comprehensive educational services to adults and children with learning disabilities and literacy needs
- Instructs in the areas of basic literacy, GED preparation, technical certificate readiness, college and armed service entrance examination prep and computer literacy to improve employability and increase ability to become financially self-sufficient

RECOMMENDED SOCIAL SERVICE CONTRIBUTIONS



ALL WALKS OF LIFE (AWOL)		\$62,000
Public Safety	Arts Based Juvenile Delinquency 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.	
AMERICA'S SECOND HARVEST		\$32,000
Poverty Reduction	Brown Bag for the Elderly 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.	\$17,000
Poverty Reduction	Agency Distribution 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.	\$15,000
BOYS & GIRLS CLUBS OF GREATER SAVANNAH		\$12,000
Culture & Recreation	Healthy Lifestyles Assists youth overcome barriers preventing them from becoming healthy and maintaining healthy lifestyles and promotes efforts in the general public to increase awareness and encourage participation in the creation of a healthy community.	\$6,000
Culture & Recreation	Academic Success The Power Hour program provides homework assistance, tutoring, and field trips for students of low-income families in an effort to increase educational attainment.	\$6,000
CHATHAM-SAVANNAH AUTHORITY FOR THE HOMELESS		\$100,000
Neighborhood Vitality	Homeless Services Coordination 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.	
COASTAL CHILDREN'S ADVOCACY CENTER		\$20,500
Public Safety	Forensic Interviews/Crisis Intervention 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.	

COMMUNITIES IN SCHOOLS		\$9,500
Poverty Reduction	Inner-City High School Graduation 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.	
ECONOMIC OPPORTUNITY AUTHORITY FOR SAVANNAH-CHATHAM		\$16,400
Poverty Reduction	Foster Grandparent Program 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.	\$8,200
Culture & Recreation	Retired & Senior Volunteer Program 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.	\$8,200
THE FIRST TEE OF SAVANNAH		\$15,000
Culture & Recreation	Youth Development Program Provides learning facilities and educational programs that promote character development, healthy habits, and life enhancing values through the game of golf	
FUTURES OUTREACH, INC.		\$15,000
Neighborhood Vitality	Teens and Family Community Resource Center Promotes positive outcomes for distressed/troubled teens and their families to increase the stability of the family function by offering structured programs that help them think differently about themselves and the neighborhoods in which they live	
GREENBRIAR CHILDREN'S CENTER, INC.		\$25,000
Poverty Reduction	Early Childhood Development 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.	
LIVING INDEPENDENCE FOR EVERYONE (LIFE), INC.		\$14,000
Economic Growth	Information and Referral 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.	

MEDBANK		\$10,000
Poverty Reduction	Medication Assistance Program 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.	
MEDIATION CENTER OF THE COASTAL EMPIRE, INC.		\$10,000
Poverty Reduction	Mediation Center 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.	
PARK PLACE OUTREACH, INC.		\$15,000
Public Safety	Emergency Child Caring Institution 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.	
RAPE CRISIS CENTER OF THE COASTAL EMPIRE, INC.		\$48,000
Public Safety	Sexual Assault Response Team 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.	
ROYCE LEARNING CENTER		\$5,000
Economic Growth	Adult and Community Education (ACE) Provides adult education services to foster a skilled workforce and help promote individual economic self- sufficiency	
SAVANNAH NAVY LEAGUE		\$4,500
Economic Growth	Naval Sea Cadet Program The Sea Cadet program enables youth, ages 11 - 17, to participate in a structured program emphasizing discipline, organization, military history and tradition.	\$2,000
Economic Growth	Navy and Coast Guard Ship Visits 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.	\$2,500
SAVANNAH SPEECH AND HEARING CENTER		\$7,000
Poverty Reduction	Sound Start-A School for the Deaf 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.	

SAVANNAH-CHATHAM FAIR HOUSING COUNCIL		\$20,500
Neighborhood Vitality	Education and Enforcement Program 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.	

SENIOR CITIZENS, INC.		\$60,100
Poverty Reduction	Meals On Wheels 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.	\$11,000
Poverty Reduction	Adult Day Care 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.	\$8,200
Poverty Reduction	Family Advocates 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.	\$20,000
Economic Growth	Senior Companion Program This program hires seniors living in poverty to be companions and give assistance to frail seniors.	\$12,900
Economic Growth	In-Home Services 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.	\$6,000
Culture & Recreation	Summer Angels 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.	\$2,000

SUMMER THERAPEUTIC ENRICHMENT PROGRAM SAVANNAH		\$10,000
Economic Growth	Therapeutic Enrichment Camp 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.	

WEST BROAD STREET YMCA		\$57,400
Neighborhood Vitality	Afterschool Program Offers a variety of programs designed to support individuals and families in gaining the skills needed for a successful life. These programs include: Early Learning Center, After School Neighborhood Program, and Adult Support and Enrichment Programming	

CULTURAL CONTRIBUTIONS



KEY ISSUES

In May 2011, the Department of Cultural Affairs staff conducted nine group workshop sessions and 16 individual technical assistance appointments for Savannah's cultural organizations seeking a 2012 cultural contract.

Staff provided instruction grantsmanship, or more specifically, the preparation of proposals with coherent narratives and realistic budgets. 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 9th, 2011, 16 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 of 2011 programs, and projected outcome data for 2012 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 funds for the Contract for Arts Services Program are designated at \$751,700, a 4.4% increase from the FY11 allocation of \$719,700. 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

DEEP, Inc.

- Creative student writing workshops that emphasize language acquisition, reading and writing composition through a partnership with the school board.

EXAMPLES OF SERVICES WITH FUNDING IMPACTS

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

Historic Savannah Foundation, *Tour of Homes* Request: \$7,500 Recommendation: \$0

- Impact: Questioned whether the budget was reasonable in scope, aligning with prevailing rates of remuneration; and whether the scope of the marketing plan would positively impact the local economy through increased job creation, increased direct local spending, or increased room nights.

CULTURE & RECREATION	\$576,700	(1,013 Services Purchased)
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FREE PROGRAMMING

ALL WALKS OF LIFE (AWOL)	\$8,000
Artist Residency and Performance: Performances of Everyday Life	
Amount:	\$8,000
Number of Services:	6
AWOL, in partnership with local non-profits and artists, is presenting Performances of Everyday Life, an artist residency that is facilitated by Kristina Wong, a nationally acclaimed artist. The program will serve at-risk youth and will culminate in a performance by Wong and workshop participants.	
COASTAL HERITAGE SOCIETY (CHS)	\$6,000
Lecture Series: Bicentennial Lecture Series of the War of 1812	
Amount:	\$6,000
Number of Services:	5
CHS is presenting several public lectures exploring Savannah's role in the War of 1812. Access is achieved through a marketing plan and the involvement of youth populations in program development.	
COASTAL JAZZ ASSOCIATION	\$55,000
Concerts: Big Band Concert Series	
Amount:	\$5,000
Number 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.	
31st Annual Savannah Jazz Festival	
Amount:	\$50,000
Number 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.	
DEEP, INC.	\$7,500
After-School Workshops	
Amount:	\$7,500
Number of Services:	241
A partnership with the local school system allows the organization to create after-school creative writing workshops. Multiple sites receive this in-depth curriculum based instruction that emphasizes language acquisition, reading comprehension, and writing skills.	

