



# City of Savannah

**2020 Adopted Budget**  
& Capital Improvement Program



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Savannah  
Georgia**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director



***Special recognition is given to the following individuals for their assistance in preparation of the 2020 Service Program & Budget and the 2020-2024 Capital Improvement Program.***

## **Executive Staff**

Pat Monahan	City Manager
Heath Lloyd	Assistant City Manager / Chief Infrastructure & Development Officer
Bret Bell	*Chief Operating Officer
Taffanye Young	Chief Community Services Officer
Roy Minter	Police Chief
Derik Minard	Fire Chief

## **Special Acknowledgements**

Fleet Services  
Financial Services  
Human Resources  
Information Technology

## **Office of Management and Budget Staff**

Melissa Carter	Senior Director, Budget
Monisha Johnson	Assistant Director, Budget
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Angelica Alfonso	Senior Administrative Assistant

*\*Serving in interim capacity*

# Legislative Body

## Mayor and City Council

January 1, 2016 - December 31, 2019

EDDIE DELOACH

Mayor



CAROLYN BELL

Mayor Pro Tem - Post 1 At-Large



BRIAN FOSTER

Post 2 At-Large



VAN R. JOHNSON, II

District 1



BILL DURRENCE

District 2



JOHN HALL

District 3



JULIAN MILLER

District 4



DR. ESTELLA EDWARDS SHABAZZ

District 5



TONY THOMAS

District 6





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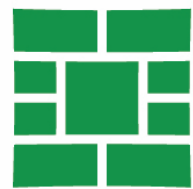
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**2020 - 2024 CAPITAL IMPROVEMENTS PROGRAM****(click here)**

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# City Manager's Message

November 13, 2019

To the Honorable Mayor and Aldermen:

The 2020 Service Program and Budget addresses your priorities and advances this community closer to your vision. Once adopted, the budget becomes a policy guide to manage the City of Savannah throughout 2020 by clearly setting the Council's goals and objectives through funding program and service priorities. Even more, the budget also serves as a long-range planning document to provide a sustainable framework based on these priorities for future years to keep the City financially healthy and poised for dynamic growth.

Setting priorities because of the many needs that arise in the community requires fiscal discipline. This basic tenet has kept possible the implementation of aggressive strategies to target your priorities without the need to impose excessive fees or raise the property tax millage rate. Ever mindful of the budget's impact today and in the future, I believe that the 2020 financial plan achieves admirable balance.

The City of Savannah's budget for FY 2020 aligns spending with a conservative revenue forecast. The budget continues to focus on your Strategic Plan:

- Reduce crime and increase [public safety](#)
- Invest in safe and sound [infrastructure](#)
- Revitalize, preserve and enhance [neighborhoods](#)
- Support [economic strength and poverty reduction](#)
- Provide exceptional public service and [good government](#)

This budget focuses on renewed investments in public safety, infrastructure, employee retention and development, public facilities, as well as the continued emphasis on programs focused on building community partnerships that improve the quality of life for Savannah residents, businesses and visitors. Yet, Council chose to also recognize the importance of our workforce.

Resulting from a prior year strategy of not filling position vacancies in the midst of a still booming economy with low unemployment and private-sector job choices, the organization's vacancy rate hit 13%. This coupled with a lagging wage and salary structure behind its benchmark local governments left unintended consequences that rippled negatively throughout the organization, especially in public safety. To address these inequities, the budget includes a significant investment to maintain and build a professional and dedicated workforce through implementing a new wage and salary pay structure and righting pay disparities.

These initiatives demonstrate the City cares about its workforce and the importance of the services they provide. In many ways, this focus exemplifies why *Forbes magazine* in 2019 recognized the City as "One of the Best Places to Work in Georgia" (highest rated local government). We are committed to promoting organizational and community values that include: exceptional service; consistent and excellent performance; innovation; good fiscal, social, and environmental stewardship; and ethical behavior. It is our belief that being a model for 21<sup>st</sup> Century government emulates our goal to provide exemplary service to the community.

Another budget priority will be to take a path forward to reinvest in the community's and organization's infrastructure. Until the economic recovery began several years ago, the City was not immune from slow revenue growth and increasing expenses not unlike other communities throughout the nation. Besides not maintaining a competitive pay plan, deferred infrastructure maintenance has its consequences.

Deferring capital improvements and investments into buildings and delaying needed vehicle replacements can take its toll on any organization. Likewise, dealing with unexpected budget catastrophes such as the need to settle two lawsuits for a total of \$19 million within a six-year span severely hampers any strategic plan for meeting current needs and for continued growth to meet future needs. Through prudent financial practices, the City has avoided borrowing from reserves or decreasing payments to key funds such as pensions, health care or worker's compensation. This path represents a commitment to prudent financial practices and the emphasis on a sustainable financial future.

### **Public Safety**

Reducing crime and the perception of crime continue as our citizenry's top concerns. In the last four years, the City has focused on the use of technology and personnel to improve the effectiveness and efficiency of our Public Safety programs. These additional resources, along with continued focus on community policing, improved technology, equipment and other resources such as the expansion of ShotSpotter and public safety cameras, will ensure that crime prevention and case solving strategies are more effective. Progress has been made; however, the priority will be to continue to strive for a community where residents, businesses and visitors feel safe.

The City has also made great progress in updating and expanding its fire facilities to ensure superior fire protection for our residents in the City proper and newly annexed areas. By placing temporary fire stations in developing areas, the City has delivered ISO Class I Fire services in emerging areas without building a permanent fire station until the area becomes more developed. The addition of a new fire station in the Highlands community recognizes this strategy. In accordance with Fire Strategic Planning recommendations to upgrade effective fire response objectives citywide, this budget includes funding for the replacement of two fire apparatus along with additional staffing and training resources. These upgrades not only provide fire protection and education but also introduce basic life safety throughout the City's service area.

### **Capital Projects**

The City now has an unprecedented number of major capital projects underway or planned. The City must continue to invest in capital improvements. These projects span from extending water and sewer infrastructure, to building new public facilities, to developing a Canal District as a downtown expansion and expanding tourism, especially along the Riverfront. By collaborating with community and corporate partners to fund street improvements, corridor revitalization on targeted roadways and other economic development projects in accordance with neighborhood-based planning practices, the City continues to progress. Through engaging citizens in planning and design processes, the City continues to promote healthy, vibrant neighborhoods. In 2020 and beyond, General Fund and SPLOST-supported capital investments will be used to enhance neighborhood revitalization efforts.



The City's commitment to maintaining critical infrastructure continues with the 2020-2024 Capital Improvement Plan (CIP) with an emphasis on continuing a centralized capital project management office focused on managing the overall Capital Improvement Program. Voter approval of the Special Purpose Local Option Sales Tax (SPLOST) on November 5, 2019 will help to address needed capital improvements with 75% of proceeds targeted for infrastructure and neighborhood housing redevelopment. As the current SPLOST 2014-2020 winds down September 30, 2020, the City will receive additional funds to fund pressing capital needs and projects in line with the Council's priorities.

A few of the major capital project areas included in this spending plan are highlighted below:

- Groundbreaking in November 2019 on the fully-funded \$165 million arena heralds the single-largest construction project in the City's history. Opening in February 2022 with its first of many national acts, the arena will be the development anchor for the Canal District.
- Construction to widen Benton Boulevard within the Highlands area should begin in 2020 and will add additional capacity to reduce significant traffic congestion.
- Establishment of critical drainage design concepts to address structural flooding in areas throughout the City will continue. Ongoing maintenance of the City's water, sewer, drainage, and traffic infrastructure are also critical elements of the plan.
- Planned renovations for the John Delaware Center will revitalize a regional community center that administers a variety of recreational and leisure programs.
- Rehabilitation of the existing Travis Field water reclamation facility will increase the City's sewer capacity for continued growth and economic development.

The CIP spending plan allocates \$199,994,196 for fiscal periods 2020-2024. Of this total, SPLOST VI revenues will fund approximately \$24.3M. Details of the Five-Year Capital Improvement Plan can be viewed within the *2020 Service Program and Budget*.

## 2020 City Wide Revenues & Expenditures

Although median home values in Savannah have just recently begun to return to pre-recessionary levels, staff is forecasting that the local economy will continue at a steady pace. Based on local indicators, staff projects a 2% growth in sales tax, 3.8% increase in hotel/motel tax, and 0.9% growth in the property tax digest. Despite the evident boom of private construction throughout the City, each \$100 million of new taxable value as booked by the Assessor's Office generates \$514,400 in new City property tax revenue.

### Revenue Highlights

The 2020 budget is based on a property tax millage rate of 12.86 mills which aligns with the adopted 2019 rollback rate. City-wide revenues total \$424,865,631 for 2020. This is a 1.8% increase in comparison to the 2019 projected amount.

Impacting revenues in 2020 are approved rate changes for utilities. These include increases for:

- **City Water and Sewer services** – Savannah's combined rates remain the lowest of all water and sewer systems in Georgia, and among the lowest of all systems in the entire Southeast, according to an independent survey. The base charges for Water and Sewer services in 2020 are unchanged from 2019; the consumption charges will increase. Overall, the impact on the combined Water & Sewer bill for the median household is \$1.95 per month to help fund necessary capital improvement/maintenance and to meet State environmental mandates.

- **Sanitation services** – Monthly residential rates for sanitation services will increase from \$34.86 to \$35.88 and Commercial Disposal rates will increase from \$4.63/cubic yard to \$4.77/cubic yard. These increases will help fund the expansion of the City's landfill, which will be among the largest and most important capital projects in the City's history.

By projecting revenues conservatively, while instituting cost saving measures to maintain fiscal stability without eliminating or cutting too deeply into the organization's core services, the City will continue to provide worthwhile programs, all reflective of creative management and a dedicated workforce. Provided below are some of these programmatic initiatives:

- Youth summer apprentice program focused on comprehensive youth development
- Community relations and partnerships
- Investment in employee retention and development through implementation of recent wage study
- Attractive employee benefit package incentivized by participation in wellness programs
- Neighborhood green space and walking trails
- Participating with community partners in a Community Master Plan as the City nears its Tercentennial Celebration

More detailed revenue changes are summarized in the Financial Policies & Structure section included in the *2020 Service Program and Budget*.

<b>Fund Appropriations</b>	
<b>General Fund</b>	\$ 208,263,831
<b>Special Revenue Fund</b>	\$ 41,241,761
<b>Debt Service Fund</b>	\$ 2,510,063
<b>Capital Improvement Projects Fund</b>	\$ 71,151,200
<b>Enterprise Funds</b>	
Water and Sewer Fund	\$ 77,218,633
Industrial and Domestic Water Fund	\$ 7,972,179
Civic Center Fund	\$ 5,149,426
Mobility and Parking Services Fund	\$ 30,034,299
Sanitation Fund	\$ 31,971,278
<b>Internal Service Funds</b>	\$ 23,014,224

## Expenditure Highlights

The 2020 operating and capital budgets represent a culmination of efforts to foster a fiscal planning approach that makes our budgeting processes more inclusive and transparent and to improve upon our strategic decision-making.

Key expenditure highlights include:

- Personnel services, which include salaries and wages for approximately 2,500 City employees as well as fringe benefit costs associated with City employment, represent approximately 42% of City-wide expenditures.
- Comprehensive medical benefits plan for employees, dependents and retirees with an employer contribution of \$21,176,612.
- Citywide Pension Plan contribution of \$10,129,714 represents an 11% increase above the 2019 adopted budget. The General Fund portion of this contribution is \$7,413,968, an increase of approximately \$818K based on the latest actuarial review.

## **2020 Service Program and Budget maintains resources to address Council priorities**

Steady progress has been made in achieving Council's strategic priorities. The *2020 Service Program and Budget* will continue this progress by outlining ambitious objectives and resources to achieve those benchmarks.

In summary, despite fiscal challenges, the Council needs to continue to strengthen the economic base and exercise fiscal discipline to operate in a cost-effective manner. The *2020 Service Program and Budget* focuses limited additional resources toward achieving strategic priorities by both sustaining the many ongoing initiatives and expanding these wherever possible. At the same time, the budget plan continues to invest in the organization's employees, neighborhoods, physical infrastructure and long-term financial health.

### **Conclusion**

As the Mayor and Aldermen, you serve as the board of directors of the City of Savannah, one of the community's largest and most influential organizations with approximately 2,500 employees and a \$425 million dollar budget. As a full-service municipal corporation, the City of Savannah exercises influence in the community's well-being and future. The City of Savannah remains the community's and region's economic generator and its influence cannot be understated. For example, the City has invested to help make the community more competitive for jobs and investment. For this reason, the budget includes increasing the freeport tax exemption to 100% (manufacturer's inventory) and increasing the fulfillment center exemption to 100% in order to bolster the community's competitiveness in this new era of e-commerce. Our shared goal has been to address proactively current challenges by maintaining a fiscally-strong and focused organization. This 2020 Budget builds upon your successes of the past and looks to provide for the future needs of our citizens. It provides the financial and operating plan to provide critical services and infrastructure to our citizens and businesses while maintaining the City's healthy financial position.

On behalf of City staff, I look forward to working with you to ensure we continue to plan strategically to move **Savannah Forward**. As always, I look forward to the challenges that come with meeting the priorities set by Council, planning for the future and maintaining our strong financial position.

Respectfully submitted,

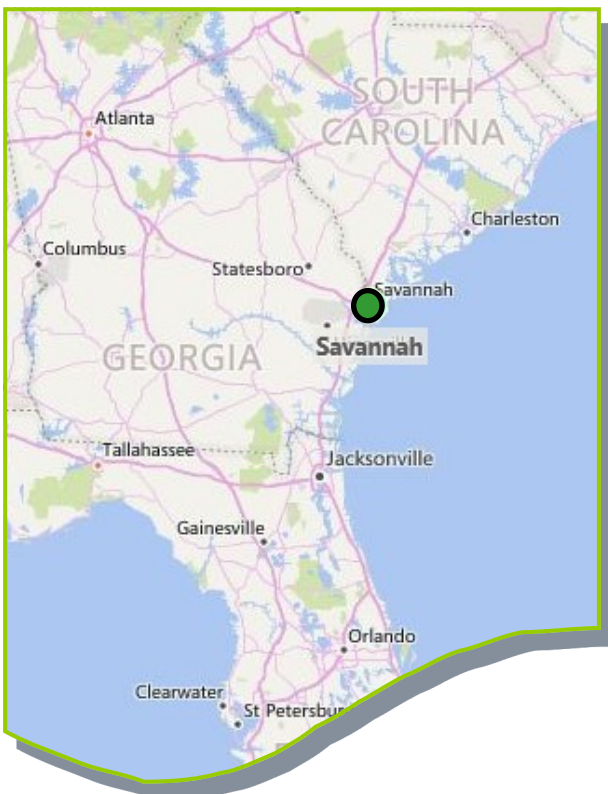


Patrick C. Monahan  
City Manager

# Savannah at a Glance



**City Hall**  
**Savannah, GA**



## **Established**

February 12, 1733

## **Government**

Savannah is a charter city operating under a Council-Manager form of government.

## **County**

Chatham County

<https://www.chathamcountyga.gov>

## **School District**

Savannah Chatham - County School District

<https://spwww.sccpss.com/Pages/default.aspx>

## **Location**

Savannah is approximately 250 miles southeast of Atlanta, Georgia; 140 miles north of Jacksonville, Florida; and 110 miles southwest of Charleston, South Carolina.

## **Area**

108.7 square miles

## **Climate**

Subtropical climate with short mild winters, hot and humid summers.

## **Population**

145,862 City of Savannah

398,494 Savannah, MSA

## **Bond Rating**

Standard and Poor's AA+

Moody's Investor Service Aa1

## **ISO Rating**

ISO Class 1



# Savannah at a Glance

## Population

The City of Savannah's population was 145,862 in 2018. This represents an 10.9 percent increase since 2000. The Savannah Metropolitan Statistical Area (MSA) population in 2018 is estimated to be 398,494; a 36 percent increase since 2000.



## Area Population Trends

	2000	2010	2018
Savannah	131,510	137,534	145,862
Savannah, MSA	293,000	348,739	398,494

## Educational Attainment

- ◆ **Savannah College of Art and Design** offers more degree programs than any other art and design university.
- ◆ **Savannah Technical College** is ranked #2 in the USA for Career and Technical Colleges.
- ◆ **Savannah State University** is the oldest public HBCU in the state.
- ◆ **Georgia Southern University** is one of America's best colleges.

The Savannah region provides a highly skilled and educated workforce.

2017	High School Graduate or Higher	Bachelors Degree or Higher
Savannah	86.0%	27.5%
Savannah, MSA	88.9%	30.4%

Source: Military Times, 2019

## Median Household Income

The City of Savannah's median household income in 2017 was \$42,869. The median household income for Savannah's Metropolitan Statistical Area (MSA) was \$56,610.

## Median Household Income

City of Savannah	\$42,869
Savannah, MSA	\$56,610



City of Savannah	Number of Households	Percentage
Under \$35,000	22,071.93	41.10%
\$35,000 to \$49,000	7,733.23	14.40%
\$50,000 to \$74,999	8,109.15	15.10%
\$75,000 - Above	15,788.68	29.40%
Savannah, MSA	Number of Households	Percentage
Under \$35,000	41,805.33	29.40%
\$35,000 to \$49,000	20,618.28	14.50%
\$50,000 to \$74,999	24,884.13	17.50%
\$75,000 - Above	54,887.27	38.60%

Source(s): 2018 American Community Survey 1 Year Estimates, U.S. Census Bureau, Forbes 2017

# Savannah at a Glance

## Economy

Savannah has a remarkable balance of diversity in trades and industries. In the manufacturing arena, no one industry dominates. There are more than 30 companies employing 100 or more people. Among these are 30+ Fortune 500 companies and 18 international companies. Ten of Savannah's major employers (100+ employees) have chosen to locate their corporate headquarters here.

Source: SEDA, 2018



## City of Savannah Principal Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equip.	12,000
Ft. Stewart/Hunter Army Airfield	Civilian Personnel	5,773
Savannah-Chatham County Board of Education	Public Schools	5,654
Memorial Health University Medical Center	Hospital	4,775
St. Joseph's/Candler Health System	Hospital	3,400
City of Savannah	Government	2,468
Savannah College of Art & Design	Education	1,886
Chatham County	Government	1,600
Georgia Ports Authority	Ship Terminal Operation	1,080
Georgia Southern University - Armstrong	Education	886
<b>Total</b>		<b>39,522</b>



# Savannah at a Glance

## Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	41,690	23.57%
Leisure and Hospitality	26,369	14.91%
Education and Health Services	24,439	13.82%
Government	23,362	13.21%
Professional and Business Services	20,067	11.35%
Manufacturing	18,498	10.46%
Construction	7,821	4.42%
Financial Activities	5,869	3.32%
Other Services	5,287	2.99%
Information	2,740	1.55%
Unclassified	430	0.24%
Natural Resources, Mining, and Agriculture	268	0.16%
<b>Total</b>	<b>176,840</b>	<b>100.00%</b>



## City of Savannah Major Taxpayers

Taxpayer	Type of Business	2018 Taxable Assessed Value	% of Total Taxable Assessed Value
Georgia Power	Electric Utility	\$82,429,340	1.46%
International Paper Co.	Paper Manufacturer	\$42,970,760	0.76%
Home Depot	Distribution Center	\$39,614,180	0.70%
Oglethorpe Mall LLC	Regional Shopping Mall	\$31,691,398	0.56%
Columbia Properties	Marriott Hotel	\$28,000,000	0.50%
Gulfstream	Aircraft Manufacturer	\$27,574,040	0.49%
HH Savannah LLC	Hyatt Hotel	\$26,400,000	0.47%
Pratt & Whitney Canada Distribution USA LLC	Aircraft Engine Manufacturer	\$23,062,170	0.41%
Dollar Tree Stores Inc	Distribution Center	\$22,105,199	0.39%
CWT Savannah Hotel LLC	Weston Hotel	\$19,059,500	0.34%
<b>Total</b>		<b>\$342,906,587</b>	<b>6.08%</b>

Source: 2018 CAFR City of Savannah

# Savannah at a Glance

## Parks, Recreation & Community Centers



Facility	Total
Athletic Fields	25
Basketball Courts	23
Community Centers	15
Golden Age Centers	2
Parks and Squares	107
Playgrounds	56
Spray Pools and Swimming Pools	17

## Public Safety



Savannah Police	Total	Savannah Fire	Total
Police Stations	4	Fire Stations	15
Sworn Police Personnel	541.49	Sworn Fire Personnel	318
Police Vehicles	560	Fire Engine Companies	15
Motorcycles	6	Fire Truck Companies	5



# Savannah at a Glance

## Annual Events

Martin Luther King Jr. Day Parade	January
Savannah Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
Savannah Tour of Homes and Gardens	March
Tara Feis Irish Celebration	March
St. Patrick's Day Celebration	March
Savannah Stopover Music Festival	March
Savannah Music Festival	March-April
SCAD Sidewalk Arts Festival	April
Savannah Fashion Week	April
NOGS Tour of Hidden Gardens	April
SCAD International Festival	May
Savannah Scottish Games	May
SCAD Sand Arts Festival	May
River Street Seafood Festival	May
Savannah Asian Festival	June
Fiesta Latina	June
River Street Fireworks	July
Savannah Jazz Festival	September
Savannah Greek Festival	October
Picnic in the Park	October
Savannah Folk Music Festival	October
Oktoberfest	October
Shalom Y'all Jewish Food Festival	October
Savannah Film Festival	October
Annual Hispanic Festival	October
Rock 'n' Roll Savannah Marathon	November
Holiday Tour of Homes	December
Christmas on the River and Lighted Parade	December
Festival of Lights	December



# Savannah at a Glance

## Honors and Awards

Tree City USA

Governor's Circle Award

Tourism Leadership Council's Board of Director's Award

City of Savannah as One of the Best Employers in the State of Georgia , *Forbes* 2019

Commission on Fire Accreditation International (CFAI) Accredited Metropolitan Fire Department

Certificate of Achievement for Excellence in Financial Reporting (CAFR) for FY17

## Savannah Accolades

"Top Travel Destinations in the U.S" (#1) *Goop*, January 2019

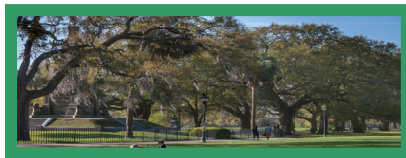
"The South's Best Food Cities" (#3) *Southern Living*, March 2019

"Best Cities for Creative Professionals Right Now" (#1) *Thrillist*, May 2019

" Best Small Cities in the U.S." (#4) *Conde Nast's Readers' Choice Awards* , October 2019

"Best Places to Live and Work as a Moviemaker (small towns)" (#1) *MovieMaker Magazine*, January 2019

"Global Traveler Leisure Lifestyle Awards: Best Weekend Destinations in North America" (#2), *Global Traveler*, May 2019





# Reader's Guide

**City Manager's Message** – outlines the issues and assumptions relative to development of the revenues and expenditures of various City funds to achieve community priorities and service delivery focus in 2020.

**City of Savannah Overview** – presents an overview of the City of Savannah's demographics, the structure of the City government and details of the Savannah Forward Strategic Plan, including performance indicators to measure the performance of City staff in achieving desired outcomes for the plan.

**Financial Structure, Policies, and Synopses** – defines the governmental fund structure for which the City of Savannah conducts its financial reporting, references fiscal policies and procedures implemented in the planning and management of the City's financial resources and compiles historic and projected financial data into informative charts and tables used in the creation of the annual budget.

**Operating Budget** – is organized and presented by Service Center and then by Department. Each Service Center section begins with an overview of that Center's personnel, revenue sources and expenditures.

- **Service Center** – a service center is an organizational structure which provides a group of services to the community and City staff to aid leadership in achieving the goals and objectives of the City of Savannah.

*Service Centers include:*

-  Governance
-  Strategic Services
-  Public Safety
-  Municipal Operations
-  Infrastructure and Development
-  Community Services

- **Department** – an overview of each line of business and its alignment to the strategic plan. Financial appropriations and staffing details are provided for each department within each business plan.

The operating budget is appropriated by the following funds:

- **General Fund** – Accounts for all revenues and expenditures which are not accounted for in specified purpose funds.
- **Hazardous Material Team Fund** – Accounts for revenues that come from area facilities which manufacture, use or store hazardous materials which is used to protect life, property and the environment from intentional/accidental release of hazardous materials manufactured, used or stored in Chatham County.
- **Community Development Fund** – Accounts for revenues derived primarily from the Community Development Block Grant (CDBG) but also other federal and state grants which are used to address Savannah's distressed neighborhoods.
- **Grant Fund** – Accounts for revenues received from federal or state sources which are used for designated purposes.
- **Sanitation Fund** – accounts for revenues collected for use of providing the following services: residential/commercial collection, refuse disposal, street sweeping, recycling and litter services.

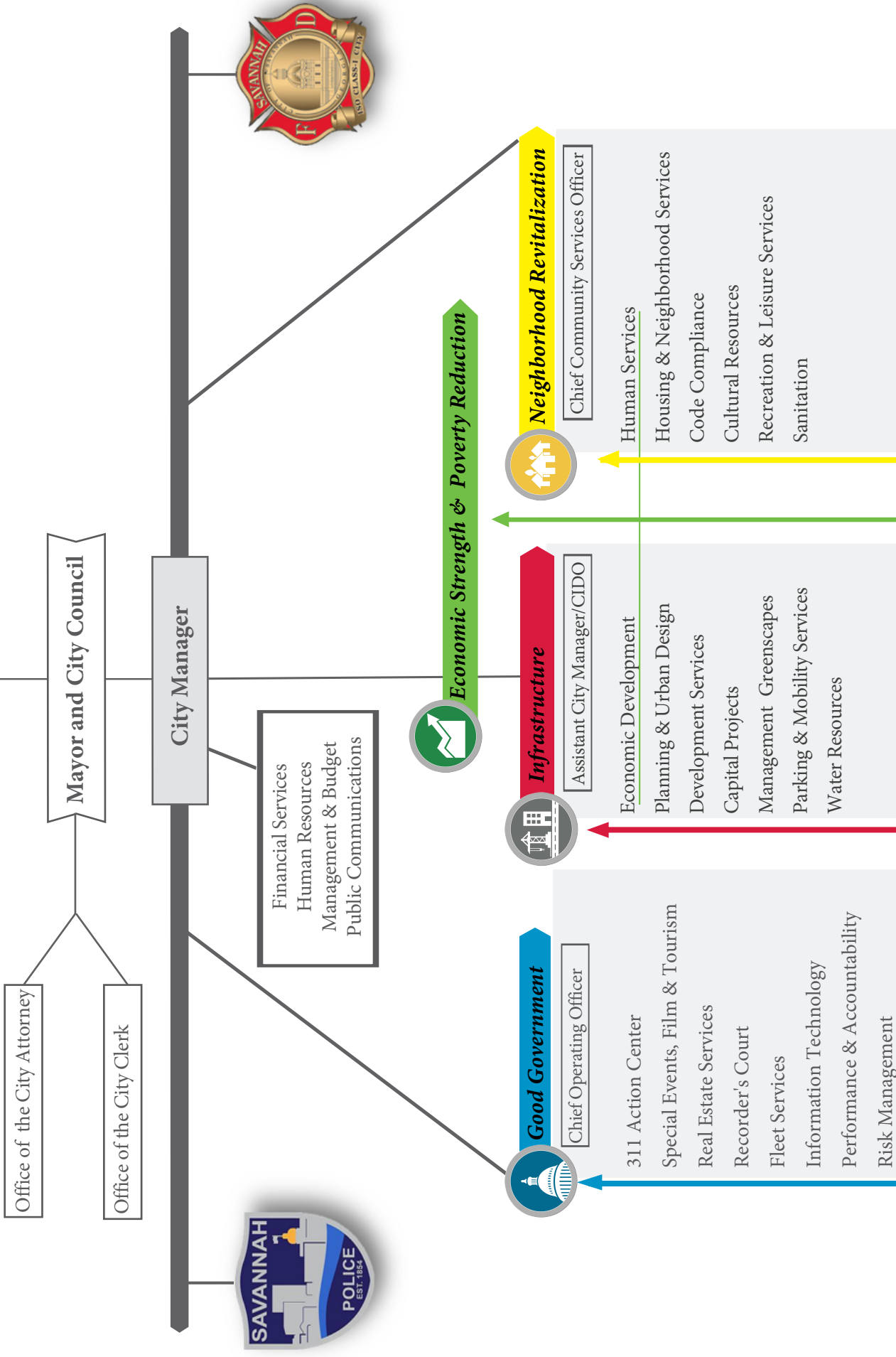
- **Civic Center Fund** – accounts for revenues collected to provide a venue for a variety of cultural, business, social and sporting events.
- **Water Fund** – accounts for revenues collected to produce safe, fit-to-drink water, to meet the needs of the City of Savannah and other surrounding areas.
- **Sewer Fund** – accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah's residents.
- **Industrial & Domestic (I&D) Water Fund** – accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.
- **Parking Services Fund** – accounts for revenues collected to operate the City's parking management program which consists of on-street parking, off-street parking and parking garages.
- **Internal Services Fund** – accounts for the financing of goods and services provided by one department to another department on a cost reimbursement basis.
- **Other Funds** – includes appropriations for non-operating funds that support various administrative purchases and intergovernmental agreements.

**Appendix** – includes supplementary information and notable details of budget appropriations that support key operations for City staff and initiatives for the community.

**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.



## CITY OF SAVANNAH RESIDENTS



**OUR VISION:** Savannah, an extraordinary place to live, learn and prosper.

**OUR MISSION:** To provide exceptional public services to residents, businesses and guest so they may experience a safe, healthy and thriving community.



SAVANNAH

# SAVANNAH

## City Council Strategic PRIORITIES



**PUBLIC SAFETY** - Public Safety is achieved when City Government and the Community work together to create a City where people feel safe in their neighborhoods and where the crime rate is low. On any given day, the public's safety is of primary importance in the minds of City leaders as they put policies in place, allocate resources and work to provide protection and enforcement for Savannah's residents, businesses and guests. Operationally, keeping the public safe presents an ever-changing set of challenges.



**INFRASTRUCTURE** - Savannah's future safety and prosperity depends on safe and sound infrastructure, including access to the internet. Flooding is a part of life along coastal regions but the City of Savannah is committed to protecting residential and business structures and streets from its devastating impacts. Our City's streets, sidewalks and facilities are a reflection of who we are and the pride we take in our community. They are also essential to helping residents travel to and from educational and employment opportunities. The City is committed to making these essential investments over time.



**NEIGHBORHOOD REVITALIZATION** - Savannahians live in neighborhoods, where much of their lives are spent. We raise our families, our children play there and when possible we work there. So, it is essential that the City focuses on key neighborhood issues such as access to quality, affordable housing, recreational facilities and programs, as well as the challenges of poverty and blight. Streets, sidewalks and trails connect our neighborhoods, creating a sense that we are 'One City'. The vision is that 'Savannah is an extraordinary place to live, learn and prosper'. The City is committed to that vision and will work to achieve the results to further enhance that as a reality.



**ECONOMIC STRENGTH & POVERTY REDUCTION** - The City of Savannah is committed to doing its part to raise our residents out of poverty; prepare youth and adults to participate in the economy and be self-sufficient; line our commercial corridors with viable, appropriate businesses and create a resilient, balanced economy for all.



**GOOD GOVERNMENT** - The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community. A Government that is committed to analyze and improve its own performance, and inform taxpayers of services they are receiving for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public service.

# Strategic Priority Goals

City Council adopted the **SAVANNAH FORWARD** Strategic Plan to provide a long-ranged focus to inform resource allocation decisions. The resulting five priorities provide the framework to align performance metrics that support the Council's vision. Council's effort to identify its priorities is supported by a citywide leadership development initiative to align cross-cutting goals and objectives for each strategic priority. The City Manager has formulated a cohesive management plan that maximizes collaboration and interdepartmental resources. The two efforts join to provide a way of identifying and realizing our community vision.



## **Goal 1.1: Priority 1 - Call Response**

### **Goal 1.2: Reduction in Part 1 - Violent Crimes**

### **Goal 1.3: Residents Feeling Safe in their Neighborhoods**

### **Goal 1.4: Medical 911 BLS and ALS Support Services**

### **Goal 1.5: Fire Rescue Department Advanced Life Support Services**



## **Goal 2.1: Resurfacing Savannah Streets**

### **Goal 2.2: Sidewalks**

### **Goal 2.3: Building Flooding**

### **Goal 2.4: Street Flooding**

### **Goal 2.5: City Facilities**

### **Goal 2.6: Internet Communications Conduit**



## **Goal 3.1: Reestablish & Preserve Neighborhoods**

### **Goal 3.2: City-Owned Properties**

### **Goal 3.3: Mobility & Neighborhood Connectivity**

### **Goal 3.4: Access to Recreation**

### **Goal 3.5: Access to Quality Housing**



## **Goal 4.1: Poverty Reduction**

### **Goal 4.2: Commercial Corridors**

### **Goal 4.3: Soft Skills & Work Readiness Training for Savannah Youth**

### **Goal 4.4: Soft Skills & Workforce Training for Unemployed & Underemployed**

### **Goal 4.5: Employment Assistance**

### **Goal 4.6: Resilient Diversified Economy**



## **Goal 5.1: Online Dashboard**

### **Goal 5.2: Organizational Culture**

### **Goal 5.3: Performance Based Budget**

### **Goal 5.4: Efficient Government Operations**

### **Goal 5.5: Employee Recognition & Performance**

### **Goal 5.5: City Code Update & Review**


### **Goal 5.6: AAA Bond Rating**



# Performance Measures

A focus on organizational performance is indicative of the City's long-term commitment to continuously improve our service delivery at the lowest possible cost to residents. The Strategic Initiatives Manager continues to work with priority focus groups and across business units in identifying baselines, targets and strategies to accomplish the performance outcomes under **SAVANNAH FORWARD**.

The City tracks operational performance indicators as a means of identifying service trends and communicating results to the public. Continually finding ways to transform our strategic priorities into strategies that guide departmental performance measures in getting the most important things accomplished will further advance Savannah. This section contains operational performance benchmarks for each priority supported by adopted budget appropriations.

 <b>Public Safety - Performance Measures</b>					
<b>Goal 1.1. Call Response</b>					
<b>Performance Measure</b>	<b>2018 Actuals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
7 minute response time to priority 1 calls for service	51%	100%	55%	60%	CAD Data
Calls responded to	2,715	2,200	4,296	4,510	Weekly Activity Report
Number of officers trained in driver training	489	556	494	523	Training Logs/POST Records
Percent of officers trained in Community Orientated Policing	100%	100%	100%	100%	Training Logs/POST Records
Turnout time (seconds)	75	80	69	80	CAD/SFES Records Management System
Turnout time (minutes)	1:11	1:20	1:13	1:20	Savannah Fire RMS
Travel time (seconds)	244	240	239	240	CAD/RMS
Travel time (minutes)	3:52	4:00	4:20	4:00	Savannah Fire RMS
First due engine total response time benchmark (seconds)	422	380	421	380	CAD/ RMS
Effective response force total response time benchmark (seconds)	499	620	719	620	CAD/ RMS
First due engine total response time benchmark (minutes)	7:09	6:20	8:19	6:20	Savannah Fire RMS
Effective response force total response time benchmark (minutes)	14:48	10:20	14:06	10:20	Savannah Fire RMS





## Public Safety - Performance Measures

### Goal 1.2. Reduction in Part 1 Violent Crimes

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Reduce violent crime by 5%	-1%	5%	29%	5%	CAD Data
Homicide/death investigation cases assigned	125	150	140	135	SARIC / CID Data
Robbery/aggravated assault cases assigned	694	660	775	700	SARIC/CID Data
Special victims cases assigned	761	934	770	750	SARIC and CID Data
Homicide/death investigation cases clearance rate	80%	80%	80%	80%	SARIC and CID Data
Robbery/aggravated assault cases combined clearance rate	44%	46%	45%	45%	SARIC and CID Data
Special victims cases clearance rate (rape only)	36%	51%	45%	45%	SARIC and CID Data
Value of stolen property recovered by the pawn shop unit	\$ 85,000	\$ 118,000	\$ 74,500	\$ 80,000	LEADS Online Pawn Records
Felony arrests	181	120	336	353	Weekly Activity Report
Misdemeanor Arrests	63	48	220	231	Weekly Activity Report
Number of officers trained in firearms	489	556	494	523	Training Logs / POST Records
Percent of officers trained in deadly force	100%	100%	100%	100%	Training Logs / POST Records
Percent of officers trained in de-escalation	100%	100%	100%	100%	Training Logs / POST Records
Number of drug investigations initiated	100	100	100	100	SIU Database
Drug complaints assigned	100	100	100	100	SIU Database
Gang/Gun Investigations closed	116	100	100	100	Comp Stat Reports
ShotSpotter Calls	719	100	600	500	Analyst Reports
Number of NIBIN matches identified	376	100	500	500	NIBIN Book




## Public Safety - Performance Measures


### Goal 1.2. Reduction in Part 1 Violent Crimes (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of eTraces	248	100	300	300	ATF National Tracing Center
Reduction of Gun violence	-2%	10%	25%	10%	EGV Data Stats
Number of citizens that utilize EGV	41	40	45	50	EGV Data Stats
Number of monthly posts made to SARIC website	98	375	110	105	saricmetro.com
Number of investigative searches performed by SARIC employees	3,311	300	5,566	4,440	Command Staff

### Goal 1.3. Residents Feeling Safe in Their Neighborhoods

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Felony cases filed	2,087	1,800	2,256	2,369	Odyssey Court System
Misdemeanor cases filed	5,615	6,750	4,229	4,440	Odyssey Court System
Traffic cases filed	34,835	40,200	36,012	37,813	Odyssey Court System
Local ordinance cases filed	1,438	1,500	1,920	2,016	Odyssey Court System
Number of Fatal crashes	19	12	15	-	Traffic Excel Data Base
Fatal crashes investigated	17	13	15	13	Traffic Excel Data Base
Fatal crashes closed	13	13	8	15	Traffic Excel Data Base
Hit and run cases reported	2,604	2,636	2,158	2,769	Traffic Excel Data Base

 <b>Public Safety - Performance Measures</b>					
Goal 1.3. Residents Feeling Safe in Their Neighborhoods (continued)					
Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Percent of Hit and run cases assigned	100%	100%	100%	100%	Traffic Excel Data Base
Percent of Hit and run investigations closed	100%	100%	90%	100%	Traffic Excel Data Base
Number of Red light camera violations	11,350	8,005	11,350	11,350	Redflex Smartops
Number of Citizen contacts	30,190	35,000	22,037	23,138	Traffic Excel Data Base
Number of Vehicle crashes	11,785	11,500	10,117	9,611	GEARS Data Base
Number of Vehicle crashes w/ injuries	2,131	490	1,933	1,836	GEARS Data Base
Total Citations issued	357	375	375	394	Monthly Report

 <b>Public Safety - Performance Measures</b>					
Goal 1.3. Residents Feeling Safe in Their Neighborhoods (continued)					
Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of State/Federal forfeitures processed	39	60	36	55	Monthly Report
Officers trained C.A.L.E.A. and State standards	100%	100%	100%	100%	Power DS
Open records processed	20,842	25,000	22,500	22,500	RMS, Evidence.com
Audit passed	100%	100%	100%	100%	GCIC/NCIC Monthly Reports
Funds collected	\$ 41,500	\$ 60,000	\$ 40,000	\$ 40,000	Monthly Reports



## Public Safety - Performance Measures

### Goal 1.3. Residents Feeling Safe in Their Neighborhoods (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Warrants removed (within 1 business day)	100%	100%	100%	100%	Section Tallies
Citizen initiated complaints	67	70	80	75	LEAA
Internal affairs cases investigated	125	150	100	120	LEAA
Use of force cases investigated	349	250	275	300	LEAA
Internal affairs cases investigated and closed	212	175	125	150	LEAA
Average cases assigned per investigator	15	14	15	12	LEAA
Internal affairs cases sustained/not sustained	137/71	80/65	80/65	90/70	LEAA
Internal affairs investigations closed	212	175	100	90	LEAA
Percent of decided cases where outcome notifications were attempted	100%	100%	100%	100%	LEAA
Number of felony related arrests	200	200	200	200	Monthly Reports
Number of guns seized	120	120	120	120	Monthly Reports
Conduct Incident Management Team exercises	4	6	9	6	COS Multiyear Training and Exercise Plan (MTEP)
IMT/ ICS planning/ training courses delivered	7	5	6	6	COS Multiyear Training and Exercise Plan (MTEP)
Public fire safety education events	548	400	600	650	Records Management System
Commercial building inspections	3,021	3,000	3,600	3,800	Records Management System



## Public Safety - Performance Measures

### Goal 1.3. Residents Feeling Safe in Their Neighborhoods (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Fire cause determination rate	94%	80%	90%	85%	Records Management System
Customer service surveys	4,575	4,575	1,800	4,575	Records Management System
Smoke detector installations/home fire safety surveys	4,268	825	246	250	Records Management System
Tier II inspections	249	72	258	258	CEMA LEPC
Successful prosecution of individuals associated with gang activity	40	40	25	25	Gang Unit Records
Successful prosecution from special investigations	96	90	71	90	ATF, FBI, US Marshals Collaboration
Number of community centers supporting EGV initiative	5	5	8	10	EGV Data Report
Number of community leaders and participant attendance at a community call in	86	50	30	50	EGV Data Report
Number of custom letters successfully delivered	83	90	60	75	EGV Data Report
Number of safety advisories	39	100	75	100	Command Staff

### Goal 1.4. Medical 911 BLS and ALS Support Services

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
EMT training (number of students)	42	60	47	40	COS/SFES Strategic Plan



## Infrastructure - Performance Measures

### Goal 2.1. Resurfacing Savannah Streets

Performance Measure	2018 Goals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Miles of asphalt placed per lane	17.19	15	21	21	SAV311



## Infrastructure - Performance Measures

### Goal 2.2. Sidewalks

Performance Measure	2018 Goals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Miles of sidewalk installed	2.98	3	3	4	SAV311

### Goal 2.3. Building Flooding

Performance Measure	2018 Goals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Maintain pump stations on line	95%	94%	94%	93%	Department Monthly Report
Building permits issued shall comply with the City of Savannah's Flood Damage Prevention Ordinance	100%	100%	100%	100%	Energov and GIS


### Goal 2.4. Street Flooding


Performance Measure	2018 Goals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Miles of sanitary/storm lines televised (miles)	43	40	36	45	T.V. Truck Hardware
Complete within standard priority requests for code 1113 "blocked catch basin"	58%	60%	59%	58%	SAV311


### Goal 2.5. City Facilities


Performance Measure	2018 Goals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
System inspections (includes utility locate sites, construction inspection, backflow inspection and testing) - prior reporting	22,709	24,393	21,985	24,920	SAV311 and City Works Records
System inspections (includes utility locates, construction inspection, backflow inspection and testing) - modified reporting to include number of locates rather than locate sites	56,296	0	39,421	59,420	SAV311 and City Works Records
Water meter program (includes meter installations, maintenance, testing and revenue tasks)	29,465	65,700	41,510	63,000	SAV311 and City Works Records
Fire hydrant program (includes hydrant repairs, installations and preventative maintenance)	2,363	7,020	2,840	7,020	SAV311 and City Works Records
Water main leak repair program (includes both water mains and water service leak repairs)	719	670	530	520	SAV311 and City Works Records



 <b>Infrastructure - Performance Measures</b>					
<b>Goal 2.5. City Facilities (continued)</b>					
<b>Performance Measure</b>	<b>2018 Goals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
Parking meter (downtime less than)	5.50%	5%	5%	5%	Daily Work Tickets
Elevators (downtime less than)	11%	5%	5%	5%	Service Calls and Work Order
Cleanliness (100 point scale)	75%	90%	80%	90%	Work Orders
Building permits issued for City facilities shall comply with State-mandated minimum construction and life safety codes	100%	100%	100%	100%	Energov and GIS
New City facilities will comply with State-mandated minimum construction and life safety codes	100%	100%	100%	100%	Staff
Maintain/repair water resources facilities to ensure that they meet building code standards	160	200	210	200	Monthly Report
Review plans, specifications and as-built documents	878	900	915	950	Monthly Report
Update AutoCAD/GIS 1"=600' scale water and sewer maps (linear feet)	56,273	35,000	35,000	35,000	Monthly Report
Update water/sewer model based on features added	6,618	6,500	6,700	6,700	Monthly Report
RFP development for construction and design of water and sewer infrastructure	26	30	25	25	Monthly Report
Well sites monitored for pressure	48	48	48	48	Water Supply and Treatment Staff
Well sites maintained	46	46	46	46	Water Supply and Treatment Staff
Water treated (MGD)	21.27	23.53	21.74	19.99	SCADA Reports
Samples collected	3,960	4,200	4,000	4,000	Water Supply and Treatment Staff
Annual water audits	7	7	7	7	Georgia Environmental Protection Division

 <b>Infrastructure - Performance Measures</b>					
<b>Goal 2.5. City Facilities (continued)</b>					
<b>Performance Measure</b>	<b>2018 Goals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
Perform station ARV inspection, ARV inspection, ARV replacement and station head/capacity tests	356	130	454	540	Asset Management Documentation SAV311 and CityWorks
Perform station inspections and operate odor control units	14,580	20,110	14,503	20,003	Asset Management Documentation and SAV311 and CityWorks Flow Meters
Water treated by 3 regional wastewater facilities (millions of gallons)	5,850	2,400	6,123	7,000	
Monthly N.P.D.E.S. permit compliance achieved	68%	36%	63%	100%	Laboratory Analysis
Water sold (millions of gallons)	12,529	10,950	11,866	12,000	I & D Staff
Chemical and biological tests performed	123,385	205,000	126,600	205,000	I & D Lab Staff
Calibrations within standard	1,400	1,200	1,375	1,400	I & D Staff
Sanitary sewer stoppages cleared	298	310	305	290	SAV311 and City Works Records
Feet of sanitary sewer main repaired/extended	3,341	3,100	4,639	4,639	SAV311 and City Works Records
Feet of sanitary sewer main cleaned (includes contractor cleaning)	409,829	294,000	312,994	328,644	SAV311 and City Works Records
Sanitary sewer main break repairs	117	119	144	137	SAV311 and City Works Records
Gallons of wastewater treated (millions of gallons)	6,365	7,000	6,313	7,000	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	11	12	9	12	Laboratory Analysis

 <b>Infrastructure - Performance Measures</b>					
<b>Goal 2.5. City Facilities (continued)</b>					
<b>Performance Measure</b>	<b>2018 Goals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
Industrial pretreatment permit renewals	11	10	11	11	Pretreatment Applications
Number of renovations to complete police demerger	3	1	1	2	Real Estate Services
Renovate community centers	1	3	3	2	Real Estate Services
Completed 311 request	3,360	3,200	3,065	2,500	SAV311
Perform station maintenance tasks (includes mechanical, electrical and grounds tasks)	540,934	620,003	540,464	615,520	Asset Management Documentation and 311 and CityWorks
<b>Goal 2.6. Internet Communications Conduit</b>					
<b>Performance Measure</b>	<b>2018 Goals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
Linear feet of conduit installation for future fiber optic cable	0	0	0	700	SAV311 and City Works Records


 <b>Neighborhood Revitalization - Performance Measures</b>					
<b>Goal 3.1. Reestablish and Preserve Neighborhoods</b>					
<b>Performance Measure</b>	<b>2018 Actuals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
To maintain an annual midpoint cleanliness rating of service units (curbed/paved streets) at an acceptable standard of 3.0 on a scale 1.0 – 4.0 (4 being the highest)	3.0	3.0	3.0	4.0	Mid-Point Cleanliness Evaluation Scores
Percent of service requests completed within the standard response time	100%	100%	100%	100%	311 Application
Sanitation operations conducted in accordance with environmental and performance standards	100%	100%	100%	100%	Environmental and Work Programs Reports
Number of outreach and education sessions completed	31	25	40	45	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Number of volunteer clean-ups and Adopt-a-Spots	33	40	40	45	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Residential refuse and yard waste collections completed on schedule	99%	100%	99%	99%	Monthly Report



## Neighborhood Revitalization - Performance Measures

### Goal 3.1. Reestablish and Preserve Neighborhoods (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Residential units serviced weekly for residential refuse and yard waste collection	48,000	50,000	50,000	52,000	Sanitation Monthly and Annual Report
Cost per residential service unit for residential waste collections	\$ 117.78	\$ 110.30	\$ 110.82	\$ 105.65	Sanitation Monthly and Annual Report
Cost per residential service unit for yard waste collection	\$ 50.98	\$ 47.74	\$ 47.97	\$ 45.73	Sanitation Monthly and Annual Report
Cost per residential service unit for special collection	\$ 7.03	\$ 6.58	\$ 6.62	\$ -	Sanitation Monthly and Annual Report
Collection cost per special collection completed	\$ -	\$ -	\$ -	\$ 66.31	Sanitation Monthly and Annual Report
Operational compliance with applicable environmental standards and Environmental Protection Division (EPD) permit conditions	100%	100%	100%	100%	Environmental Compliance reports
Tons of refuse received	103,742	106,341	104,338	105,000	Certified Scale Transaction Reports
Tons of refuse diverted	15,311	10,641	14,091	15,000	Certified Scale Transaction Reports
Commercial refuse collections completed on schedule	100%	100%	100%	100%	SAV311
Number of commercial refuse customers	610	612	620	620	Sanitation Monthly and Annual Report
Containers repaired	18	20	20	20	Sanitation Monthly and Annual Report
Recycling collection completed on schedule	75%	100%	75%	100%	SAV311
Litter route collection completed on schedule	75%	100%	75%	100%	SAV311
Curbside recycling collected	22,658	22,000	22,658	22,700	Sanitation Monthly and Annual Report
Cost per recycling collection	\$ 6.10	\$ 5.90	\$ 6.10	\$ 6.10	Sanitation Monthly and Annual Report
Increase the number of certified Neighborhood Associations	9	20	14	15	Application Forms Approved
Increase the number of registered Neighborhood Associations	34	40	36	40	Neighborhood Association Registry

 <b>Neighborhood Revitalization - Performance Measures</b>					
<b>Goal 3.1. Reestablish and Preserve Neighborhoods (continued)</b>					
<b>Performance Measure</b>	<b>2018 Actuals</b>	<b>2019 Adopted</b>	<b>2019 Projection</b>	<b>2020 Adopted</b>	<b>Data Source</b>
Number of neighborhood grants administered	0	10	0	0	Grant Agreement Executed
Number of neighborhood leaders and residents participating in leadership training activities	206	600	200	250	Fair Housing Events Grant Training Workshops Organizational Training
Number of youth engaged in neighborhood improvement or leadership activities	320	350	273	300	SYC, SYA, YLP Attendance Rosters
Unsecure property secured within 30 days	56%	90%	22%	90%	Energov
Complaint (311 or other) to initial inspection within 3 days	62%	90%	64%	90%	Energov
Initial inspection to compliance or summons issued within 30 days	45%	80%	61%	80%	Energov
Voluntary compliance rate	37%	80%	49%	80%	Energov
Percent of responding participants rating programs/services as very good or excellent	0%	90%	0%	0%	Energov
Site development permits and subdivision plats associated with neighborhood revitalization will be reviewed for compliance with City ordinances	100%	100%	100%	100%	Energov and GIS
Building permits issued in established historic districts shall comply with City ordinances	100%	100%	100%	100%	Energov and GIS
New City facilities will add value to the neighborhood through quality, functionality, safety, code compliance and/or improved aesthetics	100%	100%	100%	100%	Staff; Checklist
Plan review (alcoholic beverage licenses, antennas, commercial and residential buildings, signs/awnings, zoning confirmation letters, zoning information requests, zoning amendments, Board of Appeals)	3,314	3,500	3,203	3,300	Energov
Business location approvals	1,913	1,800	1,783	1,800	Energov
Short-term vacation rental certificates	1,240	1,400	1,367	1,400	Energov
Plan improvements (downtown streetscape improvements, wayfinding and direction signage, CNU legacy projects, etc.)	7	8	10	12	Council Presentations
Maintain/repair water resources facilities to ensure that they meet building code standards	160	200	210	200	Monthly Report



## Neighborhood Revitalization - Performance Measures

### Goal 3.1. Reestablish and Preserve Neighborhoods (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Complaints investigated	100%	100%	100%	100%	City Staff
Complaints investigated	100%	100%	100%	100%	I and D Staff
EPD violations	0%	0%	0%	0%	Georgia EPD
Number of blighted, tax delinquent, underutilized real properties acquired	9	0	6	12	Land Bank Authority Database
Number of disposed, underutilized real properties returned to a tax generating and/or community improvement status	14	0	9	12	Land Bank Authority Database
Number of properties with clouded titles cleared and made marketable	4	0	8	8	Land Bank Authority Database
Number of properties demolished, cut and maintained and marketed on website.	40	0	42	42	Land Bank Authority Database
Number of properties in Land Bank Inventory maintained (property maintenance: cutting, demolition, etc.)	100	0	100	100	Land Bank Authority Database
Develop policies and ordinances to expand tourism-related activities in emerging districts (percent complete)	10%	100%	50%	75%	Turf Field Application

### Goal 3.2. City-Owned Properties

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Miles of graded lanes/shoulders maintained	34.27	155	40	80	Internal Tracking and 311 Work Orders
Maintain/repair water resources facilities to ensure that they meet building code standards	160	200	210	200	Monthly Reports
Parks and squares serviced to standards	85%	85%	90%	90%	Daily Work Reports
Park and square infrastructure maintained to standards	0%	0%	60%	60%	Daily Work Reports and 311 Work Orders
Trash and litter collection within downtown district maintained to standards	0%	0%	90%	90%	Daily Work Reports
Public trees maintained to standards	60%	80%	75%	80%	SAV311