DEPARTMENT OF CULTURAL AFFAIRS		\$44,000
Weave-A-Dream Program		
Amount:	\$10,000	
Number 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	
Number 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		
Amount:	\$12,000	
Number of Services:	6	
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. 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	
Number 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	
Number of Services:	107	
The Festival explores the literary tradition through a series of activities, including an outdoor event targeting youth audience segments. Workshops, targeting parents and educators, will support literacy acquisition. 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	
Number of Services:	11	
Volunteer-produced, the festival components use 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 BOOK FESTIVAL		\$10,000
Savannah Book Festival		
Amount:	\$10,000	
Number of Services:	14	
Multiple locations in the Landmark District and nationally/regionally renowned authors are combined in this Festival. The Festival aims to nurture an appreciation of the literary arts. Program formats include discussions for the adult audience as well as direct art-making experiences for the family demographic.		
SAVANNAH COASTAL PUPPETRY GUILD		\$4,200
Showtime for Seniors		
Amount:	\$4,200	
Number of Services:	4	
Program design represents a collaborative effort on the part of the presenting organization, the Puppetry Guild, and the City's Senior Services 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
23rd Annual Savannah Folk Music Festival		
Amount:	\$12,500	
Number 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	
Number of Services:	64	
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	
Number 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		\$96,500
Art for All		
Amount:	\$15,000	
Number of Services:	130	
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:	\$81,500	
Number of Services:	33	
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.		
WEST BROAD STREET YMCA		\$5,000
Workshops: Loop It Up Savannah		
Amount:	\$5,000	
Number of Services:	300	
A series of fiber arts programs will expand the targeted audience's access to cultural enrichment. By design, the program is multi-disciplinary, exploring the fabric and visual arts. Program design focuses on site selection and curriculum construct to make the program accessible to the targeted youth demographic.		

ECONOMIC GROWTH	\$175,000	(188 Services Purchased)
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TICKETED PROGRAMMING – CULTURAL TOURISM

SAVANNAH FILM FESTIVAL	\$50,000
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Savannah Film Festival

Amount: **\$50,000**

Number 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	\$125,000
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Savannah Music Festival

Amount: **\$125,000**

Number of Services: 113

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: **\$751,700**

TOTAL SERVICES PURCHASED: **1,201**

OUTSIDE AGENCIES PERFORMANCE MEASURES



METROPOLITAN PLANNING COMMISSION (MPC)

PRIMARY SERVICES

The MPC provides comprehensive planning of land use, transportation, historic preservation and natural resources, as required by the State to maintain Certified Local Government status. The MPC provides development plan reviews for the Historic District and the rest of the City. The MPC also provides comprehensive and collaborative GIS services through Savannah Area GIS (SAGIS).

GOALS AND OBJECTIVES

Priority Statement:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

Objectives:

- To provide long-range and comprehensive planning services to the City of Savannah and to maintain the Qualified Local Government status with the Georgia Department of Community Affairs
- To assure compliance with the zoning and subdivision regulations which serve to implement the community's comprehensive plan
- To assure compliance with the City Historic Preservation regulations to protect and maintain the historic infrastructure
- To maintain the eligibility for federal transportation funding by performing the federally required Metropolitan Planning process
- To provide data integration, maintenance, updates, backups and coordination for City bureaus/departments

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Number of certificates of appropriateness issued	259	240	240	240
– Number of petitions reviewed	197	230	230	220
– Number of public meetings conducted	12	12	12	12
– Number of monthly hits to SAGIS.org	283,714	300,000	300,000	300,000
– Number of MPO planning actions taken	12	20	20	15
– Number of Traffic Analysis and DRI reviewed	8	18	18	15

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Efficiency Measures				
– Percent of Help Desk calls resolved in 24 hours	80.00%	50.00%	83.00%	85.00%
– Percent of Reviews completed in 15 days	85.00%	75.00%	78.00%	78.00%
– Percent of Staff decisions rendered within 10 days	95.00%	95.00%	95.00%	98.00%
Effectiveness Measures				
– Percent users satisfied with timeliness of SAGIS	75.00%	75.00%	75.00%	80.00%
– Percent of Historic Review Board decisions rendered in 30 days	90.00%	70.00%	70.00%	80.00%
– Percent of staff decisions approved by MPC	95.00%	78.00%	80.00%	85.00%
– Cost of area transportation projects programmed	\$317,968,108.00	\$121,819,010.00	\$97,162,616.00	\$176,944,081.00



THE CREATIVE COAST, INC.

PRIMARY SERVICES

The Creative Coast strives to nurture the members of our community engaged in creative or innovative endeavors and to cultivate an environment in which they can thrive. The Creative Coast uses highly collaborative programs that leverage community assets which create a growth path to higher jobs for the community.

GOALS AND OBJECTIVES

Priority Statement:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

Objectives:

- To nurture the members of the Creative Class engaged in creative or innovative endeavors and to cultivate an environment in which they can thrive
- To make Savannah a more exciting place to live and work
- To retain more college graduates from regional institutions
- To provide a physical and virtual community hub for entrepreneurs and start-ups in the region

PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
Workload Measures				
– Collaborations with Universities	---	6	6	8
– Economic analysis studies	---	1	1	1
– SMN bi-weekly column	---	18	18	24
– Networking and professional development events	---	15	15	20
– Personal visits	---	72	72	100
– Website visitors	---	250,000	250,000	275,000
– Jobs board production	---	120	120	150
– Business directory productions	---	2,500	2,500	3,000
Efficiency Measures				
– Cost per collaboration with University	---	\$3,333.33	\$3,333.33	\$2,500.00
– Cost per economic analysis study	---	\$5,000.00	\$5,000.00	\$5,000.00
– Cost per SMN bi-weekly column	---	\$277.78	\$277.78	\$208.33
– Cost per networking and professional development event	---	\$1,666.67	\$1,666.67	\$1,250.00
– Cost per personal visit	---	\$104.17	\$104.17	\$75.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Cost per website visitor	---	\$0.04	\$0.04	\$0.04
– Cost per jobs board production	---	\$83.33	\$83.33	\$66.67
– Cost per business directory production	---	\$4.00	\$4.00	\$3.33
Effectiveness Measures				
– Percent of regional students reached	---	20.00%	20.00%	25.00%
– Economic analysis study readership	---	2,500	2,500	10,000
– Percent of regional readership reached – SMN column	---	16.67%	16.67%	25.00%
– Number of networking and professional development events per month	---	1.25	1.25	1.67
– Percent of personal visits surveyed	---	100.00%	100.00%	100.00%
– Percent of website visitors surveyed	---	0.10%	0.10%	0.18%
– Percent of jobs filled at higher than average wage	---	10.00%	65.00%	50.00%
– Percent of business directory users surveyed	---	10.00%	10.00%	16.67%