## Neighborhood Revitalization - Performance Measures

### Goal 3.2. City-Owned Properties

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Public trees and stumps removed to standards	78%	0%	85%	90%	SAV311
Plan reviews for tree ordinance compliance completed to standards	99%	0%	99%	99%	EnerGov
Rights-of-way vegetation maintained to standards	70%	80%	70%	85%	Route Sheets and SAV311
Canals and ditches mowed to standards	70%	80%	70%	80%	Route Sheets and SAV311
City owned vacant lots mowed to standards	0%	0%	85%	90%	Route Sheets and SAV311
Repair spalling concrete and building infrastructure (panels repaired)	0	3	0	0	Structural Engineers

### Goal 3.3. Mobility and Neighborhood Connectivity

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Clean inlets and manholes to assure flow	2,894	2,500	2,500	2,500	Department Monthly Report
New City facilities and the surrounding areas will be evaluated for mobility and neighborhood connectivity, and measures will be incorporated into the design as applicable	100%	100%	100%	100%	Staff; checklist
Submit customer requests for the repair of Georgia Power street lights	716	700	730	700	Internal tracking and 311 Work Orders
Permits processed and reviewed	2,163	2,500	2,268	2,300	Internal tracking and EnerGov
Traffic studies conducted	1,011	1,000	1,063	1,000	Internal tracking
Percent of citizen complaints responded to within 24-hours (priority 1)	95%	90%	93%	90%	SAV311
Traffic signal repairs	805	800	850	800	SAV311
Traffic sign repairs	7,107	7,300	7,012	7,300	SAV311
City-owned light repairs	293	500	280	300	SAV311
Percentage of signal malfunctions addressed within 24-hours	92%	90%	93%	90%	SAV311



## Neighborhood Revitalization - Performance Measures

### Goal 3.4. Access To Recreation

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Percentage of down/missing stop or yield signs addressed within 24-hours	96%	95%	95%	97%	SAV311
Percent of responding participants rating Recreation programs/services as very good or excellent 90 percent customer survey	83%	90%	90%	90%	Customer Survey
Percent of responding participants rating athletics programs/services as very good or excellent	90%	90%	90%	90%	Customer Survey
Percent of responding participants rating senior services programs/services as very good or excellent	96%	90%	100%	90%	Customer Survey
Percent of responding participants rating therapeutic recreation programs/services as very good or excellent	98%	90%	98%	90%	Customer Survey
Total attendance - outdoor pools/playgrounds	21,267	24,025	22,500	22,500	Quarterly Point in Time Counts
Number of registered youth participants	8,226	6,450	6,450	6,950	Registration
Number of registered adult participants	2,516	2,250	2,250	2,500	Registration
Total attendance - community centers (youth and adults)	342,630	247,000	341,125	345,000	Daily Center Counts
Percent of responding participants rating programs/services as very good or excellent	83%	90%	90%	90%	Customer Survey
Number of registered youth sports participants	1,962	2,500	2,128	2,500	Registration
Number of registered adult sports participants	170	270	301	320	Registration
Number of registered tennis program/league participants	1502	835	1556	1565	Registration
Number of open courts participants (basketball/tennis)	18,250	18,250	18,250	18,450	Quarterly Point in Time Counts
Number of registered golden age participants	937	865	865	880	Registration
Number of senior lunches served	89,924	99,750	99,750	99,750	Daily Counts
Number of registered adult day care participants	45	68	45	60	Registration



## Neighborhood Revitalization - Performance Measures

### Goal 3.4. Access To Recreation (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Percent of responding participants rating programs/services as very good or excellent	96%	90%	90%	90%	Customer Survey
Number of registered Therapeutic Recreation participants	544	355	450	500	Registration
Number of registered Special Olympic participants	59	60	45	50	Daily Counts
Percent of responding participants rating programs/services as very good or excellent	98%	90%	90%	90%	Customer Survey
Number of athletic field preparations completed	451	500	604	650	Daily Counts
Number of athletic grass field mowing's completed	591	615	540	615	Daily Counts
Number of playground inspections completed	697	864	520	684	Registration
Number of work order repairs/preventative maintenance functions completed	1,363	1,200	1,219	1,219	Daily Counts
Number of athletic events on turf fields	0	50	0	0	TAC Minutes and City Council Agenda/Minutes

### Goal 3.5. Access to Quality Housing

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of affordable and/or workforce housing units constructed	454	300	300	150	Housing and Neighborhood Services
Number of owner-occupied homes repaired/improved	174	100	200	125	Housing and Neighborhood Services
Number of home buyers purchasing homes with City assistance	95	75	80	75	Housing and Neighborhood Services
Number of rental housing units developed, repaired and/or retained	422	75	300	150	Housing and Neighborhood Services
Percent of responding participants rating programs/services as very satisfactory or satisfactory	98%	95%	95%	95%	Housing and Neighborhood Services
Building permits and inspections shall comply with State-mandated minimum codes for construction to ensure quality housing	100%	100%	100%	100%	Energov and GIS
New housing units created through enterprise and opportunity zone programs	56	150	109	150	Enterprise Zone Report and Opportunity Zone



## Economic Strength & Poverty Reduction - Performance Measures

### Goal 4.1. Poverty Reduction

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of community partners and service providers engaged to address poverty reduction strategies *poverty summit not to occur in 2019	128	0	185	100	MOA/MOUs
Number of residents connected to services through community poverty reduction programs	550	700	24,912	25,000	Community Partnership Agencies' Quarterly Status Reports
Total number of youth gaining summer or other employment	253	500	208	250	Summer 500 Job Placement Records
Total partner organizations providing services	30	60	70	75	MOA/MOUs
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	133	130	200	250	Member Attendance Tracking
Non-profit grants and contracts administered (2018 includes prior year ESG-funded grants)	48	44	47	47	One Year Action Plan (CDBG/ESG), CPP -General Fund Allocation, HOPWA
Grantee monitoring visits, technical assistance reviews and training conducted	237	182	179	180	One Year Action Plan (CDBG/ESG), CPP -General Fund Allocation, HOPWA Audit Checklists
Public hearings and citizen engagement sessions to support federally-funded programs	5	4	5	5	Copies of public notices and sign-ins sheets related to One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Launch healthy food financing program	0	1	1	0	Healthy Food Financing Report
Participation by Disadvantaged Business Enterprises (DBEs) in City Contracts	-	-	-	20%	SBO Program Annual Report
Percent of responding participants rating programs/services very satisfactory or unsatisfactory	60%	90%	90%	90%	SCAC Survey Data
Total number of persons served (all center activities)	608	1000	875	1250	Member Attendance Tracking
Number of visual and performing arts classes	24	78	75	120	SCAC Program Data
Number of class participants	403	852	950	1,500	SCAC Program Data
Number of visual and performing arts events	18	52	14	40	SCAC Program Data



## Economic Strength & Poverty Reduction - Performance Measures

### Goal 4.1. Poverty Reduction (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Total event attendance	1,279	1,201	1,500	1,500	SCAC Program Data

### Goal 4.2. Commercial Corridors

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Complete assessment of target commercial corridor	1	1	1	1	Corridor Assessment Report
Conduct developer tour of target commercial corridor	1	1	1	1	Opportunity Zone Tour Report

### Goal 4.3. Soft Skills & Work Readiness Training for Savannah Youth

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Total number of youth receiving work readiness training	320	500	273	300	Savannah Youth Council Savannah Youth Ambassadors Summer 500
Provide soft skills and work readiness training for high school youth through Summer Enrichment	0	100	75	100	Summer Enrichment Attendance Records
Number of work readiness sessions and soft skills training completed	0	7	7	10	Attendance Records
WorkSource Coastal-Number of soft skills/work readiness training sessions offered to youth prior job placement *	10	8	8	0	Monthly Data Report Collected From Youth Services Provider
WorkSource Coastal-Number of youth employed after completion of soft skills/work readiness training sessions *	79	50	25	0	Monthly Data Report Collected From Youth Services Provider
WorkSource Coastal-Number of youth participants that will receive a credential (i.e. HS Diploma, GED, industry-recognized certifications, etc.) *	15	30	15	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of youth to enroll in construction job training program	12	20	15	15	Data Collected from the USDOL's ETA Management Information System (MIS)
Number of participants to attain a GED/HS diploma and/or Construction Pre-Apprenticeship Certification	12	15	10	10	Data collected from the USDOL's ETA Management Information System (MIS)
Number of participants to attain post-secondary enrollment and/or employment	6	12	10	10	Data collected from the USDOL's ETA Management Information System (MIS)



## Economic Strength & Poverty Reduction - Performance Measures

### Goal 4.3. Soft Skills & Work Readiness Training for Savannah Youth (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of youth internships through department and contracted organizations (paid and unpaid)	10	249	249	249	Art and Cultural Grants

### Goal 4.4. Soft Skills & Workforce Training for Unemployed & Underemployed

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of WorkSource Coastal adult participants to complete a certificate training program *	120	50	50	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of WorkSource Coastal adult participants employed after completion of soft skills/work readiness training sessions *	156	40	40	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of unemployed WorkSource Coastal adult participants to complete on-the-job-training program *	21	30	20	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of WorkSource Coastal adult participants maintaining employment for at least 6 months after training *	99	40	40	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of adults completing soft skills training	52	100	115	200	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	6	7	9	24	Attendance Records, Surveys

### Goal 4.5. Employment Assistance

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Total number of adults receiving employment assistance	2,126	100	1,042	500	Job Fair sign-in Soft Skills Training
Number of WorkSource Coastal partners to complete workforce development performance assessments *	25	25	25	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of services WorkSource Coastal providers/partners above the 75% job placement rate *	8	20	10	0	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of new business partners WorkSource Coastal recruited for in-demand occupations *	21	15	15	0	Monthly Data Report Collected from WorkSource Coastal Business Service Representative and Services Provider

\* City ended fiscal agent responsibilities for WorkSource Coastal effective Dec. 31, 2019



## Economic Strength & Poverty Reduction - Performance Measures

### Goal 4.6. Resilient Diversified Economy

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Help complete Economic Development strategic action plan	0	1	1	0	Propel Savannah Report
Number of facility rentals	5	95	14	40	SCAC Rentals
Number of entrepreneurial skill development programs	90	75	30	40	SCAC Program Data
Income generated by special event application and permit fees	\$ -	\$ 34,000	\$ -	\$ 17,500	Permit Database
Income generated by Temporary Use permits	\$ 10,557	\$ 48,000	\$ 75,000	\$ 75,000	Revenue Collection
Income generated by an increase in Turf Field fee	\$ -	\$ 5,000	\$ -	\$ -	EnerGov
Number of Food Truck Rodeos per year	2	2	2	2	Revenue Collection
Income generated through Film Permit Fees	\$ 108,517	\$ 76,000	\$ 100,000	\$ 75,000	Revenue Collection
Coordinate and encourage the use of parks and squares for events (number of scheduled events)	366	450	475	475	EnerGov
Income generated through Park and Square Permit Fees	\$ 346,578	\$ 175,000	\$ 135,000	\$ 145,000	EnerGov
Total events	357	200	370	388	Rental Totals Document – Event Folders
Total ticket sales	\$ 3,728,665	\$ 4,000,000	\$ 3,600,000	\$ 5,000,000	Ticket Sales Audit
Total rental revenue	\$ 532,072	\$ 140,000	\$ 420,000	\$ 440,000	Lawson Revenue Report
Total concessions revenue	\$ 225,139	\$ 190,000	\$ 215,000	\$ 300,000	Lawson Revenue Report
Total alcohol revenue	\$ 165,000	\$ 165,000	\$ 195,000	\$ 250,000	Lawson Revenue Report



## Good Government - Performance Measures

### Goal 5.1. Online Dashboard

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Create an Online Dashboard for the City Manager to use to track key processes using ACL	0	1	0	1	ACL Software





## Good Government - Performance Measures

### Goal 5.2. Organizational Culture

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Reference/retrieval requests	5,158	5,500	5,250	5,250	Division Monthly Reports
Percent of reference/retrieval requests responded to within 3 days or less	100%	100%	100%	100%	Records Retrieval Request Forms/Reference Request Records
Quality of customer service received in the Municipal Archives (percent of customers rating service very good or excellent)	100%	90%	90%	90%	City of Savannah Municipal Archives Customer Surveys
Participate in creation of city-wide customer survey	0%	100%	0%	0%	Department
Property Tax Unit call service level – average (goal of 90%)	88%	90%	90%	90%	Department
Open records requests responded to within 3 days	100%	100%	100%	100%	Department
Department participation in international customer service week including training	0%	100%	100%	100%	Department
Number of Open Records Request responded to within 3 days	32	0	86	90	ORR Database
Average number of calls received per day	311	350	350	350	ShoreTel Phone Reporting
Average phone service level (goal of 90%)	90%	90%	92%	90%	ShoreTel Phone Reporting
Average phone hold time less than 1 minute	98%	90%	94%	90%	ShoreTel Phone Reporting
Department participation in international customer service week including training	0%	100%	100%	100%	Department
Number of complaints	55,179	72,000	72,000	75,000	SAV311
Average wait time (seconds)	67	60	65	60	SAV311
Average call completion time (seconds)	109	90	100	90	SAV311

### Goal 5.3. Performance Based Budget

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
GFOA budget rating received (1=yes, 0 = no)	1	1	1	1	GFOA Award Notification



## Good Government - Performance Measures

### Goal 5.3. Performance Based Budget (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Conservative, balanced budget prepared and approved by City Council by December 31st deadline	1	1	1	1	Council Agenda Minutes and Budget Document
Host events for civic engagement in the budget process	2	3	2	3	Advertisements from Media Outlets and CINC

### Goal 5.4. Efficient Government Operations

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Produce two reviews each quarter for a total of eight for the year	4	8	10	10	2019 Annual Plan
Perform a risk assessment	0	1	1	1	Risk Assessment Report
Achieve at least one certification within our team	0	1	1	1	Training and Education
Percent of preventive maintenance performed within 72 hours	88%	80%	80%	80%	AssetWorks Software
Percent of repair work orders performed within 72 hours	74%	75%	77%	75%	AssetWorks Software
Percent of scheduled services completed on time	31%	40%	33%	40%	AssetWorks Software
Conduct incident review board (prevention board)	6	10	10	10	Quarterly Report
Alcohol and drug testing	750	1,120	750	750	Quarterly Report
Conduct agency safety committee meetings	30	24	30	30	Loss Control SS
Safety, driver's, CPR, supervisory training courses	80	80	80	80	HR Training Report
Auto liability, workers compensation, general liability claim administration	1,125	1,125	1,125	1,125	Quarterly Department Report
Average number of days to process a requisition	10	10	10	10	PO234 - Requisition Reports
Average number of open requisitions	76.2	70	60	60	PO234 - Requisition Reports
Percent of annual contracts in expired state	47%	10%	41%	10%	Annual contract spreadsheet
Quarterly departmental reports on unit performance and outcomes	4	4	2	2	Departmental Reports



## Good Government - Performance Measures

### Goal 5.4. Efficient Government Operations (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Annual department update workshop to Mayor and Aldermen	1	1	4	2	Council Minutes and Presentation
Civic Center and Visitor Centers new operating agreements	0	1	2	1	Council Minutes, Department Reports, Signed Agreements
Sales of surplus property and reinvestment of proceeds in new projects	8	3	11	4	Council Minutes and Department Reports
Customer satisfaction rating	4.84	4.75	4.79	4.75	Department Customer Service Satisfaction Surveys
Appearance rating (scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is a slightly irregular, and 4.0 is a ragged appearance)	1.29	1.30	1.29	1.30	Monthly Department Evaluations
Cost per lot maintained	\$ 59.00	\$ 60.00	\$ 57.00	\$ 60.00	Department Performance Measure Calculations/Mthly Expenses
Cost: revenue per interment	\$ 0.83	\$ 0.85	\$ 0.76	\$ 0.85	Department Performance Measure Calculations/Mthly Expenses and Interment Revenues

### Goal 5.5. Employee Recognition & Performance

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Perform mid-year and year end reviews of the team	1	2	1	2	HR Procedures
MVR reviews	200	200	200	200	IRPB
Time to contact citizens after complaint (hours)	48	48	48	48	Survey
Time to contact injured employees after receipt of report (hours)	24	24	24	24	Survey
TPA audit (percent)	95%	90%	96%	95%	Audit Report



## Good Government - Performance Measures

### Goal 5.5. Employee Recognition & Performance

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Number of certified purchasing staff (CPPB/CPPO)	1	2	1	2	www.uppcc.org
Conduct a classification and compensation study (% complete)	0%	100%	100%	0%	Council Agenda
Purchase electronic performance management system	0%	100%	0%	0%	Council Agenda
Time to fill vacancies (days)	0	0	0	60	NEOGOV
Customer service surveys (per month)	0	0	0	30	Qualtrics
Professional development hours completed annually	0	0	0	10	Learning Management System

### Goal 5.6. City Code Update & Review

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Review and update of Revenue Ordinance	1	1	2	1	Department
Review and update of Alcoholic Beverage Ordinance	1	1	2	1	Department
Complete film section in special event ordinance (percent complete)	25%	100%	75%	100%	Council Agenda/Minutes
Number of tourism-based ordinance revisions	2	2	10	5	Council Agenda/Minutes
Update policies and ordinances governing park and square rental (percent complete)	25%	100%	50%	100%	Reduced number of complaints from event organizers and residents
Successful management of turf athletic fields (percent complete)	0%	100%	0%	0%	Number of Events Held on Turf Fields
Sound permits (percent complete)	100%	100%	100%	100%	Council Agenda/Minutes
Food Truck Ordinance (percent complete)	0%	100%	50%	100%	Council Agenda/Minutes
Special Event Ordinance (percent complete)	25%	100%	75%	100%	Council Agenda/Minutes

### Goal 5.7. AAA Bond Rating

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
General fund – unassigned fund balance (dollars)	37,945,263	37,000,000	40,000,000	42,000,000	City of Savannah 2017 Comprehensive Annual Financial



## Good Government - Performance Measures

### Goal 5.7. AAA Bond Rating (continued)

Performance Measure	2018 Actuals	2019 Adopted	2019 Projection	2020 Adopted	Data Source
Achieve/maintain AA+/AA1 bond rating (yes = 1, no = 0)	1	1	1	1	Rating Agencies
Pension plan funded status (percent)	81%	84%	84%	86%	Plan Actuarial Valuation Dated 1-1-2018
In-year collection of property tax revenues (% of billed dollars)	92%	92%	92%	91%	Lawson Revenue Reports
Collection of previous year delinquent property tax (% of billed dollars)	99%	99%	99%	99%	Lawson Revenue Reports
Collection of known and active business tax accounts	97%	95%	89%	95%	Govern
Implementation of phase II of online payment options	0%	100%	80%	100%	Department
Percent of all payments made online	30%	20%	32%	35%	Department

# Financial Structure

The Governmental Accounting Standards Board establishes the financial reporting structure for government entities. The City of Savannah adheres to these guidelines for financial reporting and budgeting purposes. Financial transactions are budgeted within funds based on two categories: Governmental Funds and Proprietary Funds. The purpose of each fund is to record specific activities or attain certain objectives in accordance with special regulations or restrictions. The Official Code of Georgia states that a balanced budget must be adopted for governmental funds by December 31<sup>st</sup> of the preceding year for which appropriations and expenditures are set for the following year.

## Fund Structure:

### Governmental Funds

Governmental funds are created by law, debt covenants, and by management's decision to enhance financial administration. Resources are accounted for as appropriations which are allocated to expenditures that carry out the fund's objectives in the following manner.

- **General Fund** accounts for resources traditionally associated with governments that are not required to be accounted for in another fund. This fund has a greater number of revenue sources, and therefore is used to finance more activities than any other fund. It is often the chief operating fund of a municipal government. The General Fund provides services such as Public Safety, Community Services, Streets Maintenance, Recreation & Leisure Services, etc.
- **Special Revenue Funds** account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These revenue sources are legally restricted for specified purposes other than debt service or capital projects.

The City budgets the following Special Revenue Funds:

- The Community Development Fund
  - Grant Fund
  - Hazardous Material Team Fund
  - Recorder's Court Technology Fund
  - Hotel/Motel Tax Fund
  - Auto Rental Tax Fund
  - Per-Occupied Room Fund
- **Debt Service Fund** accounts for the accumulation of resources that are restricted, committed or assigned to fund general long-term liability principal, interest and related costs.
  - **Capital Improvement Projects Fund** accounts for financial resources that are restricted, committed, or assigned to expenditures for capital outlays including the acquisition, renovation, maintenance or construction of major capital projects, such as buildings, parks, streets, bridges, and other City facilities, infrastructure and equipment.

### Proprietary Funds

Proprietary 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. The accounting objectives focus on the determination of operating income, changes in net assets, financial position, and cash flow.



- **Enterprise Funds** 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
  - Civic Center Fund
  - Parking and Mobility Services Fund
  - Sanitation Fund
- **Internal Service Funds** are 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. These departments are also permitted to supply services to outside agencies for a fee.

Departments within the City's Internal Services Fund include:

- Information Technology
  - Fleet Services
  - Risk Management

## Accounting Basis

Governmental Funds are accounted for by using the most 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 as incurred, with the exception of principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include: sales tax, property tax, service charges, 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 and Internal Services Funds, are accounted for on an accrual basis of accounting on a flow of economic resources basis. Revenues are recognized when they are earned and expenses are recognized when they are incurred or the economic asset used.

The City also reports various fiduciary funds which do not adopt budgets. Fiduciary funds are those in which the government acts as a trustee, such as the collecting and tracking of Worker's Compensation or Social Security payroll taxes and then depositing those funds with the State. 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 an 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 will adopt annual budgets for the City's General Fund, Special Revenue Funds and Debt Service Funds. Budgets for the Capital Improvement Projects Funds are adopted based on project length.

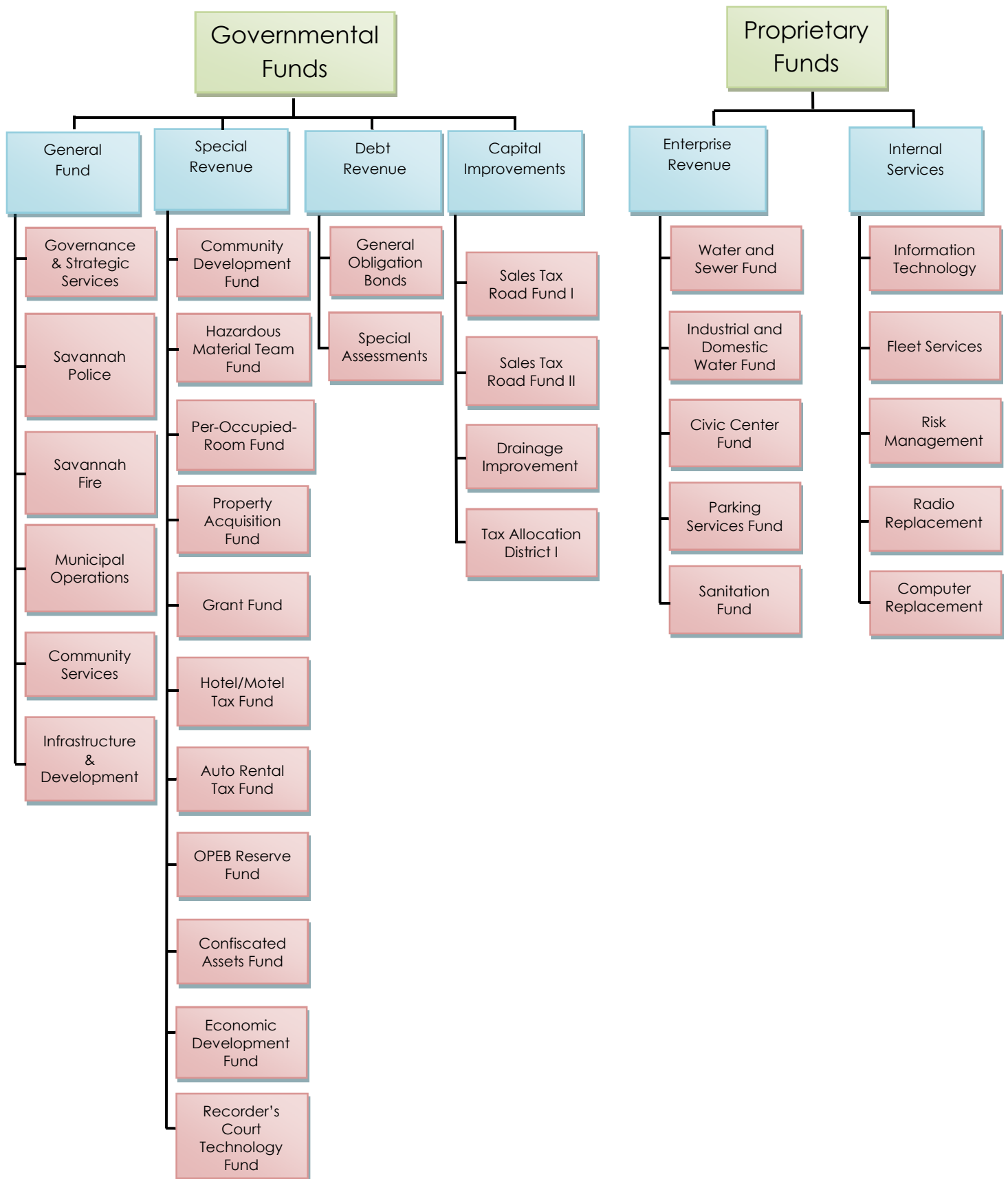
Budgets for Proprietary Funds are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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 set at the Service Center level. 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 Senior Budget Director.

Appropriations lapse at year-end with two exceptions: 1) In the Capital Improvement Projects Funds, appropriations are carried forward until project completion; and 2) Encumbered appropriations do not lapse, but are carried forward to the ensuing budget year as budgetary amendments, as noted in the adopted Budget Ordinance.

# Budgetary Fund Structure



# Financial Policies

## Overview

The City's Annual Operating 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 in response 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 City Council. The annual budget is prepared under the direction and guidance of the City Manager. State law and local ordinances also impacts the development of the annual budget.

## Policies

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, adopts the annual budget and performs many other legislative functions. The City Council is also responsible for setting priorities through the City's strategic planning process.

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 City Council. The City Manager recommends the annual budget and work programs in addition to advising City Council on policy and legislative matters.

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

### **Financial Accounting Policies**

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of financial accounting policies, specifically to the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute assurance regarding safeguarding 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 Organizational Performance & Accountability Department which is organized separately from, and operates independently of, the Office of Financial Services. The Organizational Performance & Accountability Department reports to the Chief Operating Officer while the Senior Director of Financial Services reports directly to the City Manager. The Organizational Performance & Accountability 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 Organizational Performance & Accountability departmental staff as well as by management.

**Budgetary Controls:** The City also maintains budgetary controls to ensure compliance with legal provisions. The Office of Management & Budget monitors expenses and revenues, adjusts line item budgets as needed and prepares various reports for the City Manager and Executive Team.

**Cash Management/Investment Policy Scope:** 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 Accounting Services Division within the Office of Financial Services.

**Investment 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 on or prior to the date 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 contains a combined cash account from which all disbursements are made and all receipts are deposited.

## **Revenue Policies**

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

- 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 be adjusted accordingly 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 to ensure that actual revenues at the fund level will consistently equal or exceed budgeted revenues.



## **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. As of December 31, 2018, the City had outstanding general obligation bonded debt totaling \$6,000,000. To maintain this favorable position and the current AA+ bond rating designated by Standard & Poor's, 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 that are 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 new, dedicated streams of revenue to support them.
- When 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 and full disclosure on every financial report as well as bond official statements are included in standard operating procedures.

## **Capital Expenditure Policies**

Preparation for 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 and allocates those funds to capital projects over five years. Funding allocations for each year are determined by: priorities established by City Council, available funding and the immediate need to address critical infrastructure projects.
- 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 included in operating budget forecasts.
- The City will preserve its assets at a level adequate to protect capital investment while minimizing future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

## **Operating Budget Policies**

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

- All governmental 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.
- 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 goals, objectives and specific benchmarks.

- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Parking & Mobility Services and Civic Center) 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 unassigned fund reserve. At the end of 2018, the unassigned fund reserve totaled \$37.9 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures and contributes to the City's favorable bond rating.
- In addition to the unassigned 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 during which excess funds were reported to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid expending its reserves. As of the end of 2018, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2019 or planned in the 2020 budget.

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

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
- Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the budgeted revenue for sales taxes. The 2020 sales tax revenue budget is \$47,940,000, thus the maximum growth target is currently \$11,985,000.
- Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax revenue and the projected sales tax revenue included in the originally adopted General Fund budget or updated sales tax revenue projection at year end. The Sales Tax Stabilization Fund may also be used for expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services and expansions.

# 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 1<sup>st</sup> and ends December 31<sup>st</sup>. The major steps in the budget preparation process are:

1. The Savannah City Council meets to set strategic priorities and results for the fiscal year.
2. City of Savannah staff meets to create an implementation plan for each strategic result to ensure that a roadmap exists to achieve what is most important for our City.
3. The Office of Management & Budget 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 used as the financial framework for budget preparation.
4. The City Manager and Executive Leadership Team meet to review current staffing levels. Broad-based changes are recommended and are then incorporated into the base budget.
5. The Office of Management & Budget (OMB), with direction and guidance from the City Manager, develops base budget expenditure levels for departments and city-wide revenue projections for the upcoming fiscal year. Strategic Plan Implementation Groups and City Departments submit Service Enhancement Proposals to recommend the enhancement of a current activity, establish a new activity, and/or obtain equipment associated with an activity. These proposals are reviewed and modified as necessary to present a balanced budget to the City Manager.
6. A five-year capital plan is prepared and presented to City Council. The first year of the plan is incorporated into the service program and budget.
7. The City Manager meets with each of the Chief Officers to review proposed work plans, staffing levels and expenditures for the upcoming year and make any necessary changes. The City Manager also conducts budget meetings including the Senior Director of OMB and the Executive Leadership Team, to lead discussions and guide decision making for the budget process. Feedback gained through all budget discussions is used to prepare the City Manager's proposed budget recommendation to City Council.
8. 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 31<sup>st</sup> annually.

## **Budget Execution**

On January 1<sup>st</sup> of each year, the Adopted Budget is implemented. Concurrently, an analysis of the previous year's actual expenditures is conducted. During 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 fiscal year.

## **Budget Amendment**

As conditions change or circumstances are altered, the budget process allows for amendments. Because the Budget is a resolution adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other resolutions. A majority positive vote by Council is required.

The legal level of control is set at the service center level. Budget amendments that exceed service center totals must be approved by City Council.

### **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 City Council for consideration and final adoption within the legal time frame. Following is the detailed schedule:

<b>ACTIVITY</b>	<b>DATE</b>
Office of Budget & Management communicates the 2020 budget development procedures to business units	May 21, 2019
Business units submit operating budget and service enhancements requests	June 21, 2019
Outside Agencies' budget requests due	August 15, 2019
Executive team meets with City Manager to draft the City of Savannah's Budget Retreat agenda, presentations and expectations	November 6, 2019
City Manager will hold meetings to discuss budget highlights, unresolved issues and service improvement requests	October 21, 2019 - November 1, 2019
Public advertisement of 2020 proposed budget hearings	November 10, 2019
Distribution of Savannah's 2020 Proposed Budget documents to City Manager, City Council and Public	November 13, 2019
Budget Retreat	November 15, 2019
City Council meeting - First Reading and Public Hearing	November 18, 2019
City Council meeting - Budget Adoption	December 5, 2019

# Trend Analysis and Financial Projections

## National, Statewide and Local Economic Outlook

The **U.S. national economy** slows substantially in 2020. The slowdown will be widespread, both geographically and by line of business. The annual rate of U.S. Gross Domestic Product (GDP) growth at 1.5 percent will be below the 2.3 percent pace of growth for 2019. The slowdown of 2020 GDP growth will be due primarily to the direct and indirect effects of the trade war. Less support from the 2018 federal tax cuts will also slow GDP growth in 2020. Tariffs stand out as an inflationary factor with subsequent effects to consumer and business spending and international trade.

In 2020, overall job growth will be marginally positive, but some important industry sectors will shed jobs, including manufacturing, retailing and information. The slower pace of job growth will cause the U.S. unemployment rate to rise slightly from 3.7 percent in 2019 to 3.8 percent in 2020. Consumer spending will be the main strength of the 2020 economy. Job creation will slow, but it will remain positive and therefore the economy will operate only slightly below full employment.

The **State of Georgia's economy** will experience a late-stage economic expansion, but growth in state GDP, personal income and employment is expected to decelerate sharply. The probability of a 2020 recession is 40 percent. However, a number of positive forces will help sustain Georgia's economic expansion through 2020, including: (1) the build-out of many projects in the state's economic development pipeline; (2) more leverage from a rebound in housing; (3) good prospects for Georgia's military bases; and (4) demographic forces that are supportive of growth.

Georgia's population will grow strongly due to the in-migration of educated workers as well as retirees. Net migration will be a powerful, dependable economic driver. Local governments continue to leverage the recovery of the property markets to generate property tax revenue and fees for services, improving their ability to provide quality services and adequate resources to communities. Existing home prices in many areas of the state will rise to all-time record highs, supporting growth of consumer spending as well as small business formation and expansion. Slow but positive job growth will occur in financial activities, transportation and utilities, government and construction. Manufacturing, retail and information will lose jobs. The film industry continues to boast significant contributions to the economy, ranking number one globally in the production of top grossing feature films.

The **Savannah area economy** considers Bryan, Chatham, and Effingham counties in the overall metropolitan statistical area (MSA) outlook. Industries like tourism, aerospace manufacturing, transportation and logistics, and health and educational services render favorable results for the area's economic growth. The area's extremely high dependence on international trade means that employment will increase by only 0.3 percent in 2020.

Highlights of economic development include the announcement of facility expansions at Georgia Ports Authority, Savannah-Hilton Head International Airport and Gulfstream. Globally recognized companies such as those previously stated that house operations in the Savannah MSA attract skilled and professional labor, impacting the housing market as well as tourism and convention business.

Overall, long-term growth prospects are good. Savannah's multiple personality: that of a major tourist attraction, a major airbase, an aerospace manufacturing center, a modern deep-water port and a regional hub for health and educational services will make up the grounds for Savannah's success, touting Savannah as an attractive place to live, work and visit.

## Financial Foundation Principles

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.

Because the economic environment can change quickly with lasting effects, a snapshot of the City's financial future allows City leadership to identify challenges early and provide information to the Mayor and Council to assist in policy making which is critical in addressing potential problems proactively.

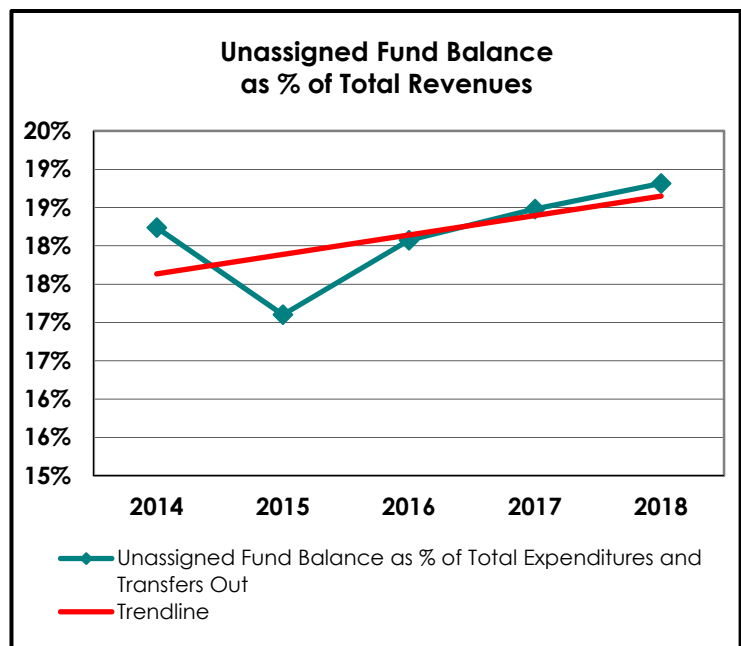
The Office of Management & Budget updates the *Financial Trends & Indicators* report, which considers demographic and financial trends for the City of Savannah. The *Five-Year Forecast* is also updated using a five-year planning period that looks ahead to project future revenues and expenditures. Research conducted by the Selig Center for Economic Growth support these economic assumptions as published in the 2019 Georgia Economic Outlook.

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. The following data present key fiscal and economic indicators to examine trends which may affect the City's financial health.

### Unassigned Fund Balance

Unallocated fund reserves protect the City against catastrophic revenue losses and major emergency expenditures as well as contribute to the City's favorable bond rating.

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 the General Fund (GF) of no less than two months of regular General Fund operating revenues or expenditures. The unassigned fund balance for the General Fund at the end of 2018 was \$37,945,263 or 18.8% of total General Fund expenditures and transfers out, which exceeds this recommendation.

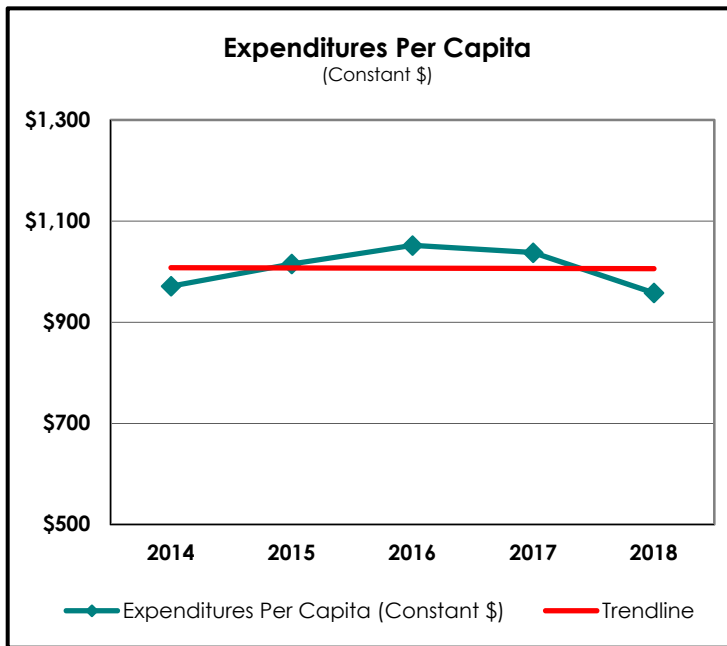


In addition to the unassigned fund balance in the General Fund, the City also maintains Sales Tax Stabilization Fund reserves. These reserves were funded from higher than anticipated local option sales tax revenue in previous years and are used to fund sales tax revenue deficits, if needed. At the end of 2019, this reserve totaled \$5,501,000. There is no planned draw from the reserves anticipated in to cover 2019 expenditures nor is there a plan to draw on GF reserves in the 2020 budget.



## Expenditures Per Capita

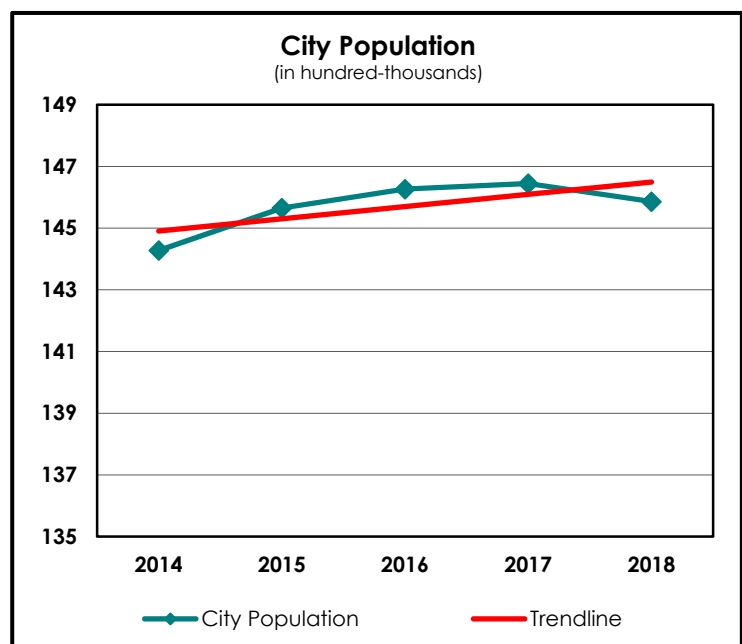
Services provided to meet the needs of City of Savannah residents, businesses, and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis increased during the 2014–2018 period.



Expenditures rose in 2015 in part due to a \$3.1 million property acquisition and significant contributions to capital improvement needs. 2016 expenditures increased due to significant costs incurred from Hurricane Matthew. Expenditures in 2017 and 2018 declined due to policy decisions to reduce personnel costs and associated contractual service costs. Expenditures generally increase and decrease as revenues increase and decrease. Expenditure growth can, in part, be controlled through the budget process.

## City Population

Population change can affect governmental revenues and service demand. According to the U.S. Census Bureau, the City of Savannah's 2018 population estimate was 145,862. The trend during the five-year period from 2014–2018 reflects slow and steady population increase. The estimates show population increased by 1,585 people during this time period.



# General Fund Financial Outlook

## General Fund

By following the City's financial policies, analyzing historical trends, and projecting forward five years to prepare for challenges on the horizon, the City's legislative and administrative authorities have been able to work together to make financial adjustments where necessary. The City's financial base includes a diverse revenue stream that prevents the City 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 one-third of the City's General Fund revenue.

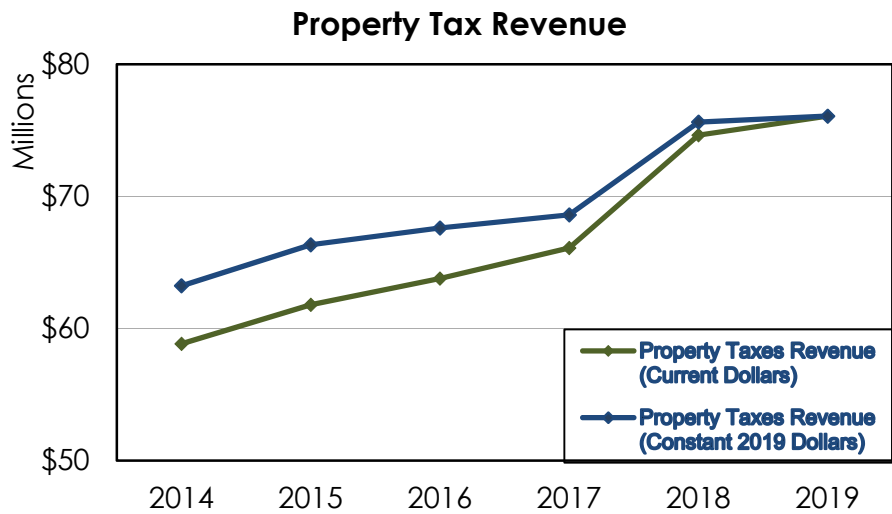
Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Property tax revenues have increased by an average of 5 percent over the past 6 years. The rise in 2015 revenue was due to an increase in tax digest assessed values, primarily related to commercial and industrial property. In 2016, the City began phasing in the Freeport tax exemption for personal property taxes, which is expected to cause a slight decline in this revenue source. The 2018 revenue was higher from collection rates of current and delinquent real property taxes.

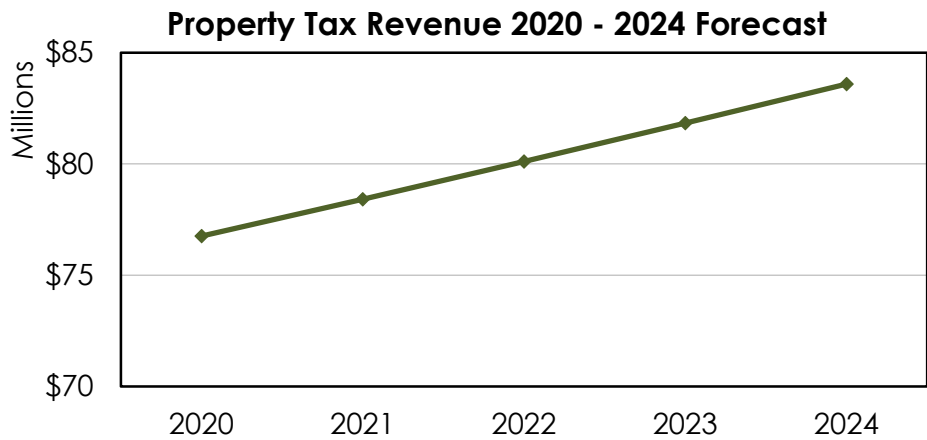
The City's millage rate decreased from 13.4 to 12.86 mills during fiscal year 2019. The millage rollback was deemed appropriate by City Council based on the 2019 Tax Digest released by the Chatham County Board of Assessors that indicated a growth rate of 5.8 percent in property assessments.

As depicted in the following graph, projected revenues for 2019 are expected to increase slightly over last year, by nearly 2 percent. This increase is mainly attributed to the rise of collections in delinquent property taxes. The millage rate will continue to be a point of discussion as the City develops strategies and policies to diversify its revenue base.

Property tax revenue over the prior six-year period is shown with projected figures for 2019.



The following graph shows the five-year forecast for property tax revenue. Revenue is anticipated to rise due to projected growth in the tax digest, including new growth and development in annexed properties. Projections include the continued phase-in of the Freeport tax exemption.



# 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 2020 budget is balanced with a City of Savannah millage rate of 12.86 mills, which is \$13.60 less per \$40,000 assessed value than the 2019 adopted rate of 13.20.

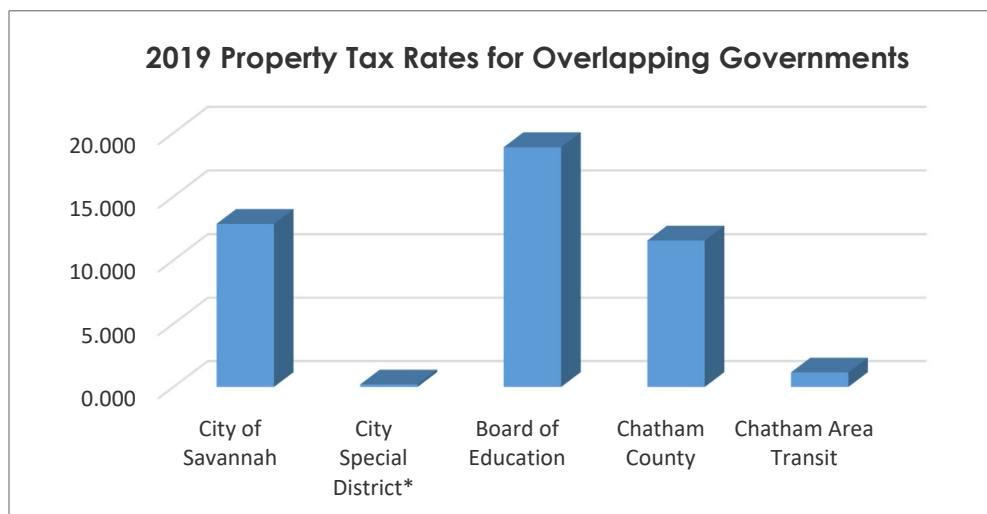
For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 12.86 mills for year 2020, the property tax would be \$514.40. This is \$12.86 for every \$1,000 of assessed value (or \$12.86 multiplied by 40).



<u>Year</u>	<u>Property Value</u>	<u>Assessed Value</u>	<u>Millage</u>	<u>City Property Tax</u>
2019	\$100,000	\$40,000	\$13.20 per \$1,000	\$528.00
2020	\$100,000	\$40,000	\$12.86 per \$1,000	\$514.40

Property tax revenue derives from the interplay between growth in taxable property valuations and the property tax rate, which is established annually during the City's budget process. The City Council officially adopted a lower property tax rate for FY20 at the final budget hearing in December 2019.

The graph below shows City of Savannah direct and overlapping property tax rates for year 2019. Overlapping rates are those of taxing jurisdictions that apply to property owners within the City of Savannah. These tax categories apply to City of Savannah Residents only. There are other tax considerations for residents living within Unincorporated Chatham County limits.

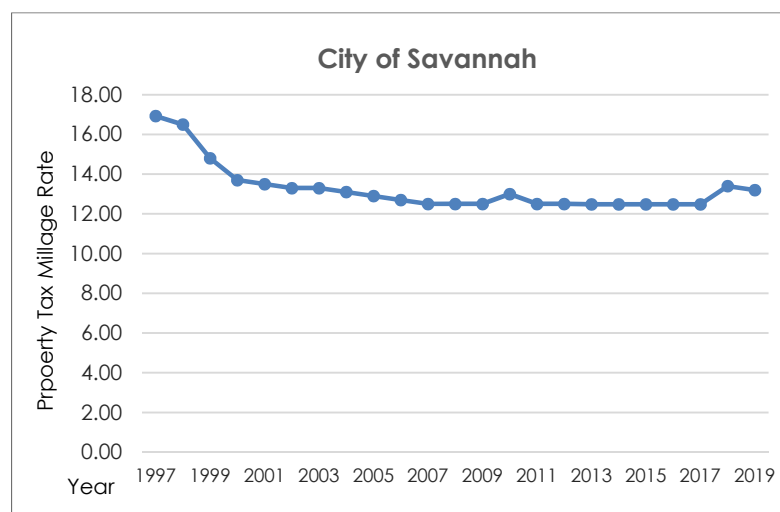


\* In 2003, the City of Savannah created a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy. Source <https://www.chathamcountyga.gov/Government/PropertyTaxRates>

The tables below show the City of Savannah's adopted millage rates and total assessed property values per the Chatham County Tax Assessor's Office for the years 1997-2019. Property in the county is reassessed annually. The following graphs illustrate the adjustment of the tax rate to provide essential and expanded services within the City.

Property Tax Rates for Overlapping Governments							
Savannah, Georgia							
2008-2019 per \$1,000 of Assessed Value							
Year	City of Savannah	City Special District	Board of Education	Chatham County	Chatham Area Transit	State of Georgia	Total*
2008	12.500	0.200	13.404	10.537	0.820	0.250	<b>37.511</b>
2009	12.500	0.200	13.404	10.537	0.820	0.250	<b>37.511</b>
2010	13.000	0.200	14.131	10.537	0.820	0.250	<b>38.738</b>
2011	12.500	0.200	14.631	11.109	0.859	0.250	<b>39.349</b>
2012	12.500	0.200	14.631	11.109	0.859	0.200	<b>39.299</b>
2013	12.480	0.200	15.881	11.908	1.000	0.150	<b>41.419</b>
2014	12.480	0.200	15.881	11.543	1.000	0.100	<b>41.004</b>
2015	12.480	0.200	16.631	11.543	1.000	0.050	<b>41.704</b>
2016	12.480	0.200	16.631	11.543	1.000	0.000	<b>41.654</b>
2017	12.480	0.200	16.631	11.543	1.150	0.000	<b>41.804</b>
2018	13.400	0.200	18.881	11.543	1.150	0.000	<b>44.974</b>
2019	12.856	0.200	18.881	11.543	1.150	0.000	<b>44.430</b>

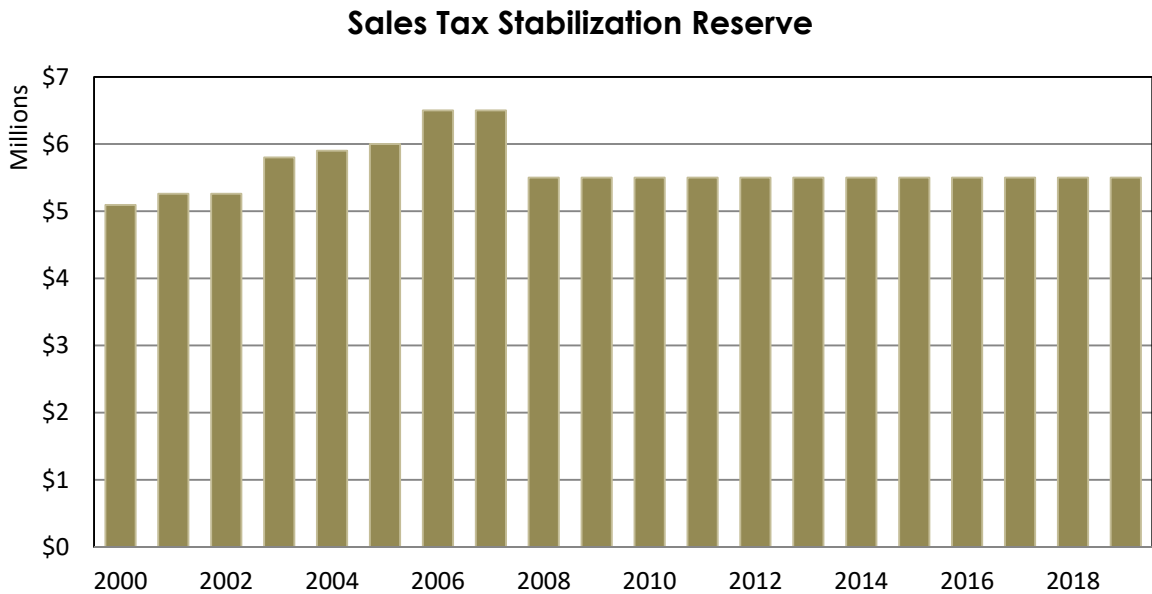
City of Savannah Property Tax Rates & Total Assessed Values			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1997	16.93	2,079,467	6.5%
1998	16.50	2,208,079	6.2%
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	13.10	3,288,480	8.6%
2005	12.90	3,593,557	9.3%
2006	12.70	4,102,072	14.2%
2007	12.50	4,610,615	12.4%
2008	12.50	4,986,597	8.2%
2009	12.50	5,010,250	0.5%
2010	13.00	4,768,480	-4.8%
2011	12.50	4,539,928	-4.8%
2012	12.50	4,535,627	-0.1%
2013	12.48	4,603,176	1.5%
2014	12.48	4,751,473	3.2%
2015	12.48	5,098,015	7.3%
2016	12.48	5,121,455	0.5%
2017	12.48	5,404,808	5.5%
2018	13.40	5,640,929	4.4%
2019	12.86	**5,969,412	5.8%



Sales Tax

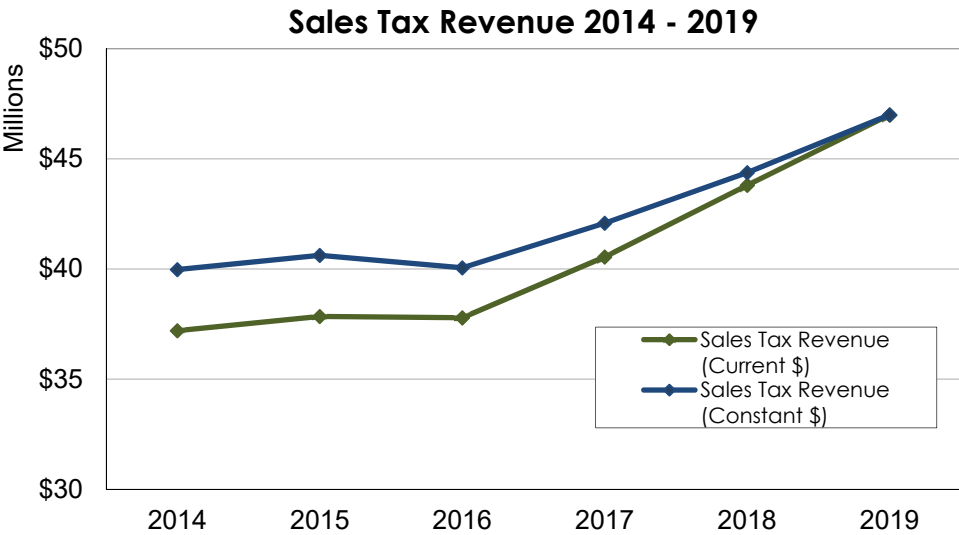
The General Fund's second major revenue source is sales tax. In Savannah, a 7% sales tax is levied. Of this amount, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option Sales Tax (SPLOST), 1% goes to the Savannah-Chatham County Public School System as the Education Special Purpose Local Option Sales Tax (ESPLOST), and 1% is shared among Chatham County, Savannah, and the other municipalities in the County as the Local Option Sales Tax (LOST). In 2012, the City received 67.21% of this levy. During 2013, the City's allocation was reduced to 58% per a renegotiated agreement. In years 2014-2022, the City's allocation is 57%.