2010 AUTHORIZED POSITIONS DETAIL



Department/Activity	2010 Permanent	2010 Interim	2010 Temporary	2010 Unfunded	2010 Authorized
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
City Manager	6.00	0.00	0.00	1.00	7.00
Public Information Office	7.00	0.00	0.00	0.00	7.00
Legal	3.00	0.00	0.00	0.00	3.00
Tourism and Film Services	5.00	0.00	0.00	0.00	5.00
Citizen Office	<u>4.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>5.00</u>
Subtotal	40.00	1.00	0.00	2.00	43.00
Leisure Services Bureau					
Leisure Services Director	7.00	0.00	0.00	0.00	7.00
Athletics	15.38	0.00	0.00	1.09	16.47
Cultural Affairs	10.00	0.00	0.00	0.00	10.00
Youth Services	66.02	0.00	0.00	2.48	68.50
Senior Services	27.13	0.00	0.00	1.00	28.13
Therapeutic Recreation	4.20	0.00	0.00	0.00	4.20
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
City Cemeteries	<u>26.63</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>29.63</u>
Subtotal	291.91	1.00	0.00	8.41	301.32
Police					
Police Chief	13.00	0.00	0.00	0.00	13.00
Patrol	414.00	30.75	0.00	0.00	444.75
Criminal Investigations	100.00	0.00	0.00	0.00	100.00
Special Operations	21.00	0.00	0.00	0.00	21.00
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	33.00	0.00	0.00	3.00	36.00
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	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
Subtotal	752.64	30.75	0.00	13.64	797.03

Department/Activity	2010 Permanent	2010 Interim	2010 Temporary	2010 Unfunded	2010 Authorized
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	2.00	4.00
Fire Operations	<u>299.00</u>	<u>22.00</u>	<u>0.00</u>	<u>0.00</u>	<u>321.00</u>
Subtotal	322.00	22.00	0.00	4.00	348.00
Management and Financial Services					
ACM Management and Financial Services	3.00	1.00	0.00	0.00	4.00
Research and Budget	8.00	2.00	0.00	2.00	12.00
Human Resources	19.00	0.00	0.63	1.00	20.63
Risk Management	9.00	0.00	0.00	0.00	9.00
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
Revenue	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 and Municipal Archives	2.00	0.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	0.00	5.00
Mail and Municipal Building Services	0.60	0.00	0.00	0.00	0.60
River Street Hospitality Center	2.25	0.00	0.00	0.00	2.25
311 Call Service Center	<u>6.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6.00</u>
Subtotal	133.35	5.00	0.63	6.00	144.98
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
Property Maintenance Enforcement	33.00	0.00	0.00	0.00	33.00
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
Community Services	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
Subtotal	112.00	1.00	0.00	5.00	118.00
Public Works					
Public Works 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	<u>49.00</u>	<u>1.00</u>	<u>0.00</u>	<u>5.00</u>	<u>55.00</u>
Subtotal	143.00	2.00	0.00	16.00	161.00
TOTAL GENERAL FUND	1794.90	62.75	0.63	55.05	1913.33
Public Safety Communications Fund	90.00	0.00	0.00	0.00	90.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
Hazardous Material Team Fund	4.00	0.00	0.00	0.00	4.00
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 and Litter Services	<u>41.50</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>42.50</u>
Subtotal	222.00	2.00	0.00	1.00	225.00
Civic Center Fund	24.00	1.00	0.00	0.00	25.00
Water Fund					
Water and Sewer Director	7.00	0.00	0.00	0.00	7.00
Utility Services	26.00	0.00	0.00	2.00	28.00
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	<u>49.00</u>	<u>0.25</u>	<u>0.00</u>	<u>0.00</u>	<u>49.25</u>
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	<u>14.00</u>	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>19.00</u>
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
Mobility and Parking Services Fund					
Mobility and Parking Administration and Enforcement	38.50	0.00	0.00	0.00	38.50
Parking Garages and Lots	<u>40.65</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>40.65</u>
Subtotal	79.15	0.00	0.00	0.00	79.15
Community Development Fund					
Housing	17.00	3.00	0.00	4.00	24.00
Community Planning and Development	11.00	0.00	0.00	1.00	12.00
Micro-Business Development	0.00	1.00	0.00	0.00	1.00
Advancement Center at Moses Jackson	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>5.00</u>
Subtotal	33.00	4.00	0.00	5.00	42.00
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
Justice Assistance - Police	0.00	0.00	1.00	0.00	1.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
Summer Lunch	0.00	0.00	0.00	0.50	0.50
Cities of Service	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Subtotal	1.00	13.00	1.75	0.50	16.25
Internal Services Fund					
Vehicle Maintenance	41.00	0.54	0.00	2.00	38.54
Information Technology	<u>34.00</u>	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>	<u>36.00</u>
Subtotal	75.00	1.54	0.00	3.00	79.54
TOTAL CITYWIDE	2,622.05	107.54	2.38	66.55	2,798.51

2011 AUTHORIZED POSITIONS DETAIL¹



<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
City Manager	5.00	0.00	0.00	5.00
Public Information Office	6.00	0.00	0.00	6.00
Auditing	7.00	1.00	0.00	8.00
Finance	13.00	0.00	0.00	13.00
Legal	<u>3.00</u>	<u>1.00</u>	<u>0.00</u>	<u>4.00</u>
Subtotal	49.00	2.00	0.00	51.00
Public Facilities, Events and Services				
Public Facilities, Events and Services Bureau Chief	7.00	0.00	0.00	7.00
Cultural Affairs	8.00	0.00	0.25	8.25
Youth Services	58.86	0.25	0.00	59.11
Athletic Services	12.88	0.25	0.00	13.13
Senior Services	26.76	0.00	0.00	26.76
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	0.00	0.00	42.00
Building and Electrical Maintenance	18.00	0.00	0.00	18.00
Park and Tree	56.00	2.00	0.00	58.00
City Cemeteries	<u>23.63</u>	<u>0.00</u>	<u>0.00</u>	<u>23.63</u>
Subtotal	259.32	2.50	0.25	262.07
Police				
Police Chief	13.00	0.00	0.00	13.00
Patrol and Special Operations	423.00	53.00	0.00	476.00
Investigations Division	103.00	0.00	0.00	103.00
SARIC (Savannah Area Regional Intelligence Center)	18.00	0.00	0.00	18.00
Traffic Unit	20.00	0.00	0.00	20.00
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
Administrative Services Division	17.00	0.00	0.00	17.00
Information Management	32.00	0.00	0.00	32.00
Counter Narcotics Team (CNT)	35.00	0.00	0.00	35.00
Office of Professional Standards (OPS)	22.00	0.00	0.00	22.00
Savannah Impact Program (SIP)	15.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
Subtotal	738.00	53.00	0.00	791.00