The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. No draw on the sales tax stabilization reserves was necessary in 2019 or planned in the 2020 budget. As of the end of 2019, the sales tax stabilization reserve is expected to remain stable at \$5,501,000.

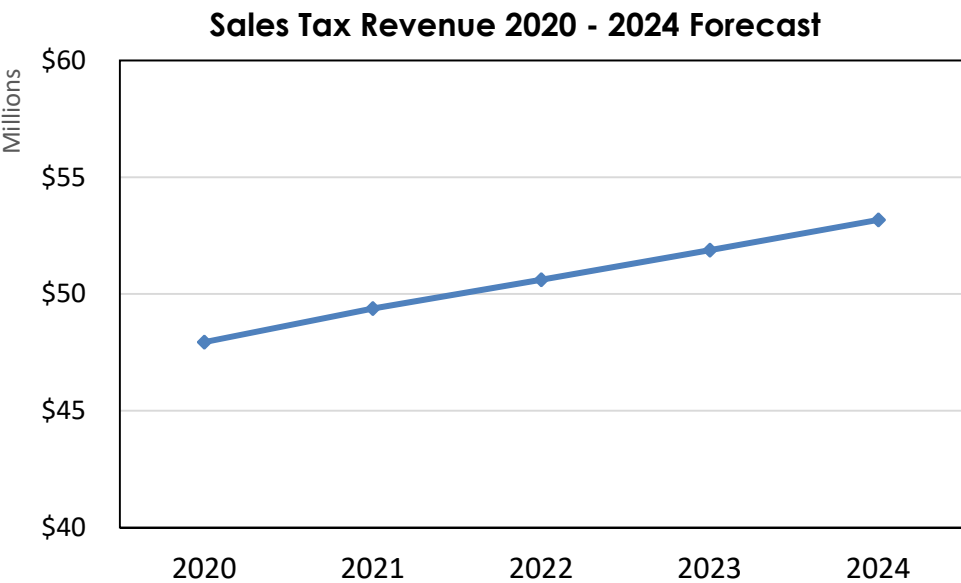




Sales tax revenue over a six-year period is shown in the below graph. The decline in 2016 was due to severe impacts to the area from Hurricane Matthew. Strong growth in sales tax revenue since then is due primarily to increased tourism, which has especially been positively affected by interest from the film industry.



The five year sales tax forecast includes modest growth based on low inflation. No major changes to this revenue source are anticipated.



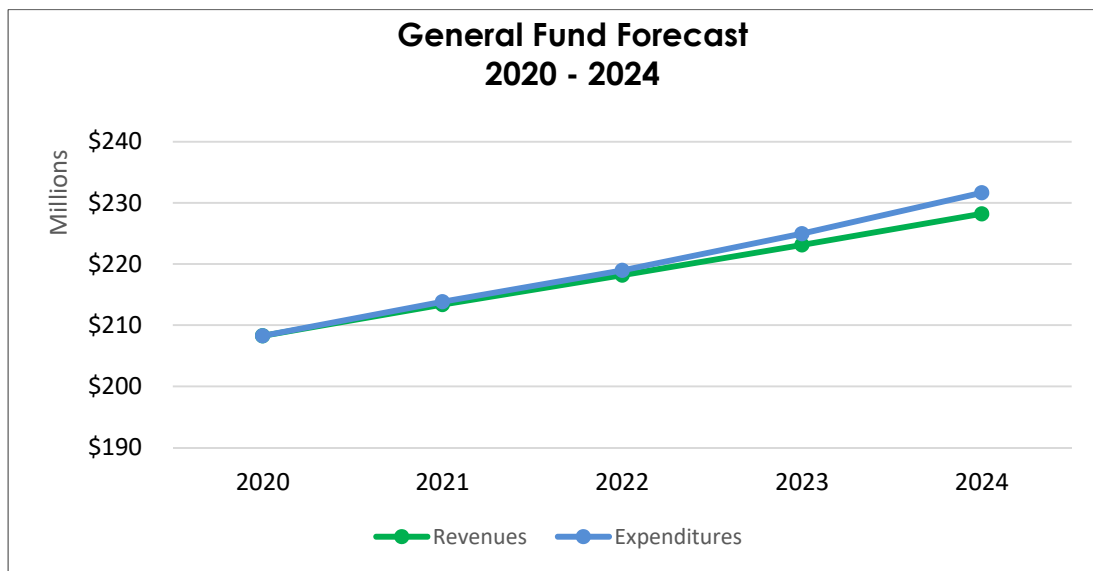
# Five-Year Forecast

General Fund revenue is projected to rise modestly over the forecast period. Improving economic conditions should positively impact the property tax digest and sales tax revenue. The tourism sector of Savannah's economy, which affects a variety of revenue sources, is expected to remain strong.

General Fund expenditures increase in 2020 to cover delayed equipment replacements that were procured in order to continue critical operations as well as provide funding for capital investments related to infrastructure and development throughout the city. Increases in personnel expenditures will have a major impact as salaries and benefit costs are projected to trend upward due to the implementation of the compensation and classification study to address salary disparities in the City's workforce versus related positions in the national market. Expenses for commodities and contractual services are anticipated to increase as a result of inflation.

While this forecast is based on currently available information and assumes economic conditions will continue to slowly improve, it is worth noting that recessions are a normal part of the business cycle which occur every eight years or so. With the last recession ending in 2009, another downturn is quite possible during this forecast period which can negatively impact revenue collections and therefore expenditures.

In 2018, the City of Savannah was awarded funds through the federal government initiative "Strong Cities, Strong Communities" to partner with the National Resource Network (NRN). Through this partnership, the goal of the Network is to assist cities in development and implementing cross-cutting strategies designed to promote economic recovery at the local level. NRN has delivered reports to City Council, executive leadership and private business stakeholders focused on implementing various revenue options not currently explored by the City as well as potential cost-saving public safety and operational non-public safety initiatives. A final report is expected to be delivered to City Council and the public near the end of the first quarter of 2020. Nonetheless, any future gap in projected revenues and expenditures is expected to be managed through city-wide efforts that include appropriately adjusting spending while remaining competitive and implementing efficient innovations that result in long-term sustainability.



	2020	2021	2022	2023	2024
Revenue	208,263,831	213,362,812	218,175,380	223,130,355	228,216,054
Expenditures	208,263,831	213,843,261	218,960,512	224,976,536	231,659,099

# Utility Enterprise Rates

Residential refuse rate for 2019 was \$34.86 per month. The recommended rate for 2020 is \$35.88, which is an increase of 2.95% or \$12.24 per year. This rate includes curbside refuse collection, curbside recycling service, bulk item service and collection of yard waste.

It is recommended that the commercial disposal fee is increased from \$4.63/cy to \$4.77/cy (2.95%) and that the commercial collection rate is raised from an average of \$4.48/cy to \$4.60/cy (2.95%).

Sanitation Rates	2019	2020
<b>Residential Service</b>		
Base Charge (monthly)	\$34.86	\$35.88
<b>Commercial Disposal Fee (per cu. yd.)</b>		
	\$4.63	\$4.77
<b>Commercial Collection Fee (per cu. yd.)</b>		
River Street	\$6.39	\$6.59
Downtown Lanes	\$5.98	\$6.16
2-15 cu. yd.	\$4.06	\$4.18
16-47 cu. yd.	\$3.59	\$3.69
48-95 cu. yd.	\$3.17	\$3.27
96+ cu. yd.	\$2.50	\$2.57
School Board	\$1.97	\$2.03

## Future Rates

The following table summarizes the rates for the next several years required to achieve the key objective of stabilizing residential rates as low as possible yet competitive with rates charged by private providers outside of the City.

Sanitation Future Rate Projection Table						
	2018	2019	2020	2021	2022	2023
<b>Residential Service</b>						
Base Charge (monthly)	\$34.51	\$34.86	\$35.88	\$ 36.94	\$ 38.05	\$ 39.19
<b>Commercial Disposal Fee (per cu. yd.)</b>						
	\$4.58	\$4.63	\$4.77	\$ 4.91	\$ 5.05	\$ 5.21
<b>Commercial Collection Fee (per cu. yd.)</b>						
River Street	\$6.33	\$6.39	\$6.59	\$ 6.78	\$ 6.98	\$ 7.19
Downtown Lanes	\$5.92	\$5.98	\$6.16	\$ 6.34	\$ 6.53	\$ 6.73
2-15 cu. yd.	\$4.02	\$4.06	\$4.18	\$ 4.30	\$ 4.43	\$ 4.56
16-47 cu. yd.	\$3.55	\$3.59	\$3.69	\$ 3.80	\$ 3.92	\$ 4.04
48-95 cu. yd.	\$3.14	\$3.17	\$3.27	\$ 3.36	\$ 3.46	\$ 3.57
96+ cu. yd.	\$2.47	\$2.50	\$2.57	\$ 2.65	\$ 2.73	\$ 2.81

The water and sewer base charges for 2020 are unchanged from 2019; only the consumption charge is proposed to increase. The impact of the 2020 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.

<b>Water Rates</b>	<b>2019</b>	<b>2020</b>
<b>Water, Inside City (bi-monthly)</b>		
Base Charge	\$11.06	\$11.06
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs (bi-monthly)	\$1.13	\$1.19
Over 15 CCFs	\$1.31	\$1.37
<b>Water, Outside City (bi-monthly)</b>		
Base Charge	\$16.59	\$16.59
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs (bi-monthly)	\$1.69	\$1.78
Over 15 CCFs	\$1.96	\$2.05
<b>Sewer Rates</b>		
<b>Sewer, Inside City (bi-monthly)</b>		
Base Charge	\$8.80	\$8.80
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs bi-monthly	\$3.68	\$3.88
Over 15 CCFs	\$4.06	\$4.26
<b>Sewer, Outside City (bi-monthly)</b>		
Base Charge	\$13.20	\$13.20
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs bi-monthly	\$5.52	\$5.82
Over 15 CCFs	\$6.09	\$6.39

To ensure that water and wastewater services are both self-sustaining and resulting in equitable cost recovery, water and sewer rates are projected five years into the future. Projected rate increases are necessary to fund anticipated increases in the operation and maintenance of the system and to fund the water and sewer system 2020-2024 Capital Improvement and Maintenance Plan. The rates forecasted in the projection for 2020 result in an average monthly increase for the median customer of \$1.95.

Although rate increases are forecast, the annual changes are comparatively modest and the system's rates compare favorably with the rates of similar cities. The projected monthly dollar and percent increase in combined water and sewer bills for three different usage levels appear on the subsequent table.

### Water and Sewer Future Rate Projection Table

Year	Monthly Increase in Combined Bill			Percent Increase in Combined Bill		
	15CCF*	25CCF	35CCF	15CCF*	25CCF	35CCF
2011 (actual)	\$ 0.75	\$ 1.25	\$ 1.75	2.27%	2.44%	2.52%
2012 (actual)	\$ 1.50	\$ 2.50	\$ 3.50	4.44%	4.76%	4.92%
2013 (actual)	\$ 1.50	\$ 2.50	\$ 3.50	4.25%	4.55%	4.69%
2014 (actual)	\$ 1.50	\$ 2.50	\$ 3.50	4.08%	4.35%	4.48%
2015 (actual)	\$ 1.50	\$ 2.50	\$ 3.50	3.92%	4.17%	4.29%
2016 (actual)	\$ 1.50	\$ 2.50	\$ 3.50	3.77%	4.00%	4.11%
2017 (actual)	\$ 1.65	\$ 2.75	\$ 3.85	4.00%	4.00%	4.23%
2018 (actual)	\$ 1.12	\$ 1.87	\$ 2.62	2.62%	2.77%	2.84%
2019 (actual)	\$ 1.95	\$ 3.25	\$ 4.55	4.43%	4.67%	4.78%
<b>2020</b>	\$ 1.95	\$ 3.25	\$ 4.55	4.24%	4.46%	4.56%
<b>2021</b>	\$ 1.95	\$ 3.25	\$ 4.55	4.07%	4.07%	4.27%
<b>2022</b>	\$ 1.95	\$ 3.25	\$ 4.55	3.91%	4.10%	4.18%
<b>2023</b>	\$ 1.95	\$ 3.25	\$ 4.55	3.76%	3.93%	4.01%
<b>2024</b>	\$ 1.95	\$ 3.25	\$ 4.55	3.93%	4.01%	3.76%
<b>Average (last 5 years)</b>	<b>\$ 1.95</b>	<b>\$ 3.25</b>	<b>\$ 4.55</b>	<b>3.98%</b>	<b>4.11%</b>	<b>4.16%</b>

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

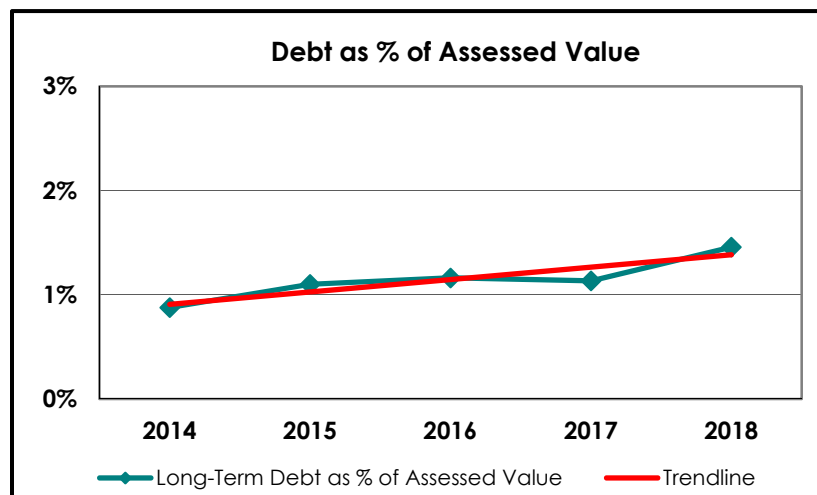
# Debt Service

## Legal Debt Margin

State statutes limit the amount of general obligation bonded debt a governmental entity may issue up to 10% of its total assessed valuation. The 2018 debt limitation for the City was \$564,092,880. As of December 31, 2018, the City had outstanding general obligation bonded debt totaling \$6,000,000, which is below the 10% policy requirement.

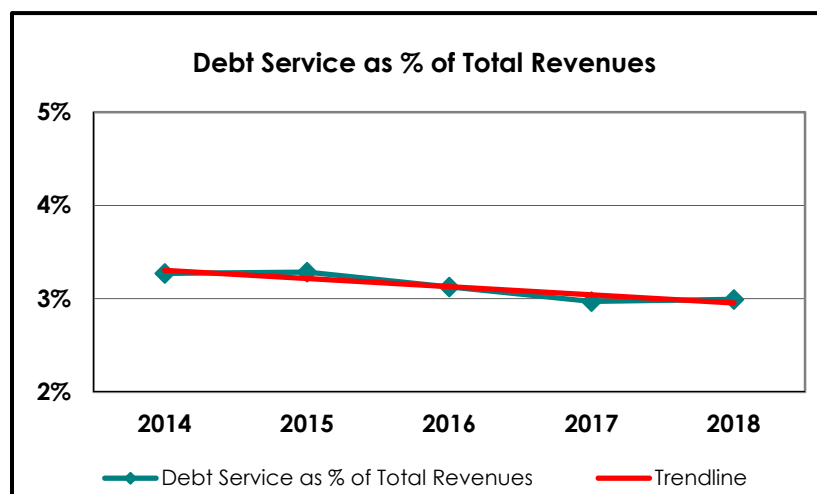
## Debt as a Percent of Assessed Value

The chart below illustrates debt incurred as a percentage of total assessed value of taxable property. Included are general obligation bonds and contractual obligations from governmental activities and debt derived from the Civic Center and Sanitation enterprises as they are subsidized by the General Fund. Excluded are Parking Services and Water/Sewer Resources debt because these are fully self-supporting enterprise activities. In 2018, the City's long-term debt/contractual obligations were only 1.46% of assessed value as measured by this indicator.



## Debt Service as a Percent of Total Revenue

This indicator looks at debt service and major contractual payment obligations as a percentage of total General Fund revenues. General Fund debt service as well as debt service for the Civic Center and Sanitation Funds are included because these funds are historically subsidized by the General Fund. During the 2014-2018 period, the percentage remained below 5%. Increasing debt service reduces flexibility by adding to expenditure requirements.





## Bond Ratings

A bond rating is a measure of a city's ability to repay its debt; as such it is considered a measure of the city's overall financial strength. The city's bond rating is the primary factor in deciding the interest rate that will be paid on debt. The City of Savannah'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 as of 2019:

<b>General Obligation Credit Rating:</b>	
Standard and Poor's	AA+
Moody's Investors Service	Aa1
<b>Water and Sewer Debt Credit Rating:</b>	
Standard and Poor's	AA+
Moody's Investors Service	Aa1

## Debt Issues

Tables on the following pages summarize outstanding debt issues and annual debt service requirements. Included are the City's obligations for the General, Water and Sewer, Sanitation, Mobility and Parking Services, and Community Development Funds. Fund revenues provide the resources to pay the debt service expenditures for each fund.

New debt service for 2020 were issued as follows:

- Sanitation Fund – Issue \$2.0 million to fund Sanitation operations at new city-wide public works facility located at Interchange Court as well as to fund the design of the Dean Forest Operations Center.
  - Begin to repay a \$1.9 million loan transferred from the Water and Sewer fund in 2019 used to fund a portion of the acquisition of the Waste Management® facility on Highway 80.
- Civic Center Fund – Issue \$45.0 million to partially fund the new arena to be built at Stiles and Gwinnett. Funds will supplement existing SPLOST funds of \$120 million devoted to project
- Parking Fund – Issue \$9.775 million to fund the completion of the parking garage currently under construction on west River Street

## Summary of Outstanding Debt Issues

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2018	2019 Debt Service Requirement
<b><u>General Fund Supported Obligations</u></b>						
DSA* Series 2014	Refunding a portion of the DSA Series 2009B Bonds which funded storm drainage improvements	\$9,970,000	4/21/2014	8/1/2025	\$5,310,000	\$1,010,250
DSA* Series 2015	TAD district improvements	19,950,000	7/1/2015	8/1/2035	16,690,000	1,491,938
DSA* Series 2016	Streetscape Improvements for downtown corridors	8,000,000	8/30/2016	8/1/2029	8,000,000	892,400
DSA* Series 2017	Road improvements to Gwinnett Street	6,585,000	8/31/2017	8/1/2030	6,585,000	157,382
DSA* Series 2018	West River Street Improvements and Riverwalk Extension	14,095,000	2/22/2018	8/1/2038	13,850,000	1,003,481
DSA* Series 2019	Refunding DSA 2009 Series which funded infrastructure improvements	8,440,000	4/22/2019	8/1/2032	8,440,000	257,100
General Obligation Series 2016	Streetscape Improvements for downtown corridors	2,000,000	9/8/2016	8/1/2025	2,000,000	354,400
General Obligation Series 2017	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	2,000,000	36,800
General Obligation Series 2018	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	2,000,000	65,600
<b><u>Water and Sewer Revenue Obligations</u></b>						
Series 2014	Refund Water and Sewer Revenue Bonds Series 2003 and certain maturities of the Water and Sewer Revenue Bonds Series 2009B	17,690,000	5/19/2014	12/1/2029	9,825,000	1,152,100
Series 2016	Refund Water and Sewer loans received through GEFA	21,255,000	1/6/2016	8/1/2029	14,580,000	2,124,469
<b><u>Sanitation Fund Supported Obligations</u></b>						
RRDA**Series 2018	Expand the Dean Forest Landfill Facility	11,085,000	8/2/2018	8/1/2029	11,085,000	1,298,116
<b><u>Civic Center Fund Supported Obligations</u></b>						
DSA* Series 2019	Civic Center Arena Construction	45,120,000	12/19/2019	8/1/2049	45,120,000	1,571,848
<b><u>Parking Service Fund Supported Obligations</u></b>						
DSA* Series 2015	Whitaker Street Garage	25,055,000	7/1/2015	8/1/2032	24,115,000	2,196,368
DSA* Series 2016	West River Street Garage	33,060,000	11/17/2016	8/1/2046	33,060,000	1,217,755
DSA* Series 2018	Eastern Wharf Garage	30,205,000	9/19/2018	8/1/2039	30,205,000	1,176,229
DSA* Series 2019	West River Street Garage	9,685,000	9/19/2019	8/1/2049	9,685,000	257,136
<b><u>Community Development Fund Supported Obligations</u></b>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	8/1/2020	100,000	102,450
Total		<u>\$268,195,000</u>			<u>\$242,650,000</u>	<u>\$16,365,821</u>

\* DSA - Downtown Savannah Authority contractual obligation

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

## Annual Debt Service Requirements

The table below shows debt funding requirements for the City of Savannah for 2019-2046. Shown are principal and interest based on outstanding debt issues.

### ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS

For Direct General Obligation, Revenue Bonds and Contractual Obligations

2020-2046

As of December 31, 2019

Year	General Obligation Bonds		Revenue Bonds		Tax Supported Contractual Obligations		Non Tax Supported Contractual Obligations		Total
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2020	\$ 315,000	\$ 141,800	\$ 875,000	\$ 277,100	\$ 2,985,000	\$ 1,827,551	\$ 4,920,000	\$ 4,921,920	\$ 16,263,371
2021	710,000	135,595	890,000	259,600	3,625,000	1,748,855	4,890,000	5,376,267	17,635,316
2022	1,100,000	122,108	910,000	241,800	3,695,000	1,641,633	6,520,000	5,266,661	19,497,201
2023	1,120,000	96,039	940,000	214,500	3,810,000	1,513,507	6,725,000	5,058,835	19,477,881
2024	1,150,000	69,452	965,000	186,300	3,940,000	1,381,069	6,955,000	4,843,341	19,490,161
2025	1,180,000	42,083	990,000	157,350	4,070,000	1,243,669	7,540,000	4,619,510	19,842,611
2026	425,000	13,940	1,020,000	127,650	4,255,000	1,101,304	7,895,000	4,373,252	19,211,145
2027			1,050,000	97,050	4,345,000	975,438	8,265,000	4,132,756	18,865,244
2028			1,075,000	65,550	4,440,000	846,484	8,650,000	3,879,473	18,956,507
2029			1,110,000	33,300	4,525,000	728,693	8,540,000	3,614,307	18,551,299
2030					3,730,000	606,203	6,595,000	3,360,483	14,291,686
2031					3,055,000	499,232	6,845,000	3,143,713	13,542,944
2032					3,120,000	406,881	7,100,000	2,913,399	13,540,279
2033					2,080,000	311,369	4,860,000	2,669,247	9,920,616
2034					2,150,000	241,682	5,030,000	2,501,309	9,922,991
2035					2,225,000	168,045	5,210,000	2,325,608	9,928,653
2036					910,000	91,813	5,395,000	2,142,283	8,539,096
2037					940,000	62,237	5,585,000	1,951,092	8,538,329
2038					975,000	31,688	5,780,000	1,750,485	8,537,173
2039							5,990,000	1,542,119	7,532,119
2040							3,840,000	1,325,151	5,165,151
2041							3,975,000	1,191,510	5,166,510
2042							4,110,000	1,053,083	5,163,083
2043							4,260,000	908,880	5,168,880
2044							4,405,000	759,345	5,164,345
2045							4,565,000	604,635	5,169,635
2046							4,720,000	442,913	5,162,913
2047									
2048									
2049									

1. Revenue Bonds shown include the Water and Sewer Revenue Refunding and Improvement Bonds, Series 2014 and Series 2016
2. Tax Supported Contractual Obligations include the Downtown Savannah Authority Refunding Revenue Bonds Series 2009 A & B, Series 2014, Series 2015, Series 2016 and Series 2017.
3. Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2013, the Downtown Savannah Authority Revenue Bonds, Series 2015, Series 2016 and the Resource Recovery Development Authority Revenue Refunding Bonds, Series 2013.

# All Funds Summary

The tables below provide a summary of 2018 actual, 2019 projected, and 2020 adopted revenues and expenses.

City-wide adopted revenues for 2020 total \$413,744,884. This is a decrease of \$4,312,290 or 1.0 percent under the 2019 projected amount. There is an anticipated draw from reserves to the Parking Services Fund to cover debt service related to parking structures for the arena development project.

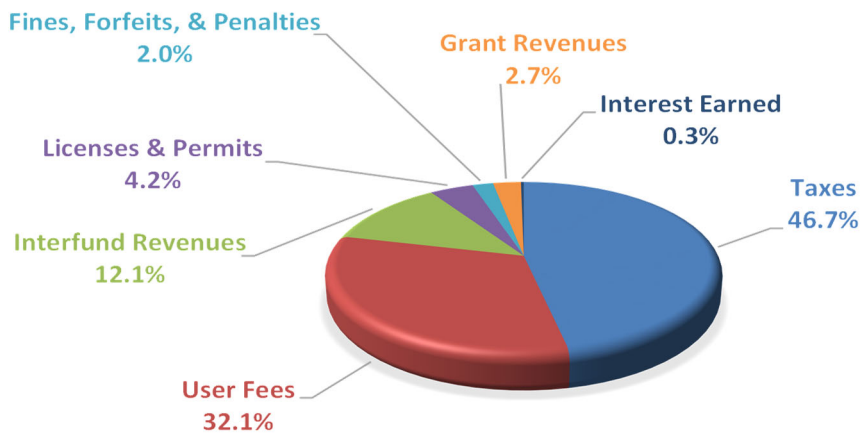
<b><u>Revenue Source</u></b>	<b>2018 <u>Actual</u></b>	<b>2019 <u>Projected</u></b>	<b>2020 <u>Adopted</u></b>	<b>% Change <u>2019-2020</u></b>
Taxes	\$ 181,988,218	\$ 189,062,795	\$ 192,823,469	2.0
User Fees	126,530,390	130,076,111	132,457,592	1.8
Interfund Revenues	100,164,647	52,145,916	50,153,771	(3.8)
Licenses & Permits	16,582,764	16,938,109	17,192,331	1.5
Fines, Forfeits, & Penalties	7,258,951	8,084,828	8,157,434	0.9
Grant Revenues	15,460,003	16,551,393	10,953,631	(33.8)
Interest Earned	2,140,878	2,003,721	1,100,000	(45.1)
Other Revenues	12,419,702	3,194,300	906,656	(71.6)
Sub Total	\$ 462,545,553	\$ 418,057,174	\$ 413,744,884	(1.0)
Draw from Parking Svcs Fund Reserves	\$ -	\$ -	\$ 11,120,747	
<b>Total Revenues</b>	<b>\$ 462,545,553</b>	<b>\$ 418,057,174</b>	<b>\$ 424,865,631</b>	<b>1.6</b>

After adjusting for transfers between funds, total adopted expenses for 2020 are \$424,865,631. This is an increase of \$6,808,457 or 1.6 percent above the 2019 projected expenses.

<b><u>Expenditures by Type</u></b>	<b>2018 <u>Actual</u></b>	<b>2019 <u>Projected</u></b>	<b>2020 <u>Adopted</u></b>	<b>% Change <u>2019-2020</u></b>
Personnel Services	\$ 162,910,354	\$ 159,607,403	\$ 173,049,003	8.4
Outside Services	50,622,449	61,195,851	65,300,989	6.7
Commodities	16,483,065	19,802,521	19,673,342	(0.7)
Internal Services	35,139,527	46,356,876	42,769,663	(7.7)
Capital Outlay	2,570,140	11,774,877	7,789,312	(33.8)
Debt Service	4,197,865	11,626,678	12,161,274	4.6
Interfund Transfers	72,411,562	71,938,710	68,779,448	(4.4)
Other Expenses	79,803,112	35,754,258	35,342,600	(1.2)
<b>Total Expenditures</b>	<b>\$ 424,138,075</b>	<b>\$ 418,057,174</b>	<b>\$ 424,865,631</b>	<b>1.6</b>

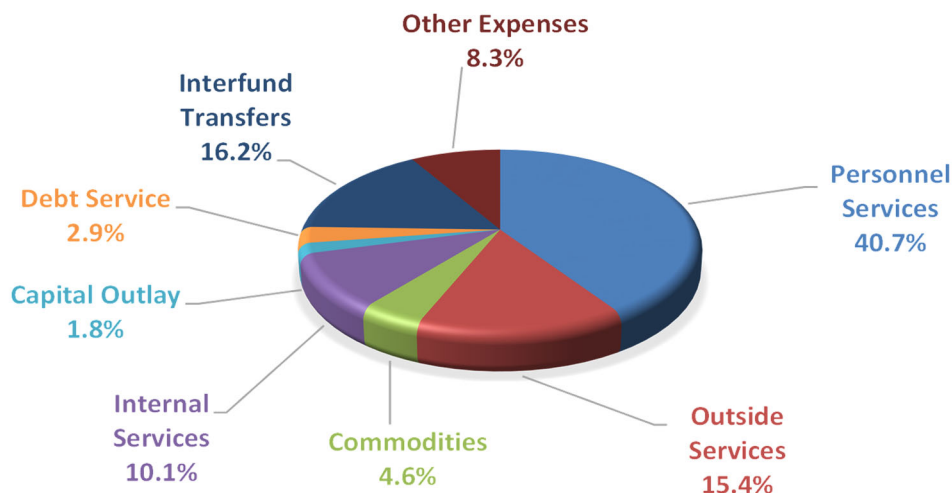
# All Funds Revenue

The graph below presents a breakdown by category of total revenues for 2020. **Taxes** include Property, Sales and Other Taxes. **User Fees** are made up of the following: Recreation Service Fees, Development Fees, Fees for Other Services in the General Fund, Haz-Mat Services, Water Services, Sewer Services, Industrial & Domestic (I&D) Water Services, Sanitation Services, Parking Services and Civic Center Services. **Interfund Revenues** include Interfund Services, Internal Services Charges and General Fund Contributions.



# All Funds Expenses

The graph below presents total expenditures by major category for 2020 prior to adjusting for transfers between funds. Within the total funds budgeted, **Personnel Services** is the largest expenditure category. This category supports salaries and a comprehensive benefits program. Funding for **Outside Services**, **Commodities**, and **Capital Outlay** are used to provide direct services to citizens.



# Revenue Overview

The City of Savannah is a multi-faceted municipal operation, and its revenue sources reflect the many businesses that make up City operations. City-wide revenue totals \$424,865,631 for 2020, an increase of \$6,808,457 or 1.6 percent over 2019 projections. City revenue sources are divided into the following categories with major changes highlighted below:

- **Taxes** represent the largest stream of revenue for the City, consisting of 45 percent of total budgeted revenue. This funding source aids in supporting the City's operations, maintenance, and debt service. With a property tax rate of \$12.86 per \$1,000 of valuation, property tax revenue is anticipated at \$76.8 million. Additional tax revenue includes \$47.9 million from sales tax, \$11.9 million from hotel/motel occupancy tax and \$56.2 million from taxes assessed on alcoholic beverages, vehicle rentals and other taxes as mandated through state laws and local ordinances.
- **User Fees** are received for specific services provided by the City and represent 31 percent of revenue. More than three-quarters of user fee revenue is generated by water, sewer, and sanitation services. Rate increases are planned for water and sewer consumption charges in 2020 to fund much needed infrastructure improvements, yet remain reasonable for consumer affordability. Fees for Other Services declined by 10 percent as the City continues to reconcile the demerger of the police department with Chatham County.
- **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. Interfund Revenues are estimated to experience a 9.5 percent decrease in 2020 due to one-time interfund contributions that were made in 2019 to cover urgent capital and equipment investments.
- **Licenses and 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 and Permits revenue. Total revenue within this category increases 1.5 percent in 2020.
- **Fines, Forfeits, and Penalties** consist primarily of Recorder's Court fines and parking citations. In 2020, fines revenue is forecast to increase related to the renewal of the H.E.A.T. (Highway Enforcement of Aggressive Traffic) grant and additional traffic enforcement related activity.
- **Grant Revenues** are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. Grant awards can vary greatly from year to year. This revenue source exhibits a significant decline due to the transfer of WorkSource Coastal assets, rights, and obligations to the Coastal Regional Commission.
- **Interest Earned** revenue comes from City investments. Revenue generated from this source is expected to decrease by 45 percent in 2020. This funding stream is extremely volatile, thus conservative budgeting practices are implemented when estimating revenues annually.
- **Other Revenues** consist of various revenue sources. While this revenue source specifies a nearly 72 percent decline, it is important to understand the minor accounts included in the total are heavily influenced by microeconomic and macroeconomic conditions. Projections will be updated as actual amounts are earned throughout the fiscal year.
- **Draw from Reserves** of \$11,120,747 are planned in 2020 in order to balance Parking Fund budgeted revenues with expenses. This significant fund balance contribution is attributed to parking facility needs associated with the Arena.



# Revenue Detail

Revenue Source	2018 Actual	2019 Projected	2020 Adopted	% Change 2019 - 2020
<b><u>Taxes</u></b>				
Property Taxes	\$ 74,638,932	\$ 76,070,937	\$ 76,761,442	0.9
Sales Tax	43,800,603	47,000,000	47,940,000	2.0
Other Taxes	63,548,683	65,991,858	68,122,027	3.2
<b>Taxes Total</b>	<b>\$ 181,988,218</b>	<b>\$ 189,062,795</b>	<b>\$ 192,823,469</b>	<b>2.0</b>
<b><u>User Fees</u></b>				
Special Events & Recreation Fees	\$ 1,026,036	\$ 757,066	\$ 756,491	(0.1)
Inspection Fees	4,003,136	4,177,040	4,196,813	0.5
Fees for Other Services - General Fund	7,979,495	4,639,319	4,156,521	(10.4)
9-1-1 Fees	2,807,805	50,737	-	(100.0)
Hazardous Material Services	265,500	265,000	265,000	0.0
Water Services	24,897,745	27,495,172	26,573,421	(3.4)
Sewer Services	39,801,698	44,580,235	46,016,257	3.2
Industrial & Domestic Services	6,456,100	7,438,677	7,742,639	4.1
Sanitation Services	21,690,671	21,663,986	23,326,394	7.7
Mobility and Parking Services	14,623,119	15,506,251	15,773,115	1.7
Civic Center	1,353,908	1,955,046	2,072,548	6.0
Per Occupied Room	1,625,177	1,547,583	1,578,393	2.0
<b>User Fees Total</b>	<b>\$ 126,530,390</b>	<b>\$ 130,076,112</b>	<b>\$ 132,457,592</b>	<b>1.8</b>
<b><u>Interfund Revenues</u></b>				
Interfund Services	\$ 82,266,980	\$ 34,891,317	\$ 31,583,064	(9.5)
Internal Service Charges	12,468,737	14,152,752	15,049,758	6.3
General Fund Contribution	5,428,930	3,101,847	3,520,949	13.5
<b>Interfund Revenues Total</b>	<b>\$ 100,164,647</b>	<b>\$ 52,145,916</b>	<b>\$ 50,153,771</b>	<b>(3.8)</b>
<b>Licenses &amp; Permits</b>	<b>\$ 16,582,764</b>	<b>\$ 16,938,109</b>	<b>\$ 17,192,331</b>	<b>1.5</b>
<b>Fines, Forfeits, &amp; Penalties</b>	<b>\$ 7,258,951</b>	<b>\$ 8,084,828</b>	<b>\$ 8,157,434</b>	<b>0.9</b>
<b>Grant Revenue</b>	<b>\$ 15,460,003</b>	<b>\$ 16,551,393</b>	<b>\$ 10,953,631</b>	<b>(33.8)</b>
<b>Interest Earned</b>	<b>\$ 2,140,878</b>	<b>\$ 2,003,721</b>	<b>\$ 1,100,000</b>	<b>(45.1)</b>
<b>Other Revenues</b>	<b>\$ 12,419,702</b>	<b>\$ 3,194,300</b>	<b>\$ 906,656</b>	<b>(71.6)</b>
<b>Subtotal</b>	<b>\$ 462,545,553</b>	<b>\$ 418,057,174</b>	<b>\$ 413,744,884</b>	<b>(1.0)</b>
Draw from Parking Fund Reserves	\$ -	\$ -	\$ 11,120,747	100.0
<b>TOTAL REVENUE</b>	<b>\$ 462,545,553</b>	<b>\$ 418,057,174</b>	<b>\$ 424,865,631</b>	<b>1.6</b>

# Expenditure Overview

City-wide expenditures total \$424,865,631, which is 1.6 percent above 2019 projected expenditures before adjusting for interfund transfers. City expenditures are divided into eight major categories, with significant changes in each highlighted below:

- **PERSONNEL SERVICES** represent 42 percent 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 increased \$13,441,600 or 8.4 percent above 2019 projected expenditures. Major changes are described as follows:

The 2020 workforce budget is built on a base of 2,414.72 full-time equivalent permanent positions, 22.49 positions less than in 2019. The change in the workforce is primarily due to transition of police officers from the City's task force to Chatham County in June 2019 per an intergovernmental agreement.

During 2019, a Compensation and Classification Study was conducted to address salary disparities in the City's workforce as well as align employee wages with national market rates. The results of the study yielded an overall increase of approximately \$10.4 million in salaries and associated payroll taxes.

The budget continues the comprehensive medical benefits plan to employees, dependents, and retirees with an employer contribution of \$21,176,612, which is \$2,012,585 or 10.5 percent over the 2019 contribution.

The 2020 budget also contains an allocation of \$2,815,331 in recognition of the City's cost of post-retirement medical benefits for employees. This is \$52,988 or 1.9 percent more than the 2019 projected expenditure.

Based on the latest actuarial study, \$10,129,714 will be contributed to the Pension Fund. This represents an increase of \$801,879 or 8.6 percent from the 2019 contribution.

- **OUTSIDE SERVICES** are services the City receives primarily from outside companies and represents 15 percent of expenditures. Utilities make up the largest share of expenditures in this category. Electricity projections were impacted by news from Georgia Power regarding a state-approved rate increase of 4.5 percent. Other primary accounts include: professional purchased services, rentals, equipment, data processing equipment maintenance, temporary labor-agency, and other contractual services. Overall, funding for services in this category increased \$4,105,138 or 6.7 percent above 2019 projected expenditures.
- **COMMODITIES** are items which are consumed or show material change in physical condition and are generally of limited value after use. Overall, this expenditure category decreased \$129,179 or 0.7 percent compared to 2019 projected expenditures.
- **INTERNAL SERVICES** represent services provided to City departments on a cost reimbursement basis. This expenditure category represents 10 percent of the operating budget. The largest costs in these sections are: Services by Sanitation, Insurance by Risk Management, Computer Services, Fleet Services, and Services by the General Fund. Internal Services decreased by \$3,587,213 or 9 percent over the 2019 projected budget primarily due to the General Fund posting a sizable contribution in 2019 to the Risk Management Fund to cover the remaining liability of the Green settlement from 2012.

- **CAPITAL OUTLAY** includes items costing more than \$5,000 each and having a useful life of more than one year. This category decreased \$3,985,565 or 33.8 percent over the 2019 projected budget due to the procurement of critical equipment needs that were funded with appropriations for 2019.
- **DEBT SERVICE** accounts for payments of principal and interest to lenders or creditors on outstanding debt. This area increased \$534,596 or 4.6 percent from 2019 projected expenditures based on debt service requirements.
- **INTERFUND TRANSFERS** are amounts transferred from one fund to another to pay for such items as debt requirements and services performed by one department for another as well as subsidies to cover budgetary shortfalls to other funds. Expenditures in this category represent 16 percent of the total budget and decreased \$3,159,262 or 4.4 percent over 2019 projected expenditures. The main reason for the decrease is due to reduced subsidies in the Public Safety Communications and Grant Funds for operations that are no longer under the City's authority.
- **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. Budgeted expenditures increased \$587,173 or 1.8 percent over 2019 projections in this category.

# Expenditure Detail

Expenditures by Fund	2018 Actual	2019 Projected	2020 Adopted	% Change 2019 - 2020
<b><u>General Fund</u></b>	\$ 201,545,365	\$ 205,114,499	\$ 208,263,831	1.5
<b><u>Special Revenue Funds</u></b>				
Hazardous Material Services	420,313	469,340	700,398	49.2
Recorder's Court Technology	8,271	120,000	125,000	4.2
Grant	9,053,700	8,457,101	3,374,865	(60.1)
Community Development	7,163,607	9,963,181	9,656,207	(3.1)
Public Safety Communications	7,055,278	547,127	-	(100.0)
Hotel Motel Tax	21,577,337	23,000,000	23,884,242	3.8
Per Occupied Room	1,320,023	1,547,583	1,578,393	2.0
Motor Vehicle Rental	2,125,656	2,012,752	1,922,656	(4.5)
<b>Special Revenue Fund Total</b>	<b>\$ 48,724,186</b>	<b>\$ 46,117,083</b>	<b>\$ 41,241,761</b>	<b>(10.6)</b>
<b><u>Enterprise Funds</u></b>				
Sanitation	19,554,421	31,849,350	31,971,278	0.4
Civic Center	5,815,977	4,492,326	5,149,426	14.6
Water	55,482,477	30,233,566	30,219,803	0.0
Sewer	41,146,623	46,118,815	46,998,831	1.9
I&D Water	9,656,793	7,668,523	7,972,179	4.0
Mobility and Parking Services	17,621,660	18,846,576	30,034,299	59.4
Golf Course	1,877,643	-	-	0.0
<b>Enterprise Fund Total</b>	<b>\$ 151,155,594</b>	<b>\$ 139,209,157</b>	<b>\$ 152,345,815</b>	<b>9.4</b>
<b><u>Internal Services Funds</u></b>				
Internal Services	12,609,648	14,231,515	15,204,255	6.8
Computer Purchase	854,014	1,419,447	864,404	(39.1)
Radio Replacement	858,540	470,000	180,000	(61.7)
Vehicle Purchase	8,390,728	11,495,472	6,765,565	(41.1)
<b>Internal Services Fund Total</b>	<b>\$ 22,712,930</b>	<b>\$ 27,616,434</b>	<b>\$ 23,014,224</b>	<b>(16.7)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 424,138,075</b>	<b>\$ 418,057,174</b>	<b>\$ 424,865,631</b>	<b>1.6</b>

# Projected Changes in Fund Balance

## Fund Balances 2016-2018

The following table shows 2016-2018 beginning and ending fund balance levels for certain governmental funds. While these funds have historically trended with positive fund balances, natural disasters in 2016 and 2017 impacted our financial conditions. The Hurricane Matthew Fund was created in 2017 to monitor expenses incurred from these natural disasters and reimbursements received from the Federal Emergency Management Agency (FEMA). As of December 31, 2018, the City of Savannah was due a total of \$6.3 million, creating a fund balance deficit. This deficit is consolidated with the Grant, Public Safety Communications, Per-Occupied-Room Fee, Hazardous Material, Economic Development, Recorder's Court Technology Fee, Confiscated Assets, Hotel/Motel Tax and Auto Rental Tax fund balances in the Special Revenue section below.

Fund	Beginning Fund Balance 1-1-2016	Ending Fund Balance 12-31-2016	Net Increase/ Decrease 2016	Beginning Fund Balance 1-1-2017	Ending Fund Balance 12-31-2017	Net Increase/ Decrease 2017	Beginning Fund Balance 1-1-2018	Ending Fund Balance 12-31-2018	Net Increase/ Decrease 2018
General	\$ 35,469,986	\$ 36,709,036	\$ 1,239,050	\$ 36,709,036	\$ 39,416,139	\$ 2,707,103	\$ 39,416,139	\$ 41,703,437	\$ 2,287,298
Special Revenue	2,493,258	1,811,476	(681,782)	1,811,476	(3,110,989)	(4,922,465)	(3,110,989)	(5,058,846)	(1,947,857)
Debt Service	930,017	933,528	3,511	933,528	941,713	8,185	941,713	957,118	15,405
Capital Improvement	43,031,798	42,082,815	(948,983)	42,082,815	52,689,600	10,606,785	52,689,600	75,141,850	22,452,250
<b>TOTAL</b>	<b>\$ 81,925,059</b>	<b>\$ 81,536,855</b>	<b>\$ (388,204)</b>	<b>\$ 81,536,855</b>	<b>\$ 9,936,463</b>	<b>\$ 8,399,608</b>	<b>\$ 89,936,463</b>	<b>\$ 112,743,559</b>	<b>\$ 8,632,580</b>

\*Information in this table is derived from the Comprehensive Annual Financial Report for each respective year.

## Fund Balances 2019-2020

The General Fund is the chief operating fund of the City. The General Fund reserve balance provides funds for contingencies, emergencies and unforeseen situations. As of December 31, 2019, the General Fund reserve balance was approximately \$52.5 million, or 26.9% of General Fund expenditures plus transfers out. Of this amount, approximately \$44.1 million, or 22.6%, is classified as unassigned fund balance. The unassigned fund balance rate has exceeded the target set by the City's financial policy to maintain an amount between 15% and 20% of total general fund expenditures and transfers out.

The 2020 Adopted Budget presents anticipated revenues totaling anticipated expenditures for governmental funds. This results in no change to the General Fund reserve balance for fiscal year 2020. The projected fund balance of the General Fund is approximately \$52.5 million for 2020 and equates to 25% of total General Fund expenditures and transfers out.

Included in the following tables are the unaudited 2019 and budgeted 2020 fund balances for selected City governmental funds. The Special Revenue entry in the tables consists of the following funds: Grant, Per-Occupied-Room Fee, Hazardous Material, Public Safety Communications, Hurricane Matthew, Economic Development, Recorder's Court Technology Fee, Confiscated Assets, Hotel/Motel Tax and Auto Rental Tax.

The 2019 percentage change in fund balance for the General Fund is primarily due to salary savings resulting from higher than normal turnover. The fund balance information for all funds is subject to change pending the completion of the annual external audit.

<b>Fund</b>	<b>Beginning Fund Balance 1-1-2018</b>	<b>Appropriated Funds Operating Revenues</b>	<b>Appropriated Funds Operating Expenditures</b>	<b>Net Position Before Transfers</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Unaudited Ending Fund Balance 12-31-2018</b>	<b>% Change Projected Fund Balance</b>
General	\$ 41,703,437	\$ 194,086,523	\$ 184,359,032	\$ 51,342,131	\$ 11,936,560	\$ 10,838,019	\$ 52,529,470	26.0%
Special Revenue	(5,058,846)	36,590,348	21,489,281	10,042,221	621,229	15,650,220	(4,986,770)	(1.4%)
Debt Service	957,118	20,094	1,440,202	(462,989)	1,505,721	-	1,042,732	8.9%
Capital Improvement	75,141,850	17,934,552	20,059,477	57,987,259	6,890,000	-	79,906,925	6.3%
<b>TOTAL</b>	<b>\$ 112,743,559</b>	<b>\$ 248,631,517</b>	<b>\$ 227,347,992</b>	<b>\$ 118,908,621</b>	<b>\$ 20,953,510</b>	<b>\$ 26,488,238</b>	<b>\$ 128,492,356</b>	<b>14.0%</b>

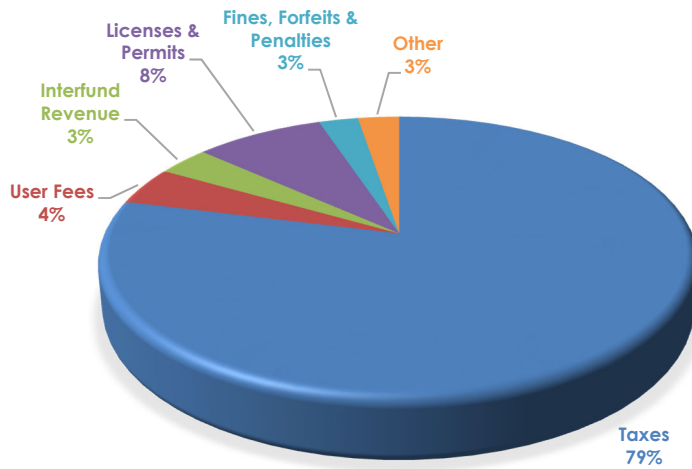
<b>Fund</b>	<b>Beginning Fund Balance 1-1-2019</b>	<b>Appropriated Funds Operating Revenues</b>	<b>Appropriated Funds Operating Expenditures</b>	<b>Net Position Before Transfers</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Ending Fund Balance 12-31-2019</b>	<b>% Change Projected Fund Balance</b>
General	\$ 52,529,470	\$ 195,071,710	\$ 197,236,331	\$ 50,274,889	\$ 13,192,121	\$ 11,027,500	\$ 52,529,470	0.0%
Special Revenue	(4,986,770)	42,257,943	29,222,008	8,049,165	1,624,218	14,660,153	(4,986,770)	0.0%
Debt Service	1,042,732	100,000	20,100,000	(18,957,268)	20,000,000	-	1,042,732	0.0%
Capital Improvement	79,906,925	68,764,000	71,151,200	77,519,725	2,387,200	-	79,906,925	0.0%
<b>TOTAL</b>	<b>\$ 128,492,356</b>	<b>\$ 306,193,653</b>	<b>\$ 317,709,539</b>	<b>\$ 116,886,510</b>	<b>\$ 37,203,539</b>	<b>\$ 25,687,653</b>	<b>\$ 128,492,356</b>	<b>0.0%</b>



# GENERAL FUND OVERVIEW

In FY20 the City has set appropriations of \$208.3 million for general operations. The charts below give a broad overview of the major revenues and expenditures for the City's operating budget. Taxes account for the most significant sources of revenue in the General Fund. Personnel Services, which include salary adjustments for public safety and comprehensive benefits for City employees, make up the largest portion of general fund expenditures.