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
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	<u>301.00</u>	<u>32.00</u>	<u>0.00</u>	<u>333.00</u>
Subtotal	326.00	32.00	0.00	358.00
Management Services				
Management Services Bureau				
Chief	3.00	0.00	0.00	3.00
Research and Budget	9.00	0.00	0.00	9.00
Human Resources	18.00	0.00	0.63	18.63
Risk Management	5.00	0.00	0.00	5.00
Purchasing	6.00	0.00	0.00	6.00
Revenue	22.00	0.00	0.00	22.00
Recorder's Court of Chatham				
County	27.00	0.00	0.00	27.00
Research Library and Municipal				
Archives	2.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Building				
Services	<u>0.60</u>	<u>0.00</u>	<u>0.00</u>	<u>0.60</u>
Subtotal	97.60	0.00	0.63	98.23
Community and Economic Development Bureau				
Community and Economic				
Development Bureau Chief	7.00	0.00	0.00	7.00
Development Services	50.00	0.00	0.00	50.00
Citizen Office	19.00	0.00	0.00	19.00
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
Community Services	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
Subtotal	96.25	1.00	0.00	97.25
Public Works and Water Resources				
Public Works and Water Resources				
Bureau Chief	4.00	0.00	0.00	4.00
Traffic Engineering	29.00	0.00	0.00	29.00
Stormwater Management	59.00	0.00	0.00	59.00
Streets Maintenance	<u>48.00</u>	<u>0.25</u>	<u>0.75</u>	<u>49.00</u>
Subtotal	140.00	0.25	0.75	141.00
TOTAL GENERAL FUND	1,706.17	90.75	1.63	1,798.55
Public Safety Communications Fund	106.00	0.00	0.00	106.00
Hazardous Material Team Fund	4.00	0.00	0.00	4.00

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
Sanitation Fund				
Sanitation Director	7.00	0.00	0.00	7.00
Residential Refuse	111.00	3.00	0.00	114.00
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 and Litter Services	31.50	0.00	0.00	31.50
Property Maintenance Enforcement	<u>30.00</u>	<u>0.00</u>	<u>0.00</u>	<u>30.00</u>
Subtotal	225.00	3.00	0.00	228.00
Civic Center Fund	22.00	1.00	0.50	23.50
Water Fund				
Water and Sewer Director	7.00	0.00	0.00	7.00
Utility Services	23.00	0.00	0.00	23.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	7.00	0.00	33.00
Water Distribution	<u>54.00</u>	<u>0.00</u>	<u>0.00</u>	<u>54.00</u>
Subtotal	127.00	7.00	0.00	134.00
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	<u>14.00</u>	<u>5.00</u>	<u>0.00</u>	<u>19.00</u>
Subtotal	136.00	13.00	0.00	149.00
I&D Water Fund	38.00	5.00	0.00	43.00
Mobility and Parking Services Fund				
Mobility and Parking Administration and Enforcement	36.50	0.00	0.00	36.50
Parking Garages and Lots	<u>40.65</u>	<u>0.00</u>	<u>0.00</u>	<u>40.65</u>
Subtotal	77.15	0.00	0.00	77.15
Community Development Fund				
Housing	17.00	3.00	0.00	20.00
Community Planning and Development	11.00	0.00	0.00	11.00
Micro-Business Development	0.00	1.00	0.00	1.00
Advancement Center at Moses Jackson	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>
Subtotal	32.00	4.00	0.00	36.00
Grant Fund				
Coastal Workforce Services	0.00	9.00	0.00	9.00
Youthbuild	1.00	1.00	0.75	2.75
Justice Assistance - Police	0.00	0.00	1.00	1.00
Cities of Service	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>
Subtotal	1.00	11.00	1.75	13.75

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
Internal Services Fund				
Vehicle Maintenance	41.00	0.00	0.00	41.00
Information Technology	<u>36.00</u>	<u>1.00</u>	<u>0.25</u>	<u>37.25</u>
Subtotal	77.00	1.00	0.25	78.25
 TOTAL CITYWIDE	 2,551.32	 135.75	 4.13	 2,691.20

1 Authorized positions as of June 30, 2011.

2012 AUTHORIZED POSITIONS DETAIL¹



<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 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
City Manager	5.00	0.00	0.00	5.00
Public Information Office	6.00	0.00	0.00	6.00
Auditing	7.00	1.00	0.00	8.00
Finance	13.00	0.00	0.00	13.00
Legal	<u>3.00</u>	<u>1.00</u>	<u>0.00</u>	<u>4.00</u>
Subtotal	49.00	2.00	0.00	51.00
Public Facilities, Events and Services				
Public Facilities, Events and Services Bureau Chief	8.00	0.00	0.00	8.00
Cultural Affairs	8.00	0.00	0.00	8.00
Youth Services	58.86	0.00	0.00	58.86
Athletic Services	12.88	0.00	0.00	12.88
Senior Services	26.76	0.25	0.00	27.01
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	0.00	0.00	42.00
Building and Electrical Maintenance	18.00	0.00	0.00	18.00
Park and Tree	56.00	1.00	0.00	57.00
City Cemeteries	<u>23.63</u>	<u>0.00</u>	<u>0.00</u>	<u>23.63</u>
Subtotal	260.32	1.25	0.00	261.57
Police				
Police Chief	14.00	0.00	0.00	14.00
Patrol and Special Operations	423.00	66.00	0.00	489.00
Investigations Division	103.00	0.00	0.00	103.00
SARIC (Savannah Area Regional Intelligence Center)	18.00	0.00	0.00	18.00
Traffic Unit	20.00	0.00	0.00	20.00
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
Administrative Services Division	17.00	0.00	0.00	17.00
Information Management	32.00	0.00	0.00	32.00
Counter Narcotics Team (CNT)	35.00	0.00	0.00	35.00
Office of Professional Standards (OPS)	22.00	0.00	0.00	22.00
Savannah Impact Program (SIP)	15.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
Subtotal	739.00	66.00	0.00	805.00

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
Fire and Emergency Services				
Fire Logistics	23.00	0.00	0.00	23.00
City-Wide Emergency Planning	1.00	0.00	0.00	1.00
Fire Operations	<u>301.00</u>	<u>31.00</u>	<u>0.00</u>	<u>332.00</u>
Subtotal	325.00	31.00	0.00	356.00
ACM Admin and Community Services	1.00	0.00	0.00	1.00
Management Services				
Management Services Bureau				
Chief	3.00	0.00	0.00	3.00
Research and Budget	9.00	0.00	0.00	9.00
Human Resources	18.00	0.00	0.88	18.88
Risk Management	5.00	0.00	0.00	5.00
Purchasing	8.00	0.00	0.00	8.00
Revenue	20.00	0.00	0.00	20.00
Recorder's Court of Chatham				
County	27.00	0.00	0.00	27.00
Research Library and Municipal				
Archives	2.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Building				
Services	<u>0.60</u>	<u>0.00</u>	<u>0.00</u>	<u>0.60</u>
Subtotal	97.60	0.00	0.88	98.48
Community and Economic Development				
Community and Economic				
Development Bureau Chief	7.00	0.00	0.00	7.00
Development Services	50.00	0.00	0.00	50.00
Citizen Office	19.00	0.00	0.00	19.00
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	5.00	0.00	5.00
Economic Development	7.00	0.00	0.00	7.00
Community Services	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
Subtotal	96.25	5.00	0.00	101.25
Public Works and Water Resources				
Public Works and Water Resources				
Bureau Chief	4.00	0.00	0.00	4.00
Traffic Engineering	29.00	0.00	0.00	29.00
Stormwater Management	59.00	0.00	0.00	59.00
Streets Maintenance	<u>48.00</u>	<u>0.25</u>	<u>0.75</u>	<u>49.00</u>
Subtotal	140.00	0.25	0.75	141.00
TOTAL GENERAL FUND	1,708.17	105.50	1.63	1,815.30

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
Public Safety Communications Fund	106.00	0.00	0.00	106.00
Hazardous Material Team Fund	4.00	0.00	0.00	4.00
Sanitation Fund				
Sanitation Director	7.00	0.00	0.00	7.00
Residential Refuse	111.00	4.00	0.00	115.00
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 and Litter Services	32.00	0.00	0.00	32.00
Property Maintenance Enforcement	<u>30.00</u>	<u>0.00</u>	<u>0.00</u>	<u>30.00</u>
Subtotal	225.50	4.00	0.00	229.50
Civic Center Fund	22.00	0.50	0.00	22.50
Water Fund				
ACM Utilities, Development and Construction	1.00	0.00	0.00	1.00
Water and Sewer Director	7.00	0.00	0.00	7.00
Utility Services	23.00	0.00	0.00	23.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	7.00	0.00	33.00
Water Distribution	<u>54.00</u>	<u>0.00</u>	<u>0.00</u>	<u>54.00</u>
Subtotal	128.00	7.00	0.00	135.00
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	9.00	0.00	71.00
Regional Plants	<u>14.00</u>	<u>5.00</u>	<u>0.00</u>	<u>19.00</u>
Subtotal	136.00	14.00	0.00	150.00
I&D Water Fund	38.00	5.00	0.00	43.00
Mobility and Parking Services Fund				
Mobility and Parking Administration and Enforcement	37.50	0.00	0.00	37.50
Parking Garages and Lots	<u>33.80</u>	<u>0.00</u>	<u>0.00</u>	<u>33.80</u>
Subtotal	71.30	0.00	0.00	71.30
Community Development Fund				
Housing	16.00	4.00	0.00	20.00
Community Planning and Development	11.00	0.00	0.00	11.00
Micro-Business Development	0.00	1.00	0.00	1.00
Advancement Center at Moses Jackson	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>
Subtotal	31.00	5.00	0.00	36.00

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
Grant Fund				
Coastal Workforce Services	0.00	9.00	0.00	9.00
Youthbuild	1.00	1.00	0.75	2.75
Justice Assistance - Police	0.00	0.00	1.00	1.00
Cities of Service	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>
Subtotal	1.00	11.00	1.75	13.75
Internal Services Fund				
Vehicle Maintenance	41.00	0.00	0.00	41.00
Information Technology	<u>36.00</u>	<u>0.00</u>	<u>0.25</u>	<u>36.25</u>
Subtotal	77.00	0.00	0.25	77.25
TOTAL CITYWIDE	2,547.97	152.00	3.63	2,703.60

1 Authorized positions as of October 25, 2011.

2009-2012 DEPARTMENT EXPENDITURES BY FUND



<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
General Administration				
Mayor and Aldermen	\$ 556,446	\$ 569,587	\$ 553,973	\$ 566,918
Clerk of Council	250,096	230,789	269,303	262,322
City Manager	610,475	689,237	656,096	630,172
Public Information				
Office	606,188	579,955	551,071	549,752
Auditing	0	0	0	655,917
Finance	0	0	0	1,179,341
Legal	538,713	539,391	541,692	559,405
Tourism and Film				
Services	450,967	436,650	0	0
Citizen Office	355,232	308,733	0	0
Subtotal	\$ 3,368,117	\$ 3,354,342	\$ 2,572,135	\$ 4,403,827
Public Facilities, Events, and Services				
Public Facilities,				
Events and Services				
Bureau Chief	\$ 516,835	\$ 606,830	\$ 623,692	\$ 628,710
Athletics	1,312,899	(5,917)	0	0
Recreation Services	4,105,049	(19,484)	0	0
Adult Day Care	450,707	(451)	0	0
Golden Age	1,563,829	(1,103)	0	0
Cultural Affairs	860,108	828,070	763,722	766,702
Coffee Bluff Marina	11,961	(254)	0	0
Youth Services	0	4,023,091	3,490,548	3,674,874
Athletic Services	0	946,935	1,202,164	1,124,759
Senior Services	0	2,039,693	1,871,579	1,924,877
Therapeutic				
Recreation	0	239,117	269,848	226,001
Film Services	0	0	200,176	229,969
Buildings and Grounds				
Maintenance	3,817,152	3,880,148	3,530,299	3,611,386
Building and Electrical				
Maintenance	1,592,165	1,522,504	1,570,481	1,550,949
Park and Tree	4,927,179	4,893,088	4,614,783	4,655,997
Building Design and				
Construction	591,484	86	0	0
City Cemeteries	2,249	1,844,962	1,817,669	1,680,030
Subtotal	\$ 19,751,616	\$ 20,797,315	\$ 19,954,961	\$ 20,074,254
Police				
Police Chief	\$ 2,422,684	\$ 1,329,559	\$ 1,611,122	\$ 1,573,507
Patrol and Special				
Operations Division	31,380,288	30,608,402	30,987,604	33,286,564
Investigations Division	7,818,319	7,702,834	8,079,221	8,122,443
SARIC (Savannah				
Area Regional				
Intelligence Center)	423,910	1,476,136	1,573,432	1,432,554
Traffic Unit	1,556,570	1,863,951	1,810,626	1,929,792
School Crossing				
Guards	275,654	276,220	0	0