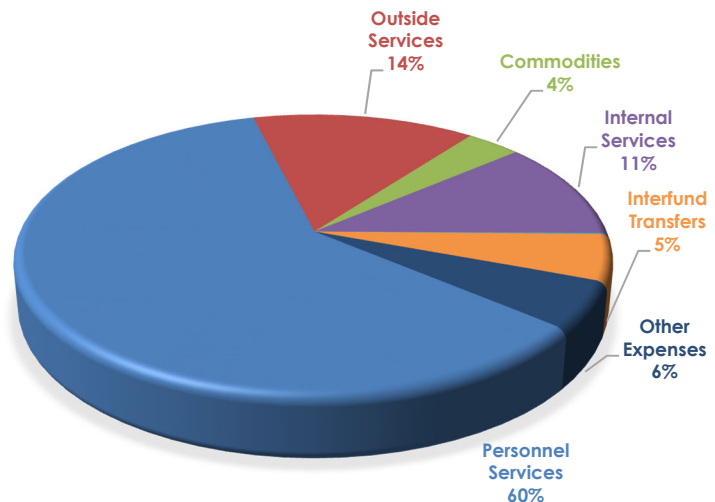
## Where the Money Comes From



Taxes	\$	164,298,539	78.9%
User Fees		9,109,825	4.4%
Interfund Revenue		6,967,892	3.3%
Licenses & Permits		17,192,331	8.3%
Fines, Forfeits & Penalties		5,219,434	2.5%
Grants		724,655	0.3%
Interest Earned		410,000	0.2%
Other Revenues		4,341,155	2.1%
<b>Total</b>	<b>\$</b>	<b>208,263,831</b>	<b>100.0%</b>

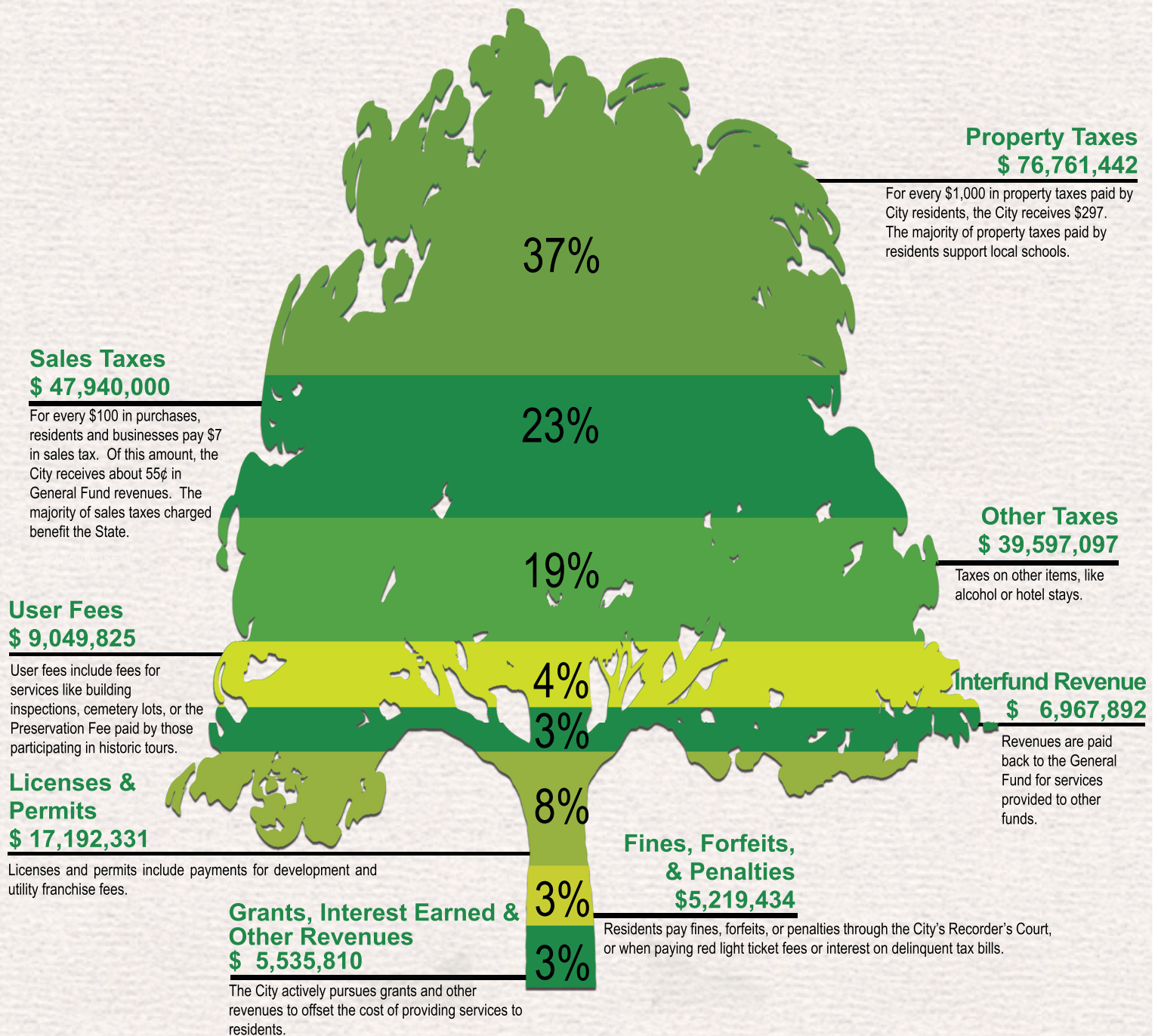
## Where the Money Goes

Personnel Services	\$	124,936,936	60.0%
Outside Services		29,600,974	14.2%
Commodities		7,247,974	3.5%
Internal Services		23,704,581	11.4%
Capital Outlay		256,250	0.1%
Interfund Transfers		11,119,426	5.3%
Other Expenses		11,397,690	5.5%
<b>Total</b>	<b>\$</b>	<b>208,263,831</b>	<b>100.0%</b>



# General Fund Revenues

**WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO?** - The City's General Fund revenue portfolio is quite diversified. About 78% of all annual revenues are from taxes such as Property Tax, Sales Tax, or Other Taxes. The remaining revenue sources include fees and charges from residents and businesses, charges to other funds for services provided, and outside funding, like grants.



## TOTAL \$208,263,831



# General Fund Expenses

## PUBLIC SAFETY

Savannah Fire	\$ 34,725,057
Savannah Police	\$ 63,392,193

47%

## COMMUNITY SERVICES

Office of the CSO	\$ 476,487
Human Services	\$ 1,877,273
Landbank Authority	\$ 3,099
Cultural Resources	\$ 1,643,506
Code Compliance	\$ 4,022,304
Recreation & Leisure Svcs	\$ 10,420,038

9%

19%

## INFRASTRUCTURE & DEVELOPMENT

Office of the ACM/CIDO	\$ 1,652,579
Parking & Mobility Services	\$ 12,526,882
Development Services	\$ 3,665,206
Greenscapes	\$ 14,531,646
Water Resources	\$ 5,738,432
Economic Development	\$ 582,023

8%

## MUNICIPAL OPERATIONS

Office of the COO	\$ 2,295,248
Organizational Performance & Acct.	\$ 378,676
Special Events, Film & Tourism	\$ 971,401
Real Estate Services	\$ 11,465,582
Recorder's Court	\$ 2,535,795

6%

## INTERDEPARTMENTAL

Services to Other Funds	\$ 7,393,835
Transfers to Other Funds	\$ 7,389,480
Transfers to CIP	\$ 2,387,200
Other Expenses	\$ 4,651,261
MPC	\$ 1,535,759
Vacancy Estimation	\$ (910,990)
Contingency	\$ 690,000

11%

## GOVERNANCE & STRATEGIC SERVICES

Mayor & Council	\$ 805,695
Office of the Clerk of Council	\$ 359,716
Office of the City Attorney	\$ 1,288,436
Office of the City Manager	\$ 1,037,582
Office of Management & Budget	\$ 1,025,661
Office of Human Resources	\$ 2,469,319
Office of Public Communications	\$ 675,232
Office of Financial Services	\$ 4,562,220

# Revenues by Source

General Fund revenue is budgeted at \$208,263,831 for 2020. 37% of its total revenue will come from property taxes, its largest and most stable source of revenue. Sales tax revenue, a significant but highly volatile revenue source, represents projected growth of 2.0% or \$0.94 million above estimated 2019 collections.

Highlights consist of the following:

- *Property Taxes* - The revenue forecast includes growth in the tax digest and an adopted millage rate of 12.86 mills.
- *Sanitation Host Surcharge* – An agreement was reached with Waste Management® to host a solid waste disposal facility in accordance with House Bill 792 of the O.C.G.A 12-8. This surcharge will be utilized by the Sanitation and General Funds to offset solid waste management and litter control program costs.

<b><u>Revenue Source</u></b>	<b><u>2018 Actual</u></b>	<b><u>2019 Projected</u></b>	<b><u>2020 Adopted</u></b>	<b><u>% Change 2019-2020</u></b>
<b><u>Taxes</u></b>				
<b>Property Taxes</b>				
Real Property Tax (Current)	\$ 56,359,097	\$ 58,299,130	\$ 59,756,608	2.5
Personal Property Tax (Current)	7,890,491	8,750,533	8,969,297	2.5
Real Property Tax (Delinquent)	5,353,417	4,800,000	4,200,000	(12.5)
Personal Property Tax (Delinquent)	365,563	425,000	350,000	(17.6)
Mobile Home Tax	21,642	24,431	25,042	2.5
Industrial Area Tax	651,004	650,000	616,344	(5.2)
Vehicle Tax	549,740	319,543	246,070	(23.0)
Intangible Tax	1,522,988	1,250,000	1,121,483	(10.3)
Public Utility Tax	2,010,272	1,859,120	1,905,598	2.5
Railroad Equipment Tax	32,166	35,180	30,000	(14.7)
Blighted Property Levy Tax	37,502	50,000	13,000	(74.0)
Ferry SSD Tax	6,922	8,000	8,000	0.0
TAD Tax from City	(161,871)	(400,000)	(480,000)	20.0
Subtotal	\$ 74,638,932	\$ 76,070,937	\$ 76,761,442	0.9
<b>Sales Tax</b>				
Sales Tax	\$ 43,800,603	\$ 47,000,000	\$ 47,940,000	2.0
<b>Other Taxes</b>				
Beer Tax	\$ 2,040,183	\$ 2,000,000	\$ 2,086,599	4.3
Liquor Tax	480,902	500,000	503,352	0.7
Wine Tax	602,192	600,000	607,703	1.3
Mixed Drink Tax	1,620,333	1,800,000	1,845,000	2.5
Insurance Premium Tax	9,819,613	9,964,000	10,561,840	6.0
Vehicle Title Fees	5,484,008	5,500,000	5,637,500	2.5
Energy Excise Tax	1,004,474	1,000,000	1,025,000	2.5
Business Tax	4,410,618	4,415,250	4,459,403	1.0
Professional Licenses	218,264	220,000	220,000	0.0
Bank License Tax	399,660	400,000	400,000	0.0
Vacation Rental Registration Fees	163,605	308,579	308,579	0.0
Transfer from Hotel/Motel Tax Fund	10,788,669	11,500,000	11,942,121	3.8

<b><u>Revenue Source</u></b>	<b><u>2018 Actual</u></b>	<b><u>2019 Projected</u></b>	<b><u>2020 Adopted</u></b>	<b><u>% Change 2019-2020</u></b>
<b>Other Taxes (continued)</b>				
Transfer from Auto Rental Tax Fund	\$ 531,414	\$ 503,188	\$ -	(100.0)
Subtotal	\$ 37,563,935	\$ 38,711,017	\$ 39,597,097	2.3
Subtotal-Taxes	\$ 156,003,471	\$ 161,781,954	\$ 164,298,539	1.6

### **User Fees**

#### **Special Events & Recreation Service Fees**

Paulson Complex Concessions	\$ 230	\$ 1,000	\$ 1,000	0.0
Grayson Stadium	19,992	20,000	20,000	0.0
Tennis Fees	111,253	120,375	120,375	0.0
Athletic Fees	16,555	10,546	10,546	0.0
Softball Fees	6,709	8,063	8,063	0.0
Athletic Tournament Fees	13,680	27,290	27,290	0.0
Softball Tournament Fees	22,160	20,000	20,000	0.0
Cultural Arts	54,224	30,037	30,037	0.0
Neighborhood Centers	237,836	209,059	209,059	0.0
Golden Age Centers	22,543	24,000	24,000	0.0
Film Permit Fees	108,517	110,875	110,875	0.0
Coffee Bluff Marina	6,500	6,000	6,000	0.0
After-School Program	1,470	6,575	6,000	(8.7)
Adult Day Care	57,789	60,000	60,000	0.0
Park & Square Event Fees	346,578	103,246	103,246	0.0
Subtotal	\$ 1,026,036	\$ 757,066	\$ 756,491	(0.1)

#### **Inspection Fees**

Inspection Administrative Fees	\$ 7,778	\$ 6,477	\$ 6,801	5.0
Sign Inspection Fees	34,923	32,766	33,585	2.5
Zoning Hearing Fees	88,160	90,000	92,250	2.5
Building Inspection Fees	3,116,366	3,071,433	3,086,790	0.5
Electrical Inspection Fees	58,787	66,340	66,672	0.5
Plumbing Inspection Fees	26,141	41,450	41,657	0.5
Existing Building Inspection Fees	7,946	100,000	100,000	0.0
Traffic Engineering Fees	134,536	120,000	120,600	0.5
Expedited Plan Review Fees	519	2,648	2,000	(24.5)
Private Development Fees	447,822	563,586	563,586	0.0
Fuel Storage Tank Inspection Fees	300	1,000	1,000	0.0
Mechanical Inspection Fees	48,634	56,340	56,622	0.5
Fire Inspection Fees	31,224	25,000	25,250	1.0
Subtotal	\$ 4,003,136	\$ 4,177,040	\$ 4,196,813	0.5

#### **Fees for Other Services**

Chatham County Police Reimbursement	\$ 5,624,183	\$ 2,104,734	\$ 1,589,900	(24.5)
Cemetery Tours & Special Event Fees	46,615	49,850	50,598	1.5
Burial Fees	335,395	392,950	396,880	1.0
Cemetery Lot Sales	165,640	242,730	248,798	2.5
Public Information Fees	637	2,000	2,000	0.0

<b><u>Revenue Source</u></b>	<b><u>2018 Actual</u></b>	<b><u>2019 Projected</u></b>	<b><u>2020 Adopted</u></b>	<b><u>% Change 2019-2020</u></b>
<b>Fees for Other Services (continued)</b>				
Equine Sanitation Fees	\$ 25,185	\$ 37,721	\$ 37,721	0.0
Tourism Management Fees	64,890	59,745	59,745	0.0
Alarm Registration	83,812	100,000	101,000	1.0
Police False Alarm Fees	7,077	3,000	3,000	0.0
Off-Duty Police Fees	343,397	343,397	353,397	2.9
Accident Reporting Fees	101,434	100,000	100,000	0.0
Fire Protection Fees	205,912	238,345	241,435	1.3
Building Demolition Fees	9,609	25,000	25,000	0.0
Building Boarding-Up Fees	39,712	68,170	68,170	0.0
Fire Incident Report Fees	2,577	2,577	2,577	0.0
Preservation Fees	786,292	720,000	727,200	1.0
Property Owners	-	500	500	0.0
Fire Equipment User Fees	417	2,000	2,000	0.0
Equip Replacement - Fire	387	500	500	0.0
Tour Bus Rents	40,825	40,000	40,000	0.0
Motor Coach Fees	65,515	56,600	56,600	0.0
Lot Clearing Fees	29,983	49,500	49,500	0.0
Subtotal	\$ 7,979,495	\$ 4,639,319	\$ 4,156,521	(10.4)
Subtotal-User Fees	\$ 13,008,667	\$ 9,573,425	\$ 9,109,825	(4.8)
<b><u>Interfund Revenues</u></b>				
Services to Haz-Mat Fund	\$ 20,738	\$ 19,822	\$ 19,569	(1.3)
Services to Coastal Workforce	91,034	91,034	-	(100.0)
Services to Community Development Fund	444,484	514,078	395,502	(23.1)
Services to Sanitation Fund	909,759	918,531	800,579	(12.8)
Services to Water & Sewer Funds	2,613,366	2,659,860	2,795,213	5.1
Services to I & D Water Fund	193,494	193,600	215,164	11.1
Services to Civic Center Fund	234,568	234,568	380,526	62.2
Services to Parking Services Fund	1,553,724	1,492,095	1,723,423	15.5
Services to Internal Services Fund	605,816	537,480	637,916	18.7
Subtotal	\$ 6,666,983	\$ 6,661,068	\$ 6,967,892	4.6
<b><u>Licenses &amp; Permits</u></b>				
Business Application/Transfer Fees	\$ 23,875	\$ 36,507	\$ 36,507	0.0
Telecom Franchise Fees	44,979	18,000	18,000	0.0
Water & Sewer Franchise Fees	2,913,340	3,212,000	3,372,000	5.0
Electric Franchise Fees	8,493,698	8,500,000	8,585,000	1.0
Telephone Franchise Fees	271,611	235,005	215,005	(8.5)
Gas Franchise Fees	671,177	640,000	646,400	1.0
Cable Franchise Fees	1,675,767	1,644,906	1,661,355	1.0
Parking Franchise Fees	246,900	295,212	282,210	(4.4)
Insurance Business Licenses	72,100	110,625	110,000	(0.6)
Alcoholic Beverage Licenses	2,169,319	2,245,854	2,265,854	0.9
Subtotal	\$ 16,582,764	\$ 16,938,109	\$ 17,192,331	1.5

<b><u>Revenue Source</u></b>	<b><u>2018 Actual</u></b>	<b><u>2019 Projected</u></b>	<b><u>2020 Adopted</u></b>	<b><u>% Change 2019-2020</u></b>
<b><u>Fine, Forfeits &amp; Penalties</u></b>				
Recorder's Court Fines	\$ 3,308,778	\$ 3,451,746	\$ 3,969,508	15.0
Code Enforcement Citations	40,950	40,950	40,950	0.0
Red Light Camera Fines	551,528	593,976	593,976	0.0
Execution Fees	383,970	300,000	300,000	0.0
Interest on Delinquent Taxes	349,795	300,000	315,000	5.0
Subtotal	\$ 4,635,021	\$ 4,686,672	\$ 5,219,434	11.4
<b><u>Grant Revenues</u></b>				
State Grant/Elderly	140,087	100,000	100,000	0.0
State Grant/CRDC	235,306	258,038	258,038	0.0
State Grant/Title B-Elderly	29,620	50,000	50,000	0.0
Poverty Reduction Initiative	286,891	316,617	316,617	0.0
Subtotal	\$ 691,904	\$ 724,655	\$ 724,655	0.0
<b><u>Interest Earned</u></b>				
General Investments	\$ 1,049,419	\$ 1,200,000	\$ 350,000	(70.8)
Cemetery	103,120	100,000	60,000	(40.0)
Subtotal	\$ 1,152,539	\$ 1,300,000	\$ 410,000	(68.5)
<b><u>Other Revenues</u></b>				
Miscellaneous Rents	\$ 647,455	\$ 568,079	\$ 568,079	0.0
Tower Rental Fees	63,855	63,000	63,630	1.0
Advertising Fees	1,315	1,500	1,000	(33.3)
Outside Fire Training Fees	460	830	830	0.0
Sale of Surplus Property	265,112	89,960	89,960	0.0
Discounts	115,039	153,827	100,000	(35.0)
Cashier Over/Short	109	100	100	0.0
Miscellaneous Revenue	355,751	500,438	457,357	(8.6)
Miscellaneous Accounts				
Receivable Uncollected Reserve	(6,832)	(50,000)	(50,000)	0.0
From Sanitation Fund	-	-	1,250,000	100.0
From Hurricane Matthew Fund	1,455,408	-	-	0.0
Payment in Lieu of Taxes	2,018,111	1,815,882	1,852,199	2.0
Donations from Private	201,013	300,000	3,000	(99.0)
CrimeStoppers Reimbursement	52,350	-	-	0.0
Witness Fees Reimbursement	2,820	5,000	5,000	0.0
Subtotal	\$ 5,171,966	\$ 3,448,616	\$ 4,341,155	25.9
<b>Total General Fund Revenues</b>	<b>\$ 203,913,314</b>	<b>\$ 205,114,499</b>	<b>\$ 208,263,831</b>	<b>1.5</b>



# Expenditures by Type

The 2020 General Fund expenditure budget of \$208,263,831 considers the implementation of the 2019 Compensation and Wage Review.

Highlights include:

- *Personnel Services* – The establishment of a new pay structure will adjust salaries citywide to market rates with a goal to attract and retain a quality workforce. This update addresses pay disparities primarily observed within Public Safety operations in comparison to competing governmental entities. Additional adjustments address longstanding pay compression within the organization.
- *Outside Services* – Expenses increased related to additional property leases incurred during FY19 due to movement of personnel to the Coastal Georgia Center. Continued expenses related to property leases due to the closure and sale of select City-owned buildings are included in FY20.
- *Interfund Transfers* – General funds available for Capital Improvement and Fleet Addition investment continue to trend downward.

<b><u>Expenditure Area</u></b>		<b><u>2018 Actual</u></b>		<b><u>2019 Projected</u></b>		<b><u>2020 Adopted</u></b>	<b><u>% Change 2019-2020</u></b>
Personnel Services	\$	114,173,187	\$	114,189,483	\$	124,936,936	9.4
Outside Services		23,148,976		27,442,436		29,600,974	7.9
Commodities		6,584,394		7,089,050		7,247,974	2.2
Internal Services		18,525,785		29,063,373		23,704,581	(18.4)
Capital Outlay		219,952		431,472		256,250	(40.6)
Interfund Transfers		28,713,352		16,010,789		11,119,426	(30.6)
Other Expenses		10,179,719		10,887,897		11,397,690	4.7
<b>Total</b>	<b>\$</b>	<b>201,545,365</b>	<b>\$</b>	<b>205,114,499</b>	<b>\$</b>	<b>208,263,831</b>	<b>1.5</b>

# Expenditures by Service Center

		<b><u>2018</u></b>		<b><u>2019</u></b>		<b><u>2020</u></b>	<b><u>% Change</u></b>
		<b><u>Actual</u></b>		<b><u>Projected</u></b>		<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
<b><u>Governance</u></b>							
Mayor and Aldermen	\$	821,685	\$	823,244	\$	805,695	(2.1)
Clerk of Council		221,642		474,384		359,716	(24.2)
City Attorney		1,054,580		1,462,051		1,288,436	(11.9)
Subtotal	\$	2,097,907	\$	2,759,679	\$	2,453,847	(11.1)
<b><u>Strategic Services</u></b>							
Office of the City Manager	\$	1,149,728	\$	1,085,063	\$	1,037,582	(4.4)
Office of Management & Budget		676,011		817,561		1,025,661	25.5
Office of Human Resources		1,536,828		2,105,742		2,469,319	17.3
Accounting Services		1,256,538		1,418,221		1,557,963	9.9
Purchasing		834,987		782,097		950,478	21.5
Revenue Administration		1,573,988		1,746,261		2,053,779	17.6
Office of Public Communications		588,919		616,118		675,230	9.6
Arena Development District*		147		(1,030)		-	(100.0)
Subtotal	\$	7,617,146	\$	8,570,033	\$	9,770,012	14.0
<b><u>Municipal Operations</u></b>							
Office of the COO	\$	378,881	\$	435,911	\$	403,768	(7.4)
Municipal Archives		322,143		359,588		348,374	(3.1)
Risk Management		986,410		1,033,201		1,087,976	5.3
Org Perf & Accountability		314,935		370,170		378,676	2.3
Special Events, Film & Tourism		872,582		956,344		971,401	1.6
311 Action Center		213,657		378,136		455,130	20.4
Real Estate Administration		1,965,382		2,143,442		3,051,045	42.3
Property Acq, Disposition & Mgt		694,474		2,961,933		3,397,049	14.7
Facility Maint & Operations		2,961,230		2,683,531		2,714,399	1.2
City Cemeteries		1,825,502		1,830,046		2,185,755	19.4
River Street Hospitality Center		130,847		118,528		117,334	(1.0)
Recorder's Court		2,376,724		2,495,240		2,535,795	1.6
Subtotal	\$	13,042,767	\$	15,766,070	\$	17,646,703	11.9
<b><u>Infrastructure and Development</u></b>							
Office of the ACM/CIDO	\$	932,633	\$	972,482	\$	997,844	2.6
Signals & Street Lights, Signs & Markings		6,064,221		6,791,719		7,091,347	4.4
Stormwater Management		5,230,322		4,994,854		5,738,432	14.9
Streets Maintenance		4,198,981		4,124,874		4,365,866	5.8
Development Services		3,892,566		3,714,528		3,665,206	(1.3)
Capital Projects Management†		503,101		-		-	0.0
Planning & Urban Design‡		-		488,837		654,735	33.9
Mobility Services Administration		789,112		655,199		1,069,669	63.3
Greenscapes Administration§		11,225,931		6,051,705		1,185,068	(80.4)
Parks Maintenance§		-		3,066,222		5,651,438	84.3
Urban Forestry§		-		2,160,520		3,619,722	67.5

		<b><u>2018</u></b>		<b><u>2019</u></b>		<b><u>2020</u></b>	<b><u>% Change</u></b>
		<b><u>Actual</u></b>		<b><u>Projected</u></b>		<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
<b><u>Infrastructure &amp; Development</u></b>							
<b>(continued)</b>							
Right of Way Maintenance\$	\$	-	\$	2,268,371	\$	4,075,418	79.7
Economic Development		502,708		430,296		582,023	35.3
Subtotal	\$	33,339,575	\$	35,719,607	\$	38,696,768	8.3
<b><u>Community Services</u></b>							
Office of the CSO	\$	396,115	\$	460,202	\$	476,487	3.5
Cultural Arts		649,590		1,606,259		1,643,506	2.3
Human Services Administration		934,510		2,118,886		1,574,753	(25.7)
Code Compliance Administration		418,916		598,599		591,193	(1.2)
Code Enforcement		2,731,844		3,273,295		3,431,111	4.8
Parks & Recreation Administration		437,176		600,462		691,407	15.1
Recreation Services		4,058,342		4,576,191		4,584,381	0.2
Athletic Services		1,098,842		1,027,047		1,197,962	16.6
Senior Services		2,115,986		2,046,070		2,306,926	12.7
Therapeutic Recreation		253,004		255,629		319,332	24.9
Recreation Maintenance		849,506		1,088,350		1,320,030	21.3
Business Regulation		404,676		-		-	0.0
Coffee Bluff Marina		15,492		-		-	0.0
Subtotal	\$	14,363,998	\$	17,650,990	\$	18,137,088	2.8
<b><u>Public Safety</u></b>							
Office of the Police Chief	\$	1,709,557	\$	1,372,447	\$	1,437,082	4.7
Patrol		36,809,050		31,365,871		31,832,266	1.5
Criminal Investigations		7,206,440		7,873,339		10,049,526	27.6
SARIC		1,422,336		1,527,345		1,748,776	14.5
Traffic		2,166,633		2,349,794		2,524,973	7.5
Mounted Patrol		609,189		656,646		632,524	(3.7)
Canine		645,704		750,349		897,146	19.6
Support Services		3,189,287		2,152,495		2,179,897	1.3
Training & Recruitment		1,708,916		1,979,722		2,289,799	15.7
Information Management		1,703,730		1,502,823		1,778,114	18.3
Counter Narcotics Team		2,335,029		2,096,716		2,608,703	24.4
Professional Standards & Training		813,351		809,575		1,002,381	23.8
Strategic Investigations		2,101,488		2,474,949		2,743,651	10.9
Management Services		-		1,308,274		1,667,355	27.4
Office of the Fire Chief		8,977,438		9,323,304		7,897,916	(15.3)
Emergency Planning		222,791		266,910		292,872	9.7
Fire Operations		23,904,932		23,616,304		26,534,269	12.4
Marine Patrol		31		-		-	0.0
Crime Stoppers**		97,627		-		-	0.0
Subtotal	\$	95,623,529	\$	91,426,863	\$	98,117,250	7.3

		<b><u>2018</u></b>		<b><u>2019</u></b>		<b><u>2020</u></b>	<b><u>% Change</u></b>
		<b><u>Actual</u></b>		<b><u>Projected</u></b>		<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
<b><u>Outside Agencies</u></b>							
Land Bank Administration	\$	-	\$	2,641	\$	3,099	17.3
Step-Up Program		292,592		280,767		302,520	7.7
Subtotal	\$	292,592	\$	283,408	\$	305,619	7.8
<b><u>Interdepartmental</u></b>							
Services From Civic Center Fund	\$	135,000	\$	135,000	\$	135,000	0.0
Services From Sanitation Fund		4,610,947		5,956,931		7,258,835	21.9
Other Dues and Memberships		204,310		227,764		234,000	2.7
Other Expenses		2,796,655		10,317,478		3,643,864	(64.7)
Other Community Promotion		170,604		849,635		773,397	(9.0)
Cultural Arts Contributions		479,106		-		-	0.0
Social Service Contributions		798,189		35,042		-	(100.0)
Convention & Visitors Bureau		6,922		-		-	0.0
Metro Planning Commission		1,377,911		1,440,453		1,535,759	6.6
Salary Savings Estimation		-		-		(910,991)	100.0
Contingencies		-		-		690,000	100.0
Trans to Haz-Mat Fund		203,655		142,340		373,398	162.3
Trans to CDBG		1,738,175		1,853,696		1,657,885	(10.6)
Trans to CIP Fund		15,392,870		8,576,508		2,387,200	(72.2)
Trans to Debt Service Fund		2,516,809		1,439,690		2,510,063	74.3
Trans to Golf Course Fund		689,349		-		-	0.0
Trans to Civic Center Fund		-		134,191		88,846	(33.8)
Trans to Parking Fund		1,977,757		-		-	0.0
Trans to TAD Fund		2,069,591		1,829,121		2,759,288	50.9
Subtotal	\$	35,167,851	\$	32,937,849	\$	23,136,544	(29.8)
<b>Total Expenses \$ 201,545,365 \$ 205,114,499 \$ 208,263,831 1.5</b>							

#### Notes

\* Arena Development was formerly charged back to the Arena capital project and has been disbanded in 2020

† OCPM project management expenses are charged back to capital project budgets

‡ Separated from Development Services during 2019

§ Greenscapes divided into multiple operating divisions during 2019

\*\*Crimestoppers funded within Management Services Division of Savannah Police and through the Community Partnerships Program

# 2020 Permanent Authorized Positions

The FY20 operating budget includes funding for 2,414.74 full-time equivalent positions. A summary of the personnel changes by service center are shown on the following pages.

<b><u>BUSINESS UNITS</u></b>	<b><u>2018 Permanent</u></b>	<b><u>2019 Permanent</u></b>	<b><u>2020 Permanent</u></b>	<b><u>2019-2020 Change</u></b>
<b><u>GOVERNANCE</u></b>				
Mayor and Alderman	12.00	12.00	12.00	0.00
Clerk of Council	3.00	3.00	3.00	0.00
City Attorney	5.00	5.00	5.00	0.00
<b>Governance Total</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>
<b><u>STRATEGIC SERVICES</u></b>				
<b>Office Of the City Manager</b>	7.00	6.00	6.00	0.00
Arena Development District*	1.00	1.00	0.00	-1.00
Human Resources	16.00	21.00	21.00	0.00
Management and Budget	9.00	9.00	11.00	2.00
Public Communications	6.00	6.00	6.00	0.00
Subtotal	39.00	43.00	44.00	1.00
<b>Office of Financial Services</b>				
Accounting Services	14.00	14.00	14.00	0.00
Purchasing	11.00	11.00	11.00	0.00
Revenue Administration	20.00	22.00	22.00	0.00
Utility Services	34.00	33.00	34.00	1.00
Subtotal	79.00	80.00	81.00	1.00
<b>Strategic Services Total</b>	<b>118.00</b>	<b>123.00</b>	<b>125.00</b>	<b>2.00</b>
<b><u>PUBLIC SAFETY</u></b>				
<b>Savannah Police Department</b>				
<b>Office of the Police Chief</b>	15.13	9.13	9.13	0.00
Canine	7.00	7.00	7.00	0.00
COPS Grant†	15.00	15.00	15.00	0.00
Counter Narcotics Team (CNT)	32.00	30.00	30.00	0.00
Criminal Investigations	81.25	80.25	104.25	24.00
HEAT Grant Division†	3.00	3.00	3.00	0.00
Information Management	25.00	29.00	27.00	-2.00
Management Services	0.00	14.00	15.00	1.00
Mounted Patrol	7.00	7.00	5.00	-2.00
Patrol and Special Operations	326.00	326.24	303.06	-23.18
Professional Standards and Training	9.00	9.00	9.00	0.00

<b><u>BUSINESS UNITS</u></b>	<b><u>2018 Permanent</u></b>	<b><u>2019 Permanent</u></b>	<b><u>2020 Permanent</u></b>	<b><u>2019-2020 Change</u></b>
<b>Savannah Police Department (continued)</b>				
SARIC	20.00	20.00	19.00	-1.00
SavCommunications*	103.00	6.00	0.00	-6.00
Strategic Investigative	30.00	30.00	32.00	2.00
Support Services	15.00	12.00	11.00	-1.00
Training and Recruitment	13.00	14.00	14.00	0.00
Traffic	23.00	25.00	24.00	-1.00
‡Subtotal	724.38	636.62	627.44	-9.18
<b>Savannah Fire Department</b>				
<b>Office of the Fire Chief</b>	22.00	22.00	21.00	-1.00
Emergency Planning	2.00	2.00	2.00	0.00
Fire Operations	323.00	308.00	308.00	0.00
Hazardous Material	4.00	4.00	4.00	0.00
Subtotal	351.00	336.00	335.00	-1.00
<b>Public Safety Total</b>	<b>1075.38</b>	<b>972.62</b>	<b>962.44</b>	<b>-10.18</b>
<b><u>MUNICIPAL OPERATIONS</u></b>				
<b>Office of the COO</b>	3.00	3.00	3.00	0.00
311 Action Center Unit	3.00	5.00	5.00	0.00
Municipal Archives	3.00	3.00	3.00	0.00
Risk Management	6.00	6.00	6.00	0.00
Subtotal	15.00	17.00	17.00	0.00
<b>Special Events, Film &amp; Tourism Department</b>	8.00	9.00	9.00	0.00
<b>Fleet Services Department</b>				
Fleet Administration	5.00	5.00	5.00	0.00
Fleet Maintenance	38.00	38.00	38.00	0.00
Subtotal	43.00	43.00	43.00	0.00
<b>Real Estate Services Department</b>				
Real Estate Administration	2.00	2.00	2.00	0.00
Property Acquisition, Disposition & Mgt.	7.00	9.00	9.00	0.00
Facility Maintenance & Operations	26.00	24.00	22.00	-2.00
Civic Center Operations§	20.00	20.00	15.00	-5.00
Civic Center Concessions	2.00	2.00	2.00	0.00
Cemeteries	23.63	23.63	23.63	0.00
River Street Hospitality Center	2.25	2.25	2.25	0.00
Subtotal	82.88	82.88	75.88	-7.00
<b>Recorder's Court Department</b>	28.00	28.00	28.00	0.00

<b><u>BUSINESS UNITS</u></b>	<b><u>2018 Permanent</u></b>	<b><u>2019 Permanent</u></b>	<b><u>2020 Permanent</u></b>	<b><u>2019-2020 Change</u></b>
<b><u>MUNICIPAL OPERATIONS</u></b> (continued)				
<b>Department of Information Technology</b>	36.60	36.60	37.60	1.00
<b>Organizational Performance &amp; Accountability Department</b>	3.00	3.00	3.00	0.00
<b>Municipal Operations Total</b>	<b>216.48</b>	<b>219.48</b>	<b>213.48</b>	<b>-6.00</b>
<b><u>INFRASTRUCTURE &amp; DEVELOPMENT</u></b>				
<b>Office of the ACM/CIDO</b>	5.00	5.00	5.00	0.00
Planning & Urban Design**	0.00	0.00	6.00	6.00
Capital Projects Management	8.00	9.00	9.00	0.00
Subtotal	13.00	14.00	20.00	6.00
<b>Parking &amp; Mobility Services Department</b>				
Parking Management	29.00	31.00	31.00	0.00
Parking Facilities	33.70	33.70	33.70	0.00
Mobility Services	10.00	11.00	12.00	1.00
Signals & Street Lights / Signs & Markings	22.00	22.00	22.00	0.00
Streets Maintenance	31.00	31.00	30.00	-1.00
Subtotal	125.70	128.70	128.70	0.00
<b>Water Resources Department</b>				
Water Resources Administration	5.00	5.00	5.00	0.00
Stormwater Management	50.00	50.00	50.00	0.00
Water Resources Planning & Engineering	18.00	18.00	18.00	0.00
Water Supply & Treatment	26.00	26.00	26.00	0.00
Water Distribution & Conveyance	54.00	54.00	54.00	0.00
Sewer Maintenance	31.00	31.00	31.00	0.00
Lift Station Maintenance	28.00	29.00	29.00	0.00
President Street Plant	66.00	65.00	65.00	0.00
Regional Plants	14.00	14.00	14.00	0.00
I&D Water Plant	38.00	41.00	41.00	0.00
Subtotal	330.00	333.00	333.00	0.00
<b>Greenscapes Department</b>				
Greenscapes Administration	127.00	129.00	5.00	-124.00
Parks Maintenance	0.00	0.00	69.00	69.00
Urban Forestry	0.00	0.00	25.00	25.00
Right of Way Maintenance	0.00	0.00	29.00	29.00
Downtown Cleanliness	0.00	0.00	2.00	2.00
Subtotal	127.00	129.00	130.00	1.00



<b><u>BUSINESS UNITS</u></b>	<b><u>2018 Permanent</u></b>	<b><u>2019 Permanent</u></b>	<b><u>2020 Permanent</u></b>	<b><u>2019-2020 Change</u></b>
<b><u>INFRASTRUCTURE &amp; DEVELOPMENT</u></b> (continued)				
<b>Development Services Department</b>	49.00	48.00	43.00	-5.00
<b>Economic Development Department</b>	6.00	6.00	6.00	0.00
<b>Infrastructure &amp; Development Total</b>	<b>650.70</b>	<b>658.70</b>	<b>660.70</b>	<b>2.00</b>
<b><u>COMMUNITY SERVICES</u></b>				
<b>Office of the CSO</b>	3.00	4.00	4.00	0.00
<b>Cultural Resources Department</b>	7.00	10.50	11.50	1.00
<b>Code Compliance Department</b>				
Code Compliance Administration	5.00	5.00	5.00	0.00
Code Enforcement	36.00	40.00	40.00	0.00
Business Regulation*	7.75	0.00	0.00	0.00
Subtotal	48.75	45.00	45.00	0.00
<b>Human Services Department</b>				
Human Services Administration	3.00	10.00	5.00	-5.00
Grants & Contracts	4.00	7.00	4.00	-3.00
Family & Community Services	12.00	0.00	8.00	8.00
Pennsylvania Ave. Resource Center (PARC)	0.00	0.00	8.00	8.00
Resource & Success Centers	4.00	6.00	4.00	-2.00
WorkSource Coastal/Employment Services*	0.00	13.00	0.00	-13.00
Worksource Coastal/Youthbuild GF	1.00	2.00	2.00	0.00
††Subtotal	24.00	38.00	31.00	-7.00
<b>Housing &amp; Neighborhood Services Department</b>				
Housing & Neighborhood Services Administration	8.00	12.00	12.00	0.00
Neighborhood Services	7.00	9.00	9.00	0.00
††Subtotal	15.00	21.00	21.00	0.00
<b>Recreation &amp; Leisure Services Department</b>				
Athletic Services	10.75	10.75	10.75	0.00
Recreation & Leisure Services Administration	5.50	5.50	5.50	0.00
Recreation Maintenance	12.50	16.50	16.50	0.00
Recreation Services	58.09	62.72	60.31	-2.41
Senior Services	27.26	30.26	28.36	-1.90
Therapeutic Recreation	4.20	4.20	4.20	0.00
Subtotal	118.30	129.93	125.62	-4.31

<b><u>BUSINESS UNITS</u></b>	<b><u>2018</u></b> <b><u>Permanent</u></b>	<b><u>2019</u></b> <b><u>Permanent</u></b>	<b><u>2020</u></b> <b><u>Permanent</u></b>	<b><u>2019-2020</u></b> <b><u>Change</u></b>
<b><u>COMMUNITY SERVICES</u></b> (continued)				
<b>Sanitation Department</b>				
Commercial Refuse	13.00	17.00	17.00	0.00
Residential Refuse	101.00	101.00	101.00	0.00
Refuse Disposal	14.00	14.00	14.00	0.00
Recycling & Litter Services	33.00	33.00	33.00	0.00
Sanitation Administration	8.00	8.00	8.00	0.00
Street Cleaning	22.00	22.00	22.00	0.00
Sanitation Subtotal	191.00	195.00	195.00	0.00
<b>Community Services Total</b>	<b>407.05</b>	<b>443.43</b>	<b>433.12</b>	<b>-10.31</b>
<b>City-Wide Total</b>	<b>2487.60</b>	<b>2437.23</b>	<b>2414.74</b>	<b>-22.49</b>

## Notes

\* Accounting Unit dissolved, additional information on Service Center and Department pages

† Police grant-funded positions

‡ See department page for details regarding positions moved to Chatham County in 2019 as part of an IGA

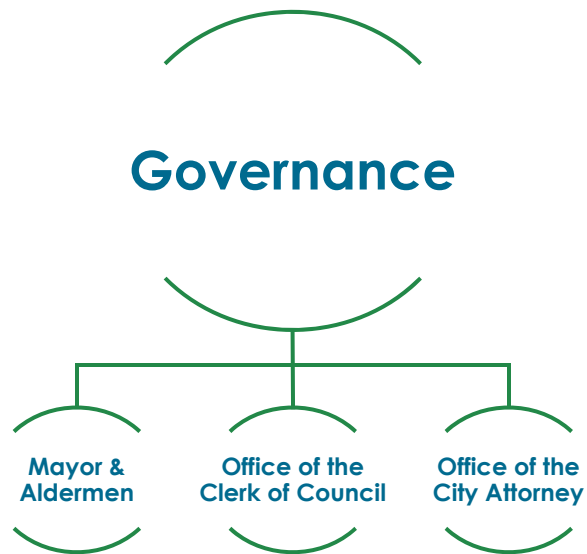
§ Vacant positions eliminated to fund outside management contract

\*\* Formerly part of Development Services

†† Subtotal does not include 6 additional FTEs for Landbank and Step-Up Savannah funded by the City as an interagency contribution

# Governance

*Moving ideas to projects for implementation. Good governance is essential for the success of all City functions. The guidance of the Mayor and Alderman, Clerk of Council and Office of the City Attorney provides a road map for all local government services.*



### Service Center Overview

The Mayor and City Council set policies and enacts ordinances that govern various City functions and activities. The Mayor and City Council facilitates communication amongst the public, City staff and committees as well as federal and state agencies.

The City Clerk, appointed by the Mayor and City Council pursuant to the City Charter, serves as legal custodian of the City's official records and as the Chief Elections Officer for the City; administers Council meetings and affixes the City Seal on all official documents. The City Clerk's Office promotes public trust in local government by providing objective, accurate and responsive oversight and administration of City records, City Council proceedings, elections and board/commission programs.

The City Attorney, also appointed by the Mayor and City Council under the City Charter, serves as the legal advisor for the City. Primary services to the municipality include presenting and defending the City's legal interests and rights before all courts; supporting the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research, and liens).

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 2,097,907	\$ 2,759,679	\$ 2,453,847
<b>Total Revenue</b>	<b>\$ 2,097,907</b>	<b>\$ 2,759,679</b>	<b>\$ 2,453,847</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 1,504,117	\$ 1,676,405	\$ 1,462,723
Outside Services	472,890	942,388	873,975
Commodities	30,405	36,587	39,120
Internal Services	90,496	104,299	78,029
<b>Total Expenditures</b>	<b>\$ 2,097,907</b>	<b>\$ 2,759,679</b>	<b>\$ 2,453,847</b>

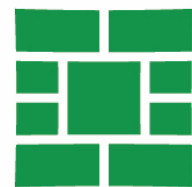
Expenditure by Office	2018 Actuals	2019 Projected	2020 Adopted
Mayor and Alderman	\$ 821,685	823,244	\$ 805,695
Clerk of Council	221,642	474,384	359,716
City Attorney	1,054,580	1,462,051	1,288,436
<b>Total Expenditures</b>	<b>\$ 2,097,907</b>	<b>\$ 2,759,679</b>	<b>\$ 2,453,847</b>

*Numbers are subject to rounding.*

## Authorized Positions

Governance	2019 FTE	2020 FTE	FY19-20 Difference
Mayor and Council	12.00	12.00	0.00
Office of the Clerk of Council	3.00	3.00	0.00
Office of the City Attorney	5.00	5.00	0.00
<b>Total Full Time Equivalents</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>

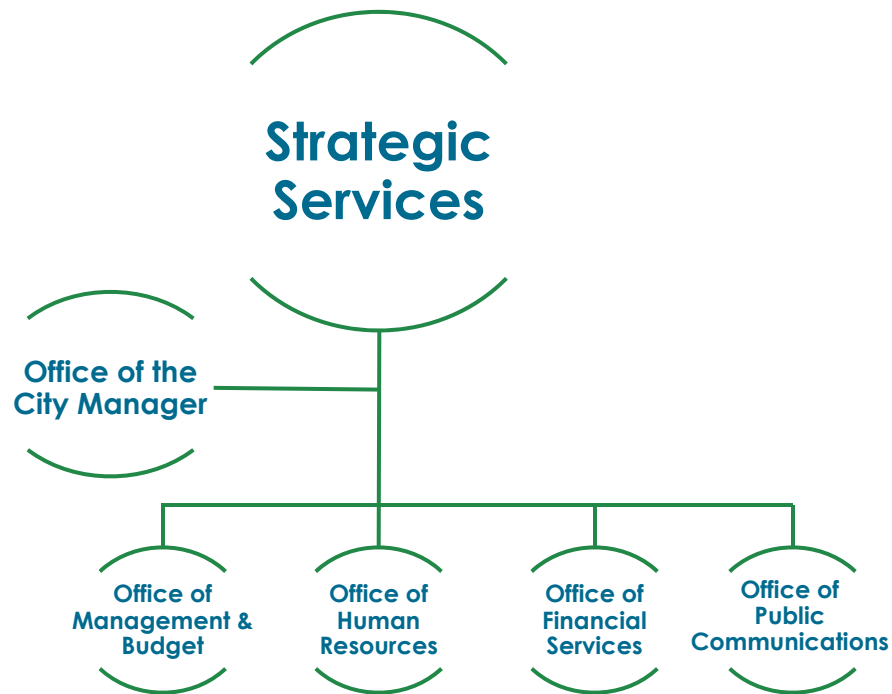
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# Strategic Services

*The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they can experience a safe, and thriving community. Under the City Manager's leadership, City staff administer directives that promote fiscal accountability and transparency. Strategic initiatives are communicated from the executive level of government throughout the entire organization in efforts to foster a community where stakeholders desire to work, visit and live.*





### Service Center Overview

Strategic Services works to improve the efficiency and effectiveness of City government operations. The goal is to create an organizational culture that results in the delivery of excellent services and programs to the residents of the City of Savannah. Strategic Services is directed by the Office of the City Manager. The City Manager serves as the Chief Executive Officer for the City of Savannah. The Office of the City Manager develops and manages the City of Savannah's Strategic Plan.

Within the City Manager's office is the Office of Management & Budget, Office of Human Resources, Office of Financial Services and Office of Public Communications. The Public Safety, Municipal Operations, Community Services and Infrastructure & Development Service Center chiefs report directly to the City Manager. Strategic Services, working with the governing body, City staff and the community to implement the policy decisions of City Council.

### Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government
- ✓ Infrastructure
- ✓ Neighborhood Revitalization

### Key Business Services

- ✓ Executive Leadership
- ✓ Policy Development and Implementation
- ✓ Strategic Planning and Initiatives
- ✓ Special Projects
- ✓ Legislative Coordination
- ✓ City Council Administrative Services
- ✓ Media Relations, Web Content and Social Media Relations

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 7,617,146	\$ 8,570,033	\$ 7,770,013
Water & Sewer Fund	2,342,315	2,722,232	3,257,593
<b>Total Revenue</b>	<b>\$ 9,959,461</b>	<b>\$ 11,293,295</b>	<b>\$ 13,027,606</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	7,740,871	8,234,302	8,969,332
Outside Services	790,746	1,263,855	1,638,019
Commodities	418,349	460,050	519,395
Internal Services	976,411	1,315,596	1,887,857
Other Expenses	33,084	18,462	13,003
<b>Total Expenditures</b>	<b>\$ 9,959,461</b>	<b>\$ 11,293,295</b>	<b>\$ 13,027,606</b>

Expenditure by Department	2018 Actuals	2019 Projected	2020 Adopted
Office of the City Manager*	\$ 1,149,875	1,084,033	\$ 1,037,582
Office of Management and Budget	676,011	817,561	1,025,661
Office of Human Resources	1,536,828	2,105,742	2,469,319
Office of Financial Services	6,007,828	6,668,811	7,819,812
Office of Public Communications	588,919	616,118	675,232
<b>Total Expenditures</b>	<b>\$ 9,959,461</b>	<b>\$ 11,293,295</b>	<b>\$ 13,027,606</b>

*Numbers are subject to rounding.*

*\*Includes Arena Development District.*

## Authorized Positions

Strategic Services	2019 FTE	2020 FTE	FY19-20 Difference
Office of City Manager*	7.00	6.00	-1.00
Office of Management and Budget	9.00	11.00	2.00
Office of Human Resources	21.00	21.00	0.00
Office of Financial Services	80.00	81.00	1.00
Office of Public Communications	6.00	6.00	0.00
<b>Total Full-Time Equivalents</b>	<b>123.00</b>	<b>125.00</b>	<b>2.00</b>

*\*Includes Arena Development District.*



# Office of Management & Budget



## Overview

The Office of Management & Budget is responsible for preparing a fiscal plan that provides the resources needed to support the City Council's strategic priorities and the service delivery needs of residents, businesses and visitors. The Office of Management & Budget ensures a diversified revenue base that includes researching, securing and managing grant funds; updating the five-year capital plan to support a program of regular maintenance as well as replacement and growth of the City's infrastructure.

## Linkage to Strategic Priorities and Results

- ✓ Good Government

## Key Business Services

- ✓ Budget Development
- ✓ Performance Measurement
- ✓ Capital Budget Development
- ✓ Grants Research, Administration and Coordination
- ✓ Financial Forecasting and Analysis

## Core Responsibilities

- Prepares a balanced operating budget and capital program in accordance with applicable laws. Coordinate with the Senior Director of Financial Services in matters related to the administration of the budget.
- Analyze fiscal impact of all budgetary and management policies for departments, divisions and other agencies of City government. Consider and provide recommendations on the effectiveness and impact of programs through analysis or evaluation.
- Prepare, review and maintain a standardized budget and capital program manual for all departments, divisions, offices and agencies of City government to ensure uniform budgetary and capital programming procedures.
- Promotes continuous research into systems and methods to improve budgetary and policy management.
- Coordinates and supports the development and implementation of an organization-wide performance measurement, along with reporting system.
- Support the Human Resources Department in developing and implementing compensation and benefit programs.
- Research potential grant funding opportunities, provide technical assistance, and grant application development assistance to departments in order to strengthen grant applications while streamlining the submission process acting as liaison with funding agencies.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 676,011	\$ 817,561	\$ 1,025,661
<b>Total Revenue</b>	<b>\$ 676,011</b>	<b>\$ 817,561</b>	<b>\$ 1,025,661</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 592,162	\$ 700,928	\$ 906,283
Outside Services	21,559	45,075	38,900
Commodities	18,792	20,600	18,350
Internal Services	43,498	50,958	62,128
<b>Total Expenditures</b>	<b>\$ 676,011</b>	<b>\$ 817,561</b>	<b>\$ 1,025,661</b>

*Numbers are subject to rounding.*

## Authorized Positions

Office of Management & Budget	2020 FTE	Grade
Assistant Director, Budget	1.00	305
Budget Analyst	2.00	114
Principal Budget Analyst	2.00	117
Project Manager	1.00	117
Senior Administrative Assistant	1.00	109
Senior Budget Analyst	3.00	115
Senior Director, Budget	1.00	310
<b>Total Full-Time Equivalents</b>	<b>11.00</b>	



# Office of Human Resources



## Overview

The Office of Human Resources is responsible for filling all City positions with qualified and capable individuals, providing cost-effective and competitive pay and benefit programs to all employees. The objective is to provide high-quality training to employees with technical, managerial, and customer service skills to serve the citizens of Savannah and to help develop a positive workplace for all employees.

## Linkage to Strategic Priorities and Results

- ✓ Good Government

## Key Business Services

- ✓ Benefit Services
- ✓ Talent Management
- ✓ Learning and Organizational Development
- ✓ Employee Relations
- ✓ Compensation & Data Management
- ✓ Workforce Management

## Core Responsibilities

- Develops administrative policies to implement City Council guidelines; ensure compliance within the Civil Service Act, personnel, federal, state and local regulations as they relate to human resources. The Office of Human Resources will assist the City Manager with personnel-related matters; advise, counsel, and direct all City employees on personnel matters; while overseeing validation of recruitment and testing procedures.
- Automate and manage competitive recruitment to attract diverse and exceptionally well-qualified workforce which will represent the City of Savannah.
- Prepare, recommend and manage personnel regulations; recommend qualified candidates for appointment to classified service employment; administer appointments, transfers, demotions, promotions, suspensions, lay-offs, re-employments, resignations, dismissals and other personnel matters.
- Provides an annual report to the Civil Service Board and to the City Manager on personnel related issues.
- Processes, oversees and consults on disciplinary matters; investigates and responds to all EEOC official complaints; negotiates and administers last chance agreements; advise on problems and conflict resolution; administers the grievance/arbitration process; conducts city-wide investigations related to employee misconduct and/or allegations of discriminatory practices, harassment, hostility or disparate treatment.

- Provides employee wellness programs that benefit the physical and mental well-being of the overall organization.
- Office of Human Resources serves as a retirement administrator to the City of Savannah's Employee Retirement Plan and Retirement Board.
- Train and educate employees by enhancing their knowledge, skills and abilities in order to serve customers effectively, efficiently and courteously.
- Establish and maintain City of Savannah employee roster who are covered by the Classified Service and Unclassified Service according to the annual adopted budget.
- Process payroll and leave/attendance for all city employees; maintain official personnel files; serve as point of contact for employment verification; conduct exit interviews and train payroll coordinators throughout the City.
- Coordinates with the Senior Director of Financial Services and the Senior Budget Director on matters related to the development and administration of the annual budget.

### FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 1,536,828	\$ 2,105,742	\$ 2,469,319
<b>Total Revenue</b>	<b>\$ 1,536,828</b>	<b>\$ 2,105,742</b>	<b>\$ 2,469,319</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 1,118,091	\$ 1,492,784	\$ 1,681,842
Outside Services	284,207	405,053	510,318
Commodities	23,265	31,100	37,214
Internal Services	110,854	176,255	239,863
Other Expenses	411	550	82
<b>Total Expenditures</b>	<b>\$ 1,536,828</b>	<b>\$ 2,105,742</b>	<b>\$ 2,469,319</b>

*Numbers are subject to rounding.*

### Authorized Positions

Human Resources	2020 FTE	Grade
Assistant Director, Human Resources	1.00	305
Compensations Specialist	1.00	115
EEO Coordinator	1.00	113
Employee Health Coordinator	1.00	113
Human Resources Analyst	2.00	114
Human Resources Assistant	1.00	105
Human Resources Business Partner	4.00	115
Human Resources Manager	2.00	120
Human Resources Technician	3.00	107
Learning & Development Coordinator	2.00	113
Project Manager	1.00	117
Senior Administrative Assistant	1.00	109
Senior Director, Human Resources	1.00	313
<b>Total Full-Time Equivalents</b>	<b>21.00</b>	



### Overview

The Office of Financial Services, under the supervision of the Senior Director of Financial Services provides financial expertise and support to city operating departments. The department prepares monthly interim financial reports and the annual audited Comprehensive Annual Financial Report (CAFR). Financial Services 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. The office includes the divisions of Accounting Services, Purchasing and Revenue.

### Linkage to Strategic Priorities and Results

- ✓ Good Government
- ✓ Infrastructure
- ✓ Neighborhood Revitalization

### Key Business Services

- ✓ Accounting Services Division
- ✓ Purchasing Division
- ✓ Revenue Administration Division

### Core Responsibilities

- Administers all financial affairs of city government in accordance with laws, ordinances, policies and administrative rules and regulations; including the required procedural and management practices. Conform to the Governmental Accounting Standards Board (GASB) principles in managing accounting records and systems.
- Responsible for the collection, receipt, custody, deposit, investment, accounting and disbursement of fees, taxes and other funds of the City; which shall be deposited in the City Treasury.
- Invest City monies with the goal of receiving maximum return on such investments.
- Issues debt, monitor use of debt proceeds, initiate interest and principal payments, maintain records and ensure that disclosure and other legal requirements are met.
- Oversees the administration of the City's pension fund, investments and custodial activity; prepare financial reports and assist pension board members.



- Assist the Office of Management & Budget in preparing and executing the City's budget and capital program.
- Submits filing with the City Council of all reports of the City's external auditors to include audited financial reports, special reports, operational audit reports, grant compliance audit reports and letters of comment and recommendation.
- Presents to City Council annually and when required, a detailed statement of the financial condition of the City, which include all receipts and expenditures of various departments; a detailed statement of City debt, the purpose for which it was incurred; and an inventory of all City property, supplies and equipment with both cost and estimated current value.
- Establish a policy and procedure for determining and handling uncollectible accounts owed to the City. The Senior Director shall submit, as part of the annual budget, an allowance for bad debts to cover the estimated amount of charges that are uncollectible during the fiscal year. The Senior Director shall report the total amount of bad debt write-offs to the City Manager annually.
- Establish and maintain a tracking system of all departments and offices within the city, and adhering to the laws of the state.
- Reconciles all invoices and travel reimbursements prior to payment to determine authorization for merchandise, materials, articles or services enumerated have been received or rendered.
- Upon approval from Human Resources, payroll and payments of all city claims or charges are processed.
- Approves all petty cash and change funds request.
- Supervises the procurement of supplies and services through solicitation, vendor selection and negotiation.
- Establish and maintain programs for development, contract administration and inspection and acceptance, in cooperation with City agencies, and ensure compliance with federal, state and City law.
- Manage procurement actions which generate broad participation and competition among potential suppliers or contractors; work with the Office of Business Opportunity to ensure equal opportunity to all qualified vendors to ensure small disadvantaged businesses have maximum opportunity to participate in City contracts; monitor vendor performance.
- Upon authorization from City Council, sell or dispose of any surplus, obsolete or unused supplies, materials and equipment.
- Provides technical assistance and support to firms wishing to secure City contracts.
- Provides inventory management including administrative control of receiving, stocking and disbursement of commodities to all City departments.

## FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 3,665,513	\$ 3,946,579	\$ 4,562,219
Water & Sewer Fund	2,342,315	2,722,232	3,257,593
<b>Total Revenue</b>	<b>\$ 6,007,828</b>	<b>\$ 6,668,811</b>	<b>\$ 7,819,812</b>

<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 4,538,160	\$ 4,703,714	\$ 5,081,456
Outside Services	347,258	600,852	891,001
Commodities	352,241	357,975	349,181
Internal Services	737,497	991,366	1,489,079
Other Expenses	32,672	14,904	9,095
<b>Total Expenditures</b>	<b>\$ 6,007,828</b>	<b>\$ 6,668,811</b>	<b>\$ 7,819,812</b>

<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Accounting Services	1,256,538	1,418,221	1,557,962
Purchasing	834,987	782,097	950,478
Revenue Administration	1,573,988	1,746,261	2,053,779
Utility Revenue Administration	2,342,315	2,722,232	3,257,593
<b>Total Expenditures</b>	<b>\$ 6,007,828</b>	<b>\$ 6,668,811</b>	<b>\$ 7,819,812</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Financial Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Accountant	5.00	112
Accounting Clerk	1.00	103
Assistant Director, Financial Services	1.00	305
Assistant Director, Purchasing	1.00	304
Billing Technician	1.00	108
Cashier	4.00	102
Customer Service Representative	11.00	103
Utility Billing Lead	2.00	108
Director, Purchasing	1.00	306
Inventory Control Supervisor	1.00	113
Lead Water Service Representative	1.00	107
Public Communications Coordinator	1.00	111
Purchasing Specialist	3.00	109
Purchasing Technician	2.00	106
Revenue Compliance Analyst	1.00	111
Revenue Coordinator	1.00	114
Revenue Investigator	1.00	108
Revenue Manager	3.00	119
Revenue Specialist	7.00	108
Revenue Supervisor	4.00	110
Senior Accountant	2.00	114
Senior Accounting Clerk	10.00	105
Senior Administrative Assistant	1.00	109
Senior Director, Financial Services	1.00	313
Senior Director, Revenue	1.00	310
Supply Clerk	2.00	103
Surplus Inventory Technician	1.00	106
Utilities Revenue Manager	1.00	120
Water Meter Reader	10.00	102
<b>Total Full-Time Equivalents</b>	<b>81.00</b>	

The logo for the Office of Public Communications features a green circular arc at the top and bottom, framing the text. The text "Office of Public Communications" is centered in a blue, sans-serif font.

# Office of Public Communications

## Overview

The Department of Public Communications oversees the public information initiatives of the City. The Office educates, informs, engages and inspires audiences to help them better understand and participate in their City government. It facilitates media relations, events, marketing and communications; produces Savannah Government Television (SGTV) – the City's government access channel; manages the City's website and social media initiatives and helps organize internal special events and community meetings with City leaders.

## Linkage to Strategic Priorities and Results

- ✓ Good Government

## Key Business Services

- ✓ Community Outreach and Internal Special Events
- ✓ Employee Communications
- ✓ Graphic Design and Print Services
- ✓ Savannah Government Television (SGTV) Programming
- ✓ Media Relations
- ✓ Marketing and Publications
- ✓ Web Content and Social Media Relations

## Core Responsibilities

- Develops, coordinates and administers activities to enhance awareness of City services, promote a unified brand and delivers a common message.
- Develops and administers an employee communications program to keep employees informed, promotes positive morale and builds awareness of the City's activities.
- Collects and distributes timely information to a variety of interested parties through broadcast, print and electronic media, as well as community outreach in support of City services, programs and events.
- Develops and maintains professional media relations to foster positive media coverage of City programs and events.
- Manages Savannah's Internet and Intranet web sites by providing standards for content presentation, quality control, content development and technology improvements for site-wide enhancements that improve customer accessibility.
- Provides emergency public information services when needed.

Organizes internal special events such as news conferences, groundbreakings, ribbon cuttings, open houses, public meetings and celebrations.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 588,919	\$ 616,118	\$ 675,232
<b>Total Revenue</b>	<b>\$ 588,919</b>	<b>\$ 616,118</b>	<b>\$ 675,232</b>

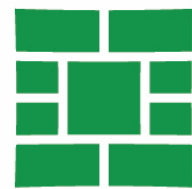
Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 453,287	\$ 442,932	\$ 498,149
Outside Services	78,306	90,250	92,750
Commodities	13,943	32,600	29,350
Internal Services	43,383	50,336	54,983
Other Expenses	-	-	-
<b>Total Expenditures</b>	<b>\$ 588,919</b>	<b>\$ 616,118</b>	<b>\$ 675,232</b>

*Numbers are subject to rounding.*

## Authorized Positions

Public Communications	2020 FTE	Grade
Public Communications Specialist	5.00	113
Senior Director, Public Communications	1.00	308
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	

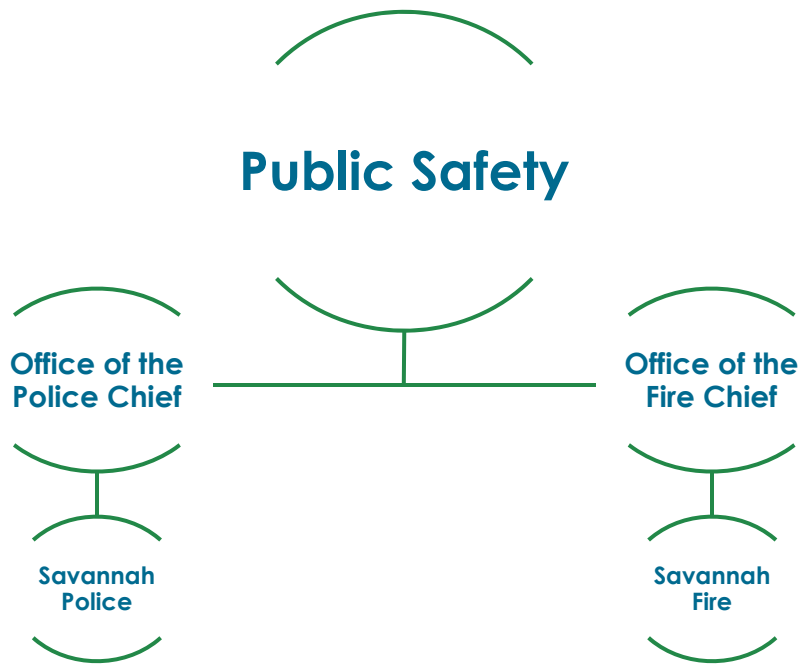
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# Public Safety

*Public safety is achieved when the government and the community work together to create a city where people feel safe in their neighborhoods. On any given day, the public's safety is at the forefront of the minds of city leaders as they put policies in place, allocate resources and work to provide protection and enforcement to Savannah's residents, businesses and guests.*





### Service Center Overview

Public Safety is comprised of the Savannah Fire Department (SFD) and the Savannah Police Department (SPD). They ensure that Savannah residents, businesses and guests feel safe in the community by providing deterrence, protection, responsiveness and enforcement. Services include risk community assessment and reduction, investigations, special operations, emergency preparedness and community services which safeguard public safety and security through professional standards and training, intergovernmental agreements, specialized equipment and apparatuses and public information/awareness.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Executive Leadership
- ✓ Emergency Planning
- ✓ Crime Prevention
- ✓ Legal Enforcement
- ✓ Training and Development
- ✓ Hazard Prevention
- ✓ Fire Suppression
- ✓ Oversight and Enforcement
- ✓ Community Relationship Development

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 5,525,871	\$ 91,426,863	\$ 98,117,249
Haz-Mat Fund	420,313	469,340	700,398
Grant Fund	1,107,494	2,096,310	1,979,435
Public Safety Communications*	7,055,278	547,127	-
<b>Total Revenue</b>	<b>\$ 104,108,956</b>	<b>\$ 94,539,640</b>	<b>\$ 100,797,082</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 79,833,968	\$ 72,445,742	\$ 78,029,829
Outside Services	4,608,560	4,454,985	4,710,318
Commodities	3,197,070	3,411,938	3,393,322
Internal Services	7,337,917	7,846,857	8,157,817
Capital Outlay	16,915	94,640	211,926
Interfund Transfers	3,366,128	312,212	90,104
Other Expenses	5,748,398	5,973,266	6,203,766
<b>Total Expenditures</b>	<b>\$ 104,108,956</b>	<b>\$ 94,539,640</b>	<b>\$ 100,797,082</b>

Expenditure by Department	2018 Actuals	2019 Projected	2020 Adopted
Savannah Fire	\$ 33,531,427	\$ 33,962,944	\$ 36,542,339
Savannah Police Department	70,577,529	60,576,696	64,254,743
<b>Total Expenditures</b>	<b>\$ 104,108,956</b>	<b>\$ 94,539,640</b>	<b>\$ 100,797,082</b>

*Numbers are subject to rounding.*

*\*In 2019, Public Safety Communications moved to Chatham County, resulting in the reduction of Public Safety Communications Fund revenues and Police Department expenses.*

## Authorized Positions

Public Safety	2019 FTE	2020 FTE	FY19-20 Difference
Savannah Fire	336.00	335.00	-1.00
Savannah Police	636.62	627.44	-9.18
<b>Total Full Time Equivalents</b>	<b>972.62</b>	<b>962.44</b>	<b>-10.18</b>



### Overview

Savannah Fire is an “All Hazards” career department that provides a wide spectrum of emergency services. It is organized into 3 operating divisions: Emergency Planning, Fire Operations and Hazardous Materials. Emergency Planning focuses on city-wide emergency management preparedness, mitigation, response and recovery operations during high-risk events within our community. Fire Operations services include fire suppression and technical rescues that are supported by 318 firefighters assigned to one of 3 shifts, working out of 15 stations. The Logistics unit of Fire Operations includes the Fire Education and Prevention Office, fire investigations, training, facility maintenance, fleet and supply. The Hazardous Materials (Haz-Mat) division includes the Hazardous Materials Response Team, which meets all requirements of a FEMA Type II Haz-Mat Entry Team and includes on-duty firefighters who are certified as technicians and specialists. All members of SFD are trained at the Haz-Mat operations level.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Fire Suppression
- ✓ Emergency Medical Response
- ✓ Fire Prevention Services
- ✓ Community Risk Reduction
- ✓ Community Services and Public Communication
- ✓ Department Organization and Succession
- ✓ Research and Planning
- ✓ Investigations and Special Operations
- ✓ Construction Plan Reviews and Inspections
- ✓ Standards and Training
- ✓ Fleet, Facility, Equipment and Inventory Management
- ✓ Emergency Preparedness and City-Wide Incident Management



### Core Responsibilities

- Maintain fire stations and firefighting equipment to ensure prompt and effective response times to all emergency calls within the City and adjacent unincorporated service areas in which the City is required to provide service by law or intergovernmental agreement.
- Conduct comprehensive all-hazardous emergency planning and activity coordination regarding the City's preparation for and responses to natural, technological and human-caused disasters.
- Provide Technical Rescue, Hazardous Materials and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) responses to terrorism.
- Conduct fire and safety code enforcement activities through building examination plans and on-site inspections.
- Investigate suspected arson cases from the onset of the crime through arrest, apprehension and prosecution of suspects.
- Provide emergency medical and pre-hospital care to the sick and injured.
- Provide information to the public and the news media regarding department activities and events. Develop and implement public education/information programs designed to promote fire safety, risk reduction and community safety.
- Provide direction and communication when achieving department goals, objectives and policies required for administrative functions.
- Offer community health programs such as blood pressure screenings, CPR trainings and child safety courses.
- Provide initial and continuing training for the promotion of higher efficiency, discipline and morale in the matters of fire prevention, fire suppression and emergency rescue.
- Recover costs associated with the mitigation of hazardous materials incidents, including cleanup and disposal expenses.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 33,105,160	\$ 33,206,518	\$ 34,725,056
Haz-Mat Fund	420,313	469,340	700,398
Grant Fund	5,953	287,086	1,116,885
<b>Total Revenue</b>	<b>\$ 33,531,427</b>	<b>\$ 33,962,944</b>	<b>\$ 36,542,339</b>

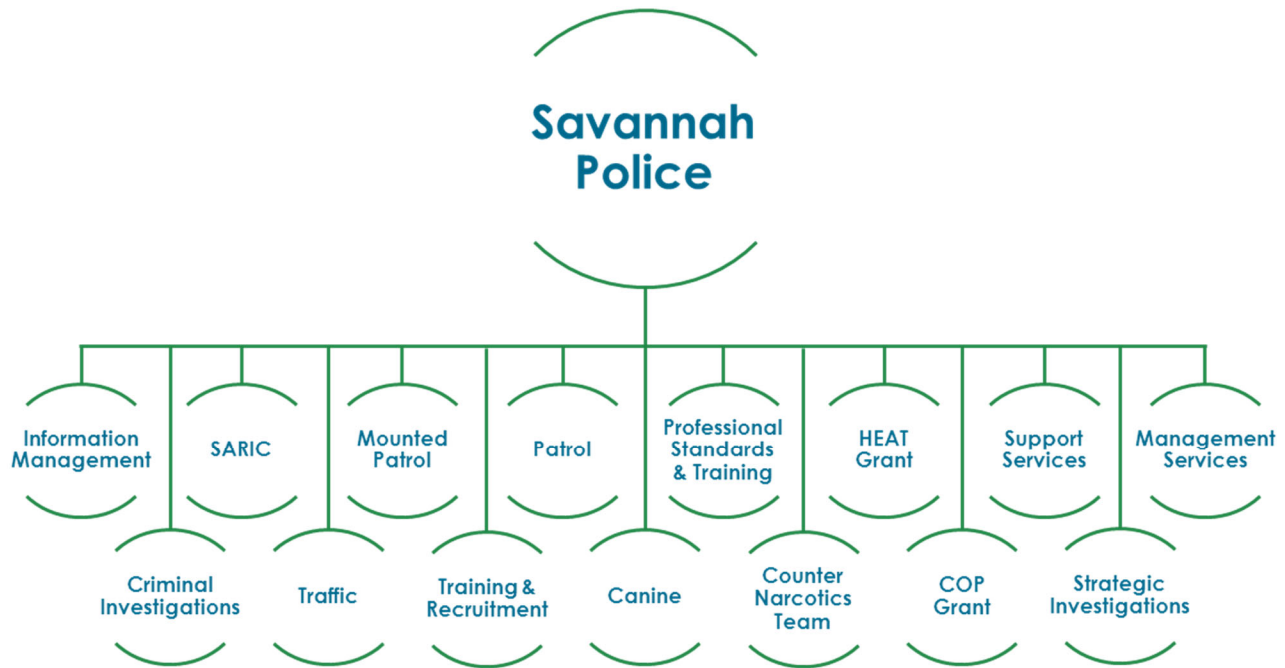
Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 25,905,011	\$ 25,740,070	\$ 28,695,123
Outside Services	815,724	699,259	919,316
Commodities	695,383	861,331	960,661
Internal Services	2,274,343	2,380,488	2,445,319
Capital Outlay	7,253	63,000	90,104
Interfund Transfers	-	-	81,926
Other Expenses	3,833,713	4,218,796	3,349,890
<b>Total Expenditures</b>	<b>\$ 33,531,427</b>	<b>\$ 33,962,944</b>	<b>\$ 36,542,339</b>

Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Office of the Fire Chief	\$ 8,983,339	\$ 9,610,390	\$ 9,014,800
Emergency Planning	222,791	266,910	292,872
Fire Operations	23,904,932	23,616,304	26,534,269
Hazardous Materials Team	420,313	469,340	700,398
<b>Total Expenditures</b>	<b>\$ 33,531,427</b>	<b>\$ 33,962,944</b>	<b>\$ 36,542,339</b>

*Numbers are subject to rounding.*

## Authorized Positions

Savannah Fire	2020 FTE	Grade
Fire Chief	1.00	317
Assistant Fire Chief	2.00	513
Administrative Assistant	2.00	106
Administrative Secretary	3.00	105
Chief Fire Investigator	1.00	508
Director, Emergency Management	1.00	306
Executive Assistant	1.00	110
Fire Battalion Chief	11.00	510
Fire Captain	70.00	508
Fire Engineer	79.00	506
Fire Investigator	1.00	506
Fire Marshall	1.00	510
Fire Prevention Inspector	5.00	506
Fire Public Information Coordinator	1.00	111
Firefighter, Advanced	155.00	504
Inventory Specialist	1.00	110
<b>Total Full Time Equivalents</b>	<b>335.00</b>	



### Overview

The Savannah Police Department promotes the safety of the community and supports an atmosphere of security through the apprehension of offenders. SPD deters crime by working closely with the community and by assessing and managing public safety risks. SPD is responsible for law enforcement; investigation of crimes against persons and property; and the overall physical protection of the public at all times.

### Linkage to Strategic Priorities and Results

- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Crime Prevention
- ✓ Alcohol Beverage Control
- ✓ Community Relations
- ✓ Major Crime Investigation
- ✓ Intelligence – led Policing
- ✓ Traffic Enforcement and Control
- ✓ Preventive Patrol
- ✓ Law Enforcement Training and Development
- ✓ Criminal Information Records Management
- ✓ Proactive Community Policing
- ✓ Special Operations



## Core Responsibilities

- Preserve public peace, prevent crime, detect and arrest offenders while protecting the rights of persons and property.
- Regulate and control traffic in accordance with the laws of the State of Georgia and City ordinances.
- Provide increased community outreach, relationship building and awareness through community interactions, community education, social media platforms, training workshops and distribution of published police materials.
- Plan, develop and implement crime prevention programs, independently and in cooperation with other governmental agencies.
- Respond to calls for police services, conduct initial investigation of crimes, traffic accidents and other major and minor incidents. Provide preventive patrol, crime prevention education and evaluation and contact with at-risk youth to prevent and deter deviant behavior.
- Investigate major crimes identifying, locating, and apprehending offenders with the goal of successfully prosecuting all criminal offenders while meeting the needs of the victims of crime.
- Conduct long-term gang, gun and drug investigations, surveillance and keep a constant focus on prolific offenders.
- Provide field support, conduct narcotic, evidence, building and area searches. Track lost person(s) or suspects and physically apprehend criminal suspects. Provide assistance to other local, state and federal agencies with critical incidents requiring specialized training.
- Plan and conduct traffic related functions while providing proactive enforcement focusing on the prevention of traffic law violations.
- Provide crime analysis functions for collecting, analyzing and distributing intelligence for specialized criminal investigations with continued emphasis on intelligence-led policing to all portions of the organization.
- Provide a centralized records function, collect fees for administrative services such as furnishing copies of background investigations, photographs taken or processed, accident reports and other reports authorized to be released to the public.
- Provide support services in obtaining equipment, vehicles, and safety items for officers to complete job tasks utilizing best practices. Effectively monitor and expense fiscal resource allocations for the department. Research, implement and manage public safety grants that move the community and organization forward.
- Plan strategic initiatives to meet Savannah Police Department's goals to operate with maximum efficiency and to move forward on two key elements: adequate support of existing technologies to ensure maximum potential, then identification and implementation of new enabling technologies.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 62,420,711	\$ 58,220,345	\$ 63,392,193
Grant Fund	1,101,540	1,809,224	862,550
Public Safety Communications*	7,055,278	547,127	-
<b>Total Revenue</b>	<b>\$ 70,577,529</b>	<b>\$ 60,576,696</b>	<b>\$ 64,254,743</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 53,928,958	\$ 46,705,672	\$ 49,334,706
Outside Services	3,792,836	3,755,726	3,791,002
Commodities	2,501,687	2,550,607	2,432,661
Internal Services	5,063,574	5,466,369	5,712,498
Capital Outlay	16,915	94,640	130,000
Interfund Transfers	3,358,875	249,212	-
Other Expenses	1,914,684	1,754,470	2,853,876
<b>Total Expenditures</b>	<b>\$ 70,577,529</b>	<b>\$ 60,576,696</b>	<b>\$ 64,254,743</b>

Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Office of Police Chief	\$ 1,709,558	\$ 1,372,447	\$ 1,437,083
Patrol	36,809,050	31,365,871	31,832,266
Criminal Investigations	7,206,440	7,873,339	10,049,526
SARIC - Sav Area Regional Intel Ctr	1,422,336	1,527,345	1,748,776
Traffic	2,166,633	2,349,794	2,524,973
Mounted Patrol	609,189	656,646	632,524
Canine	645,704	750,349	897,146
Support Services	3,189,287	2,152,495	2,179,897
Training and Recruitment	1,708,916	1,979,722	2,289,799
Information Management	1,703,730	1,502,823	1,778,114
Public Safety Communications	7,055,278	547,127	-
Counter Narcotics Team (CNT)	2,335,029	2,096,716	2,608,703
Professional Standards & Training	813,351	809,575	1,002,381
Strategic Investigative	2,101,488	2,474,949	2,743,651
Management Services	-	1,308,274	1,667,355
Justice Assistance Grant	827,791	1,415,897	592,502
Homeland Security & GOHS Grants	273,749	393,327	270,047
<b>Total Expenditures</b>	<b>\$ 70,577,529</b>	<b>\$ 60,576,696</b>	<b>\$ 64,254,743</b>

Numbers are subject to rounding.

\*The transfer of the Public Communications Center to Chatham County resulted in a reduction of Public Safety Communication Fund revenues and expenses.

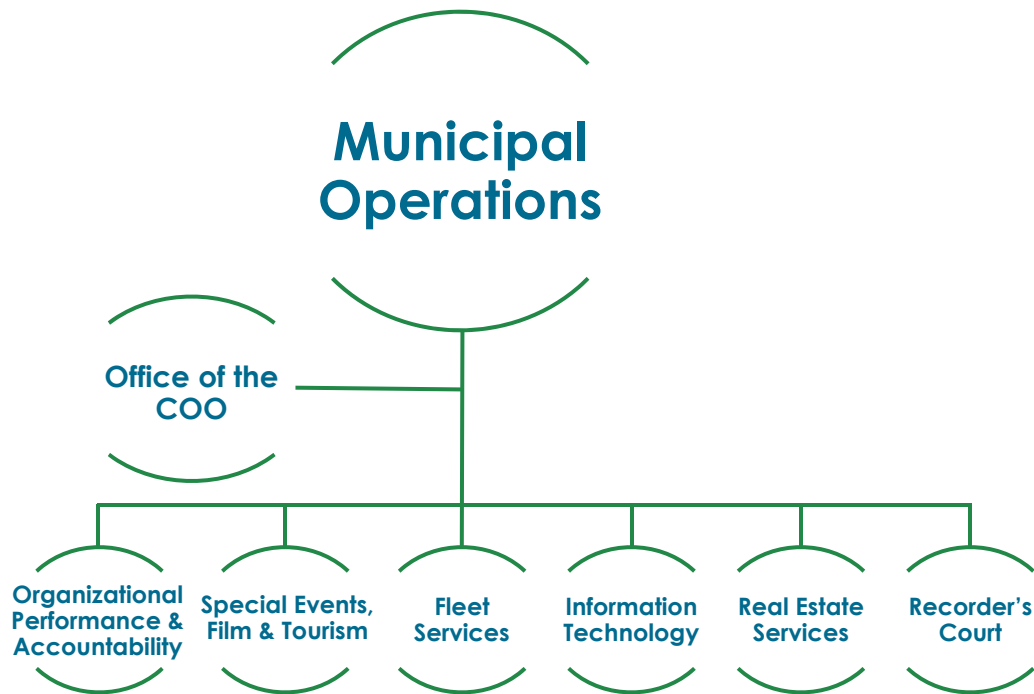


## Authorized Positions

<b>Savannah Police</b>	<b>2020 FTE</b>	<b>Grade</b>
Accounting Technician	1.00	105
Administrative Assistant	4.00	106
Administrative Clerk	3.00	102
Administrative Secretary	13.00	105
Assistant Police Chief	2.00	514
Crime Analyst	6.00	111
Crime Analyst Assistant	2.00	105
Crime Analyst Supervisor	1.00	116
Criminal Investigations Assistant	1.00	105
Customer Service Representative	5.00	103
End Gun Violence Program Coordinator	1.00	111
Executive Assistant	1.00	110
Groom	1.00	105
Inventory Coordinator	1.00	113
Open Records Request Supervisor	1.00	111
Open Records Request Specialist	1.00	110
Outside Employment Specialist	1.00	105
Police Accreditation and Compliance Specialist	1.00	113
Police Captain	10.00	511
Police Chief	1.00	317
Police Corporal	168.00	505
Police Forensic Technician	2.00	111
Police Lieutenant	21.00	509
Police Major	2.00	512
Police Officer	270.31	504
Police Property & Evidence Supervisor	1.00	111
Police Property & Evidence Technician	5.00	107
Police Property Coordinator	1.00	109
Police Public Information Coordinator	2.00	111
Police Records Division Supervisor	1.00	113
Police Sergeant	67.00	507
Police Training Coordinator	1.00	111
Principal Crime Analyst	2.00	113
Records Supervisor	4.00	106
Records Technician	14.00	105
Recruiting Assistant	1.00	105
Reserve Police Officer Manager	0.13	110
Revenue Investigator	2.00	108
Senior Accountant	1.00	114
Senior Accounting Clerk	1.00	105
Senior Crime Analyst	1.00	112
Teletype Supervisor	1.00	108
Teletype Technician	2.00	105
<b>Total Full-Time Equivalents</b>	<b>627.44</b>	

# Municipal Operations

*The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they can experience a safe, healthy and thriving community. Oversight of the City's administrative functions rest within the Municipal Operations Service Center. It is crucial that the City as an organization promotes trust and transparency when carrying out its duties and objectives. Municipal Operations delivers services to internal departments and community partners in efforts to enhance outcomes of day-to-day operations*



### Service Center Overview

The Office of the Chief Operating Officer (COO) is responsible for providing operational direction on behalf of the City Manager and managing day-to-day operations of the key business units. The COO oversees the efforts of the City's 311 Action Center, Municipal Archives, Risk Management, Special Events Film & Tourism, Organizational Performance & Accountability, Fleet Services, Information Technology, Real Estate Services and Recorder's Court.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Executive Leadership
- ✓ Citizen Information and Reporting
- ✓ Municipal Archives
- ✓ Risk Management
- ✓ Special Event and Film Management
- ✓ Performance Management and Internal Audits
- ✓ Vehicle Maintenance and Repair
- ✓ IT Security and Compliance Services
- ✓ Maintenance & Management of City Properties
- ✓ Judicial Case Flow and Records Management

## Core Responsibilities

- Maximize effectiveness and efficiency of operations by identifying and sharing available resources within assigned departments; develop and implement improvements; determine service delivery levels by addressing problems and complaints and assessing the needs of the citizens and the public.
- Research and develop additional revenue sources and implement City objectives through the completion of special projects as requested by the City Manager; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations; and direct and implement changes.
- Represent the City to other elected officials and outside agencies; coordinate City activities with those of other cities, counties and outside agencies and organizations.
- Provide leadership in developing a culture that values people and their differences, is free from inequities and barriers to people reaching their full potential and focuses on delivery of quality core services.
- Provide staff support to assigned boards and commissions.
- Respond to and resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend, and explain City policies, procedures, programs, and activities; and resolve sensitive and controversial issues.
- Operate the City's 311 Action Center to provide residents and visitors one-stop access to information and City government services.
- Provide a single point of contact for special event management and compliance, overseeing all aspects of special events that use the public right-of-way.
- Evaluate exposure to losses, monitor contingent liabilities and analyze and recommend measures to reduce or manage risk.
- Recommend and implement a cost-effective and feasible loss prevention program including a safety program that may aid in preventing injuries and minimizing injury severity to City employees.
- Administer the City insurance program which includes complete claims management in Auto Liability, Worker's Compensation and Public Liability (with the exception of employee group benefits such as life/health/dental insurance, which shall be the responsibility of the Employee Benefits division of the Human Resources Department).
- Maintain all of the City's insurance records (with the exception of employee group benefits such as life/health/dental insurance).
- Operate the City Records Center as the central repository of the official records of City government and provide for the coordination of records management and compliance with State law relating to the retention and disposal of Public Records.
- Administer annual records transfers and dispositions in compliance with State regulations and established retention schedules.
- Provide timely and effective response to employee and public reference and retrieval requests.
- Provide engaging and educational opportunities to experience Savannah's history.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 11,225,536	\$ 13,936,023	\$ 15,460,948
Civic Center Fund	6,458,309	6,322,372	7,335,181
Internal Service Fund	12,496,697	14,231,515	15,204,255
<b>Total Revenue</b>	<b>\$ 30,180,542</b>	<b>\$ 34,489,910</b>	<b>\$ 38,000,384</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 13,176,981	\$ 13,273,538	\$ 14,953,895
Outside Services	9,642,764	13,917,906	14,644,765
Commodities	2,375,914	2,946,488	2,975,032
Internal Services	2,233,802	2,413,282	2,740,193
Debt Service	-	-	1,622,217
Interfund Transfers	890,063	556,443	(500,000)
Capital Outlay	21,898	153,644	340,000
Other Expenses	1,839,119	1,228,609	1,224,281
<b>Total Expenditures</b>	<b>\$ 30,180,542</b>	<b>\$ 34,489,910</b>	<b>\$ 38,000,384</b>

Expenditure by Department	2018 Actuals	2019 Projected	2020 Adopted
Office of the Chief Operating Officer	\$ 914,680	\$ 1,173,634	\$ 1,207,273
Special Events, Film & Tourism	872,582	956,344	971,401
Recorder's Court	2,384,996	2,495,240	2,535,795
Risk Management	986,410	1,033,201	1,087,976
Org. Performance & Accountability	314,935	370,170	378,676
Fleet Services	5,222,296	5,785,121	6,440,994
Information Technology	7,274,401	8,446,394	8,763,260
Real Estate Services	12,210,242	14,229,806	16,615,008
<b>Total Expenditures</b>	<b>\$ 30,180,542</b>	<b>\$ 34,489,910</b>	<b>\$ 38,000,384</b>

Numbers are subject to rounding.

## Authorized Positions

Municipal Operations	2019 FTE	2020 FTE	FY19-20 Difference
Office of the Chief Operating Officer	3.00	3.00	0.00
311 Action Center Unit	5.00	5.00	0.00
Organizational Performance & Accountability	3.00	3.00	0.00
Municipal Archives Division <sup>1</sup>	3.00	3.00	0.00
Recorder's Court	28.00	28.00	0.00
Risk Management Division	6.00	6.00	0.00
Special Events, Film, & Tourism	9.00	9.00	0.00
Fleet Services	43.00	43.00	0.00
Information Technology	36.60	37.60	1.00
Real Estate Services <sup>2</sup>	82.88	75.88	-7.00
<b>Total Full-Time Equivalents</b>	<b>219.48</b>	<b>213.48</b>	<b>-6.00</b>

<sup>1</sup>Municipal Archives moved from Community Services with 3 FTEs.

<sup>2</sup>Real Estate variance primarily due to funding for Civic Center vacant positions being reallocated to cover costs of outside management contract.



# Organizational Performance & Accountability



## Overview

The Organizational Performance & Accountability is an independent, objective assurance and consulting team designed to add value to and improve the City's operations. The department's primary responsibilities include conducting internal audits, investigating, consulting and reviewing operational practices for compliance. Additionally, this department assists the City in identifying risks, evaluates control and makes recommendations that promote economic, efficient and effective delivery of services that respect and support the ethical objectives of the City. The department supports the City's external audit efforts and identifies and confirms management controls.

## Linkage to Strategic Priorities and Results

- ✓ Good Government

## Key Business Services

- ✓ Internal Audits
- ✓ External Audit Support
- ✓ Management Controls
- ✓ Performance and Operational Reviews

## Core Responsibilities

- Conduct internal operational, investigative, performance, compliance and financial audits of departments, offices, boards, activities and agencies funded by the City in accordance with generally accepted auditing standards.
- Submit by December 1<sup>st</sup> of each calendar year, an annual audit plan for the upcoming fiscal year to the City Manager. The plan shall include the department, offices, boards, activities and programs scheduled for audit during the year.
- Monitors follow-up on reported findings to assure corrective action is taken.
- Support the completion of the City's external audit.
- Assist the City Manager, service center chiefs and department directors in identifying and recommending improvements in management controls and procedures of City government and in providing consulting services, such as reviews of contracts, proposals and legislative matters and policy interpretations.
- Provide advice and assistance in the preparation of policy and procedures to all departments and review the adequacy of policies and procedures relating to financial controls.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 314,935	\$ 370,170	\$ 378,676
<b>Total Revenue</b>	<b>\$ 314,935</b>	<b>\$ 370,170</b>	<b>\$ 378,676</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 287,517	\$ 314,127	\$ 315,803
Outside Services	12,214	30,600	44,640
Commodities	539	3,275	2,525
Internal Services	14,665	22,168	15,709
<b>Total Expenditures</b>	<b>\$ 314,935</b>	<b>\$ 370,170</b>	<b>\$ 378,676</b>

*Numbers are subject to rounding.*

## Authorized Positions

Organizational Performance & Accountability	2020 FTE	Grade
Principal Internal Auditor	2.00	117
Senior Director, Org. Performance & Accountability	1.00	308
<b>Total Full-Time Equivalents</b>	<b>3.00</b>	



# Special Events, Film & Tourism

## Overview

The Special Events, Film, & Tourism Department was created to streamline services offered by the City of Savannah for these related industries. This is accomplished by having a one-stop shop for individuals and organizations to plan their events and gain necessary permitting.

## Linkage to Strategic Priorities and Results

- ✓ Economic Development
- ✓ Good Government

## Key Business Services

- ✓ Permitting for Film and Media Projects
- ✓ Managing Tourism-Related Improvements and Complaints

## Core Responsibilities

- Issue temporary use of the public right of way permits for encroachment to street vendors, restaurants and businesses.
- Manage and direct programs, ordinances and plans to balance event, film and tourism activities with the residential quality of life and economic development.
- Oversee implementation of the Mayor and Alderman approved Tourism Management Plan.
- Work with production directors and managers to permit film and media activity in such a way as to ensure successful projects with minimal negative impacts to the community.
- Work directly with event planners and multiple City departments to address event logistics and ensure compliance with City policies and ordinances.
- Assist in planning and execution of City-sponsored events to include Rock and Roll Marathon and St. Patrick's Day.
- Provide assistance and permits on an annual basis to thousands of applicants for use of City parks and squares.
- Engage citizenry in opportunities to impact and direct policy on policy on ordinance
- Development related to events, film and tourism.



## FY20 Resources

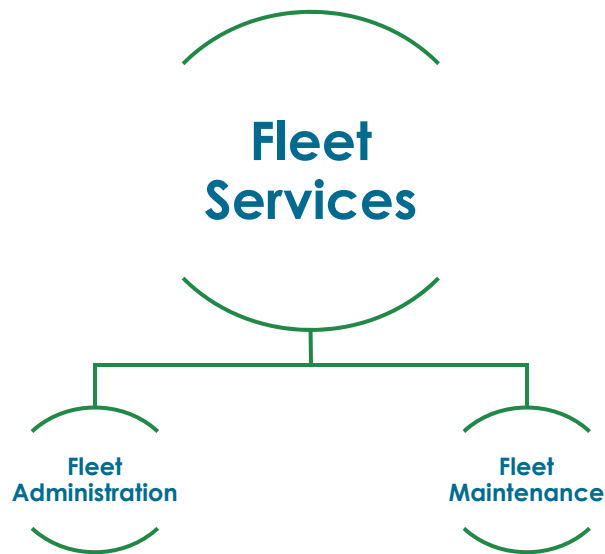
Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 872,582	\$ 956,344	\$ 971,401
<b>Total Revenue</b>	<b>\$ 872,582</b>	<b>\$ 956,344</b>	<b>\$ 971,401</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 527,372	\$ 605,437	\$ 680,528
Outside Services	299,902	275,077	229,840
Commodities	7,733	20,900	21,600
Internal Services	33,187	34,930	39,433
Interfund Transfers	-	20,000	-
Other	4,388	-	-
<b>Total Expenditures</b>	<b>\$ 872,582</b>	<b>\$ 956,344</b>	<b>\$ 971,401</b>

*Numbers are subject to rounding.*

## Authorized Positions

Special Events, Film & Tourism	2020 FTE	Grade
Customer Service Representative	1.00	103
Film Services Coordinator	1.00	112
Location Specialist	1.00	109
Program Coordinator	1.00	111
Project Coordinator	1.00	111
Senior Administrative Assistant	1.00	109
Senior Director, Special Events, Film & Tourism	1.00	310
Special Events, Film & Tourism Manager	1.00	119
Tourism Management Coordinator	1.00	111
<b>Total Full-Time Equivalents</b>	<b>9.00</b>	



### Overview

Fleet Services is responsible for the administration, maintenance, and repair of the City's vehicle fleet and mobile equipment.

### Linkage to Strategic Priorities and Results

- ✓ Good Government
- ✓ Public Safety

### Key Business Services

- ✓ Vehicle Maintenance and Repair
- ✓ Small Engine and Equipment Maintenance and Repair
- ✓ Fleet Management

### Core Responsibilities

- Manage, maintain and repair vehicles and mobile equipment of City government.
- Develop and implement a comprehensive mobile equipment maintenance and fleet management program.
- Coordinate the acquisition, assignment, use, maintenance and disposal of vehicles and mobile equipment.
- Ensure proper accountability of mobile equipment.
- Accurately and economically control all acquisition, stocking, and issuance of fuel and mobile equipment parts throughout the equipment management inventory system.
- Administer a motor pool system.
- Maintain active liaison with the Risk Management Department on vehicle operator qualifications, mobile equipment safety, security and insurance matters.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
Internal Service Fund	\$ 5,222,296	\$ 5,785,121	\$ 6,440,994
<b>Total Revenue</b>	<b>\$ 5,222,296</b>	<b>\$ 5,785,121</b>	<b>\$ 6,440,994</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 2,260,023	\$ 2,247,891	\$ 2,865,980
Outside Services	793,652	931,414	804,723
Commodities	1,548,062	1,987,271	2,059,770
Internal Services	568,190	518,648	594,509
Capital Outlay	-	49,325	80,000
Other Expenses	52,369	50,572	36,012
<b>Total Expenditures</b>	<b>\$ 5,222,296</b>	<b>\$ 5,785,121</b>	<b>\$ 6,440,994</b>

Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Fleet Maintenance	\$ 4,691,909	\$5,242,979	5,871,525
Fleet Administration	530,387	542,142	569,469
<b>Total Expenditures</b>	<b>\$ 5,222,296</b>	<b>\$ 5,785,121</b>	<b>\$ 6,440,994</b>

*Numbers are subject to rounding.*

## Authorized Positions

Fleet Services	2020 FTE	Grade
Assistant Director, Fleet Services	1.00	304
Accounting Technician	1.00	105
Auto Parts Buyer	1.00	108
Emergency Vehicle Mechanic	2.00	112
Emergency Vehicle Technician	1.00	112
Equipment Maintenance Superintendent	1.00	117
Equipment Mechanic	9.00	109
Inventory Coordinator	1.00	113
Lead Equipment Mechanic	3.00	113
Management Analyst	1.00	111
Master Equipment Mechanic	2.00	112
Principal Equipment Mechanic	7.00	111
Senior Director, Fleet Services	1.00	310
Senior Equipment Mechanic	8.00	110
Supply Clerk	2.00	103
Vehicle Maintenance Contracts Coordinator	1.00	112
Vehicle Maintenance Coordinator	1.00	107
<b>Total Full-Time Equivalent</b>	<b>43.00</b>	



### Overview

Information Technology (DoIT) provides high quality, high-availability radio and network (data and voice) resources to support and enhance the delivery of City services across the organization. Services include planning, implementation, maintenance and support of all the infrastructure components of the radio systems, data center operations and data and voice networks. IT also conducts business analyses with user departments to develop solutions to meet business needs. IT manages vendor contracts and provides services to order all technology related hardware and software.

### Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Infrastructure
- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Application Support and Development
- ✓ IT Security and Compliance Services
- ✓ Information Systems Planning and Implementation
- ✓ Database Management
- ✓ Telephone System Support
- ✓ Radio System Support and Maintenance

### Core Responsibilities

- Provide ongoing development and support of departmental and enterprise-wide application systems and databases for the City.
- Provide consultation services and project management activities to include hosting the Technology Governance Committee and budgetary planning for technology purchases.
- Plan, implement and provide adequate information technology resources and services throughout the City.
- Provide telephone service and equipment, which includes: design, installation (adds, moves, and changes), repair, restoration service and contract administration.
- Acquire core computer hardware and software to support City service centers.
- Perform troubleshooting and problem resolution on City standard computer hardware, operating systems and utility programs.

- Operate a 24-hour a day, 7 days a week computer operations center.
- Install, configure and maintain computer hardware and software systems and related equipment.
- Manage annual refresh projects for workstations, laptops, servers and data communication equipment.
- Operates a helpdesk to provide assistance and resolution to end users.
- Perform, maintain and execute information systems security functions as related to network and administrative infrastructure security.
- Provides administrative control of the contracted mail and courier services to all City departments and selected outside agencies. In addition, responsible for managing mailroom functions.
- Plan, implement and provide mobile radio, mobile data and SCADA communication services to Public Safety and other personnel.
- Plan, implement and maintain communications network services required to support the provision of radio services which includes IP, microwave and radio tower infrastructure.
- Provide, repair and maintenance services for all vehicle electronic accessory equipment utilized for communications, safety and warning.
- Provide maintenance and repair services for all radio end user equipment which includes mobile, portable and SCADA radios and MDT computers and associated equipment.
- Facilitate and coordinate management and expansion of SEGARRN (Southeast Georgia Regional radio Network). SEGARRN, a regional, multi-county radio network that includes Candler, Chatham, Bryan, Bulloch, Effingham, Glynn and Liberty counties, provides all public safety and other local government communications in the region.

## FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Internal Service Fund	\$ 7,274,401	\$ 8,446,394	\$ 8,763,260
<b>Total Revenue</b>	<b>\$ 7,274,401</b>	<b>\$ 8,446,394</b>	<b>\$ 8,763,260</b>

<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 2,577,500	\$ 2,421,328	\$ 3,150,470
Outside Services	3,074,713	4,445,478	4,133,134
Commodities	103,705	129,533	161,225
Internal Services	420,390	501,507	425,831
Capital Outlay	-	54,319	-
Interfund Transfer	295	-	-
Other Expenses	1,097,799	894,229	892,600
<b>Total Expenditures</b>	<b>\$ 7,274,401</b>	<b>\$ 8,446,394</b>	<b>\$ 8,763,260</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Information Technology</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	1.00	106
Administrative Clerk	0.60	102
Assistant Director, Information Technology	1.00	307
Information Technology Help Desk Technician I	2.00	109
Information Technology Help Desk Technician II	5.00	115
Information Technology Manager	3.00	121
Information Technology Network Supervisor	1.00	118
Information Technology Senior Network Technician	3.00	116
Information Technology Senior Systems Analyst	8.00	118
Information Technology Systems Analyst	2.00	117
Information Technology Systems Engineer	4.00	119
IT Network Engineer	1.00	119
Radio Systems Engineer	1.00	117
Radio Systems Technician I	1.00	110
Radio Systems Technician II	2.00	111
Senior Administrative Assistant	1.00	109
Senior Director, Information Technology	1.00	313
<b>Total Full-Time Equivalents</b>	<b>37.60</b>	



### Overview

Real Estate Services manages real property transactions for the City of Savannah, including real property acquisitions, dispositions, leases, licenses for encroachments, portfolio inventory and reporting, property research and monitoring. The department is also responsible for maintenance, janitorial and security services for City facilities; visitor centers; operations of the Civic Center; management, maintenance and operations of five City-owned cemeteries; and contractual oversight of leases for municipal property.

### Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

### Key Business Services

- ✓ Facility Management and Maintenance
- ✓ Property Acquisition and Disposition
- ✓ Civic Center Operations
- ✓ Cemetery Management
- ✓ Contract Management

### Core Responsibilities

- Performs work order repairs, minor renovations and preventative maintenance services at more than one hundred City facilities.
- Responsible for all real property transactions for the City of Savannah, portfolio inventory management and reporting, property management (including janitorial and pest control oversight), property research and monitoring and related functions.
- Sells interment rights, perpetual care agreements and manages property conditions at five municipal cemeteries.

- Operates and manages the Civic Center, which includes the Martin Luther King Jr. Arena, the Johnny Mercer Theater, a ballroom and several meeting venues. In conjunction with managing operations at the River Street Hospitality Center, the Real Estate Department maintains the MLK Visitor Center and the Tricentennial Park with managing partners.

## FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 7,577,434	\$ 9,737,480	\$ 11,465,582
Civic Center Fund	4,632,807	4,492,326	5,149,426
<b>Total Revenue</b>	<b>\$ 12,210,242</b>	<b>\$ 14,229,806</b>	<b>\$ 16,615,008</b>

<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	4,799,399	4,751,035	4,806,868
Outside Services	4,418,676	7,103,961	8,436,812
Commodities	646,943	733,986	655,085
Internal Services	801,035	824,922	1,049,215
Capital Outlay	-	-	250,000
Debt Service	-	-	1,622,217
Interfund Transfers	866,268	536,443	(500,000)
Other Expenses	677,921	279,459	294,811
<b>Total Expenditures</b>	<b>\$ 12,210,242</b>	<b>\$ 14,229,806</b>	<b>\$ 16,615,008</b>

<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Real Estate Administration	\$ 1,965,382	\$ 2,143,442	\$ 3,051,045
Property Acquisition, Disposition & Management	694,474	2,961,933	3,397,049
Facility Maintenance & Operations	2,961,230	2,683,531	2,714,399
Civic Center	4,632,807	4,492,326	5,149,426
City Cemeteries	1,825,502	1,830,046	2,185,755
River Street Hospitality Center	130,847	118,528	117,334
<b>Total Expenditures</b>	<b>\$ 12,210,242</b>	<b>\$ 14,229,806</b>	<b>\$ 16,615,008</b>

*Numbers are subject to rounding.*



## Authorized Positions

<b>Real Estate Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	3.00	106
Assistant Box Office Supervisor	1.00	108
Box Office Cashier	1.00	102
Building & Electrical Maintenance Supervisor	4.00	113
Building Maintenance Technician	13.00	107
Cemetery Conservation Coordinator	1.00	113
Cemetery Conservation Technician	1.00	107
Cemetery Events Coordinator	1.00	109
Cemetery Services Coordinator	2.00	113
Concession Clerk	1.00	104
Concessions Supervisor	1.00	109
Director, Cemetery Operations	1.00	306
Director, Facilities & Maintenance	1.00	306
Electrician	2.00	108
Event Planner	2.00	110
Facilities Service Worker	4.25	102
Lead Medium Equipment Operator	1.00	106
Maintenance Assistant	0.63	102
Maintenance Crew Chief	4.00	110
Maintenance Supervisor	1.00	113
Maintenance Worker	10.00	102
Medium Equipment Operator	3.00	105
Painter	1.00	103
Production Operations Coordinator	1.00	114
Real Estate Coordinator	8.00	115
Real Estate Manager	1.00	119
Senior Director, Real Estate Services	1.00	308
Senior Administrative Assistant	1.00	109
Senior Maintenance Worker	4.00	103
<b>Total Full-Time Equivalents</b>	<b>75.88</b>	



# Recorder's Court



## Overview

The 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.

## Linkage to Strategic Priorities and Results

- ✓ Good Government
- ✓ Public Safety

## Key Business Services

- ✓ Judicial Case Flow Management
- ✓ Fiscal Administration
- ✓ Records Management

## Core Responsibilities

- Responsible for the administration of the planning, direction and supervision of non-judicial functions of the Recorder's Court. Responsibilities include case flow management, records management, managing budget and accounting functions, statistical and computer system analysis, technology management, grant writing and management, budget projections, public relations, internal controls and personnel management, including the selection, training, evaluation and disciplining of non-judicial staff. The Court Administrator is responsible for providing supervision, administration and management of the entire court staff.
- Develop, interpret and execute policies, mandates and operational plans as part of a comprehensive court system to effectively and efficiently support the implementation of state court rules, judicial rulings and/or orders.
- Serve as the official depository and custodian of court records; maintain all original citations and sentencing orders of defendants and serve as the case manager by arranging court appearances; attending court hearings, preparing the case file, obtaining reports and test results; preparing orders for the judge's signature, attending court, assessing fines, accepting payments and updating records by entering conditions of sentence for each offense.
- Provides administrative support to the Recorder's Court Judges.

- Manage the dockets of the court, assign cases to judges, schedule hearings and assign court resources and staff to ensure effective and efficient administration of justice in the court.
- Coordinates and consults with City and county information technology departments to ensure court information systems are maintained and operated efficiently.
- Develops and publish court operating policies and procedures consistent with local and state court rules of procedure, City and county employment policies and local and state law.
- Ensures that court records, including traffic court, criminal court and local ordinance filings are managed and maintained in compliance with local court standards and state law.
- Provides oversight of the fiduciary operations of the court, ensuring compliance with City, county and state policies and procedures for financial management and internal control.
- Prepares monthly, quarterly and annual reports as needed or required by the judges of the court the city and county managers and the state administrative office of the courts.
- Develops and maintains a cooperative working relationship with other courts in the criminal justice system, the district attorney's office police, agencies and other stakeholders to ensure that the rights and due process of defendants and crime victims is assured.
- Pursue and collect fines and fees assessed by the Courts.

### FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 2,384,996	\$ 2,495,240	\$ 2,535,795
<b>Total Revenue</b>	<b>\$ 2,384,996</b>	<b>\$ 2,495,240</b>	<b>\$ 2,535,795</b>

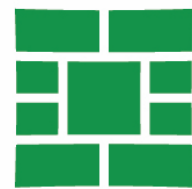
<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 1,684,191	\$ 1,737,794	\$ 1,882,563
Outside Services	405,494	412,980	280,730
Commodities	52,824	47,300	54,927
Internal Services	242,241	297,166	317,575
Capital Outlay	-	-	-
Other	245	-	-
<b>Total Expenditures</b>	<b>\$ 2,384,996</b>	<b>\$ 2,495,240</b>	<b>\$ 2,535,795</b>

*Numbers are subject to rounding.*

## Authorized Positions

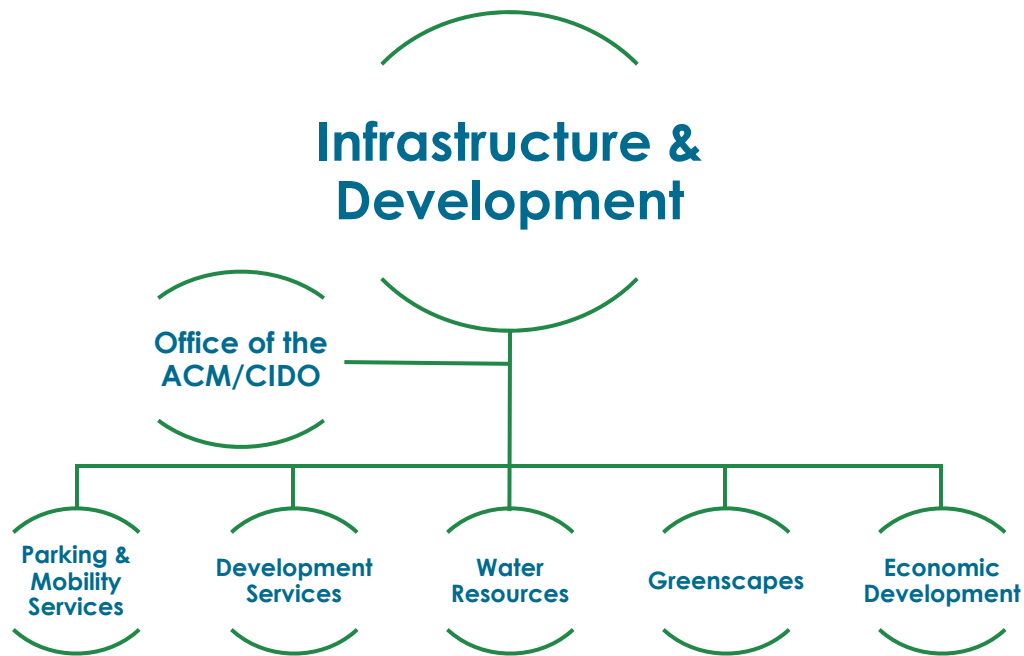
<b>Recorder's Court</b>	<b>2020 FTE</b>	<b>Grade</b>
Case Disposition Clerk	3.00	102
Cashier	3.00	102
Chief Deputy Court Clerk	1.00	121
Court Services Specialist	2.00	107
Court Services Technician	2.00	103
Customer Service Representative	2.00	103
Deputy Court Clerk	6.00	106
Judicial Secretary	3.00	107
Recorder's Court Judge	2.00	99
Senior Director, Recorder's Court	1.00	308
Senior Deputy Court Clerk	2.00	107
Senior Administrative Assistant	1.00	109
<b>Total Full-Time Equivalents</b>	<b>28.00</b>	

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# Infrastructure & Development

*The future security and prosperity of Savannah depends on safe, sound infrastructure that is thoughtfully planned to preserve neighborhood culture while promoting environmental sustainability and creating economic opportunity. The City of Savannah is committed to capital investment and maintenance that addresses the unique challenges facing coastal regions and that protects residences, businesses and streets. Our City's streets, sidewalks and facilities are a reflection of who we are and the pride we take in our community, and they are essential to helping residents travel to their educational and employment opportunities.*



### Service Center Overview

The Infrastructure & Development Service Center manages and promotes the physical and economic development of the City while maintaining existing infrastructure, constructing new systems and providing sustainably reliable services.

The Office of the Assistant City Manager/Chief Infrastructure & Development Officer (ACM/CIDO) oversees the efforts of the Office of Capital Projects Management division and the Director of Environmental Sustainability, as well as the Planning & Urban Design division, which was separated from the Development Services department in 2019. The Office of the ACM/CIDO also oversees the Parking & Mobility Services, Development Services, Water Resources, Greenscapes and Economic Development departments.

### Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

### Key Business Services

- ✓ Executive Leadership
- ✓ Capital Projects Program Management
- ✓ Infrastructure Maintenance, Planning and Engineering
- ✓ Environmental Compliance and Sustainability Programming
- ✓ Parking Facilities Management and Parking Enforcement
- ✓ Transportation Services and Mobility Planning
- ✓ Traffic and Traffic Safety Management
- ✓ Water, Sewer and Stormwater Operations
- ✓ Green Space Management
- ✓ Public and Private Development Planning
- ✓ Zoning Planning and Enforcement
- ✓ Economic and Small Business Development Management

## Core Responsibilities

- Manage and direct the activities of the Office of Capital Projects Management and Planning & Urban Design divisions, as well as the Parking & Mobility Services, Development Services, Water Resources, Greenscapes and Economic Development departments.
- Provide leadership in developing a culture that values people and their differences, is free from inequities and barriers to people reaching their full potential while focusing on delivering quality core services.
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the service center.
- Respond to, then resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend and explain City policies, procedures, programs and activities; respond to public relations requests and coordinate media announcements.
- Ensure the City has safe and sound infrastructure that produces, treats and conveys safe drinking and waste water and protects all buildings and streets from environmental intrusion.
- Develop strategies that maintain City streets, lanes, sidewalks and other public rights of way that contribute to the safe movement of vehicular, pedestrian and bicycle traffic throughout the City.
- Progressively move capital improvement projects towards completion and provide continuous status communication via various sources with all stakeholders.
- Oversee, coordinate, analyze and review historical and proposed development in the City, both public and private.
- Provide policy recommendations on process improvements and regulations to increase economic opportunities for individuals, families and small businesses of Savannah.
- Manage the development and implementation of capital projects during the planning, design, permitting and construction phases including coordination with City departments, consultants, regulatory agencies and community groups.
- Estimate, schedule and maintain quality control of all capital projects, review and approve consultants' and contractors' payment applications, change orders, budget allocations, construction schedules and compliance with contract documents.
- Provide architectural and engineering services and technical assistance to all City agencies.
- Contract administration of construction contracts for assigned capital projects.
- Develop, maintain and track a City-wide sustainability action plan that establishes high level goals and sustainable activities to create a greener Savannah.
- Provide technical assistance and develop pilot projects that identify cost savings, resource conservation and promote a healthy community.
- Attract external funding and leverage partnerships that support City sustainability goals.



## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 33,339,575	\$ 35,719,607	\$ 38,696,768
Per Occupied Room (POR) Fee Fund	893	292,494	298,201
Water & Sewer Fund	29,438,986	32,605,129	35,292,863
Industrial & Domestic Water Fund	6,595,383	7,668,523	7,972,179
Parking Fund	10,850,325	12,660,866	13,988,787
<b>Total Revenues</b>	<b>\$ 80,225,163</b>	<b>\$ 88,946,620</b>	<b>\$ 96,248,798</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 36,780,612	\$ 37,155,063	\$ 42,735,969
Outside Services	22,381,248	26,278,100	28,607,512
Commodities	7,574,931	8,685,471	9,123,802
Internal Services	7,250,568	8,247,452	8,289,825
Capital Outlay	273,349	431,167	372,500
Debt Service	3,535,178	4,557,794	4,850,129
Interfund Transfers	48,388	1,651,070	70,000
Other Expenditures	2,380,889	1,940,503	2,199,061
<b>Total Expenditures</b>	<b>\$ 80,225,163</b>	<b>\$ 88,946,620</b>	<b>\$ 96,248,798</b>

Expenditure by Department*	2018 Actuals	2019 Projected	2020 Adopted
Office of the ACM/CIDO	\$ 1,480,425	\$ 1,461,319	\$ 1,652,579
Parking & Mobility Services	21,902,639	24,232,659	26,515,669
Development Services	3,892,566	3,714,528	3,665,206
Water Resources	41,220,000	45,268,506	49,003,475
Greenscapes	11,226,824	13,839,312	14,829,847
Economic Development	502,708	430,296	582,023
<b>Total Expenditures</b>	<b>\$ 80,225,163</b>	<b>\$ 88,946,620</b>	<b>\$ 96,248,798</b>

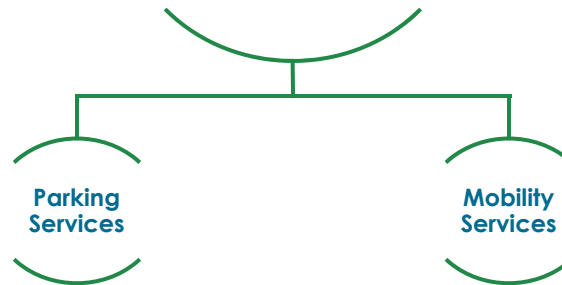
*Numbers are subject to rounding.*

*\*In mid-2019, the Planning & Urban Design (P&UD) budget was isolated from Development Services and moved as a division under the Office of the ACM/CIDO. P&UD 2018 Actuals and some 2019 expenses were realized in the Development Services Department. The Economic Development Department was formerly known as the Office of Business Opportunity within the Strategic Services Service Center.*

## Authorized Positions

	2019 FTE	2020 FTE	FY19-20 Difference
<b>Infrastructure &amp; Development</b>			
Office of the ACM/CIDO	5.00	5.00	0.00
Planning & Urban Design	0.00	6.00	6.00
Capital Projects Management	9.00	9.00	0.00
Development Services	48.00	43.00	-5.00
Parking & Mobility Services	128.70	128.70	0.00
Water Resources	333.00	333.00	0.00
Greenscapes	129.00	130.00	1.00
Economic Development	6.00	6.00	0.00
<b>Total Full-Time Equivalents</b>	<b>658.70</b>	<b>660.70</b>	<b>2.00</b>

# Parking & Mobility Services



## Overview

The mission of the Parking & Mobility Services Department is to provide a safe, efficient, cost-effective and sustainable parking, roadway, bikeway, walkway and transit system for our community while promoting alternative modes of travel in an environmentally and economically sustainable manner. The Parking Services and Mobility Services departments merged in 2020. The department manages on-street parking and other parking facilities to balance the needs for residents, businesses and visitors to our City. The department also manages transportation master planning, construction and maintenance of mobility infrastructure and joint projects in coordination with Chatham County and the Georgia Department of Transportation to foster livability and accessibility within and between neighborhoods.

## Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government

## Key Business Services

- ✓ Parking and Parking Facilities Management
- ✓ Multi-Modal Transportation Management and Planning
- ✓ Traffic Management
- ✓ Signs, Signals and Markings Maintenance
- ✓ Traffic Review and Permit Management

## Core Responsibilities

- Manage and oversee on-street parking, parking meters and citation collection, including red light camera citation processing and collection.
- Issue permits for parking meter bags, street blocking, construction parking and construction dumpster and storage container placement on public rights-of-way to minimize impacts to traffic flow and on-street parking.

- Operate and maintain parking facilities that provide clean, safe and affordable parking options.
- Regulate an interconnected transportation system that includes all ground transportation service providers, as well as water ferries and recreational docks along the Savannah Riverfront.
- Create, operate and maintain a multi-modal transportation system which offers alternative forms of mobility within the City and connects neighborhoods to key recreational, educational, entertainment, health care and employment centers.
- Plan and design City transportation facilities including sidewalks, greenways, trails and streets.
- Conduct right-of way use, neighborhood traffic and traffic calming studies and modelling, conduct inspections and apply findings to facility and long-range planning.
- Coordinate with other City departments, Georgia Department of Transportation, Chatham County and the Metropolitan Planning Organization on various issues to include the planning and completion of transportation projects to improve traffic flow and the safety of pedestrians, bicyclists and motorists.
- Safely and efficiently move vehicular, pedestrian and bicycle traffic throughout the City.

### FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 11,052,314	\$ 11,571,792	\$ 12,526,882
Parking Fund	10,850,325	12,660,866	13,988,786
<b>Total Revenue</b>	<b>\$ 21,902,639</b>	<b>\$ 24,232,659</b>	<b>\$ 26,515,668</b>
<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 6,917,237	\$ 6,674,118	\$ 7,912,698
Outside Services	8,323,847	9,491,581	10,289,632
Commodities	1,271,017	1,302,559	1,473,123
Internal Services	1,414,914	1,734,293	1,480,417
Capital Outlay	75,156	100,000	100,000
Debt Service	3,535,178	4,557,794	4,850,129
Interfund Transfers	-	160,000	70,000
Other Expenditures	365,291	212,313	339,670
<b>Total Expenditures</b>	<b>\$ 21,902,639</b>	<b>\$ 24,232,659</b>	<b>\$ 26,515,668</b>
<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Parking Services	\$ 10,850,325	\$ 12,660,866	\$ 13,988,786
Mobility Services	11,052,314	11,571,792	12,526,882
<b>Total Expenditures</b>	<b>\$ 21,902,639</b>	<b>\$ 24,232,659</b>	<b>\$ 26,515,668</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Parking &amp; Mobility Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	3.00	106
Administrative Clerk	3.00	102
Cashier	3.00	102
Civil Engineer	1.00	116
Construction Inspector	3.00	111
Construction Site Safety Worker	2.00	104
Customer Service Representative	1.00	103
Director, Mobility Services	1.00	308
Director, Parking Services	1.00	308
Electrician	2.00	108
Engineering Technician	1.00	108
Heavy Construction Equipment Operator	1.00	108
Heavy Equipment Operator	2.00	107
Maintenance Crew Chief	5.00	110
Maintenance Supervisor	4.00	113
Maintenance Worker	9.50	102
Medium Equipment Operator	5.00	105
Mobility & Parking Services Analyst	1.00	111
Mobility & Parking Services Coordinator	1.00	110
Mobility Services Manager	1.00	120
Operations & Maintenance Manager	1.00	120
Parking Facilities Attendant	24.20	102
Parking Facilities Shift Supervisor	2.00	107
Parking Manager	1.00	118
Parking Meter Technician	2.00	105
Parking Services Officer	9.00	103
Parking Services Supervisor	4.00	111
Planner	1.00	112
Revenue Investigator	5.00	108
Senior Administrative Assistant	1.00	109
Senior Director, Parking & Mobility Services	1.00	310
Senior Civil Engineer	1.00	120
Senior Maintenance Worker	8.00	103
Senior Maintenance Worker II	4.00	104
Senior Parking Meter Technician	1.00	106
Senior Parking Services Officer	1.00	104
Sign Specialist	1.00	104
Traffic Engineer Superintendent	1.00	117
Traffic Engineering Coordinator	1.00	115
Traffic Engineering Technician	7.00	109
Traffic Maintenance Specialist	1.00	107
Traffic System Coordinator	1.00	115
<b>Total Full-Time Equivalents</b>	<b>128.70</b>	



## Development Services

### Overview

The Development Services Department serves the public by ensuring the safety of the built environment through effective code enforcement and by providing guidance and oversight for all building and site development within the City of Savannah. The department is responsible for interpreting and enforcing the codes, laws and ordinances that affect the safety and welfare of the public and environment. This involves all aspects of building and site construction, life safety, structural, electrical, plumbing and mechanical systems, as well as enforcing local development standards including the Subdivision, Flood Damage Prevention and Erosion and Sedimentation Control Ordinances.

### Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

### Key Business Services

- ✓ Building and Site Development Management
- ✓ Permitting and Inspections
- ✓ Subdivision Plat and Business Location Approval

### Core Responsibilities

- Enforce federal, state and local laws to ensure the public health, safety, welfare and the environment will be protected during building and site development construction. This includes processing building permit applications, reviewing and approving construction plans in accordance with the provisions of the various construction codes and inspecting construction to ensure compliance with the approved plans and permits.
- Oversee building plan review, permit issuance and inspection process through the enforcement of State-mandated building and life safety codes.
- Coordinate the private development site plan and plat review processes with City departments as well as the Metropolitan Planning Commission to ensure compliance with development standards. Oversee site development permit issuance and inspection process during construction and closeout.
- Enforce the Flood Damage Prevention Ordinance and oversee the National Flood Insurance Program's (NFIP) and Community Rating System (CRS) program.
- Provide engineering services, surveying services, Geographic Information Systems (GIS) and graphics support services to other City departments upon request.

- Provide technical guidance and assistance to homeowners, developers, business owners, consultants and contractors during the development review and approval processes, as well as construction and closeout.
- Manage and implement customer service improvements and conduct education and outreach to assist with the development review process.
- Coordinate with the Historic Preservation Officer during building construction to ensure compliance with historic preservation standards in designated historic districts.

## FY20 Resources

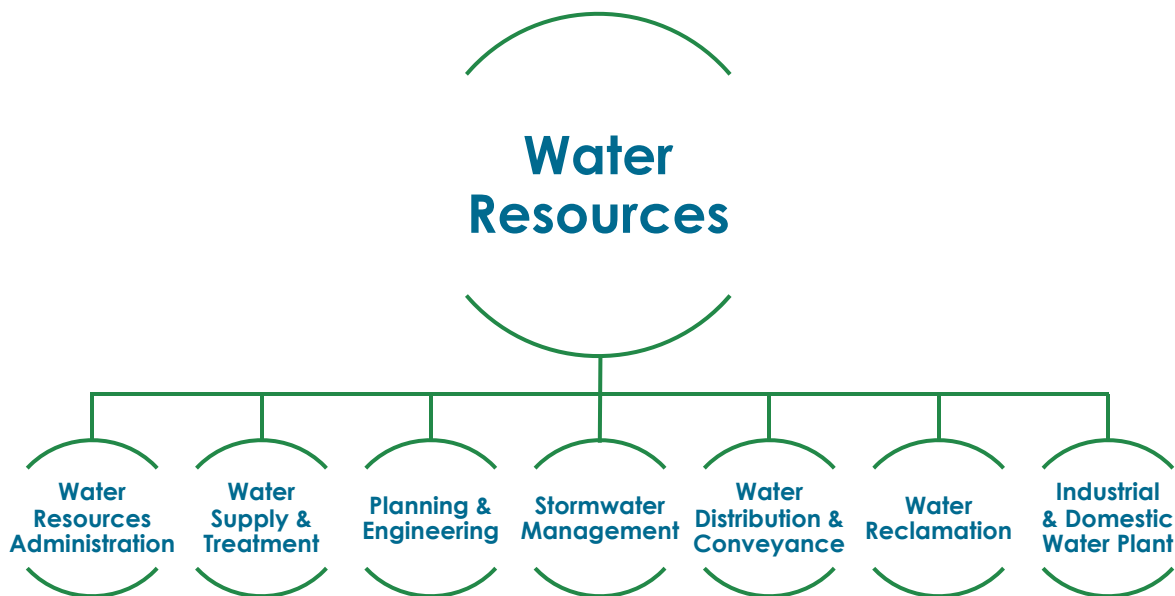
<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 3,892,566	\$ 3,714,528	\$ 3,665,206
<b>Total Revenue</b>	<b>\$ 3,892,566</b>	<b>\$ 3,714,528</b>	<b>\$ 3,665,206</b>
<b>Expenditure by Type*</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 3,311,923	\$ 3,074,451	\$ 3,085,911
Outside Services	213,152	223,987	233,770
Commodities	55,744	54,322	69,242
Internal Services	264,820	333,794	244,398
Capital Outlay	-	7,608	-
Other Expenditures	46,926	20,366	31,885
<b>Total Expenditures</b>	<b>\$ 3,892,566</b>	<b>\$ 3,714,528</b>	<b>\$ 3,665,206</b>

*Numbers are subject to rounding.*

*\*2018 Actuals and 2019 Projected includes some Planning & Urban Design expenses before the unit was moved under the Office of the ACM/CIDO.*

## Authorized Positions

<b>Development Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Building Inspector	4.00	110
Building Official	1.00	308
Building Plans Examiner	2.00	112
City Surveyor	1.00	114
Construction Inspector	2.00	111
Customer Service Representative	2.00	103
Development Liaison Manager	1.00	119
Electrical Inspector	3.00	110
Electrical Plans Examiner	1.00	111
GIS Analyst	2.00	113
Management Analyst	1.00	111
Mechanical Inspector	3.00	110
Permit Center Supervisor	1.00	108
Permit Services Manager	1.00	119
Permit Services Technician	1.00	108
Permit Specialist	4.00	103
Permitting & Floodplain Manager	1.00	115
Plumbing Inspector	3.00	110
Plumbing Plans Examiner	1.00	111
Senior Mechanic Inspector	1.00	111
Senior Plans Examiner	1.00	114
Senior Systems Analyst	1.00	118
Site Development Coordinator	1.00	111
Site Development Technician	1.00	108
Senior Administrative Assistant	1.00	109
Senior Director, Development Services	1.00	313
Surveying Technician	1.00	107
<b>Total Full-Time Equivalents</b>	<b>43.00</b>	



### Overview

The Water Resources Department promotes public safety and health by designing, building and maintaining infrastructure that produces, treats and conveys safe drinking water and waste water. The department oversees infrastructure and operations that minimize the potential for flooding while protecting our natural environment. The department was formerly known as Public Works & Water Resources and included Greenscapes until mid-2019.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

### Key Business Services

- ✓ Water Services and Treatment
- ✓ Wastewater Services and Treatment
- ✓ Water, Sanitary Sewer, and Stormwater Infrastructure Management
- ✓ Utility Engineering
- ✓ Sourcewater Protection

### Core Responsibilities

- Provide the City with efficiently maintained infrastructure and systems that are fully functional, hazard-free and aesthetically pleasing, while meeting current service requirements and identifying future needs.
- Maintain and repair the open and closed drainage system, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit; review private development plans to ensure compliance with pertinent City ordinances; manage the flood reduction capital improvement program.
- Inspect and maintain the public stormwater drainage system which includes seven stormwater pump stations, more than 390 miles of storm sewers, over 160 miles of drainage ditches and canals, as well as detention ponds, inlets and manholes.



- Review and approve all water and sewer construction plans and specifications to ensure compliance with federal, state and local rules, regulations and ordinances as an enforcement service center for the Georgia Environmental Protection Division (EPD Delegation Authority).
- Manage water and sewer capital improvement projects, conduct utility plan reviews, plan and develop in-house water and wastewater projects and collect connection fees, including tap-in fees.
- Maintain and manage the department's GIS, Valve Program and as-built plans, as well as provide technical support.
- Operate and maintain the City potable water and sanitary sewer systems, while obtaining maximum reasonable beneficial use of our natural resources while ensuring safe and adequate water supply.
- Treat, filter and test water from the Florida Aquifer and the Savannah River to provide safe drinking water that complies with and often exceeds federal, state and local drinking water regulations.
- Operate and maintain the water distribution infrastructure necessary to deliver safe, potable water at sufficient pressure for current residential, commercial, industrial and institutional requirements, as well as fire protection demands.
- Install, repair and construct water mains and meters; conduct cross-connection testing and investigation; install and repair fire hydrants and conduct water, sewer and storm line location in accordance with the Georgia Dig Law.
- Collect and provide uninterrupted transportation of sanitary sewage by constructing, installing and repairing sanitary sewer gravity mains, including preparation and setup of bypass pumps when required for sewer main and lift station repairs.
- Facilitate efficient transportation of sanitary sewage.
- Operate and maintain lift station equipment and systems such as pumps, piping, valves, as well as electrical and ancillary facilities including portable generators.
- Provide premium, cost effective, permit compliant, continuous wastewater treatment; support conservation efforts and prepare wastewater for irrigation reuse, as well as potable water sales.
- Develop, recommend, and facilitate conservation plans and programs, including sourcewater protection, environmental sustainability and sustainable reclamation solutions.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 5,230,322	\$ 4,994,854	\$ 5,738,432
Water & Sewer Fund	29,394,295	32,605,129	35,292,863
Industrial & Domestic Water Fund	6,595,383	7,668,523	7,972,179
<b>Total Revenue</b>	<b>\$ 41,220,000</b>	<b>\$ 45,268,506</b>	<b>\$ 49,003,475</b>
Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 19,231,952	\$ 19,581,936	\$ 22,466,254
Outside Services	10,525,388	12,119,333	13,170,377
Commodities	5,606,921	6,506,744	6,870,831
Internal Services	4,212,826	4,642,304	5,110,914
Capital Outlay	169,335	214,709	262,000
Interfund Transfers	1,388	815,527	-
Other Expenditures	1,472,190	1,387,953	1,123,098
<b>Total Expenditures</b>	<b>\$ 41,220,000</b>	<b>\$ 45,268,506</b>	<b>\$ 49,003,475</b>
Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Water Resources Administration	\$ 510,064	\$ 522,637	\$ 633,076
Water Supply & Treatment	5,302,892	5,776,106	6,552,038
Water Planning & Engineering	1,534,836	1,527,570	1,577,768
Stormwater Management	5,230,322	4,994,854	5,738,432
Water Distribution & Conveyance	13,304,705	14,564,786	15,739,764
Water Reclamation	8,741,798	10,214,030	10,790,217
I&D Water Plant	6,595,383	7,668,523	7,972,179
<b>Total Expenditures</b>	<b>\$ 41,220,000</b>	<b>\$ 45,268,506</b>	<b>\$ 49,003,475</b>

*Numbers are subject to rounding.*

## Authorized Positions

Water Resources	2020 FTE	Grade
Administrative Assistant	7.00	106
Administrative Clerk	1.00	102
Administrative Secretary	1.00	105
Asset Management Coordinator	2.00	112
Carpenter	1.00	107
Chemist	2.00	115
Civil Engineer	2.00	116
Construction Inspector	15.00	111
Contract Coordinator	1.00	111
Customer Service Representative	5.00	103
Director, Stormwater Operations	1.00	308
Director, Water & Sewer Conveyance & Distribution	1.00	308
Director, Water & Sewer Operations	1.00	307
Director, Water & Sewer Planning	1.00	308
Director, Water Reclamation	1.00	308
Director, Water Supply & Treatment	1.00	308
Electrician	1.00	108
Electronic Control Technician	12.00	111
Electronic Control Technician Supervisor	1.00	113
Engineering Technician	2.00	108
Environmental Affairs Manager	1.00	115

<b>Water Resources (continued)</b>	<b>2020 FTE</b>	<b>Grade</b>
GIS Analyst	2.00	113
GIS Technician	1.00	110
Heavy Construction Equipment Operator	8.00	108
Heavy Equipment Operator	21.00	107
Industrial Pretreatment Coordinator	1.00	111
Industrial Pretreatment Technician	2.00	109
Laboratory Manager	1.00	119
Laboratory Supervisor	2.00	112
Laboratory Technician	7.00	107
Maintenance Crew Chief	18.00	110
Maintenance Superintendent	3.00	117
Maintenance Supervisor	13.00	113
Maintenance Worker	24.00	102
Medium Equipment Operator	6.00	105
Microbiologist	1.00	115
Painter	2.00	103
Permit Specialist	1.00	103
Plant Operator	35.00	107
Principal Plant Operator	3.00	110
SCADA Analyst	1.00	113
SCADA Manager	1.00	120
SCADA Technician	1.00	110
Senior Administrative Assistant	1.00	109
Senior Carpenter	1.00	108
Senior Civil Engineer	7.00	120
Senior Laboratory Technician	3.00	109
Senior Maintenance Worker	17.00	103
Senior Maintenance Worker II	4.00	104
Senior Plant Operator	2.00	108
Senior Water & Sewer Maintenance Mechanic	16.00	110
Senior Water & Sewer Television Inspector	3.00	110
Stormwater Development & Environmental Manager	1.00	120
Stormwater Maintenance Mechanic	1.00	109
Stormwater Management Manager	1.00	120
Supply Clerk	2.00	103
Television Inspection Technician	2.00	106
Water Meter Reader	5.00	102
Water & Sewer Building Maintenance Supervisor	1.00	112
Water & Sewer Locator Technician	3.00	107
Water & Sewer Maintenance Mechanic	12.00	107
Water & Sewer Manager	6.00	120
Water & Sewer Meter Shop Supervisor	1.00	110
Water & Sewer Modeling Technician	1.00	111
Water & Sewer Project Coordinator	1.00	115
Water & Sewer Superintendent	7.00	117
Water & Sewer Supervisor	12.00	113
Water Meter Technician	7.00	105
Water Services Supervisor	1.00	113
Water Supply Process Engineer	1.00	117
<b>Total Full-Time Equivalents</b>	<b>333.00</b>	



### Overview

The Greenscapes Department maintains the greenways, landscaping, public rights-of-way, urban forest, squares and monuments to improve safety, mobility and neighborhood connectivity while preserving and restoring the unique character and appearance of the City. Greenscapes became a stand-alone department in mid-2019, formerly part of Public Works & Water Resources.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization

### Key Business Services

- ✓ Park and Conservation Area Maintenance
- ✓ Tree Maintenance and Preservation
- ✓ Rights-of-Way, Landscape and Greenspace Maintenance

### Core Responsibilities

- Provide vegetation maintenance, mowing, servicing and maintaining rights-of-way, ditches, canals, lanes, City-owned parcels, parks, historic squares and monuments to improve visibility, prevent flooding and preserve safe accessibility.
- Manage the City-wide urban forest and Tree Preservation Ordinance tree maintenance programs for the City, including tree trimming, planting, pruning, stump grinding, removal inspections and permitting, pest control and fertilization.
- Provide landscape maintenance services including litter control, pressure washing, plant maintenance, maintenance and repair of irrigation systems, landscape and hardscape installation and landscape design.
- Maintain the character and appeal of public squares and greenspaces by preserving, restoring and repairing decorative fountains and monuments.
- Manage special park and square development capital projects that maintain, extend and create public greenspace to revitalize neighborhoods, increase mobility and neighborhood connectivity while providing safe and attractive areas for cultural enrichment and economic development.

## FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 11,225,931	\$ 13,546,818	\$ 14,531,646
Per Occupied Room (POR) Fee Fund	893	292,494	298,201
<b>Total Revenue</b>	<b>\$ 11,226,824</b>	<b>\$ 13,839,312</b>	<b>\$ 14,829,847</b>
<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 5,829,068	\$ 6,590,405	\$ 7,739,896
Outside Services	2,996,007	4,014,323	4,465,562
Commodities	627,636	775,801	672,500
Internal Services	1,249,219	1,422,350	1,262,180
Capital Outlay	28,823	44,688	10,500
Interfund Transfers	-	675,543	-
Other Expenditures	496,071	316,202	679,209
<b>Total Expenditures</b>	<b>\$ 11,226,824</b>	<b>\$ 13,839,312</b>	<b>\$ 14,829,847</b>
<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Greenscapes Administration	\$ 11,225,931	\$ 6,051,705	\$ 1,185,068
Parks Maintenance	893	3,358,716	5,949,639
Urban Forestry	-	2,160,520	3,619,722
Right-of-Way Mowing	-	2,268,371	4,075,418
<b>Total Expenditures</b>	<b>\$ 11,226,824</b>	<b>\$ 13,839,312</b>	<b>\$ 14,829,847</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Greenscapes</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Secretary	1.00	105
Aerial Lift Specialist	8.00	108
Customer Service Representative	1.00	103
Forestry Inspector	2.00	111
Greenscapes Manager	1.00	120
Ground Operations Specialist	5.00	105
Grounds Equipment Maintenance Specialist	2.00	107
Heavy Equipment Operator	1.00	107
Landscape Architect	1.00	117
Landscape Manager	1.00	120
Landscape Specialist	3.00	105
Maintenance Crew Chief	13.00	110
Maintenance Specialist	3.00	105
Maintenance Superintendent	1.00	117
Maintenance Supervisor	10.00	113
Maintenance Worker	31.00	102
Medium Equipment Operator	12.00	105
Park & Tree Manager	2.00	120
Pruning Specialist	3.00	106
Senior Director, Greenscapes	1.00	310
Senior Maintenance Worker	23.00	103
Senior Maintenance Worker II	1.00	104
Urban Forestry Operations Crew Chief	2.00	110
<b>Total Full-Time Equivalents</b>	<b>130.00</b>	



# Economic Development

## Overview

The Economic Development Department is responsible for administering and coordinating the City's economic and small business development programs to foster a strong local economy, spur business and job growth and provide for a better quality of life in Savannah. The department focuses on programs and activities that are geared toward improving economic opportunities and increasing financial well-being for individuals, families and small businesses of Savannah.

## Linkage to Strategic Priorities and Results

- ✓ Neighborhood Revitalization
- ✓ Economic Strength and Poverty Reduction

## Key Business Services

- ✓ Economic and Small Business Development
- ✓ Local Small and Disadvantaged Business Enterprise Development
- ✓ Business Advocacy
- ✓ Contract Compliance
- ✓ Corridor Revitalization

## Core Responsibilities

- Encourage a diversity of economic and small business development activities in Savannah that promote a full range of employment and income opportunities for residents.
- Ensure that small and disadvantaged business enterprises have fair opportunities to participate in the City's economic development by administering the Savannah Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) certification programs, and by developing, maintaining and distributing a small and disadvantaged business enterprise directory.
- Establish annual goals and objectives for the City's economic and small business programs, evaluate performance and prepare an annual report on achievements.
- Provide business outreach, support and direct assistance as necessary to facilitate business development in conjunction with other organizations working to attract, retain and expand business in the City.
- Coordinate the City's economic and small business development efforts with other public-private economic development organizations within the Savannah region.
- Collaborate with City agencies, businesses, residents and other community partners to address and improve physical and economic conditions along distressed commercial corridors.
- Coordinate training and support services to prospective and existing entrepreneurs through the Savannah Entrepreneurial Center.

## FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 502,708	\$ 430,296	\$ 582,023
<b>Total Revenues</b>	<b>\$ 502,708</b>	<b>\$ 430,296</b>	<b>\$ 582,023</b>
<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 397,428	\$ 323,049	\$ 463,450
Outside Services	62,924	57,072	63,501
Commodities	3,355	4,030	3,930
Internal Services	39,001	46,070	36,142
Other Expenditures	-	75	15,000
<b>Total Expenditures</b>	<b>\$ 502,708</b>	<b>\$ 430,296</b>	<b>\$ 582,023</b>

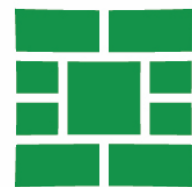
*Numbers are subject to rounding.*

## Authorized Positions

<b>Economic Development</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Coordinator	1.00	112
Economic Development Manager	1.00	119
Community Projects Technician	1.00	105
Program Coordinator	2.00	111
Senior Director, Economic Development	1.00	308
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	



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# Community Services

*Savannah is a City comprised of diverse, vibrant neighborhoods. Neighborhoods are where we raise our families, socialize with our neighbors, buy goods and services and build a sense of civic pride. It is essential that the City focuses on key neighborhood issues like accessible housing and recreation facilities and programs, as well as those things that weaken us like poverty and blight. The City of Savannah will do its part to help raise our residents out of poverty, ready youth and adults to participate in the economy and be self-sufficient, promote a safe, clean and healthy environment and work in partnership with community members to build and sustain vibrant neighborhoods. Our vision is "Savannah is an extraordinary place to live, learn and prosper." The City is committed to that vision and creating a sense that we are "One City".*



### Service Center Overview

Community Services works to improve the quality of life in Savannah through activities that involve planning and development, neighborhood revitalization, parks and recreation, youth and family services, employment services, housing rehabilitation and financing. The Chief Community Services Officer (CCSO) provides oversight and executive support to 6 departments: Cultural Resources, Code Compliance, Human Services, Housing & Neighborhood Services, Recreation & Leisure Services and Sanitation.

### Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Executive Leadership
- ✓ Housing Development, Rehabilitation and Financing
- ✓ Youth and Family Services
- ✓ Neighborhood Planning and Enhancement
- ✓ Recreation and Leisure Services
- ✓ Arts and Cultural Resources
- ✓ Grants Management and Administration
- ✓ Code Enforcement
- ✓ Solid Waste Management, Recycling Services, Street Cleaning and Litter Control

## Core Responsibilities

- Manage and direct operational activities through assigned departments; provide management direction and guidance to department directors in planning, organizing, coordinating and implementing programs affecting assigned areas of responsibility.
- Develop recommendations on City-wide work methods, operating policies, operating procedures, program services and other administrative issues.
- Maximize effectiveness and efficiency of operations by identifying and sharing available resources within assigned departments; develop and implement improvements; determine service delivery levels by addressing problems and complaints and assessing the needs of citizens and the public.
- Research and develop additional revenue sources and implement City objectives through the completion of special projects as requested by the City Manager; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations and direct and implement changes.
- Oversee and participate in the development and administration of the assigned segment of the City budget; approve the forecast of funds needed by service area assigned for staffing, equipment, materials and supplies.
- Provide leadership in developing a culture that values people and their differences and is free from inequities and barriers to people reaching their full potential and focuses on delivering quality core services.
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the department.
- Respond to and resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend and explain City policies, procedures, programs and activities; resolve sensitive and controversial issues; respond to public relations requests and coordinate media announcements.
- Develop strategies that provide citizens with clean, safe neighborhoods and access to quality housing, recreational facilities, leisure opportunities and supportive services.
- Develop partnerships among all levels of government and the private sector, including for-profit and non-profit organizations that help build and sustain our community.
- Ensure that work program activities comply with budgetary guidelines and that objectives are met regularly; monitor progress through various reporting systems.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 14,236,422	\$ 7,934,398	\$ 18,432,707
Community Development Fund	3,478,277	5,369,417	5,114,081
Grant Fund	7,384,526	5,452,164	634,117
Sanitation Fund	23,155,274	25,227,888	25,405,984
<b>Total Revenue</b>	<b>\$ 48,254,499</b>	<b>\$ 53,983,867</b>	<b>\$ 49,586,888</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 23,604,849	\$ 26,512,977	\$ 27,538,388
Outside Services	6,403,571	7,376,825	8,049,817
Commodities	2,450,103	2,684,239	2,824,817
Internal Services	3,581,282	4,372,346	4,635,870
Capital Outlay	52,618	114,316	78,500
Debt Service	3,374,382	3,703,455	1,501,790
Interfund Transfers	426,424	4,445,609	658,614
Other Expenses	8,361,271	4,774,101	4,299,092
<b>Total Expenditures</b>	<b>\$ 48,254,499</b>	<b>\$ 53,983,867</b>	<b>\$ 49,586,888</b>

Expenditure by Department	2018 Actuals	2019 Projected	2020 Adopted
Office of the CSO	\$ 396,115	\$ 460,202	\$ 476,487
Cultural Resources	649,590	1,606,259	1,643,506
Code Compliance	3,150,759	3,871,894	4,022,304
Human Services*	10,563,128	10,821,662	5,655,189
Housing & Neighborhood Services	1,526,777	2,402,213	1,963,380
Recreation & Leisure Services	8,812,857	9,593,749	10,420,037
Sanitation	23,155,274	25,227,888	25,405,984
<b>Total Expenditures</b>	<b>\$ 48,254,499</b>	<b>\$ 53,983,867</b>	<b>\$ 49,586,888</b>

Numbers are subject to rounding.  
\*See Human Services.

## Authorized Positions

Community Services	2019 FTE	2020 FTE	FY19-20 Difference
Office of the Chief Community Services Officer	4.00	4.00	0.00
Cultural Resources*	10.50	11.50	1.00
Human Services	38.00	31.00	-7.00
Code Compliance	45.00	45.00	0.00
Housing & Neighborhood Services	21.00	21.00	0.00
Recreation & Leisure Services	129.93	125.62	-4.31
Sanitation	195.00	195.00	0.00
<b>Total Full Time Equivalents</b>	<b>443.43</b>	<b>433.12</b>	<b>-10.31</b>

\*Municipal Archives moved to Municipal Operations in 2020.



# Cultural Resources



## Overview

The Cultural Resources Department offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. The department accomplishes this by coordinating visual and performing arts programs; managing services purchased from Savannah's cultural agencies; producing and presenting classes, workshops, festivals, youth programs, exhibitions and performances. Provides technical assistance to arts professionals and cultural organizations while marketing Savannah's rich cultural offerings.

## Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government
- ✓ Neighborhood Revitalization

## Key Business Services

- ✓ Contracts and Grants Management
- ✓ Arts and Cultural Programming

## Core Responsibilities

- Support and promote the development of local, cultural institutions and community organizations sponsoring cultural activities and audiences.
- Provide liaison and administrative support to the Cultural Affairs Commission towards the goal of stimulating increased awareness; develop cultural resources; encourage new cultural services and increase the use of these resources.
- Encourage and facilitate greater and more efficient use of public and private resources for the development and support of the arts.
- Serve as a liaison between the City, other governmental agencies, the private sector and art and cultural groups on cultural matters.
- Administer the City's programs of financial support to public and private non-profit cultural organizations.
- Assist in promoting the City as a tourist destination through the support and advancement of cultural institutions.
- Provide engaging and educational opportunities to experience Savannah's history and culture.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 649,590	\$ 1,606,259	\$ 1,643,506
<b>Total Revenue</b>	<b>\$ 649,590</b>	<b>\$ 1,606,259</b>	<b>\$ 1,643,506</b>

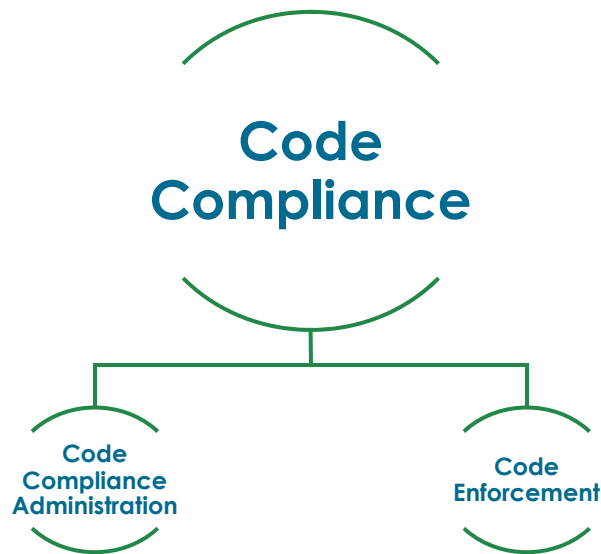
Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 427,349	\$ 555,117	\$ 718,109
Outside Services	174,685	125,516	139,476
Commodities	17,110	56,203	63,948
Internal Services	30,446	29,522	41,573
Other Expenses*	-	839,900	680,400
<b>Total Expenditures</b>	<b>\$ 649,590</b>	<b>\$ 1,606,259</b>	<b>\$ 1,643,506</b>

*Numbers are subject to rounding.*

*\*Cultural Contributions moved to Cultural Resources in 2019. See Appendix for details.*

## Authorized Positions

Cultural Resources	2020 FTE	Grade
Arts Program Coordinator	1.00	110
Audio/Video Production Specialist	1.00	110
Building Maintenance Technician I	1.00	107
Cultural Services Contract Coordinator	1.00	112
Customer Service Representative	1.50	103
Marketing Coordinator	1.00	112
Performing Arts Program Coordinator	1.00	113
Senior Administrative Assistant	1.00	109
Senior Director, Cultural Resources	1.00	308
Visual Arts Specialist	2.00	105
<b>Total Full-Time Equivalents</b>	<b>11.50</b>	



### Overview

The Code Compliance Department enforces housing, property maintenance, sanitation and zoning codes to promote a safe, clean and healthy environment. Oversight includes open or structurally unsound vacant structures, overgrown lots with litter and debris, derelict or abandoned vehicles and unsafe occupied residential dwellings. Code Compliance 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 educates the public on code compliance requirements and ordinances. This department is also responsible for regulatory enforcement of short-term vacation rentals, parking and tour permits for motor coaches, horse-drawn carriage tours, pedicab, food vendors, vehicles for hire and towing operators.

### Linkage to Strategic Priorities and Results

- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ City Code Enforcement
- ✓ Property Maintenance Standards
- ✓ Public Nuisance Violation Enforcement
- ✓ Unsecured Vacant Buildings
- ✓ Regulatory Enforcement of Vehicles for Hire
- ✓ Zoning Code Compliance Including Short-Term Vacation Rentals
- ✓ Public Education on Code Requirements



### Core Responsibilities

- Handle all aspects of the enforcement of the City's Codes with a focus on compliance while adhering to a high standard of customer service; administer the preparation and processing of enforcement actions against violators of the Savannah Code of Ordinances as may be applicable.
- Promote health and public safety by encouraging compliance with environmental and business regulations, historic preservation, neighborhood enhancement codes and other property standards.
- Provide regulatory oversight of Short-Term Vacation Rental Ordinance.
- Ensure that vacant houses and buildings meet minimum standards for property maintenance and preservation efforts. Prepare and issue violation notices to property owners and tenants; issue summons to code violators; and provide testimony in Recorder's Court.
- Enforce ordinances applicable to motorized and non-motorized tours.
- Inspect and enforce nuisance violations on private or residential properties.
- Inspect and enforce sanitation violations that occur at restaurants, bars and all other commercial businesses.
- Inspect and track vacant houses and properties to ensure that owners are complying with City ordinances applicable to the minimum standards required for vacant structures.
- Educate residents, property owners and businesses on their responsibilities pertaining to the Savannah Code of Ordinances.
- Aggressively address issues of blight throughout the City.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 3,150,759	\$ 3,871,894	\$ 4,022,304
<b>Total Revenue</b>	<b>\$ 3,150,759</b>	<b>\$ 3,871,894</b>	<b>\$ 4,022,304</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 2,335,758	\$ 2,689,987	\$ 2,847,430
Outside Services	475,528	601,550	559,296
Commodities	76,463	116,255	147,000
Internal Services	227,488	302,429	342,096
Interfund Transfers	-	143,835	-
Other Expenses	35,523	17,838	126,482
<b>Total Expenditures</b>	<b>\$ 3,150,759</b>	<b>\$ 3,871,894</b>	<b>\$ 4,022,304</b>

*Numbers are subject to rounding.*

## Authorized Positions

Code Compliance	2020 FTE	Grade
Administrative Assistant	1.00	106
Code Compliance Manager	2.00	120
Code Compliance Officer	11.00	109
Code Compliance Supervisor	5.00	112
Code Compliance Technician	1.00	106
Customer Service Representative	3.00	103
Revenue Investigator	1.00	108
Senior Code Compliance Officer	12.00	110
Senior Administrative Assistant	1.00	109
Senior Director, Code Compliance	1.00	310
Tourism Compliance Officer	4.00	102
Transportation Compliance Officer	2.00	106
Zoning Inspector	1.00	110
<b>Total Full-Time Equivalents</b>	<b>45.00</b>	



### Overview

The Human Services Department is responsible for the management, operation and coordination of social and supportive services for youth, adults and families. The department oversees collaborations and partnerships with the faith-based community and non-profit organizations providing community-directed services to families and individuals to assist them in reaching self-sufficiency. The department also administers federally-funded community development and workforce programs while managing the operation of community resource centers.

### Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government
- ✓ Neighborhood Revitalization
- ✓ Public Safety

### Key Business Services

- ✓ Emergency Assistance
- ✓ Information and Referral
- ✓ Grants Management
- ✓ Community Partnerships
- ✓ Youth Programs
- ✓ Senior Services
- ✓ Employment Training
- ✓ Neighborhood Leadership Training and Support

### Core Responsibilities

- Undertake human services, referral and family assistance activities that collectively assist low and moderate income youths, individuals, elderly and families.
- Offer programs and services for youth to meet needs and provide positive experiences in a safe environment.
- Seek grant funding to supplement and expand human services delivery.

- Develop and recommend purchase of service agreements with non-profit agencies and coordinate related activities; provide oversight of community partnership agreements including proposal review, contract negotiation and performance outcomes development.
- Operate resource centers offering residents access to services including the provision of community-based services which include intake assessment and connection or referral to various comprehensive services that assist families and individuals in achieving self-sufficiency.
- Coordinate with federal, state, county and public and private non-profit and for-profit organizations in the provision of comprehensive community-based support services for residents and apply for federal and state assistance to aid in funding the department's activities.
- Provide youth, unemployed, underemployed and dislocated workers with workforce training and employment assistance.
- Support poverty-reduction initiatives of Step Up Savannah and fund administrative costs.

### FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
General Fund	\$ 1,227,102	\$ 2,399,653	\$ 1,867,273
Grant Fund	7,384,526	5,452,164	634,117
Community Development Fund	1,951,501	2,969,845	3,153,799
<b>Total Revenue</b>	<b>\$ 10,563,128</b>	<b>\$ 10,821,662</b>	<b>\$ 5,655,189</b>

<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 2,678,787	\$ 3,228,041	\$ 2,541,780
Outside Services	1,710,452	2,077,053	1,477,420
Commodities	532,175	338,744	203,715
Internal Services	544,901	665,886	371,374
Debt Service	106,270	209,000	203,675
Interfund Transfers	-	3,445,938	-
Other Expenses	4,990,543	857,000	857,225
<b>Total Expenditures</b>	<b>\$ 10,563,128</b>	<b>\$ 10,821,662</b>	<b>\$ 5,655,189</b>

<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Step Up Savannah	\$ 292,592	\$ 280,767	\$ 302,520
Human Services – Administration*	934,510	2,118,886	1,564,753
Grants & Contracts**	1,625,814	1,742,504	1,551,890
Family & Community Services	-	380,600	546,012
Resource & Success Centers	325,687	429,291	357,451
Pennsylvania Ave. Resource Center	-	417,450	698,447
WorkSource Coastal***	7,384,526	5,452,164	634,117
<b>Total Expenditures</b>	<b>\$ 10,563,128</b>	<b>\$ 10,821,662</b>	<b>\$ 5,655,189</b>

Numbers are subject to rounding.

\*Community Partnerships Program moved to Human Services in 2019. See Appendix for details.

\*\*Includes some Continuum of Care administrative expenditures.

\*\*\*On Jun. 20, 2019, City Council resolved to relinquish the City's role as the Workforce Innovation and Act Opportunity Grant Recipient, Fiscal Agent, CEO and Administrative Entity for the Region 12 Coastal Workforce Development Board, effective Dec. 31, 2019.

## Authorized Positions

<b>Human Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Clerk	1.00	102
Assistant Director, Human Services	1.00	305
Community Outreach Coordinator	7.00	110
Community Program Specialist	1.00	107
Community Services Manager	1.00	118
Educational Specialist	1.00	110
Grants Manager	1.00	119
Park & Recreation Resource Center Manager	1.00	118
Principal Program Analyst	1.00	114
Program Analyst	3.00	111
Program Coordinator	2.00	111
Recreation Services Activity Coordinator	2.00	108
Recreation Services Leader	3.00	106
Resource Center Manager	1.00	118
Senior Director, Human Services	1.00	308
Senior Administrative Assistant	1.00	109
Youthbuild Program Coordinator	1.00	111
<b>Total Full-Time Equivalents</b>	<b>31.00</b>	



### Overview

The Housing & Neighborhood Services Department manages and coordinates the City's housing and neighborhood enhancement programs through initiatives which help create and support strong and vibrant neighborhoods, encouraging a sense of community. Departmental activities include housing repair, construction and development in addition to comprehensive neighborhood planning and implementation. Housing & Neighborhood Services leverages private investments to support housing development and neighborhood improvement; oversees the Savannah Affordable Housing Fund; and provides administrative oversight and support to the Chatham-County/Savannah Land Bank Authority.

### Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government

### Key Business Services

- ✓ Housing Repair, Construction, Development and Financing
- ✓ Neighborhood Planning, Improvement and Revitalization
- ✓ Blighted, Abandoned Property Acquisition and Redevelopment

### Core Responsibilities

- Administers entitlements and other federal and state grant programs that support housing and urban development for the City.
- Research and implement opportunities for the development and retention of affordable housing in the city while acting as the coordinating body for housing-related activities in the City of Savannah.
- Pursue partnerships and local funding sources to leverage private investments for housing.

## FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ -	\$ 2,641	\$ 3,098
Community Development Fund	1,526,777	2,399,572	1,960,282
<b>Total Revenue</b>	<b>\$ 1,526,777</b>	<b>\$ 2,402,213</b>	<b>\$ 1,963,380</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 1,266,569	\$ 1,980,267	\$ 1,616,226
Outside Services	(74,669)	27,998	18,497
Commodities	28,579	29,983	31,731
Internal Services	298,166	355,834	290,593
Other Expenses	8,131	8,131	6,333
<b>Total Expenditures</b>	<b>\$ 1,526,777</b>	<b>\$ 2,402,213</b>	<b>\$ 1,963,380</b>

Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Housing Services	\$ 885,802	\$ 1,175,115	1,120,110
Neighborhood Services*	640,975	1,227,098	843,270
<b>Total Expenditures</b>	<b>\$ 1,526,777</b>	<b>\$ 2,402,213</b>	<b>\$ 1,963,380</b>

*Numbers are subject to rounding.*

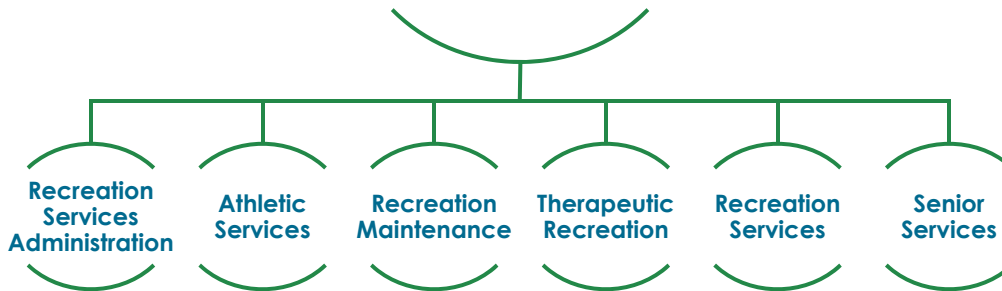
*\*Includes some Land Bank Authority administrative expenditures.*

## Authorized Positions

Housing & Neighborhood Services	2020 FTE	Grade
Administrative Assistant	1.00	106
Community Housing Services Director*	1.00	119
Construction & Rehabilitation Inspector	4.00	110
Housing Development Inspector	1.00	110
Housing Manager	3.00	119
Lending Coordinator	1.00	114
Loan Officer	5.00	108
Program Coordinator	1.00	111
Senior Administrative Assistant	1.00	109
Senior Director, Housing & Neighborhood Services	1.00	308
Senior Planner	1.00	114
Senior Program Analyst	1.00	112
<b>Total Full-Time Equivalents</b>	<b>21.00</b>	

*\*Outside Agency Business Partner, full-time interim position.*

# Recreation & Leisure Services



## Overview

The Recreation & Leisure Services Department is responsible for providing residents of Savannah and neighboring communities with access to quality recreational programs, well-maintained parks, community centers, sports facilities and open space areas. The department achieves these priorities by offering youth and adult athletic programs; managing neighborhood and regional community centers, outdoor pools and sports facilities; addressing recreation maintenance needs; providing supervised outdoor/playground activities; coordinating summer lunch programs; and managing senior services and therapeutic recreation activities.

## Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government

## Key Business Units/Core Services

- ✓ Athletic Programs
- ✓ Athletic Fields Maintenance
- ✓ Social Recreation Activities
- ✓ Summer Camps
- ✓ After-School Programs
- ✓ Aquatics
- ✓ Volunteer Services



### Core Responsibilities

- Provide high quality recreational services at City park facilities and community centers.
- Enforce rules and regulations relating to the use of City recreation and leisure services and facilities.
- Plan, administer and coordinate City recreation and leisure service education programs.
- Coordinate activities with other agencies while actively seeking funding for recreation and leisure services.
- Develop and provide affordable, convenient opportunities for recreational activities that enrich the quality of life for residents of Savannah.
- Coordinate youth and adult league play in baseball, basketball, cheerleading, football, softball and tennis.
- Operate after-school and summer camp activities for youth.
- Offer therapeutic recreation services for challenged youth and adults, including: Special Olympic skills, team sport participation and summer camps for youth and adults with diverse challenges.

### FY20 Resources

Revenue Source	2018 Actuals	2019 Projected	2020 Adopted
General Fund	\$ 8,812,857	\$ 9,593,749	\$ 10,420,037
<b>Total Revenue</b>	<b>\$ 8,812,857</b>	<b>\$ 9,593,749</b>	<b>\$ 10,420,037</b>

Expenditure by Type	2018 Actuals	2019 Projected	2020 Adopted
Personnel Services	\$ 6,273,463	\$ 7,029,754	\$ 7,612,297
Outside Services	1,737,634	1,214,973	1,260,405
Commodities	325,493	574,575	598,075
Internal Services	390,891	626,978	823,066
Capital Outlay	52,618	111,000	75,000
Other Expenses	32,758	36,468	51,194
<b>Total Expenditures</b>	<b>\$ 8,812,857</b>	<b>\$ 9,593,749</b>	<b>\$ 10,420,037</b>

Expenditure by Division	2018 Actuals	2019 Projected	2020 Adopted
Recreation & Leisure Administration	\$ 437,176	\$ 600,462	\$ 691,407
Athletic Services	1,098,842	1,027,047	1,197,962
Recreation Maintenance	849,506	1,088,350	1,320,030
Therapeutic Recreation	253,004	255,629	319,332
Recreation Services	4,058,342	4,576,191	4,584,381
Senior Services	2,115,986	2,046,070	2,306,926
<b>Total Expenditures</b>	<b>\$ 8,812,857</b>	<b>\$ 9,593,749</b>	<b>\$ 10,420,037</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Recreation &amp; Leisure Services</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Clerk	1.00	102
Administrative Secretary	1.26	105
Arts Program Coordinator	1.00	110
Asst. Dir, Recreation & Leisure Services	1.00	305
Athletics Manager	1.00	119
Clubhouse Attendant	2.00	102
Computer Services Specialist	1.00	108
Landscape Specialist	1.00	105
Lifeguard	6.99	102
Maintenance Assistant	0.50	102
Maintenance Crew Chief	3.00	110
Maintenance Superintendent	1.00	117
Maintenance Worker	6.00	102
Medium Equipment Operator	1.00	105
Program Coordinator	7.00	111
Rec Services Activity	22.24	108
Recreation Services Leader	51.58	106
Recreation Services Manager	1.75	110
Senior Administrative Assistant	1.00	109
Senior Director, Recreation & Leisure Services	1.00	313
Senior Lifeguard	2.85	103
Senior Maintenance Worker	4.00	103
Swimming Pool Supervisor	1.00	108
Therapeutic Specialist	1.20	105
Van Driver	2.25	102
<b>Total Full-Time Equivalents</b>	<b>125.61</b>	



### Overview

The Sanitation Department is responsible for providing solid waste management, recycling services, street cleaning and litter control services to promote community and environmental health and neighborhood vitality. The department addresses sanitation issues and ensures timely cleanliness of streets, lanes and rights-of-way which provides efficient collections management, processing, reclamation, recycling and disposal of residential and commercial solid waste generated within the City of Savannah.

### Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

### Key Business Services

- ✓ Residential Refuse Collection
- ✓ Refuse Disposal and Landfill Operations
- ✓ Street Cleaning
- ✓ Commercial Refuse Collection
- ✓ Recycling Services
- ✓ Litter Control
- ✓ Environmental Compliance

### Core Responsibilities

- Provide environmental compliance by supporting and monitoring solid waste collection and disposal operations.
- Ensure sanitation services are planned and executed on schedule.
- Provide education and outreach services to the public.
- Collect residential refuse, yard waste, bulk items and deceased animal removal throughout the City.

- Handle and dispose of non-hazardous solid waste collected within the City in accordance with all applicable State and Federal environmental standards. Operate 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.
- Maintain an acceptable level of cleanliness on all curbed and paved streets throughout the City through street sweeping, citation writing, front-end loader operation (cleaning areas that are inaccessible to street sweepers) and sign maintenance.
- Collect refuse from commercial and institutional establishments, collect and dispose of construction and demolition waste and maintain a container repair facility that ensures all containers meet standards for cleanliness, safety and health regulations.
- Provide residential curbside recycling, community and commercial drop-off recycling, special event recycling, public outreach and education and litter control throughout the City.

### FY20 Resources

<b>Revenue Source</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Sanitation Fund	\$ 23,155,274	\$ 25,227,888	\$ 25,405,984
<b>Total Revenue</b>	<b>\$ 23,155,274</b>	<b>\$ 25,227,888</b>	<b>\$ 25,405,984</b>

<b>Expenditure by Type</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Personnel Services	\$ 10,278,560	\$ 10,632,569	\$ 11,775,509
Outside Services	2,368,299	3,312,214	4,574,975
Commodities	1,465,562	1,563,559	1,774,428
Internal Services	2,071,993	2,369,321	2,743,406
Capital Outlay	-	3,316	3,500
Debt Services	3,268,112	3,494,455	1,298,115
Interfund Transfers	408,432	837,844	658,614
Other Expenses	3,294,317	3,014,610	2,577,436
<b>Total Expenditures</b>	<b>\$ 23,155,274</b>	<b>\$ 25,227,888</b>	<b>\$ 25,405,984</b>

<b>Expenditure by Division</b>	<b>2018 Actuals</b>	<b>2019 Projected</b>	<b>2020 Adopted</b>
Sanitation Administration	\$ 714,426	\$ 757,384	\$ 849,695
Residential Refuse	8,360,870	8,438,754	8,795,590
Refuse Disposal	6,931,580	7,585,274	6,515,585
Street Cleaning	2,831,831	3,010,834	3,220,266
Commercial Refuse	1,712,932	1,976,566	1,917,261
Recycling & Litter Services	2,603,634	3,459,075	4,107,587
<b>Total Expenditures</b>	<b>\$ 23,155,274</b>	<b>\$ 25,227,888</b>	<b>\$ 25,405,984</b>

*Numbers are subject to rounding.*

## Authorized Positions

<b>Sanitation</b>	<b>2020 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Clerk	2.00	102
Administrative Secretary	2.00	105
Asst. Dir, Sanitation	1.00	306
Commercial Refuse & Recycling Services Manager	1.00	120
Director, Commercial Refuse & Recycling Services	1.00	308
Director, Refuse Disposal	1.00	308
Director, Residential Disposal	1.00	308
Environmental Compliance	1.00	115
Heavy Construct Equipment	3.00	108
Heavy Equipment Operator	32.00	107
Landfill Manager	1.00	120
Maintenance Crew Chief	1.00	110
Maintenance Worker	5.00	102
Personnel Technician	1.00	107
Refuse Truck Operator	44.00	105
Residential Refuse Services Manager	1.00	120
Sanitation Education Coordinator	1.00	111
Sanitation Supervisor	10.00	112
Sanitation Worker	40.00	102
Senior Administrative Assistant	1.00	109
Senior Director, Sanitation	1.00	313
Senior Maintenance Worker	4.00	103
Senior Sanitation Worker	34.00	104
Street Cleaning Manager	1.00	120
Transfer Station Attendant	1.00	102
Vehicle Maintenance Coordinator	1.00	107
Welder	1.00	108
<b>Total Full-Time Equivalents</b>	<b>195.00</b>	

# Risk Management Fund

Risk Management focuses on providing an integrated program responsible for the protection and preservation of the City's resources and assets through loss prevention, loss control and loss financing. Within the Risk Management Fund, the City provides insurance to employees in the areas of long-term disability, life insurance and group medical/dental insurance. Given the diversity of the Risk Management Fund, the fund also accounts for general liability, workers' compensation, property and auto liability. The General, Enterprise, and Internal Service funds are billed to cover premiums, claims and to maintain an adequate reserve balance.

## Employee Benefits

Employee benefits include three basic categories: Social Security, Pension, and Insurance. Contributions to these categories include employer contributions and/or employee contributions. In 2020, employer contributions to employee benefits total \$44,024,440 while employee contributions total \$23,365,679.

- **Social Security:** The City will contribute \$9,019,264 to Social Security in 2020. City employees will contribute an equal amount for a total Social Security contribution of \$18,038,528.
- **Pension:** In 2020, the City's contribution to the Pension Fund is \$10,129,714. This annual employer contribution is based on the most recent recommendations of the independent Actuarial Report prepared for the City of Savannah Employees' Retirement Plan. City employees are required to contribute 6.65% of their earnings on a pre-tax basis.
- **Insurance:** In order to appropriately manage the health plan and maintain fund reserves while addressing increasing costs, contribution increases are planned. City contributions for health, life, disability, unemployment, and workers' compensation total \$24,875,462 in 2020. Total contributions for insurance protection include interest earned and other revenue sources.

Employer Contributions				
<u>Contributions</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
Social Security	\$ 8,372,105	\$ 8,221,647	\$ 9,019,264	9.7
Pension	9,451,435	9,327,835	10,129,714	8.6
Group Medical Insurance	21,528,293	19,164,027	21,176,612	0.5
Group Life Insurance	460,915	468,759	374,400	(20.1)
Disability Insurance	318,843	324,269	324,450	0.1
Unemployment				
Compensation	74,996	48,425	-	(100.0)
Workers' Compensation	3,923,650	3,992,421	3,000,000	(24.9)
<b>Total</b>	<b>\$ 44,130,237</b>	<b>\$ 41,547,382</b>	<b>\$ 44,024,440</b>	<b>6.0</b>

### Employee Contributions

	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Social Security	\$ 8,372,105	\$ 8,221,647	\$ 9,019,264	9.7
Pension	7,459,327	7,065,818	7,788,136	10.2
Group Medical Insurance	4,824,392	5,562,970	5,378,841	(3.3)
Group Life Insurance	999,909	1,134,075	1,179,438	4.0
<b>Total</b>	<b>\$ 21,655,733</b>	<b>\$ 21,984,510</b>	<b>\$ 23,365,679</b>	<b>6.3</b>

### Pension

	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 9,451,435	\$ 9,411,259	\$ 10,129,714	8.6
Airport Commission	940,290	1,071,737	934,631	(12.8)
Metropolitan Planning Commission	165,466	160,083	178,806	11.7
<b>Total</b>	<b>\$ 10,557,191</b>	<b>\$ 10,643,079</b>	<b>\$ 11,243,151</b>	<b>6.5</b>

### Group Medical Insurance

The 2020 City contribution to Group Medical Insurance is budgeted at \$21,176,612. Other significant contributions are from active and retired employees of the City. Outside agencies which include the Airport Commission and Metropolitan Planning Commission also participate in the medical plan.

### Medical Insurance

	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 21,528,293	\$ 19,164,027	\$ 21,176,612	10.5
Employee	4,824,392	5,562,970	5,378,841	(3.3)
Retiree	1,137,722	1,365,673	1,928,883	41.2
Retiree – Medicare Advantage	946,002	994,088	1,049,658	5.6
Outside Agencies	420,233	433,047	450,389	4.0
Interest Earned	52,324	-	-	0.0
Draw (Contribution) on Reserves	(3,258,720)	3,225,070	-	(100.0)
<b>Total</b>	<b>\$ 25,650,246</b>	<b>\$ 30,744,875</b>	<b>\$ 29,984,383</b>	<b>9.0</b>

### Medical Insurance (continued)

	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Medical/Drug Claims	\$ 21,734,727	\$ 26,821,819	\$ 25,865,314	(3.6)
Medicare Advantage	2,133,553	1,739,709	1,846,891	6.2
Administrative Charges	1,173,490	1,462,240	1,506,107	3.0
Actuarial Study Fees	61,434	50,000	50,000	0.0
Stop-Loss Coverage	545,706	671,107	716,071	6.7
Health Incentive Rebate	1,336	-	-	0.0
<b>Total</b>	<b>\$ 25,650,246</b>	<b>\$ 30,744,875</b>	<b>\$ 29,984,383</b>	<b>(2.5)</b>

### Group Life Insurance

The City provides eligible employees life insurance equal to one times annual earnings, rounded to the next higher thousand, to a maximum of \$100,000. The City also offers optional additional supplemental coverage which is paid for by the employee. In order to continue life insurance coverage after retirement, costs are incurred by retirees.

### Life Insurance

	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 460,915	\$ 483,989	\$ 374,400	(20.1)
Employee, Retiree, Agencies	999,909	1,066,580	1,179,438	4.0
Interest Earned	712	-	-	0.0
Draw (Contribution) on Reserves	(68,326)	(190,721)	-	(100.0)
<b>Total</b>	<b>\$ 1,393,210</b>	<b>\$ 1,359,848</b>	<b>\$ 1,553,838</b>	<b>14.3</b>

	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Life Insurance Premiums	\$ 1,393,210	\$ 1,359,848	\$ 1,553,838	14.3
<b>Total</b>	<b>\$ 1,393,210</b>	<b>\$ 1,359,848</b>	<b>\$ 1,553,838</b>	<b>14.3</b>



### Long Term Disability

The City provides long term disability coverage for employees at no cost to the employee. This plan provides income to employees who become disabled as a result of injury or sickness and are under a doctor's care during the entire time they are totally disabled.

Long Term Disability				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 318,843	\$ 324,269	\$ 324,450	0.1
Interest Earned	534	-	-	0.0
Draw (Contribution) on Reserves	(53,630)	(72,333)	(72,514)	0.3
<b>Total</b>	<b>\$ 265,747</b>	<b>\$ 251,936</b>	<b>\$ 251,936</b>	<b>0.0</b>
	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Long Term Disability Premiums	\$ 265,747	\$ 251,936	\$ 251,936	0.0
<b>Total</b>	<b>\$ 265,747</b>	<b>\$ 251,936</b>	<b>\$ 251,936</b>	<b>0.0</b>

### Unemployment Compensation

Unemployment insurance provides temporary financial assistance to workers unemployed through no fault of their own. Unemployment Compensation benefits are paid by the employer.

Unemployment Compensation				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 74,996	\$ 48,425	\$ -	(100.0)
Interest Earned	1,072	-	-	0.0
Draw (Contribution) on Reserves	(34,165)	34,880	83,304	138.8
<b>Total</b>	<b>\$ 41,902</b>	<b>\$ 83,304</b>	<b>\$ 83,304</b>	<b>0.0</b>
	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Claims/Legal Costs	\$ 41,902	\$ 83,304	\$ 83,304	0.0
<b>Total</b>	<b>\$ 41,902</b>	<b>\$ 83,304</b>	<b>\$ 83,304</b>	<b>0.0</b>

## Workers' Compensation

This program provides risk funding for claims by employees for work related injuries and is mandated by state law. This is an employer contribution.

Workers' Compensation				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 3,926,908	\$ 3,992,421	\$ 3,000,000	(24.9)
Stop Loss Reimbursement	23,515	327,618	100,000	(69.5)
State Insurance Trust Fund	30,298	45,811	100,000	118.3
Insurance Reimbursement	29,881	25,000	25,000	0.0
Interest Earned	45,096	-	-	0.0
Draw (Contribution) on Reserves	(43,268)	(260,491)	2,568,000	(1,086)
<b>Total</b>	<b>\$ 4,012,430</b>	<b>\$ 4,130,359</b>	<b>\$ 5,793,000</b>	<b>40.3</b>

	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Workers' Comp Wages				
Paid	\$ 828,277	\$ 855,433	\$ 1,100,000	28.6
Settlements	355,652	392,382	700,000	78.4
Permanent Disability				
Payments	176,427	228,047	400,000	75.4
Legal Expenses	108,535	135,000	155,000	14.8
Medical Claims	1,589,226	1,426,497	2,200,000	54.2
Cost Containment Fees	120,326	150,000	200,000	33.3
Insurance Premium	328,447	375,000	475,000	26.7
Administrative Expenses	501,873	560,000	560,000	0.0
Drug Testing	3,182	5,000	-	(99.9)
Other Expenses	485	3,000	3,000	0.0
<b>Total</b>	<b>\$ 4,012,430</b>	<b>\$ 4,130,359</b>	<b>\$ 5,793,000</b>	<b>40.3</b>

## Other Risk Management

In addition to the risk management program for Workers' Compensation, there are programs for Property, Judgments and Losses, and Auto Liability. These three programs are grouped together in one category as Other Risk Management. Contributions support financial goals to reduce the threat of accidents and other forms of risk to minimize the impact when losses occur. In addition, the Risk Management Fund Umbrella provides reserves against large losses.

### Property

This risk management program, which includes purchased property insurance, is designed to cover major losses occurring from such things as storm or fire damage. Money, securities/blanket and fidelity bonds are also covered.

Property				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 1,000,000	\$ 1,400,000	\$ 1,470,584	5.0
Interest Earned	9,975	-	-	0.0
Draw (Contribution) on Reserves	136,518	52,570	129,416	146.2
<b>Total</b>	<b>\$ 1,146,493</b>	<b>\$ 1,452,570</b>	<b>\$ 1,600,000</b>	<b>10.1</b>

	2018	2019	2020	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Contractual Services	\$ 61,877	\$ 152,570	\$ 200,000	31.1
Purchased Premiums	1,074,895	1,300,000	1,400,000	7.7
Administrative Expenses	9,721	-	-	0.0
<b>Total</b>	<b>\$ 1,146,493</b>	<b>\$ 1,452,570</b>	<b>\$ 1,600,000</b>	<b>10.1</b>

### Judgments and Losses

This program provides for the defense and payment of civil claims against the City of Savannah, which is uninsured. These claims involve general and professional litigation. Funds have been contributed to settle the remaining balance of a 2013 case as well as initiate contributions towards a case settled at the end of 2019, both of which were judgments in excess of \$10 million each.

Judgments & Losses				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
City	\$ 2,755,431	\$ 5,760,000	\$ 3,030,000	(47.4)
Interest Earned	26,447	-	-	0.0
Draw (Contribution) on Reserves	(1,592,053)	6,560,934	(1,000,000)	(116.2)
<b>Total</b>	<b>\$ 1,189,825</b>	<b>\$ 12,320,934</b>	<b>\$ 2,030,000</b>	<b>(83.5)</b>

### Judgments & Losses (continued)

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>% Change</b>
<b><u>Expenditures</u></b>	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
Contractual Services	\$ 11,102	\$ 20,000	\$ 20,000	0.0
Settlements	121,514	10,913,761	750,000	(93.1)
Legal Expenses	863,072	1,200,000	800,000	(33.3)
Claims	107,490	100,000	250,000	150.0
Employment Practices Liability/Legal Costs	86,215	76,195	200,000	162.5
Administrative Expenses	0	10,978	10,000	(8.9)
Other Expenses	432	-	-	0.0
<b>Total</b>	<b>\$ 1,189,825</b>	<b>\$ 12,320,934</b>	<b>\$ 2,030,000</b>	<b>(83.5)</b>

### Auto Liability

This program provides for the defense and payment of automobile liability claims against the City of Savannah and is uninsured (except for vehicles authorized for out-of-state travel).

### Auto Liability

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>% Change</b>
<b><u>Contributions</u></b>	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
City	\$ 1,070,000	\$ 4,753,722	\$ 865,443	(81.8)
Interest Earned	20,740	263,568	800	(100.0)
Draw (Contribution) on Reserves	(472,652)	(4,008,118)	624,257	(115.6)
<b>Total</b>	<b>\$ 618,088</b>	<b>\$ 1,009,172</b>	<b>\$ 1,490,500</b>	<b>47.6</b>

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>% Change</b>
<b><u>Expenditures</u></b>	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Adopted</u></b>	<b><u>2019-2020</u></b>
Settlements	\$ 0	\$ 350,000	\$ 800,000	128.6
Legal Expenses	234	5,000	25,000	400.0
Claims	407,431	450,445	450,000	(0.1)
Safety	1,872	10,000	10,000	0.0
Subrogation Fees	9,925	10,000	10,000	0.0
Insurance Premiums	59,730	50,000	60,000	20.0
Administrative Expenses	101,512	90,712	95,000	4.7
Drug Testing	36,539	40,000	40,000	0.0
Other Expenses	845	3,015	500	(83.4)
<b>Total</b>	<b>\$ 618,088</b>	<b>\$ 1,009,172</b>	<b>\$ 1,490,500</b>	<b>47.6</b>

### Risk Management Umbrella

The Risk Management Fund Umbrella provides reserves against large losses. Actual interest earned in 2018 is shown below. Estimated interest has been omitted for 2019 and 2020.

Risk Management Umbrella				
	2018	2019	2020	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2019-2020</u>
Interest Earned	\$ 22,270	\$ -	\$ -	0.0
<b>Total</b>	<b>\$ 22,270</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.0</b>

# Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund accounts for lodging tax revenue and related expenditures. One-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, the Savannah International Trade & Convention Center and the Civic Center to operate trade and convention facilities.

Revenues				
<u>Revenue Source</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
<u>Taxes</u>				
Hotel/Motel Tax	\$ 21,577,337	\$ 23,000,000	\$ 23,884,242	3.8
<b>Total</b>	<b>\$ 21,577,337</b>	<b>\$ 23,000,000</b>	<b>\$ 23,884,242</b>	<b>3.8</b>

Expenditures				
<u>Expenditure Area</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
Contribution to Visit Savannah	\$ 7,191,727	\$ 7,665,900	\$ 7,960,618	3.8
Contribution to Trade Center	2,909,430	3,075,575	3,186,127	3.6
Transfer to General Fund	10,788,669	11,500,000	11,942,121	3.8
Transfer to Civic Center Fund	\$ 687,513	\$ 758,525	\$ 795,376	4.9
<b>Total</b>	<b>\$ 21,577,337</b>	<b>\$ 23,000,000</b>	<b>\$ 23,884,242</b>	<b>3.8</b>

# Auto Rental Tax Fund

The Auto Rental Tax Fund accounts for excise taxes on charges to the public for vehicle rentals from various locations within the City. Funds derived for this source will be fully allocated to the Civic Center beginning in 2020 to cover debt derived from the construction of the arena. The revenue is utilized to support promote trade, commerce and tourism, as well as convention facility operations.

Revenues					
<u>Revenue Source</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>	
Taxes					
Auto Rental Tax	\$ 2,125,656	\$ 2,012,752	\$ 1,922,656	(4.5)	
<b>Total</b>	<b>\$ 2,125,656</b>	<b>\$ 2,012,752</b>	<b>\$ 1,922,656</b>	<b>(4.5)</b>	

Expenditures					
<u>Expenditure Area</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>	
Transfer to General Fund	\$ 531,414	\$ 503,188	\$ -	(100.0)	
Transfer to Civic Ctr.	1,594,242	1,509,564	1,922,656	27.4	
<b>Total</b>	<b>\$ 2,125,656</b>	<b>\$ 2,012,752</b>	<b>\$ 1,922,656</b>	<b>(4.5)</b>	

# Computer Purchase Fund

The Computer Purchase Fund is used to account for items that improve, maintain, and replace components of the City's computer network (personal computers, connections, servers and infrastructure). Fund revenue is primarily contributed through the Information Technology Department.

Revenues						
<u>Revenue Source</u>	<u>2018 Actual</u>		<u>2019 Projected</u>		<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
<u>Interfund Revenues</u>						
Computer Capital Charge	\$	761,145	\$	860,147	\$ 864,404	0.5
From Vehicle Replacement Fund		-		559,300	-	(100.0)
Subtotal-Interfund Revenues	\$	761,145	\$	1,419,447	\$ 864,404	(39.1)
<u>Interest Earned</u>						
Interest Earned	\$	18,706	\$	20,000	\$ 20,000	0.0
<u>Other Revenues</u>						
Reserve Draw/(Contribution)	\$	(74,344)	\$	(20,000)	\$ (20,000)	0.0
Total	\$	705,507	\$	1,419,447	\$ 864,404	(39.1)

Expenditures					
<u>Expenditures</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>	
Commodities	\$ 244,661	\$ 970,865	\$ 539,404	(44.4)	
Capital Outlay	66,295	66,295	50,000	(24.6)	
Other Costs	246,044	382,287	275,000	(28.1)	
Depreciation Expense	\$ 148,507	\$ -	\$ -	0.0	
<b>Total</b>	<b>\$ 705,507</b>	<b>\$ 1,419,447</b>	<b>\$ 864,404</b>	<b>(39.1)</b>	



# Vehicle Purchase Fund

The Vehicle Purchase Fund is used to account for acquisitions to the City's vehicle fleet. Revenue comes mainly from department vehicle use charges and fleet addition contributions, as well as sales revenue from vehicles retired from the fleet. Expenditures primarily reflect the purchase of replacement/new vehicles.

Revenues							
<u>Revenue Source</u>	<u>2018</u> <u>Actual</u>		<u>2019</u> <u>Projected</u>		<u>2020</u> <u>Adopted</u>	<u>% Change</u> <u>2019-2020</u>	
<u>Interfund Revenues</u>							
Vehicle Use Charges	\$	11,043,109	\$	10,095,738	\$	10,009,613	(0.9)
Vehicle Accessory Charges		350,015		151,030		151,030	0.0
Fleet Addition Contribution		3,432,923		1,983,312		151,926	(92.3)
Subtotal-Interfund Revenues	\$	14,826,047	\$	12,230,080	\$	10,312,569	(15.7)
<u>Interest Earned</u>							
Interest Earned	\$	339,884	\$	630,000	\$	630,000	0.0
<u>Other Revenues</u>							
Sales Revenue	\$	252,446	\$	530,000	\$	530,000	0.0
Reserve Draw/(Contribution)		(7,027,648)		(1,894,608)		(4,707,004)	148.4
Subtotal-Other Revenues	\$	(6,775,202)	\$	(734,608)	\$	(3,817,004)	206.1
Total	\$	8,390,728	\$	11,495,472	\$	6,765,565	(41.1)

Expenditures					
<u>Expenditures</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Projected</u>	<u>2020</u> <u>Adopted</u>	<u>% Change</u> <u>2019-2020</u>	
Outside Services	\$ 59,444	\$ 37,357	\$ 37,357	0.0	
Vehicular Equipment	-	10,797,380	6,579,351	(39.1)	
Capital Outlay	1,220,412	101,435	148,857	46.8	
Other Expenses	-	559,300	-	(100.0)	
Depreciation Expense	\$ 7,110,872	\$ -	\$ -	0.0	
<b>Total</b>	<b>\$ 8,390,728</b>	<b>\$ 11,495,472</b>	<b>\$ 6,765,565</b>	<b>(41.1)</b>	

# Radio Replacement Fund

The Radio Replacement Fund was established in 2015 and is used to account for the acquisition of replacement radios for City departments. Allocations are based on a plan providing for the orderly funding of radio units. Departments are charged a radio capital use charge to replenish the fund.

Revenues							
Revenue Source		2018 Actual		2019 Projected		2020 Adopted	% Change 2019-2020
<u>Interfund Revenues</u>							
Radio Capital Use Charge	\$	630,000	\$	470,000	\$	180,000	(61.7)
<u>Interest Earned</u>							
Interest Earned	\$	1,622	\$	-	\$	-	0.0
<u>Other Revenues</u>							
Reserve Draw/(Contribution)	\$	(35,513)	\$	-	\$	-	0.0
Total	\$	596,109	\$	470,000	\$	180,000	(61.7)

Expenditures							
<u>Expenditures</u>		2018 <u>Actual</u>		2019 <u>Projected</u>		2020 <u>Adopted</u>	% Change <u>2019-2020</u>
Commodities	\$	333,677	\$	470,000	\$	180,000	(61.7)
Depreciation Expense	\$	262,431	\$	-	\$	-	0.0
<b>Total</b>	<b>\$</b>	<b>596,109</b>	<b>\$</b>	<b>470,000</b>	<b>\$</b>	<b>180,000</b>	<b>(61.7)</b>

# Recorder's Court Technology Fee Fund

The Recorder's Court Technology Fee Fund is used to account for the City's share of revenue and expenditures associated with the technology fee assessed by the Recorder's Court of Chatham County.

Recorder's Court is authorized to collect a technology fee of \$5.00 for each criminal fine imposed. Revenue generated by this fee must be used exclusively to provide for technological needs of the Court.

The City of Savannah and Chatham County agreed to fund and operate a computerized judicial case management system in order to reduce cost and enhance the sharing of data across jurisdictional lines while improving productivity. Expenditures in 2018, 2019, and 2020 represent the City's contribution to this system.

Revenues						
<u>Revenue Source</u>		<u>2018 Actual</u>		<u>2019 Projected</u>		<u>2020 Adopted</u> <u>% Change 2019-2020</u>
<u>Interfund Revenues</u>						
Recorder's Court Technology Fee	\$	97,810	\$	120,000	\$	125,000   4.2
<u>Other Revenues</u>						
Reserve Draw/(Contribution)	\$	(89,539)	\$	-	\$	-   0.0
<b>Total</b>	<b>\$</b>	<b>8,271</b>	<b>\$</b>	<b>120,000</b>	<b>\$</b>	<b>125,000   4.2</b>

Expenditures							
<u>Expenditures</u>		2018 <u>Actual</u>		2019 <u>Projected</u>		2020 <u>Adopted</u>	<u>% Change 2019-2020</u>
Outside Services	\$	4,466	\$	100,000	\$	100,000	0.0
Commodities	\$	3,805	\$	20,000	\$	25,000	25.0
<b>Total</b>	<b>\$</b>	<b>8,271</b>	<b>\$</b>	<b>120,000</b>	<b>\$</b>	<b>125,000</b>	<b>4.2</b>

# Per Occupied Room Fee Fund

The Per Occupied Room (POR) Fee Fund was established in 2018 to separately identify funds that were previously accounted for in the General Fund. It is used to account for the proceeds and uses of the POR fee charged by the City on larger hotels located within the City's convention transportation special service district. The proceeds of this fee are used to provide transportation incentives to conventions held in Savannah and to also provide for downtown amenities.

Revenues				
<u>Revenue Source</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
<u>Fees for Other Services</u>				
Per Occupied Room Fee	\$ 1,625,177	\$ 1,547,583	\$ 1,578,393	2.0
<u>Other Revenues</u>				
Reserve Draw/(Contribution)	\$ (305,154)	\$ -	\$ -	0.0
<b>Total</b>	<b>\$ 1,320,023</b>	<b>\$ 1,547,583</b>	<b>\$ 1,578,393</b>	<b>2.0</b>

Expenditures				
<u>Expenditures</u>	<u>2018 Actual</u>	<u>2019 Projected</u>	<u>2020 Adopted</u>	<u>% Change 2019-2020</u>
Personnel	\$ -	\$ 61,638	\$ 97,501	58.2
Outside Services	1,319,130	1,415,755	1,463,073	3.3
Commodities	893	4,380	8,409	92.0
Internal Services	-	-	9,410	100.0
Capital Outlay	-	12,850	-	(100.0)
Vehicular Equipment	\$ -	\$ 52,960	\$ -	(100.0)
<b>Total</b>	<b>\$ 1,320,023</b>	<b>\$ 1,547,583</b>	<b>\$ 1,578,393</b>	<b>2.0</b>

## BUDGET RESOLUTION

**A RESOLUTION ADOPTING THE ANNUAL BUDGET FOR FISCAL YEAR 2020 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 2020 Service Program and Budget to the Mayor and Aldermen on November 13, 2019, and the City Manager also submitted the Capital Improvement Program for 2020-2024 on November 13, 2019; and

**WHEREAS**, the City Manager recommends a Living Wage Pay Provision for part-time and full-time benefit eligible city employees be set at the proposed wage and compensation rates; and

**WHEREAS**, the Proposed 2020 Service Program and Budget was made available for public review on November 13, 2019 and the time and place of the public hearing on the budget was advertised on November 10, 2019; and

**WHEREAS**, the Mayor and Aldermen conducted public hearings on the Proposed 2020 Service Program and Budget on November 18, 2019, and December 5, 2019, to receive citizen input on the proposed budget; and

**WHEREAS**, the Mayor and Aldermen directed that the following singular revision be made to the Proposed 2020 Service Program and Budget:

- Reduce contingency to appropriate funding for family preservation initiatives within the community

**NOW THEREFORE, BE IT RESOLVED** by the Mayor and Aldermen of the City of Savannah that the 2020 proposed budget, including all revisions is hereby approved and that:

**Section 1.** The following estimated revenues and appropriations are adopted for the indicated funds and service centers for the year 2019 (January 1, 2019 through December 31, 2019) and the year 2020 (January 1, 2020 through December 31, 2020):

	<u>Revised 2019</u>		<u>2020</u>	
<b>General Fund</b>				
Total estimated revenue	\$	205,114,499	\$	208,263,831
<b>Service Center Appropriations (General Fund):</b>				
Governance	\$	2,759,679	\$	2,347,629
Strategic Services:				
Administration	\$	1,084,033	\$	1,037,582
Financial Services	\$	3,946,579	\$	4,562,219
Human Resources	\$	2,105,742	\$	2,469,319
Management & Budget	\$	817,561	\$	1,025,661
Public Communications	\$	616,118	\$	675,232

	<u>Revised 2019</u>		<u>2020</u>	
Municipal Operations:				
Administration	\$	2,206,835	\$	2,295,249
Special Events, Film & Tourism	\$	956,344	\$	971,401
Internal Auditing	\$	370,170	\$	378,676
Real Estate Services	\$	9,737,480	\$	11,465,582
Recorder's Court	\$	2,495,240	\$	2,535,795
Infrastructure and Development:				
Administration	\$	1,461,319	\$	1,652,579
Economic Development	\$	430,296	\$	582,023
Greenscapes	\$	13,546,818	\$	14,531,646
Parking & Mobility Services	\$	11,571,792	\$	12,526,882
Development Services	\$	3,714,528	\$	3,665,206
Water Resources	\$	4,994,854	\$	5,738,432
Community Services:				
Administration	\$	460,202	\$	582,705
Human Services	\$	2,402,294	\$	1,870,372
Housing & Neighborhood Services	\$	-	\$	-
Recreation & Leisure Services	\$	9,593,749	\$	10,420,037
Cultural Resources	\$	1,606,259	\$	1,643,506
Code Compliance	\$	3,871,894	\$	4,022,304
Public Safety:				
Police	\$	58,220,345	\$	63,392,193
Fire	\$	33,206,518	\$	34,725,056
Other Governmental Services	\$	12,870,372	\$	5,976,030
Interfund Transfers	\$	20,067,477	\$	17,170,515
Total Appropriations	\$	205,114,499	\$	208,263,831
<b>Recorder's Court Technology Fund</b>				
Total estimated revenue	\$	200,000	\$	300,000
Total appropriations	\$	200,000	\$	300,000
<b>Public Safety Wireless Reserve</b>				
Total estimated revenue	\$	1,000,000	\$	1,000,000
Total appropriations	\$	1,000,000	\$	1,000,000
<b>Economic Development Fund (Section 108 Loan)</b>				
Total estimated revenue	\$	1,500,000	\$	1,500,000
Total appropriations	\$	1,500,000	\$	1,500,000



	<u>Revised 2019</u>		<u>2020</u>	
<b>Confiscated Assets Fund</b>				
Total estimated revenue	\$	400,000	\$	200,000
Total appropriations	\$	400,000	\$	200,000
<b>Debt Service Fund</b>				
Total estimated revenue	\$	20,000,000	\$	20,000,000
Total appropriations	\$	20,000,000	\$	20,000,000
<b>Special Assessment Debt Fund</b>				
Total estimated revenue	\$	100,000	\$	100,000
Total appropriations	\$	100,000	\$	100,000
<b>Per Occupied Room Fund</b>				
Total estimated revenue	\$	2,000,000	\$	2,000,000
Total appropriations	\$	2,000,000	\$	2,000,000
<b>Hotel/Motel Tax Fund</b>				
Total estimated revenue	\$	24,000,000	\$	23,884,242
Total appropriations	\$	24,000,000	\$	23,884,242
<b>Auto Rental Tax Fund</b>				
Total estimated revenue	\$	2,500,000	\$	1,922,656
Total appropriations	\$	2,500,000	\$	1,922,656
<b>Grant Fund</b>				
Total estimated revenue	\$	10,000,000	\$	3,374,865
Total appropriations	\$	10,000,000	\$	3,374,865
<b>Community Development Fund</b>				
Total estimated revenue	\$	10,000,000	\$	9,931,457
Total appropriations	\$	10,000,000	\$	9,931,457
<b>Housing/Property Acquisition Fund</b>				
Total estimated revenue	\$	2,100,000	\$	2,100,000
Total appropriations	\$	2,100,000	\$	2,100,000
<b>Hazardous Material Team Fund</b>				
Total estimated revenue	\$	500,000	\$	700,398
Total appropriations	\$	500,000	\$	700,398
<b>Public Safety Communications Fund</b>				
Total estimated revenue	\$	750,000	\$	-
Total appropriations	\$	750,000	\$	-
<b>Hurricane Recovery Fund</b>				
Total estimated revenue	\$	500,000	\$	5,000,000
Total appropriations	\$	500,000	\$	5,000,000

**Section 2.** In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2020

shall be increased by the amount of any purchase order encumbrances open as of December 31, 2019.

**Section 3.** 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 2019</u>	<u>2020</u>
<b>Capital Improvements Fund</b>		
Open project appropriations at year beginning	\$ 756,209,073	\$ 825,059,000
Add: New appropriations for projects	83,849,926	71,151,200
Less: Appropriations for closed projects	(15,000,000)	(15,000,000)
Open project appropriations at year end	\$ 825,059,000	\$ 881,210,200

**Section 4.** The capital improvement plan set forth in the Capital Improvements Program Recommendations 2020-2024 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2020-2024 follow.

	<u>2020 - 2024</u>
Public Buildings	\$ 25,915,788
Cemetery Improvements	980,000
Drainage Improvements	4,150,000
Other Improvements	15,024,212
Sanitation Improvements	1,000,000
Sewer Improvements	78,624,000
Squares and Monuments	3,694,196
Street Improvements	1,950,000
Traffic Improvements	1,200,000
Water Improvements	<u>49,206,000</u>
<b>Total</b>	<b>\$ 181,744,196</b>

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

**Section 5.** 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 6.** In order to maintain a balanced budget, it is authorized that the total 2019 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2019 revenues exceed estimated revenues. It is also authorized that any unused service center appropriations be transferred to the appropriation for Interfund Transfers for contribution to Capital Improvement Funds.

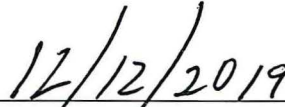
**Section 7.** For purposes of administering the budget, the legal level of control is designated to be the Service Center as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A. 36-81-1 et. seq.



SO PASSED AND ADOPTED, this 5<sup>TH</sup> day of December, 2019.



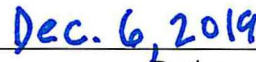
Eddie W. DeLoach, Mayor



Date



Patrick C. Monahan, City Manager

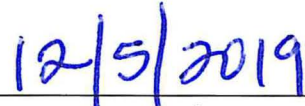


Date

ATTEST:



Mark Massey, Clerk of Council



Date



# 2020 Grade and Salary Tables

The City of Savannah's compensation program is committed to retaining and attracting highly-skilled, high-performing staff. The City expects all staff to consistently perform to high standards in their job duties, customer service, ethics and passion for public service. For this reason, the City of Savannah has established three pay plans; a unified pay plan for full-time general positions, a managerial pay plan for managers and public safety pay plan for non-exempt and exempt sworn positions. The implementation of this compensation plan asserts that the City of Savannah is committed to promoting organizational and community values.

Unified – Grade & Salary		
Grade	Min.	Max.
101	26,596	41,250
102	27,926	43,313
103	29,322	45,478
104	30,788	47,752
105	32,327	50,140
106	33,944	52,647
107	35,641	55,279
108	37,423	58,043
109	39,294	60,945
110	41,259	63,992
111	43,322	67,192
112	45,488	70,552
113	47,762	74,079
114	50,150	77,783
115	52,658	81,672
116	55,291	85,756
117	58,055	90,044
118	60,958	94,546
119	64,006	99,273
120	67,206	104,237
121	70,566	109,449
124	81,689	126,700

Managerial – Grade & Salary		
Grade	Min.	Max.
304	70,464	101,292
305	73,987	106,357
306	77,687	111,675
307	81,571	117,258
308	85,650	123,121
310	94,429	135,741
312	104,108	149,655
313	109,313	157,137
317	132,871	191,002

Public Safety Exempt – Grade & Salary		
Grade	Min.	Max.
<sup>1</sup> 509	80,000	95,096
<sup>2</sup> 510	85,000	108,808
<sup>1</sup> 511	96,000	106,000
<sup>2</sup> 512	106,000	120,000
<sup>1</sup> 513	110,000	140,000
<sup>2</sup> 514	120,000	150,000

<sup>1</sup>Police <sup>2</sup>Fire

Public Safety Non-Exempt Grade & Salary										
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
501	36,300									
502	38,000									
503	40,000									
504	44,110	45,213	46,343	47,502	48,689	49,907	51,154	52,433	53,744	55,088
505	56,000	57,400	58,835	60,306	61,813	63,358	64,942	66,566		
506	58,000	59,450	60,936	62,460	64,021	65,621	67,262	68,943	70,667	72,434
507	67,000	68,675	70,392	72,152	73,955	75,804	77,699	79,642		
508	75,000	76,875	78,797	80,767	82,786	84,856				

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
311 Action Center Manager	114	Assistant to Clerk of Council	108
Accountant	112	Assistant to the City Manager	308
Accounting Clerk	103	Athletics Manager	119
Accounting Technician	105	Audio/Video Production Specialist	110
Administrative Assistant	106	Auto Parts Buyer	108
Administrative Clerk	102	Billing Technician	108
Administrative Coordinator	112	Box Office Cashier	102
Administrative Secretary	105	Budget Analyst	114
Aerial Lift Specialist	108	Building & Electrical Maintenance Supervisor	113
Alderman	99	Building Inspector	110
Arts Program Coordinator	110	Building Maintenance Technician I	107
Asset Building Coordinator	112	Building Maintenance Technician II	108
Asset Management Coordinator	112	Building Official	308
Assistant Box Office Supervisor	108	Building Plans Examiner	112
Assistant City Attorney	310	Building Plans Examiner	112
Assistant City Manager/Chief, Infrastructure & Development Officer	317	Economic Development Manager	119
Assistant Director, Budget	305	Capital Project Manager	118
Assistant Director, Financial Services	305	Carpenter	107
Assistant Director, Fleet Services	304	Case Disposition Clerk	102
Assistant Director, Human Resources	305	Cashier	102
Assistant Director, Human Services	305	Cemetery Conservation Coordinator	113
Assistant Director, Information Technology	307	Cemetery Conservation Technician	107
Assistant Director, Parks & Recreation	305	Cemetery Events Coordinator	109
Assistant Director, Purchasing	304	Cemetery Services Coordinator	113
Assistant Director, Revenue	305	Chemist	115
Assistant Director, Sanitation	306	Chief Deputy Court Clerk	121
Assistant Fire Chief	513	Chief Fire Investigator	508
Assistant Police Chief	514	Chief of Staff Mayor's Office	118
		Chief, Community Services	317
		Chief, Municipal Operations	317

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
City Attorney	99	Crime Analyst Supervisor	116
City Manager	99	Criminal Investigations Assistant	105
City Surveyor	114	Cultural Services Contract Coordinator	112
Civil Engineer	116	Customer Service Representative	103
Clerk of Council	307	Customer Service Utility Billing Lead	108
Clubhouse Attendant	102	Deputy City Attorney	317
Code Compliance Manager	120	Deputy Clerk of Council	118
Code Compliance Officer	109	Deputy Court Clerk	106
Code Compliance Supervisor	112	Development Liaison Manager	119
Code Compliance Technician	106	Director, Cemetery Operations	306
Commercial Refuse & Recycling Services Manager	120	Director, Commercial Refuse & Recycling Services	308
Communications Coordinator	112	Director, Emergency Management	306
Community Housing Services Director	119	Director, Environmental Sustainability	307
Community Outreach Coordinator	110	Director, Facilities	306
Community Program Specialist	107	Director, Mobility Services	308
Community Projects Technician	105	Director, Municipal Archives	306
Community Services Manager	118	Director, Parking Services	308
Compensation & Data Specialist	115	Director, Purchasing	306
Computer Services Specialist	108	Director, Refuse Disposal	308
Concession Clerk	104	Director, Stormwater Operations	308
Concessions Supervisor	109	Director, Water & Sewer Conveyance & Distribution	308
Construction & Rehabilitation Inspector	110	Director, Water & Sewer Operations	307
Construction Inspector	111	Director, Water & Sewer Planning	308
Construction Site Safety Worker	104	Director, Water Resources	308
Contract Coordinator	111	Director, Water Supply & Treatment	308
Court Services Specialist	107	Educational Specialist	110
Court Services Technician	103	EEO Coordinator	114
Crime Analyst	111	Electrical Inspector	110
Crime Analyst Assistant	105		

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Electrical Plans Examiner	111	GIS Technician	110
Electrician	108	Grants Manager	119
Electronic Control Technician	111	Graphic Art and Communications Specialist	113
Electronic Control Technician Supervisor	113	Greenscapes Manager	120
Emergency Vehicle Mechanic	112	Groom	105
Emergency Vehicle Technician	112	Ground Operations Specialist	105
Employee Health Coordinator	113	Grounds Equipment Maintenance Specialist	107
End Gun Violence Program Coordinator	111	Heavy Construction Equipment Operator	108
Engineering Technician	108	Heavy Equipment Operator	107
Environmental Affairs Manager	115	Housing Development Inspector	110
Environmental Compliance Coordinator	115	Housing Manager	119
Equipment Maintenance Superintendent	116	Human Resources Analyst	114
Equipment Mechanic	109	Human Resources Assistant	105
Event Planner	110	Human Resources Business Partner	115
Executive Assistant	110	Human Resources Manager	120
Executive Assistant to City Manager	112	Human Resources Technician	107
Facilities Service Worker	101	Implementation Leader	121
Film Services Coordinator	112	Industrial Pretreatment Coordinator	111
Fire Battalion Chief	510	Industrial Pretreatment Technician	109
Fire Captain	508	Information Technology Help Desk Technician I	109
Fire Chief	317	Information Technology Help Desk Technician II	115
Fire Engineer	506	Information Technology Manager	121
Fire Investigator	506	Information Technology Network Supervisor	118
Fire Marshall	510	Information Technology Senior Network Technician	116
Fire Prevention Inspector	506	Information Technology Senior Systems Analyst	118
Fire Public Information Coordinator	111	Information Technology Systems Analyst	117
Firefighter, Advanced	504		
Forestry Inspector	111		
GIS Analyst	113		

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Information Technology Systems Engineer	119	Management Analyst	111
Inventory Control Supervisor	113	Marketing Coordinator	112
Inventory Coordinator	113	Master Equipment Mechanic	112
Inventory Specialist	110	Mayor	99
Information Technology Network Engineer	119	Mechanical Inspector	110
Judicial Secretary	107	Medium Equipment Operator	105
Laboratory Manager	119	Microbiologist	115
Laboratory Supervisor	113	Mobility & Parking Services Analyst	111
Laboratory Technician	107	Mobility & Parking Services Coordinator	110
Land Bank Manager	119	Mobility Services Manager	120
Landfill Manager	120	Municipal Archivist	110
Landscape Architect	117	Open Records Request Specialist	105
Landscape Manager	120	Open Records Request Supervisor	111
Landscape Specialist	105	Operations and Maintenance Manager	120
Lead Equipment Mechanic	113	Outside Employment Specialist	105
Lead Medium Equipment Operator	106	Painter	103
Lead Water Service Representative	107	Paralegal	110
Learning & Development Coordinator	113	Park & Tree Manager	120
Learning & Development Manager	120	Parking Facilities Attendant	101
Lending Coordinator	114	Parking Facilities Shift Supervisor	106
Lifeguard	101	Parking Manager	118
Loan Officer	108	Parking Meter Technician	105
Location Specialist	109	Parking Services Officer	102
Maintenance Assistant	101	Parking Services Supervisor	110
Maintenance Crew Chief	110	Performing Arts Program Coordinator	113
Maintenance Specialist	105	Permit Center Supervisor	108
Maintenance Superintendent	117	Permit Services Manager	119
Maintenance Supervisor	113	Permit Services Technician	108
Maintenance Worker	102	Permit Specialist	103

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Permitting & Floodplain Manager	115	Program Analyst	111
Personnel Technician	107	Program Coordinator	111
Planner	112	Project Coordinator	111
Plant Operator	107	Project Manager	114
Plumbing Inspector	110	Pruning Specialist	106
Plumbing Plans Examiner	111	Public Communications Coordinator	111
Police Accreditation and Compliance Specialist	113	Public Communications Specialist	113
Police Captain	511	Purchasing Specialist	109
Police Chief	317	Purchasing Technician	106
Police Corporal	505	Radio Systems Engineer	117
Police Forensic Technician	111	Radio Systems Technician I	110
Police Lieutenant	509	Radio Systems Technician II	111
Police Major	512	Real Estate Coordinator	115
Police Officer	504	Real Estate Manager	119
Police Property & Evidence Supervisor	111	Recorder's Court Judge	99
Police Property & Evidence Technician	107	Records Supervisor	106
Police Property Coordinator	109	Records Technician	105
Police Public Information Coordinator	111	Recreation Services Activity Coordinator	108
Police Records Division Supervisor	113	Recreation Services Leader	106
Police Sergeant	507	Recreation Services Manager	110
Police Training Coordinator	111	Recruiting Assistant	105
Principal Budget Analyst	117	Refuse Truck Operator	105
Principal Crime Analyst	113	Reserve Police Officer Manager	110
Principal Equipment Mechanic	111	Residential Refuse Services Manager	120
Principal Internal Auditor	117	Resource Center Manager	118
Principal Plant Operator	110	Revenue Compliance Analyst	111
Principal Program Analyst	115	Revenue Coordinator	114
Production Operations Coordinator	114	Revenue Investigator	108

# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Revenue Manager	119	Senior Director, Financial Services	313
Revenue Specialist	108	Senior Director, Fleet Services	310
Revenue Supervisor	110	Senior Director, Greenscapes	310
Risk Management Analyst	114	Senior Director, Housing & Neighborhood Services	308
Risk Management Coordinator	113	Senior Director, Human Resources	313
Risk Management Technician	107	Senior Director, Human Services	308
Risk Manager	120	Senior Director, Information Technology	313
Sanitation Education Coordinator	111	Senior Director, Org Performance & Account	308
Sanitation Supervisor	112	Senior Director, Parks & Recreation	313
Sanitation Worker	102	Senior Director, Planning & Urban Design	312
SCADA Analyst	113	Senior Director, Public Communications	308
SCADA Manager	120	Senior Director, Real Estate Services	308
SCADA Technician	110	Senior Director, Records Court	308
Senior Accountant	114	Senior Director, Revenue	310
Senior Accounting Clerk	105	Senior Director, Sanitation	313
Senior Administrative Assistant	109	Senior Director, Special Events, Film & Tourism	310
Senior Budget Analyst	115	Senior Director, Water Resources	313
Senior Carpenter	108	Senior Equipment Mechanic	110
Senior Civil Engineer	120	Senior Laboratory Technician	109
Senior Code Compliance Officer	110	Senior Lifeguard	102
Senior Crime Analyst	112	Senior Maintenance Worker	103
Senior Deputy Court Clerk	107	Senior Maintenance Worker II	104
Senior Director, Budget	310	Senior Mechanic Inspector	111
Senior Director, Capital Project Management	308	Senior Parking Meter Technician	106
Senior Director, Code Compliance	310	Senior Parking Services Officer	103
Senior Director, Cultural Resources	308	Senior Planner	114
Senior Director, Development Services	313		
Senior Director, Economic Development	308		