<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
Marine Patrol	598,102	683,880	625,584	764,367
Mounted Patrol	498,549	499,023	541,584	554,398
Canine Unit	514,938	491,900	505,315	516,381
Animal Control	803,768	842,031	847,256	937,141
EMS Administration	82,604	86,995	91,354	93,788
Administrative				
Services Division	3,568,772	3,253,562	3,034,027	2,726,250
Information				
Management	2,093,145	1,896,986	1,946,035	2,054,032
Counter Narcotics				
Team (CNT)	3,061,992	3,024,879	3,126,784	3,076,818
Office of Professional				
Standards (OPS)	1,988,697	1,861,357	2,188,333	2,100,001
Savannah Impact				
Program (SIP)	1,745,102	1,335,749	1,341,410	1,364,115
CrimeStoppers	222,609	222,411	231,072	226,790
Savannah Impact				
Work Ventures	448,463	233,522	342,820	310,946
Subtotal	\$ 59,504,167	\$ 57,689,397	\$ 58,883,579	\$ 61,069,887
Fire and Emergency Services				
Fire Logistics	\$ 1,723,794	\$ 2,124,179	\$ 2,913,696	\$ 5,298,948
City-Wide Emergency				
Planning	0	91,293	168,339	132,323
Fire Operations	22,508,495	22,197,318	21,403,071	19,389,889
Subtotal	\$ 24,232,288	\$ 24,412,790	\$ 24,485,106	\$ 24,821,160
ACM Administrative and Community Services	\$ 0	\$ 0	\$ 0	\$ 206,029
Management Services				
Management Services				
Bureau Chief	\$ 511,794	\$ 366,059	\$ 404,860	\$ 347,067
Research and Budget	714,024	619,814	707,078	705,673
Human Resources	1,762,403	1,649,254	1,517,370	1,494,802
Risk Management	462,234	958,865	734,886	702,823
Auditing	754,672	753,073	655,009	0
Finance	1,159,683	1,100,255	1,144,770	0
Purchasing	526,274	552,216	517,360	616,135
Emergency				
Management	105,599	0	0	0
Revenue	1,658,089	1,478,203	1,572,680	1,523,696
Recorder's Court of				
Chatham County	2,210,125	2,193,702	2,178,702	2,210,659
Research Library and				
Municipal Archives	245,116	232,181	237,511	240,407
Central Services				
Director	196,870	63	0	0
Inventory				
Management	290,033	299,880	330,059	332,082
Mail and Municipal				
Building Services	779,149	668,046	768,688	770,791

<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
River Street Hospitality Center	132,167	149,056	0	0
311 Call Service Center	271,680	282,359	0	0
Subtotal	\$ 11,779,912	\$ 11,303,026	\$ 10,768,973	\$ 8,944,135

Community and Economic Development

Community and Economic Development Bureau Chief	\$ 686,685	\$ 883,326	\$ 845,646	\$ 677,228
Development Services	3,836,746	4,259,107	3,956,677	3,865,840
Property Maintenance Enforcement	2,633,940	2,496,729	0	0
Land Bank Administration	426	1,855	0	0
Citizen Office	0	0	887,995	1,111,570
River Street Hospitality Center	0	0	122,165	131,275
311 Call Service Center	0	0	258,812	233,524
Real Property Services	475,158	436,357	401,550	426,157
Step Up Program	121,669	94,698	92,887	345,400
Economic Development	794,057	736,020	667,431	709,396
Small Business Assistance Corporation	101,075	95,500	80,000	80,000
Entrepreneurial Center	298,562	287,600	273,241	280,365
Community Services	884,222	346,966	385,183	379,374
Subtotal	\$ 9,832,539	\$ 9,638,156	\$ 7,971,587	\$ 8,240,129

Public Works

Public Works and Water Resources Bureau Director	\$ 509,201	\$ 410,061	\$ 476,064	\$ 398,949
Park and Tree	(3,748)	0	0	0
Traffic Engineering	5,717,540	5,884,666	6,042,007	6,286,128
Stormwater Management	5,160,524	5,106,490	5,717,541	5,534,804
Streets Maintenance	4,583,005	4,351,529	4,920,969	4,975,309
City Cemeteries	2,039,688	(1,608)	0	0
Service Center	292,136	290,787	244,135	307,401
Subtotal	\$ 18,298,346	\$ 16,041,925	\$ 17,400,716	\$ 17,502,591

General Fund

Interdepartmental	\$ 25,020,843	\$ 27,057,890	\$ 23,722,530	\$ 25,178,005
Total General Fund	\$ 171,787,828	\$ 170,294,841	\$ 165,759,587	\$ 170,440,017

Public Safety Communications Fund

Police Communications	\$ 4,644,237	\$ 0	\$ 0	\$ 0
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<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
Fire Communications	481,755	0	0	0
Communications Center	0	4,962,792	5,250,291	5,757,981
Subtotal	\$ 5,125,992	\$ 4,962,792	\$ 5,250,291	\$ 5,757,981
Hazardous Material Team Fund	\$ 363,123	\$ 455,180	\$ 439,570	\$ 522,770
Sanitation Fund				
Sanitation Director	\$ 1,053,419	\$ 986,786	\$ 689,133	\$ 620,518
Residential Refuse	8,132,600	7,823,490	7,091,876	7,518,461
Refuse Disposal	6,088,497	6,101,820	5,720,881	5,702,824
Street Cleaning	2,290,644	2,234,663	2,057,690	2,109,618
Commercial Refuse	1,674,553	1,588,177	1,538,713	1,588,507
Recycling and Litter Services	2,322,046	2,588,587	2,379,091	2,368,191
Property Maintenance Enforcement	0	0	2,469,691	2,299,133
Sanitation Interdepartmental	1,979,549	2,347,241	2,321,892	2,625,244
Subtotal	\$ 23,541,307	\$ 23,670,765	\$ 24,268,967	\$ 24,832,496
Civic Center Fund				
Civic Center Operations	\$ 2,765,349	\$ 3,127,952	\$ 3,144,858	\$ 3,193,915
Civic Center Concessions	370,637	362,998	289,697	342,917
Subtotal	\$ 3,135,986	\$ 3,490,950	\$ 3,434,555	\$ 3,536,832
Water Fund				
ACM Utilities, Development and Construction Services*	0	0	0	214,829
Water and Sewer Director	\$ 682,003	\$ 595,598	\$ 711,525	\$ 672,152
Utility Services	1,902,804	1,842,906	1,786,779	1,682,307
Water and Sewer Planning and Engineering	1,170,923	1,168,752	1,207,463	1,212,056
Water Supply and Treatment	5,192,757	5,188,414	5,848,394	5,526,014
Water Distribution	4,054,818	3,854,694	4,302,958	4,379,854
Water Interdepartmental	8,977,293	9,705,170	8,567,318	9,719,212
Subtotal	\$ 21,980,598	\$ 22,355,533	\$ 22,424,437	\$ 23,406,424
Sewer Fund				
Sewer Maintenance Lift Stations	\$ 3,161,383	\$ 3,169,688	\$ 3,443,808	\$ 3,490,686
Maintenance	3,873,902	4,188,016	4,618,868	4,661,312
President Street Plant	6,131,522	6,423,095	7,125,390	6,676,288
Regional Plants	2,529,165	2,199,902	2,929,761	2,889,060
Sewer Interdepartmental	15,462,919	15,576,567	13,176,521	15,731,710
Subtotal	\$ 31,158,891	\$ 31,557,268	\$ 31,294,348	\$ 33,449,056

<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
I&D Water Fund	\$ 8,687,102	\$ 7,964,884	\$ 9,209,167	\$ 8,595,523
Mobility and Parking Services Fund				
Mobility and Parking				
Administration and Enforcement	\$ 3,446,525	\$ 3,642,498	\$ 3,435,026	\$ 3,431,817
Parking Garages and Lots	4,909,122	5,170,009	5,153,786	5,153,843
Parking				
Interdepartmental	<u>1,762,613</u>	<u>15,001,137</u>	<u>2,278,195</u>	<u>2,904,059</u>
Subtotal	\$ 10,118,260	\$ 23,813,644	\$ 10,867,007	\$ 11,489,719
Community Development Fund				
Housing	\$ 10,118,260	\$ 1,325,403	\$ 1,412,693	\$ 1,342,983
Community Planning and Development	1,762,613	939,079	934,019	860,889
Micro-Business Development	0	13,006	41,551	42,377
Advancement Center at Moses Jackson Program	0	203,380	306,659	278,851
Costs/Carryforwards	<u>0</u>	<u>16,423,149</u>	<u>13,860,229</u>	<u>11,997,609</u>
Subtotal	\$ 11,880,873	\$ 18,904,017	\$ 16,555,151	\$ 14,522,709
Grant Fund	\$ 7,175,125	\$ 10,591,682	\$ 5,335,506	\$ 4,799,672
Internal Services Fund				
Vehicle Maintenance	\$ 4,663,789	\$ 4,867,916	\$ 5,196,805	\$ 5,276,697
Information Technology	5,232,549	4,964,622	5,204,644	0
Tele-Electronics	<u>290,835</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	\$ 10,187,173	\$ 9,832,538	\$ 10,401,449	\$ 5,276,697
Information Technology Bureau	\$ 0	\$ 0	\$ 0	\$ 5,357,350
Other Funds				
Hotel/Motel Tax	\$ 4,962,128	\$ 5,546,480	\$ 5,294,741	\$ 5,959,674
Golf Course Fund	6,500	101,953	103,235	103,235
Computer Purchase Fund	576,658	649,443	364,730	354,819
Vehicle Purchase Fund	<u>9,834,848</u>	<u>4,675,679</u>	<u>6,316,692</u>	<u>6,679,429</u>
Subtotal	\$ 15,380,134	\$ 10,973,555	\$ 12,079,398	\$ 13,097,157

<u>Department/Activity</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Adopted</u>	<u>2012 Budget</u>
SUBTOTAL CITYWIDE	\$ 320,522,390	\$ 338,867,649	\$ 317,319,433	\$ 325,084,403
Less Interfund Transfers	\$ (68,056,038)	\$ (38,984,004)	\$ (46,750,556)	\$ (42,143,349)
TOTAL EXPENDITURES	\$ 252,466,352	\$ 299,883,645	\$ 270,568,877	\$ 282,941,054

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 primary 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.

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

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 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.

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.

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.

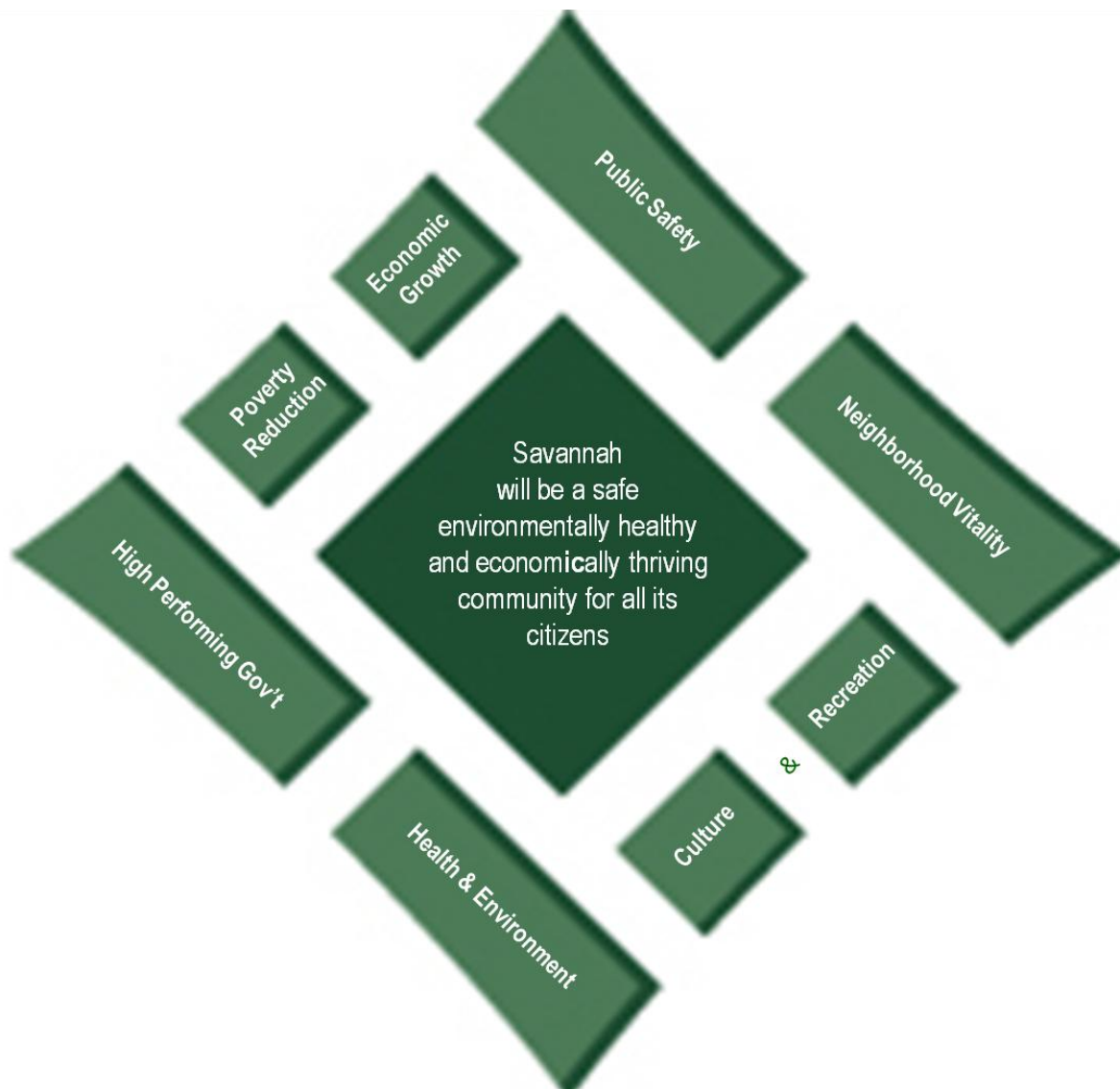
Self-Insurance - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

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.

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
AEDs	Automatic External Defibrillation Devices
AWWA.....	American Water Works Association
BPTS.....	Bacon Park Transfer Station
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
COS	City of Savannah
CWF	Center for Working Families
CWIB.....	Coastal Workforce Investment Board
DCA.....	Department of Community Affairs
DFRL.....	Dean Forest Road Landfill
EITC	Earned Income Tax Credit
EPD	Environmental Protection Division
ERP	Enterprise Resource Planning
ERU.....	Equivalent Residential Unit
eSPLOST	Education Special Purpose Local Option Sales Tax
GAAP	Generally Accepted Accounting Principles
GCIC	Georgia Crime Information Center
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 Association
ICS	Incident Command System
I & D	Industrial and Domestic
ISO	Insurance Services Offices
LGIP	Local Government Investment Pool
LOST	Local Option Sales Tax
MBE	Minority-owned Business Enterprise
MLK	Martin Luther King, Jr., Blvd.
MOA	Memorandums of Agreement
MPC	Metropolitan Planning Commission
MPO	Metropolitan Planning Organization
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
PM (Vehicle Maintenance)	Preventive Maintenance
PSAP	Public Safety Answering Point
ROW	Right-of-Way
RTU	Remote Terminal Unit
SAGIS	Savannah Area Geographic System
SARIC	Savannah Area Regional Intelligence
SBAC	Small Business Assistance Corporation

SCADA.....Supervisory Control and Data Acquisition

SCMPD.....Savannah-Chatham Metropolitan Police Department

SFES..... Savannah Fire & Emergency Services

SPLOSTSpecial Purpose Local Option Sales Tax

TBD To Be Determined

TMDL Total Maximum Daily Load

TSHE..... The Savannah History Experience

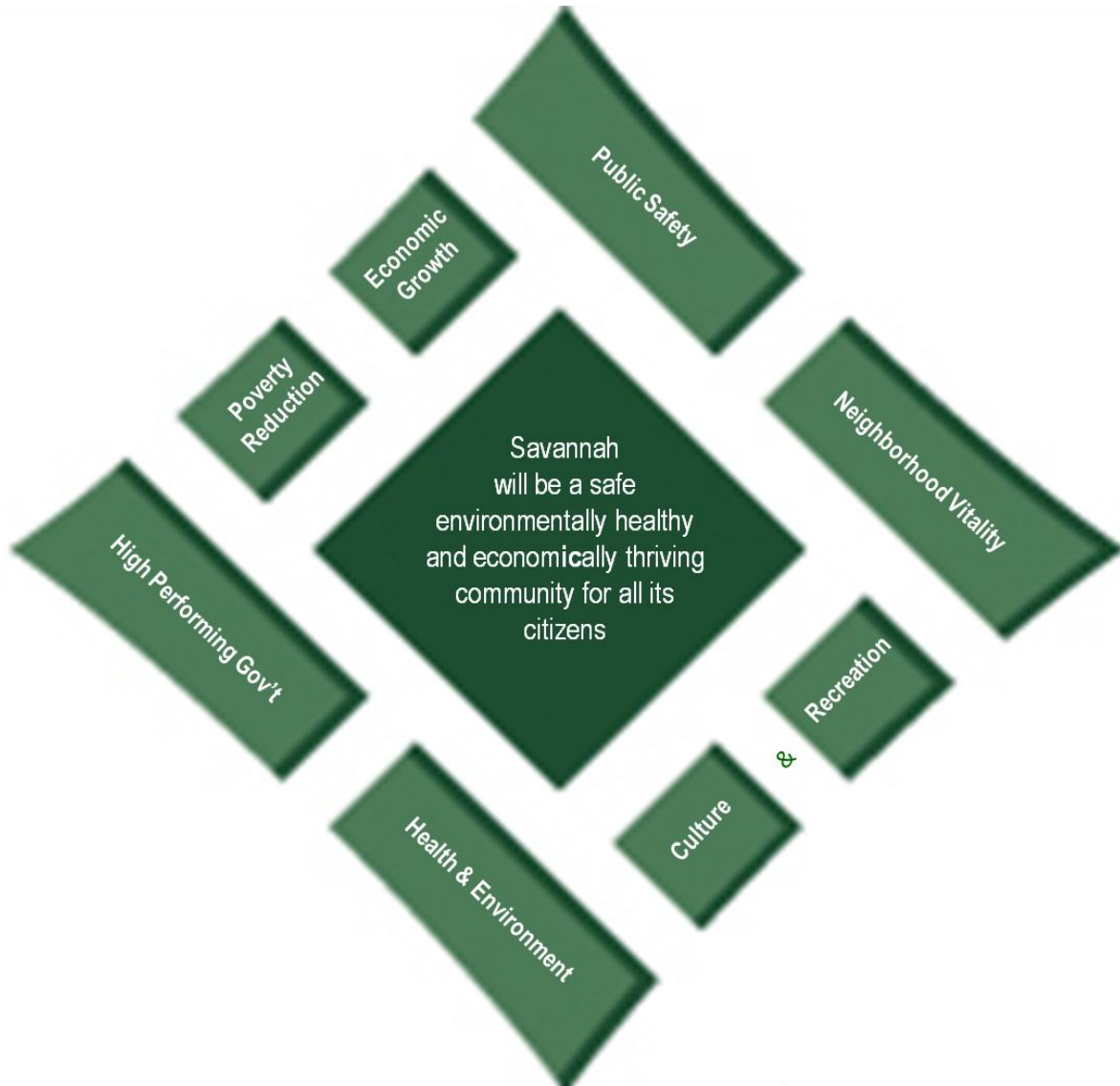
VITA Volunteer Income Tax Program

WBE Woman-owned Business Enterprise

WIA Work Investment Act

YES Youth Engagement Steering

YFA Youth Futures Authority



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