# 2020 Classifications and Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Senior Plans Examiner	114	Traffic Engineering Superintendent	117
Senior Plant Operator	108	Traffic Engineering Coordinator	115
Senior Program Analyst	112	Traffic Engineering Manager	120
Senior Sanitation Worker	104	Traffic Engineering Technician	109
Senior Water & Sewer Maintenance Mechanic	110	Traffic Maintenance Specialist	107
Senior Water & Sewer Television Inspector	110	Traffic System Coordinator	115
Sign Specialist	104	Transfer Station Attendant	102
Senior Zoning Inspector	111	Transportation Compliance Officer	106
Site Development Coordinator	111	Urban Forestry Operations Crew Chief	110
Site Development Technician	108	Utilities Revenue Manager	120
Special Events, Film & Tourism Manager	119	Van Driver	102
Special Projects Coordinator	115	Vehicle Maintenance Contracts Coordinator	112
Stormwater Development & Environmental Manager	120	Vehicle Maintenance Coordinator	107
Stormwater Maintenance Mechanic	109	Visual Arts Specialist	105
Stormwater Management Manager	120	Water Meter Reader	102
Strategic Initiatives Manager	124	Water & Sewer Building Maintenance Supervisor	112
Street Cleaning Manager	120	Water & Sewer Locator Technician	107
Supply Clerk	103	Water & Sewer Maintenance Mechanic	107
Surplus Inventory Technician	106	Water & Sewer Manager	120
Surveying Technician	107	Water & Sewer Meter Shop Supervisor	110
Swimming Pool Supervisor	108	Water & Sewer Modeling Technician	111
Teletype Supervisor	108	Water & Sewer Project Coordinator	115
Teletype Technician	105	Water & Sewer Superintendent	117
Television Inspection Technician	106	Water & Sewer Supervisor	112
Therapeutic Specialist	105	Water Meter Technician	105
Tourism Compliance Officer	102	Water Services Supervisor	113
Tourism Management Coordinator	111	Water Supply Process Engineer	117

# 2020 Classifications and Pay Grades

<b><u>Classification</u></b>	<b><u>Pay Grade</u></b>
Welder	108
Youthbuild Program Coordinator	111
Zoning Inspector	110
Zoning Plans Reviewer	111
Zoning Use Coordinator	112

# 2020 Vehicle Replacement List

Public Safety			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Fire Chief	Fire Unit-Pumper	6507	690,428
Fire Chief	Fire Unit-Pumper	7509	690,428
Fire Chief	Pickup-3/4 Ton	4507	35,000
<b>Fire Chief Total</b>			<b>\$1,415,856</b>
Patrol Division	Pickup-1/2 Ton	4490	30,000
Patrol Division	Pickup-1/2 Ton	6411	30,000
Patrol Division	Sedan-Marked Police Take Home	1422	36,000
Patrol Division	Sedan-Marked Police Take Home	1425	36,000
Patrol Division	Sedan-Marked Police Take Home	1433	36,000
Patrol Division	Sedan-Marked Police Take Home	1437	36,000
Patrol Division	Sedan-Marked Police Take Home	1494	36,000
Patrol Division	Ford Interceptor FWD	3423	36,000
Patrol Division	Ford Interceptor AWD	3424	36,000
Patrol Division	Ford Interceptor AWD	3426	36,000
Patrol Division	Ford Interceptor AWD	3427	36,000
Patrol Division	Ford Interceptor AWD	3428	36,000
Patrol Division	Sedan-Marked Police Take Home	4411	36,000
Patrol Division	Sedan-Marked Police Take Home	4416	36,000
Patrol Division	Sedan-Marked Police Take Home	4426	36,000
Patrol Division	Sedan-Marked Police Take Home	4431	36,000
Patrol Division	Sedan-Marked Police Take Home	4439	36,000
Patrol Division	Sedan-Marked Police Take Home	4440	36,000
Patrol Division	Sedan-Marked Police Take Home	4446	36,000
Patrol Division	Sedan-Marked Police Take Home	4464	36,000
Patrol Division	Sedan-Marked Police Take Home	4467	36,000
Patrol Division	Sedan-Marked Police Take Home	4471	36,000
Patrol Division	Sedan-Marked Police Take Home	4479	36,000
Patrol Division	Sedan-Marked Police Take Home	4485	36,000
Patrol Division	Sedan-Marked Police Take Home	4486	36,000
Patrol Division	Sedan-Marked Police Take Home	4491	36,000
Patrol Division	Sedan-Marked Police Take Home	9470	36,000
Patrol Division	Sedan-Small General Purpose	7405	18,000
Patrol Division	Sedan-Small General Purpose	7488	18,000
Patrol Division	Sedan-Small General Purpose	7489	18,000
<b>Patrol Division Total</b>			<b>\$1,014,000</b>
Police Chief	Sedan-Mid Size UMK Police Unit	495	20,000
Police Chief	Sedan-Mid Size UMK Police Unit	5910	20,000
Police Chief	Sedan-Mid Size UMK Police Unit	7916	20,000
<b>Police Chief Total</b>			<b>\$60,000</b>

Public Safety (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
SARIC Division	Sedan-Mid Size UMK Police Unit	5489	20,000
<b>SARIC Division Total</b>			<b>\$20,000</b>
Strategic Investigative Division		8446	20,000
<b>Strategic Investigative Division Total</b>			<b>\$20,000</b>
Support Services	Pickup-1/2 Ton	5926	30,000
Support Services	Pickup-1/4 Ton	8402	28,000
Support Services	Pickup-Extended Cab 4 Door 1/2	21	30,000
Support Services	Sedan-Marked Police Take Home	3421	36,000
Support Services	Sedan-Marked Police Take Home	3422	36,000
Support Services	Sedan-Small General Purpose	7498	18,000
Support Services	Sedan-Small General Purpose	9448	18,000
Support Services	Sedan-Unmarked Police Unit	5902	20,000
Support Services	Tractor-Utility	5401	35,000
<b>Support Services Total</b>			<b>\$251,000</b>
Traffic Division	Pickup-Extended Cab 4 Door 1/2	9410	30,000
Traffic Division	Sedan-Marked Police Take Home	3420	36,000
<b>Traffic Division Total</b>			<b>\$66,000</b>
Training & Recruitment Division	Van-1/2 Ton	6475	30,000
<b>Training &amp; Recruitment Division Total</b>			<b>\$30,000</b>
Criminal Investigations	Pickup-1 Ton C/Cab w/4 WHL DRI	6905	37,000
Criminal Investigations	Sedan-Mid Size UMK Police Unit	458	20,000
Criminal Investigations	Sedan-Small General Purpose	6485	18,000
Criminal Investigations	Sedan-Unmarked Police Unit	5907	20,000
Criminal Investigations	Van-Police Mobile Command Post	5453	175,000
<b>Criminal Investigations Division Total</b>			<b>\$270,000</b>
Mounted Patrol	FRDLT F450 3/4 Marked Unit	2447	55,000
Mounted Patrol	Pickup-3/4 Ton Crew Cab	6476	35,000
<b>Mounted Patrol Total</b>			<b>\$90,000</b>
Community Services			
Human Services Administration	Station Wagon-Small	4306	18,000
Human Services Administration	Sedan-Small General Purpose	7326	18,000
Human Services Administration	Pickup-1/2 Ton	9305	30,000
<b>Human Services Administration Division Total</b>			<b>\$66,000</b>
Code Enforcement	Pickup-1/4 Ton	5320	28,000
Code Enforcement	Sedan-Small General Purpose	9310	18,000
Code Enforcement	Sedan-Small General Purpose	9313	18,000
<b>Code Enforcement Division Total</b>			<b>\$64,000</b>
Housing Services	Pickup-1/4 Ton	8301	28,000
<b>Housing Services Division Total</b>			<b>\$28,000</b>
Neighborhood Services	Pickup-1/4 Ton	8313	28,000
Neighborhood Services	Pickup-1/2 Ton Long Bed	7332	30,000
<b>Neighborhood Services Division Total</b>			<b>\$58,000</b>

Community Services (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Recreation Services	Bus-24 To 36 Passenger	3614	56,000
Recreation Services	Van-15 Passenger	6614	35,000
<b>Recreation Services Division Total</b>			<b>\$91,000</b>
Senior Services	Van-15 Passenger	615	35,000
Senior Services	Wheelchair Van	624	35,000
<b>Senior Services Division Total</b>			<b>\$70,000</b>
Sanitation Administration	Sedan-Small General Purpose	719	18,000
<b>Sanitation Administration Division Total</b>			<b>\$18,000</b>
Residential Refuse	Pickup-1/2 Ton	5123	30,000
Residential Refuse	Pickup-1/2 Ton	7733	30,000
Residential Refuse	Pickup-1/2 Ton Long Bed	8747	30,000
Residential Refuse	Pickup-Extended Cab 4 Door 1/2	9712	30,000
<b>Residential Refuse Division Total</b>			<b>\$120,000</b>
Refuse Disposal	Spray Truck-w/4 Wheel Drive	7266	70,000
Refuse Disposal	Pickup-3/4 Ton	7707	35,000
<b>Refuse Disposal Division Total</b>			<b>\$105,000</b>
Street Cleaning	13 Yd Dump w/Front Loader	5722	120,000
Street Cleaning	Pickup-1/2 Ton Long Bed	727	30,000
<b>Street Cleaning Division Total</b>			<b>\$150,000</b>
Commercial Refuse	Pickup-1/2 Ton Long Bed	725	30,000
Commercial Refuse	IFL-Refuse Compactor	1708	244,000
<b>Commercial Refuse Division Total</b>			<b>\$274,000</b>
Recycling & Litter Services	Loader	7742	65,000
Recycling & Litter Services	Loader	7741	65,000
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	9714	75,000
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	9715	75,000
Recycling & Litter Services	Sedan-Mid-Size General Purpose	8753	20,000
Recycling & Litter Services	Pickup-Extended Cab 4 Door 1/2	9726	30,000
Recycling & Litter Services	SUV-1/4 Ton – 4WD	9707	30,000
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton	704	75,000
Recycling & Litter Services	Van-15 Passenger	713	35,000
Recycling & Litter Services	Van-15 Passenger	715	35,000
<b>Recycling &amp; Litter Services Division Total</b>			<b>\$505,000</b>
Infrastructure & Development			
Signals, Street Lights, Signs, & Markings	Truck Mounted Bucket-30 FT HD	9253	75,000
Signals, Street Lights, Signs, & Markings	Pickup-1/2 Ton Long Bed	9249	30,000
Signals, Street Lights, Signs, & Markings	Flatbed-Non Dumping 1 Ton	9264	37,000
<b>Signals, Street Lights, Signs, &amp; Markings</b>			<b>\$142,000</b>
Stormwater Management Division	Excavator-Tracked	6259	350,425
Stormwater Management Division	Loader-Tool Carrier	212	92,000

Infrastructure & Development (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Stormwater Management Division	Flatbed-Dumping 2 1/2 Ton	1206	82,000
Stormwater Management Division	Flatbed-Dumping 2 1/2 Ton	7255	82,000
Stormwater Management Division	Van-3/4 Ton	812	93,995
<b>Stormwater Management Division</b>			<b>\$700,420</b>
Streets Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	9228	75,000
Streets Maintenance	Dump Truck-5 Cubic Yard	8255	75,000
Streets Maintenance	Dumptruck-13.5/15.2 Cubic Yard	8246	102,000
Streets Maintenance	Dumptruck-13.5/15.2 Cubic Yard	202	102,000
<b>Streets Maintenance Division Total</b>			<b>\$354,000</b>
Development Services	Pickup-1/2 Ton	5318	30,000
Development Services	Sedan-Small General Purpose	7999	18,000
Development Services	Pickup-1/2 Ton	7130	30,000
<b>Development Services Division Total</b>			<b>\$78,000</b>
Parks Maintenance	Flatbed-Dumping 1 Ton	9621	37,000
Parks Maintenance	Pickup-1/2 Ton Long Bed	619	30,000
Parks Maintenance	Pickup-1/2 Ton Long Bed	620	30,000
Parks Maintenance	Pickup-1/2 Ton Long Bed	621	30,000
Parks Maintenance	Pickup-3/4 Ton	1602	35,000
Parks Maintenance	Pickup-3/4 Ton	1603	35,000
Parks Maintenance	Utility Truck-3/4 Ton	8231	35,000
<b>Parks Maintenance Division Total</b>			<b>\$232,000</b>
Urban Forestry	Log Loader-Grapple	9234	165,000
Urban Forestry	Utility Truck-3/4 Ton	1214	35,000
<b>Urban Forestry Division Total</b>			<b>\$200,000</b>
Right of Way Maintenance	Pickup-3/4 Ton Crew Cab	6276	39,075
Right of Way Maintenance	Pickup F450 Superduty D/Wheel	9242	54,000
Right of Way Maintenance	Tractor-General Purpose >50 Hp	1223	25,000
<b>Right Of Way Maintenance Division Total</b>			<b>\$118,075</b>
Water Resources	Pickup-1/2 Ton	6818	30,000
<b>Water Resources Planning &amp; Engineering Division Total</b>			<b>\$30,000</b>
Water Supply & Treatment	LCF Flatbed Non Dumping	6830	75,000
<b>Water Supply &amp; Treatment Division Total</b>			<b>\$75,000</b>
Water Distribution & Conveyance	Utility Truck-C/Cab Super Duty	5832	55,000
<b>Water Distribution &amp; Conveyance Division Total</b>			<b>\$55,000</b>
Sewer Maintenance	Backhoe/Loader-Dig Depth <15ft	9821	95,000
<b>Sewer Maintenance Unit Total</b>			<b>\$95,000</b>
President Street Plant	Pickup-1/2 Ton w/4 Wheel Drive	5837	30,000
<b>President Street Plant Unit Total</b>			<b>\$30,000</b>
Regional Plants	Dumptruck-13.5/15.2 Cubic Yard	5854	102,000
<b>Regional Plants Unit Total</b>			<b>\$102,000</b>
Industrial & Domestic Water Plant	Backhoe/Loader-Dig Depth >15ft	4841	95,000
Industrial & Domestic Water Plant	Dumptruck-13.5/15.2 Cubic Yard	5827	102,000
Industrial & Domestic Water Plant	Pickup-1/2 Ton Long Bed	8893	30,000
<b>Industrial &amp; Domestic Water Plant Division Total</b>			<b>\$227,000</b>

Strategic Services			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Utility Services	Sedan-Small General Purpose	6118	18,000
Utility Services	Sedan-Small General Purpose	7105	18,000
<b>Utility Services Division Total</b>			<b>\$36,000</b>
Municipal Operations			
Information Technology	Van-3/4 Ton	6114	35,000
<b>Information Technology Department Total</b>			<b>\$35,000</b>
Facility Maintenance & Operations	Pickup-1/2 Ton Long Bed	5612	30,000
Facility Maintenance & Operations	Pickup-3/4 Ton	7610	35,000
Facility Maintenance & Operations	Van-1/2 Ton	622	30,000
<b>Facility Maintenance &amp; Operations Division Total</b>			<b>\$95,000</b>
City Cemeteries	Dump Truck-5 Cubic Yard	9219	85,000
City Cemeteries	Pickup-1/4 Ton	6283	28,000
City Cemeteries	Flatbed-Dumping 1 Ton	8211	37,000
City Cemeteries	Pickup-Extended Cab 4 Door 1/2	8250	30,000
<b>City Cemeteries Division Total</b>			<b>\$180,000</b>
<b>Total</b>			<b>\$7,570,351</b>

# Fee Changes

Listed below are the 2020 rate changes. Rate changes are included for certain revenue sources within the Capital Improvement, Community Development, General, Sanitation and Enterprise Funds.

<b>Capital Improvement Fund</b>	<b>2019</b>	<b>2020</b>
<b>Encroachment Petition Fees</b>		
Stormwater Management Credit Fee per cubic foot	\$76.79	\$29.65
Stormwater Management Credit Fee per square foot	\$28.65	\$34.59
<b>Community Development Fund</b>		
<b>PARC Membership Fees</b>		
Membership Fees (family, resident)	\$0.00	\$75.00
Membership Fees (adult, resident)	\$0.00	\$50.00
Membership Fees (seniors, resident)	\$0.00	\$5.00
Membership Fees (adult, non-city resident)	\$0.00	\$100.00
Membership Fees (family, non-city resident)	\$0.00	\$100.00
Membership Fees (seniors, non-city resident)	\$0.00	\$30.00
<b>General Fund</b>		
<b>Cemetery Fees</b>		
Monthly Tour Pass (all cemeteries - up to 15 guests)	\$250.00	\$375.00
Monthly Tour Pass (one cemetery - up to 15 guests)	\$175.00	\$250.00
<b>Golf Course Fees</b>		
18 Holes, With Cart - Resident	\$44.00	\$44.00
18 Holes, Without Cart - Resident	\$22.00	\$22.00
9 Holes, With Cart – Resident	\$28.00	\$28.00
9 Holes, Without Cart – Resident	\$16.00	\$16.00
18 Holes, With Cart – Non-Resident	\$44.00	\$60.00
18 Holes, Without Cart – Non-Resident	\$22.00	\$32.00
9 Holes, With Cart – Non-Resident	\$28.00	\$32.00
9 Holes, Without Cart – Non-Resident	\$16.00	\$18.00
Golf Instruction / Training (30 minute)	\$40.00	\$45.00
Golf Instruction/Training (45 minute)	\$60.00	\$80.00



General Fund (continued)		2019	2020
Licenses & Permit Fees			
As-built Plan Re-review Fee		\$0.00	\$100.00
Daffin Park Pavilion (City Resident)		\$175.00	\$225.00
Daffin Park Pavilion (Non-profit)		\$60.00	\$100.00
Daffin Park Pavilion (Non-City Resident)		\$200.00	\$250.00
ESA Waiver Request Fee		\$0.00	\$200.00
Special Event - Event Vendor Fee		\$0.00	\$25.00/vendor per event
Special Event - Food Truck Vendor Fee		\$0.00	\$50.00/vendor per event
Special Event Permit Fee		\$0.00	\$150.00
Special Events Application Fee		\$0.00	\$25.00
Recreation Fees			
Any Sport	\$250.00 per date	\$250.00 per date and open/close fee: \$20.00 per hr.	
Athletic Complex / Fields (Paulson, Minick, Scarborough, Daffin)	\$0.00	\$20.00 per worker per hr. open/close fee	
Athletic - Synthetic Turf Fields	\$25.00 per date	\$25.00 per date open/close fee: \$20.00 per hr. minimum 2 hrs.	
High School Football	\$200.00 per date	\$200.00 per date and open/close fee: \$20.00 per hr.	
JV or Middle School Football	\$75.00 per date	\$75.00 per date and open/close fee: \$20.00 per hr.	
Lacrosse - College	\$200.00 per date	\$200.00 per date and open/close fee: \$20.00 per hr.	
Lacrosse - High School, Middle School, Club	\$75.00 per date	\$75.00 per date and open/close fee: \$ 20.00 per hr.	
Soccer - College	\$200.00 per date	\$200.00 per date and open/close fee: \$20.00 per hr.	
Soccer - High School, Middle School, Club	\$75.00 per date	\$75.00 per date and open/close fee: \$20.00 per hr.	
Therapeutic Summer Camps (Resident)	\$10.00 Transportation fee	\$20.00 weekly camp fee (includes transportation, discounts available)	
Therapeutic Summer Camps (Non-Resident)	\$10.00 Transportation fee	\$40.00 weekly camp fee (includes transportation)	
Youth Team Game	\$50.00 per date	\$50.00 per date and open/close fee: \$20.00 per hr. minimum 2 hrs.	
Sanitation Fund			
Citation Fees			
Street Sweeping Citations		\$30.00	\$35.00

# Cultural Contributions

## Overview

The City of Savannah is a key investor in local cultural and arts programs and events. The 2020 Cultural and Arts Investment Program (CAIP) is aligned with the City's strategic priorities of Neighborhood Revitalization, Economic Strength and Poverty Reduction. Program criteria requires all cultural investments to address the City's Strategic Plan, include measureable outcomes, benefit Savannah's residents and help further Savannah's brand as a cultural destination. The Cultural Affairs Commission, appointed by City Council, attends the programs and events of contracted agencies throughout the year to evaluate their effectiveness and ensure contract compliance.

Cultural Affairs Commissioners served as the Review Panel for the 2020 Cultural and Arts Investment Program. After the submission of applications, the Panel reviewed proposals and participated in a one-day Review Panel Deliberation Meeting on August 24, 2019, during which they scored 10 proposals from 10 different organizations. The meeting was open to the public and representatives of applying organizations were in attendance.

## Review Criteria

Each proposal was assessed and rated individually based on the following criteria.

### **Program Design – 25 points**

- Project clearly defines program/project goals and objectives.
- Well-articulated organization mission and goals.
- Project demonstrates careful planning and a realistic execution strategy; outlines free and fee-based programs.
- Project exemplifies innovative and creative programming with clear objectives and strategies that focus on artistic quality.
- Organization demonstrates ability to produce effective and engaging programming that utilizes appropriately skilled artists and educators.
- Project defines strategies that allow all individuals of the community to have equitable access to cultural and arts programming. Strategies for inclusion are implemented during the planning process.
- Project has an effective marketing strategy that promotes the program to the target audience as well as to a wide segment of Savannah residents and tourists to strengthen Savannah's reputation as a cultural destination.

### **Alignment with City Strategic Priorities – 30 points**

- Project clearly addresses one or more of the City's strategic plan priorities and clearly identifies priorities in narrative.
- Project identifies and explains planned collaborative efforts and/or partnerships with public and private entities for the purpose of guiding program design, sharing resources, promoting the arts and/or providing programs.

### **Neighborhood Revitalization**

- Provide civic engagement in the design and implementation of programming and promotes the growth of the creative community.
- Use cultural and arts programming as a core component to the design and improvement of the community's built environment.
- Present programming that is relevant to neighborhoods.
- Provide programming that residents, especially youth, will have access to within their neighborhoods and develop programs beyond the Landmark Historic District.

### **Economic Strength**

- Produce creative programming that has measureable impact on the local economy through programs that specifically increase workforce development and job creation.
- Incorporate established partnerships with visitors and hospitality sectors.
- Include a defined marketing mix that ensures national and regional recognition of Savannah's identity as a cultural destination that offers arts and cultural opportunities of exceptional caliber.

### **Poverty Reduction**

- Use cultural and arts programming as a core strategy that positively impacts skill development, teaches arts and cultural industry skills and provides exposure to creative sector jobs.
- Provide measureable cultural, social and/or economic contributions throughout the community, including leveraging of City funds, engagement of citizens and employment of local artists in the creative sector.
- Provide opportunities for entrepreneurial avenues within the creative sector.
- Provide mentorships and professional skill development to promote workforce readiness among youth and adults. Identify skill development and job creation goals.
- Deliver cultural and art projects specifically intended for and presented to young people; engage young people in the design and implementation of these projects.
- Provide educational opportunities for young people that engage them as the program audience, program stewards and artists/performers.

### **Program Impact - 25 Points**

- Utilize comprehensive evaluation methods to measure program/project effectiveness.
- Engage audience segments (visitors and residents).
- Measure the effectiveness of the program design in ensuring equitable access and addressing barriers of engagement and entry.
- Provide evidence of research on best practices and documentation of how best practices have been incorporated into the program.
- Effectively reach diverse audiences and participants; identify if programming is in areas outside the Landmark Historic District.
- Identify plans for sustaining the project/program.

### **Organizational & Project Accountability - 20 Points**

- Past compliance of City investment programs (if applicable, 10 points).
- Well-defined long-range and short-term plans.
- Effective administration, fiscal responsibility and leadership among paid and/or volunteer staff.
- Diverse board and staff (age, gender, ethnicity, professions, geographic representation and etc.) reflective of the Savannah community.
- Practicality/feasibility of budget projections for proposed activities and overall operations.
- Overall quality of application preparation/completeness of information.
- Diversified revenue stream with an emphasis on other sources of contributed and earned revenue.
- Accuracy of budget and itemization.

### **Cultural Contributions 2020 Adopted Budget**

#### **Adopted Investment**

#### **City of Savannah Cultural Resources Department**

##### **Technical Assistance**

**\$22,400**

The Cultural Resources Department provides technical assistance to creative sector organizations and individuals through the provision of training and information sessions on financial management, communication and marketing strategies, capacity building, community development and resource sharing. Technical assistance will be executed with conferences, workshops, classes, and professional consulting and services. Elements of the program will focus on diversifying revenue sources, crowdfunding implementation, building partnerships, creating workforce development strategies, creating art initiatives in neighborhoods and implementing financial accountability. Performance measures include percentage of new contributed and earned revenue, number of partnerships developed and increase in secured grants.

Number of services	25	Number of participants	700
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##### **Weave-a-Dream**

**\$23,000**

Program places creative initiatives in specific locations and neighborhoods throughout the year. The program requires applying non-profits or individuals to provide non-city financial contributions and secure community partnerships. To impact poverty reduction and add to neighborhood vitality, projects are encouraged to actively involve young people in the project's design, planning and implementation, while focusing on youth's development of entrepreneurial skills and technical skills. A rolling deadline places services in specific areas throughout the year. Performance measures include number of youth served, number of partnerships formed and skill development tracking. Projects engage youth who have limited access to creative programs and reach communities encompassing all City of Savannah aldermanic districts.

Number of services	45	Number of participants	3,500
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## Cultural Contributions 2020 Adopted Budget

Organization	Adopted Investment
Program(s)	
Economic Strength	

### Coastal Jazz Association

**\$85,000**

**Savannah Jazz Festival** - For 37 years, CJA has produced a week-long festival of world-class jazz music that has been distinguished by being free admission to all guests. Three nights of free performances in Forsyth Park and a week of free concerts at Savannah venues feature local jazz talent, national/regional jazz artists and military bands. Program design, site selection and collaborative relationships are mechanisms used to engage a demographically inclusive audience. The festival is managed by a volunteer organization, with a contracted administrative staff, and is partnered with local business, schools and universities. Savannah Jazz Festival expands the audience's appreciation and understanding of the jazz art form and brings free cultural activities to the historic district neighborhood and adjacent areas.

Number of services	30	Number of youth planning/implementing services	30
Number of participants	43,000	% Non-City Project Income (Earned/Contributed)	73%
Number of tourists	15,000	Number of paid personnel	130
Number of youth	10,000	Number of partnerships	11
youth (0-5)	150		
youth (6-13)	350		
youth (14-17)	2,500		
youth (18-20)	7,000		

### Savannah Ballet Theatre

**\$35,000**

**ReachOut, The Nutcracker, Educational Outreach Performance Series** - *The Nutcracker* has become a Savannah holiday tradition for people living in Savannah and surrounding counties. For those unfamiliar with ballet, it is a meaningful and accessible introduction to dance. The Educational Outreach Performance and Low Sensory Performance of *The Nutcracker* will take place on December 4, 2020. Matinée performances are scheduled for December 5-6, 2020, with an evening performance on December 6, 2020. Held at the Lucas Theatre, an ADA accessible venue in Savannah's Historic District, all performances are open to the public. Based on performance sellouts since 2015, Savannah Ballet Theatre (SBT) anticipates a total audience of 6,000. The newly implemented ReachOut program gives students an up-close and personal look at classical ballet in a studio setting. During the first quarter of 2019, 50 students, their teachers, and parent volunteers from an SCCPSS Title 1 school attended the first ReachOut event free of charge. Students enjoyed a brief performance by SBT's professional dancers and the session concluding with the kids learning a few moves and performing them live. Each ReachOut event is tailored for the attending class. Savannah Ballet Theatre provides access to artistic programming for the community's diverse citizenry, develops collaborative relationships within Savannah and promotes Savannah as a cultural destination.

Number of services	15	Number of youth planning/implementing services	0
Number of participants	9,400	% Non-City Project Income (Earned/Contributed)	76%
Number of tourists	1,565	Number of paid personnel	81
Number of youth	5,660	Number of partnerships	10
youth (0-5)	750		
youth (6-13)	4,260		
youth (14-17)	400		
youth (18-20)	250		

## Cultural Contributions 2020 Adopted Budget (continued)

Organization Program(s)	Adopted Investment		
Poverty Reduction			

### Savannah Book Festival \$10,000

**SBF@Schools** - During its annual, four-day Festival in February, Savannah Book Festival (SBF) brings best-selling and local authors into local middle/high school and university classrooms to give Savannah's students a chance to interact with nationally recognized and prize-winning authors. This event brings fiction and non-fiction authors to the schools to discuss creative writing, history, science and current events. Authors share their early educational experiences, influences and successes in their writing lives. SBF@Schools focuses on students who have demonstrated interest in fiction and creative writing and the faculty who nurture these students. Each participating school decides which 25-50 students would best benefit from interacting with the visiting author. This program aims to inspire students in reading, writing, history, current events and pursuing creative and artistic goals in their lives.

Number of services	1	Number of youth planning/implementing services	3
Number of participants	9,267	% Non-City Project Income (Earned/Contributed)	92%
Number of tourists	884	Number of paid personnel	2
Number of youth - total	800	Number of partnerships	25
youth (0-5)	0		
youth (6-13)	116		
youth (14-17)	504		
youth (18-20)	180		

## Economic Strength, Poverty Reduction

### Mountainfilm on Tour in Savannah \$15,000

**Movies that Matter** - Mountainfilm on Tour in Savannah provides the local community with singular access to films on critical contemporary issues in their "Movies that Matter" project. Environmental and cultural issues are introduced to over 4,000 local youth through educational materials, a one-day screening of a series of films in a local theatre, two on-site school film presentations and a mentoring program with Georgia Film Academy. Following the screenings, the personalities behind the stories (filmmakers and film subjects) present their stories and their expertise in the film industry to students. Guest appearances magnify the impact of the films for student audiences and Mountainfilm plans to bring inspiring subjects and filmmakers to Savannah again in 2020. The Q&A sessions following the screenings provide a forum for youth to engage in critical discussions with featured performers, artists, activists and environmentalists. Mountainfilm utilizes community partnerships to foster their educational programming. The 2020 goal is to host nine events and screen films for 4,800 students, 200 teachers and 400 parents. Programs include two on-site school screenings, five screenings at Trustees Theater and Lucas Theatre, a family matinee at Trustees Theater and a free screening in Forsyth Park.

Number of services	9	Number of youth planning/implementing services	10
Number of participants	5,400	% Non-City Project Income (Earned/Contributed)	79%
Number of tourists	0	Number of paid personnel	15
Number of youth - total	4,750	Number of partnerships	15
youth (0-5)	0		
youth (6-13)	2,100		
youth (14-17)	1,800		
youth (18-20)	850		

## Cultural Contributions 2020 Adopted Budget (continued)

Organization Program(s)	Adopted Investment
<b>Economic Strength, Poverty Reduction (continued)</b>	

### **Savannah Music Festival** **\$100,000**

**Savannah Music Festival (SMF) and Local Education Programs** - SMF's 31<sup>st</sup> springtime festival season, March 26 – April 11, 2020, presents a diverse selection of genres including jazz, classical, blues, gospel, bluegrass, American folk and extensive international music styles. SMF Jazz Academy, an El-Sistema-inspired program, will be a free, intensive and progressive after-school music education program for students grades 5 and up. Serving 15 to 30 5<sup>th</sup> grade students in this first year, the program intends to increase the number of students and grades in subsequent years. Acoustic Music Seminar which pairs seasoned artists with 17 acoustic musicians, ages 14-22 years old, gives young artists the opportunity to learn, collaborate and to perform at the beloved Stringband Spectacular during the festival. Swing Central Jazz, a nationally acclaimed three-day competition and workshop, serves up to 300 high school musicians, their teachers and chaperones. Musical Explorers, completely cost-free to the Savannah community, serves more than 10,200 K-2 students across Chatham and four additional local school districts, ages 5-8, and their 325 teachers at 56 schools. Musical Explorers Family Jam is a free, all-day event with several learning stations for each genre of music with both musical and visual arts activities for children of all ages and learning levels.

Number of services	120	Number of youth planning/implementing services	0
Number of participants	41,495	% Non-City Project Income (Earned/Contributed)	95%
Number of tourists	14,410	Number of paid personnel	534
Number of youth	12,000	Number of partnerships	60
youth (0-5)	3,500		
youth (6-13)	7,000		
youth (14-17)	300		
youth (18-20)	1,200		

### **Economic Strength, Neighborhood Revitalization, Poverty Reduction**

### **Deep Center, Inc.** **\$100,000**

**Deep Literacy Programming** - Deep Center brings literary arts to youth through creative writing workshops, publication and performances. Deep engages the community's diverse youth as planners, performers and creatives and develops sustainable collaborative relationships with community organizations. 2020 Expanded Programming: 1) A second Slam Team for advanced writers: teams meet twice weekly to develop spoken word poetry, host and compete in local spoken word slam competitions and travel to compete regionally and nationally. 2) Juvenile Court: a deeper partnership to run a special version of the Young Author Project (YAP) for court-involved youth and to run extended drop-in sessions at the Front Porch for up to 200 systems-involved youth. 3) ART: participatory action research engaging up to 90 youth in writing and conversations on systems harming youth. Deep Center's Savannah Stories is a single program with three sequential projects: 1) Introductory: YAP provides middle schools students with fun, rigorous creative writing workshops, meeting weekly (approx. 15 hours over 12 weeks), 2) Intermediate: Block by Block conducts place-based community engagement with high-school youth, who conduct community research, discover Savannah's past and unfolding stories and connect their personal stories to the narratives of their neighborhood (approx. 260 hours of programming in 10 months). 3) Youth Leadership Team: a sequential writing program that engages youth in advanced writing on critical community issues. This program is a paid internship program in which 10 students receive 46 hours of programming over 10 months.

Number of services	539	Number of youth planning/implementing services	57
Number of participants	2,214	% Non-City Project Income (Earned/Contributed)	85%
Number of tourists	44	Number of paid personnel	14
Number of youth - total	797	Number of partnerships	15
youth (0-5)	66		
youth (6-13)	244		
youth (14-17)	288		
youth (18-20)	199		



## Cultural Contributions 2020 Adopted Budget (continued)

Organization Program(s)	Adopted Investment
<b>Economic Strength, Neighborhood Revitalization, Poverty Reduction</b>	

### **Savannah Philharmonic** **\$100,000**

**2020 Orchestra Lab, Philharmonic in the Streetz, Picnic in the Park** - Savannah Philharmonic is an orchestra of musicians and a chorus that provides educational programs for youth and community events. Savannah Philharmonic produces "Picnic in the Park", a free one-day event in Forsyth Park, featuring young performers, military bands and a professional orchestra. In 2020, programming will include Orchestra Lab and Philharmonic in the Streetz. The Orchestra Lab is a curriculum-based youth program that brings classical music to youth through in-school string quartet programs, workshops in partnership with Friends of Ben Tucker, sectional instructions and concert rehearsals which teach youth about the concert's composer, history and other aspects of an orchestral performance. Link Up Young Person's Concerts: New to Savannah in 2019, the Savannah Philharmonic collaborated with Carnegie Hall's Weill Music Institute to produce two Link Up Young Person's Concerts for 2,400 3<sup>rd</sup>-5<sup>th</sup> grade students. The program was such a success that Savannah Philharmonic plans to make this an annual event. On February 5, 2020, two more Link Up Young Person's Concerts will be presented at the Johnny Mercer Theater. Through collaboration with the Savannah Chatham Public School System, Savannah Philharmonic works with 3<sup>rd</sup>-5<sup>th</sup> graders that attend mainly Title 1 schools whose families often are not fortunate enough to be able to afford music lessons or individual instruction. Philharmonic in the Streetz is a two-part series of free afternoon weekend performances taking place in Savannah neighborhoods beyond the historic district. Savannah Philharmonic provides Savannah residents and youth access to the arts and utilizes community partnerships to foster neighborhood revitalization.

Number of services	8	Number of youth planning/implementing services	0
Number of participants	28,888	% Non-City Project Income (Earned/Contributed)	94%
Number of tourists	2,500	Number of paid personnel	522
Number of youth - total	8,000	Number of partnerships	25
youth (0-5)	650		
youth (6-13)	3,000		
youth (14-17)	1,500		
youth (18-20)	2,850		

### **Savannah Pride** **\$10,000**

**Savannah Pride Community Programming** - Includes activities and events which impact economic strength and poverty reduction goals of the City of Savannah. Programming supports local queer artists by funding their work and providing a platform to showcase their work to the broader community. Community Programming includes Savannah Pride/LGBT Center Block Party, Savannah Pride Masquerade, Savannah Pride Parade, Savannah Pride Workshops and Seminars, Savannah Pride Festival, Savannah Pride Parade and Savannah Pride Youth Prom. Savannah Pride's year-round community programming has an estimated audience of 15,500 attendees from City of Savannah, Chatham County and tourists. Advocacy for non-discrimination policies, educational programming around mental and physical health, workshops on employment, and broad impacts of increased acceptance and inclusion increase the economic opportunities of marginalized communities, particularly queer communities of color. Artistic expression and support of local art increases the viability of marginalized artists to survive off of the labor of their work.

Number of services	7	Number of youth planning/implementing services	10
Number of participants	15,585	% Non-City Project Income (Earned/Contributed)	71%
Number of tourists	8,015	Number of paid personnel	0
Number of youth - total	2,774	Number of partnerships	13
youth (0-5)	15		
youth (6-13)	15		
youth (14-17)	77		
youth (18-20)	2,666		



**Cultural Contributions 2020 Adopted Budget (continued)**

Organization Program(s)	Adopted Investment
<b>Economic Strength, Neighborhood Revitalization, Poverty Reduction (continued)</b>	

**Savannah State University****\$80,000**

**Savannah Black Heritage Festival** - A family oriented, 19-day festival expands awareness, educates and exposes attendees to African American culture and history. Program design incorporates a variety of offerings to engage a demographically inclusive audience through the visual, literary, performing and/or media arts in all six aldermanic districts. The Savannah Black Heritage Festival develops educational and outreach components for the community's diverse youth, provides access to the arts and creates more than 70 collaborative relationships with community organizations.

Number of services	55	Number of youth planning/implementing services	100
Number of participants	28,332	% Non-City Project Income (Earned/Contributed)	44%
Number of tourists	4,162	Number of paid personnel	236
Number of youth - total	14,160	Number of partnerships	40
youth (0-5)	500		
youth (6-13)	6,000		
youth (14-17)	3,000		
youth (18-20)	4,660		

**Telfair Museum of Art****\$100,000**

**Art in Our Neighborhoods** - Presents a series of 243 events to residents, all taking place within city limits, with an emphasis on education for youth and expanding awareness of the city's early African American experience. The program will consist of: 120 community outreach sequential learning sessions at sites throughout the city, including 10 sessions of afterschool STEAM outreach at neighborhood centers; 12 afterschool sessions for teenagers at library branches; 32 youth sessions during the summer at neighborhood centers; 30 sessions at social service organizations for disabled citizens and veterans; 110 free tours of museum exhibitions; 10 new tours at the Owens-Thomas House and Slave Quarters serving 8<sup>th</sup> graders; 5 multi-generational Free Family Days; a "Telfair to Go" Free Family Day in an aldermanic district neighborhood; the "I Have Marks to Make" exhibition of community artwork; a free admission to the Owen-Thomas House and Slave Quarters on select dates for City of Savannah residents; and a series of 6 international and regional artists' exhibitions. Telfair Museum's provides educational opportunities and promotes Savannah as a cultural destination.

Number of services	243	Number of youth planning/implementing services	12
Number of participants	132,198	% Non-City Project Income (Earned/Contributed)	98%
Number of tourists	100,014	Number of paid personnel	140
Number of youth - total	28,000	Number of partnerships	55
youth (0-5)	2,500		
youth (6-13)	18,000		
youth (14-17)	4,000		
youth (18-20)	3,500		

**2020 Adopted Cultural Contributions - Summary**

<b>Total Services Purchased:</b>	<b>1,097</b>
<b>Total Audience Served:</b>	<b>315,779</b>
<b>Total Adopted Investment:</b>	<b>\$ 680,400</b>

# Community Partnerships Program

## Overview

The Community Partnerships Program (CPP) utilizes a competitive process to purchase programs and services from local non-profit organizations. Programs must further the City's achievement of goals and priorities identified in the City's Strategic Plan and specifically benefit the residents of Savannah, Georgia. Selection committees evaluated proposals and recommended funding in amounts ranging from \$5,000 to \$50,000 for Community Services contracts and up to \$200,000 for Homeless Continuum of Care Services Management.

The 2020 Community Partnerships Program allocation process began on May 27, 2019 with the release of Request for Proposals to address the following strategic priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization and Public Safety. A workshop was held on June 3, 2019 during which written guidelines, program applications and scoring criteria were provided to assist organizations with the online application process.

Agencies submitting proposals were required to use the grant application portal provided on the City's website at <http://savannahga.gov/grants>. Proposal forms and budget worksheets were available beginning May 27, 2019 and completed applications were submitted electronically by June 28, 2019 at 5:00 p.m.

## Investment Impact

The Community Partnerships Evaluation Committee received requests for funding totaling \$1,391,632 from local agencies. While it remains a goal of the City to provide assistance for needed social services in the community, support for the program is proposed to continue in 2020 with an allocation of \$648,000 for Community Services programs and \$195,000 for Homeless Continuum of Care Management Service for a total investment of \$843,000.

## Review Criteria & Indicators

### **Ability to Address Strategic Plan Goals and Strategies - 15 points**

Program clearly demonstrates the ability to assist the City in achieving the goals and priorities in the City's Strategic Plan as outlined in the Community Partnerships Program Request for Proposals. Agencies identify the goal and strategy the proposed program addresses; include clear program description; specify program date, time and location; and explain how the program directly assists in the achievement of the identified Strategic Plan goal.

### **Budget/Financials - 20 Points**

The organization's budget reflects diversity and balance in funding sources (grants, private donors, events, fees) and a strong capacity to manage resources. Program budgets are complete and expenses are aligned with services provided. The organization's budget shows no unexplained or unjustified surpluses or deficiencies. There are no unexplained financial concerns from the organization's management letter or reviewed financial statements (which were audited if over \$100,000 in revenue).

### **Benefit of Program/Service to Participants - 20 Points**

Points are awarded in this category based on the ability of the proposed program or service to result in outcomes that benefit residents in a measurable way. Agencies identify the specific outcomes to be achieved, how outcomes benefit Savannah residents and how outcomes will be tracked over time (i.e., client satisfaction surveys, program/client progress reports or other tools which document program effectiveness).

### **Program Design - 10 Points**

Points in this category are awarded to fully developed, thorough and well-defined program/service that provide a clear program narrative, describe key program features, detail the program's location and hours and specify outreach strategies to inform the public and engage them in the program.

### **Cost per Program Participant - 10 Points**

This ratio is determined by dividing the total amount of the program funding request by the number of participants to be served who reside within the City of Savannah. Agencies are reminded that the City of Savannah is purchasing services that benefit Savannah's residents.

### **Diverse Funding Sources - 10 Points**

It is important that the City of Savannah is not the primary funding source for an agency's programs or the agency itself. Points are awarded in this category based on the agency's ability to demonstrate diverse funding sources for the proposed program budget.

### **Operational Capacity and Program Experience – 5 Points**

Agencies demonstrate the capacity to deliver the proposed program or service as evidenced by the agency's years in operation, experience operating the proposed or similar program, number of clients served and past successes, if applicable. Consideration is also given to the adequacy of planned program staffing, oversight and other support.

### **Beneficial Collaborations - 5 Points**

Supporting community collaborations which benefit participants beyond the primary program by connecting them to additional resources is a City priority. Collaborations can be with other agencies, community organizations and/or City departments. Points are awarded in this category to agencies including proof of partnerships with other entities in the form of written agreements that specify the services to be provided to program participants and how those services will help participants achieve program goals.

### **Supporting Data/Research – 5 Points**

To receive points in this category, agencies provide local, regional and/or national data that demonstrate the community need(s) to be addressed and how the proposed program can help to address the need(s). Additionally, agencies identify how their proposal aligns with best practices or other research within their field as a prediction of future successes.

**Total = 100 Points**

### **Purchasing Strategies**

The 2020 Community Partnership Program purchases services aligned with the City's Strategic Plan priorities in the areas of Economic Strength, Poverty Reduction, Neighborhood Revitalization and Public Safety. Additionally, funds are set aside to support local Homeless Continuum of Care Management.

## Community Partnerships Program 2020 Proposed Budget

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Homeless Continuum of Care Services</b>		
<b>Chatham Savannah Authority for the Homeless</b> (Continuum of Care) Provides coordination of all homeless services and provides direct client services.	\$ 195,000	\$ 195,000
<b>Total Homeless Continuum of Care Program</b>	<b>\$ 195,000</b>	<b>\$ 195,000</b>
<b>Neighborhood Revitalization</b>		
<b>Frank Callen Boys &amp; Girls Club</b> (Quality Recreation for Healthy Futures) Provides children and youth with high quality recreation including; youth team sports, fitness testing, aerobic activities, athletic leagues and game room activities which contribute to healthy, safe and fun experience of daily physical activities to strengthen their ability to engage in positive relationships.	\$ 15,000	\$ 5,000
<b>The Savannah Country Day School</b> (Horizons Savannah Youth Program) Provides educational support to low-income students in grades K-8. The program is designed to fuel learning through high-quality academics which include arts, sports, cultural enrichment and confidence-building challenges predominantly swimming related.	\$ 20,000	\$ 14,000
<b>Summer Therapeutic Enrichment Program of Savannah</b> (S.T.E.P.S. Summer Camp) Provides recreational camp activities to meet the individual physical and medical needs of the participants.	\$ 15,000	\$ 5,000
<b>The Creative Coast</b> (The Labs) Hosts events focused on mentoring, networking and educational experiences in business incubation.	\$ 75,000	\$ 38,000
<b>Total Neighborhood Revitalization Programs</b>	<b>\$ 125,000</b>	<b>\$ 62,000</b>
<b>Economic Strength &amp; Poverty Reduction</b>		
<b>America's Second Harvest</b> (Senior Hunger Initiative) Addresses seniors' access to food assistance including the <i>Brown Bag for the Elderly</i> program which provides groceries at the end of each month to low-income seniors.	\$ 38,000	\$ 35,000
<b>Coastal Georgia Council Boys Scouts of America</b> (Exploring Program) Provides career mentoring, leadership and job-skills development programs for youth ages 12-19.	\$ 10,000	\$ 5,000
<b>Eastside Concerned Citizens Inc.</b> (Career Development/Certified Nursing Assistant Training) Two-tier career training tract that provides entry-level employment opportunities in the medical field and state certification. Participants are provided employment placement assistance for up to one year after completion of training.	\$ 10,000	\$ 10,000
<b>Economic Opportunity Authority for Savannah-Chatham County Area Inc.</b> (EOA Workforce Development Triple "E" Training Program) Offers soft skills training, referrals to educational training programs and referrals to entrepreneurship programs. The Triple "E" is centered on providing training to youth and adults in an effort to prepare them for the workforce.	\$ 25,000	\$ 10,000

## Community Partnerships Program 2020 Adopted Budget (continued)

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Economic Strength &amp; Poverty Reduction (continued)</b>		
<b>Economic Opportunity Authority for Savannah-Chatham County Area Inc.</b> (EOA Foster Grandparent Program) Intergenerational program offering low income seniors, 55 years of age 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.	\$ 50,000	\$ 5,000
<b>Forsyth Farmers Market</b> (Farm Truck 912) Partnering with Wholesome Wave Georgia, the Farm Truck takes part in the "Double your Dollars" initiative to make healthy foods more affordable. Participants who shop on the Farm Truck while receiving SNAP/EBT benefits receive half off of any item on the truck.	\$ 15,000	\$ 8,000
<b>Frank Callen Boys &amp; Girls Club</b> (Youth Upward Mobility: Academic Success, Career Readiness) Addresses the risk factors that contribute to juvenile delinquency and provides skills and support that have been shown to increase participants' likelihood of career planning, high school graduation and post-secondary training, thereby becoming upwardly mobile by entering and competing in the 21 <sup>st</sup> century workplace.	\$ 15,000	\$ 5,000
<b>Georgia Legal Services</b> (Home Ownership Protection) Provides critical legal services in cases involving homeownership, rehabilitation and retention of owned property.	\$ 50,000	\$ 45,000
<b>Greenbriar Children's Center</b> (Early Childhood Education) Provides a structured, daily, curriculum-based routine (High Scope curriculum), breakfast, lunch and an afternoon snack. Field trips to various activities in and around the City are part of the program for enhanced development and awareness for the participants.	\$ 50,000	\$ 27,000
<b>MedBank Foundation</b> (Prescription Assistance) Assists with processing of medication refills and program renewals; provides services to uninsured or underinsured and low-income persons. Operates out of J. C. Lewis Health Clinic.	\$ 18,000	\$ 10,000
<b>Mediation Center of the Coastal Empire Inc.</b> (Family Law and Youth Education) Provides classes for parents in high-conflict cases of divorce and modification; a Family Law Resource Center with computers and support to complete domestic legal paperwork; support for families to receive a Guardian ad Litem pro bono to represent the child(ren) in high-conflict divorce cases; classes for fathers attempting to gain legal rights of their children; peer mediation training in schools; Community Conferencing to communities, families, and youth in conflict; and domestic violence mediations.	\$ 20,000	\$ 5,000
<b>Neighborhood Improvement Association Inc.</b> (Volunteer Income Tax Assistance VITA) Provides free income tax preparation services to individuals and families making less than \$54,000 per year.	\$ 50,000	\$ 40,000

## Community Partnerships Program 2020 Adopted Budget (continued)

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Economic Strength &amp; Poverty Reduction (continued)</b>		
<b>Royce Learning Center</b> (Adult and Community Education) Provides individualized instruction to adults in need of academic support while learning to read or gaining a General Education Development Diploma, Commercial Driver's License, Armed Services Vocational Assessment Battery or other educational needs.	\$ 12,000	\$ 5,000
<b>Savannah Association for the Blind</b> (Senior Independent Living for the Vision Impaired) Offers training and support to maintain a safe environment for seniors still living at home. Training ranges from orientation and mobility, vision rehabilitation safety training, assistive technology to master the internet, peer services and support, Low Vision evaluations, adaptive safety devices and learning to cope with blindness.	\$ 32,000	\$ 25,000
<b>Savannah Association for the Blind</b> (Vision Screenings Health Initiative) Provides free vision screenings to all Savannah residents who cannot afford a visit to the optometrist to get their eyes checked, with the follow-up of correction eye wear, if needed. Screenings offered in convenient locations throughout the Savannah community such as the Moses Jackson Advancement Center, the Pennsylvania Avenue Resource Center, retirement facilities, group homes and civic functions promoting health initiatives.	\$ 20,000	\$ 10,000
<b>Senior Citizens</b> (Adult Daytime Care) Provides a caring, safe environment for frail seniors and those suffering from Alzheimer's disease or other forms of dementia. Clients receive transportation to and from home, two hot meals plus two snacks and daily activities designed around their individualized care plans with the aim of improving or maintaining their cognitive and physical health as long as possible.	\$ 20,000	\$ 11,000
<b>Senior Citizens</b> (Care Navigators) Program provides information and linkage to any service that will fill unmet needs for seniors. Care Navigators accompany the senior to the service if needed. Care Navigators also provide care management including guardianship and act as the point staff for investigating suspected elder abuse/neglect and coordinating with Adult Protective Services and law enforcement.	\$ 25,000	\$ 10,000
<b>Senior Citizens</b> (In-Home Services) Provides support to help seniors with home services by providing homemaker, personal care, sitting and nursing services which make a profound difference in a senior's ability to remain independent and to continue living outside of a nursing home.	\$ 15,000	\$ 7,000
<b>Senior Citizens</b> (Meals on Wheels) Provides healthy, hot and delicious meals delivered to the homes of seniors. The lunches provided by this program are freshly prepared and nutritionally balanced and designed to provide one third of the recommended daily nutritional requirement for seniors.	\$ 25,000	\$ 15,000



## Community Partnerships Program 2020 Adopted Budget (continued)

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Economic Strength &amp; Poverty Reduction (continued)</b>		
<b>Senior Citizens</b> (Senior Companions) Designed to serve two segments of the senior community, this program hires seniors who are healthy, have a desire/need to work, and who have income below the Federal poverty level. Senior Companions are assigned as peer-to-peer support to other seniors in need of companionship and assistance; they perform light housekeeping, run errands, assist with personal grooming, launder clothing and prepare meals.	\$ 15,000	\$ 7,000
<b>Small Business Assistance Corporation</b> (Personal and Business Credit Building Program) Provides credit rebuilding program for individuals and businesses including financial literacy, money management and one-on-one credit counseling.	\$ 25,000	\$ 23,000
<b>Social Apostolate of Savannah</b> (Employment Support Services) Designed to help individuals obtain or maintain meaningful employment by providing them with proper state-issued identification, work shoes, work clothing and transportation assistance in the form of bus passes or gas cards.	\$ 15,000	\$ 10,000
<b>Step Up Savannah</b> (Chatham Apprentice Program) Provides jobs skills training, resume writing, financial education literacy and behavior modification therapy.	\$ 50,000	\$ 40,000
<b>Step Up Savannah</b> (Collaborative Work) Working collaboratively, Step Up Savannah manages the Working Families Network and the AmeriCorps VISTA program in Savannah; promotes the Georgia Work Credit; leads Savannah's participation in the Network for Southern Economic Mobility; hosts an annual meeting to encourage community engagement in the area of poverty reduction; and leverages outside funding for poverty reduction initiatives.	\$ 50,000	\$ 18,000
<b>Step Up Savannah</b> (Financial Security) Includes the promotion of strategies like financial education, safe and affordable bank accounts/financial products, public benefits enrollment, financial/credit counseling and home ownership to help Savannah residents connect to resources that will protect and grow assets.	\$ 50,000	\$ 40,000
<b>The Savannah Country Day School</b> (Graduate Program) Maintains guidance and support throughout the school year by offering one-on-one school visits once a month and Saturday sessions for community service opportunities and college tours.	\$ 5,000	\$ 5,000
<b>West Broad Street YMCA</b> (Neighborhood Enrichment Program) Provides enriching after-school programming and engagement of children and their families through its STEAM program which incorporates science, technology, engineering arts, math, physical fitness programs and social and emotional skill-building to enhance classroom learning while building essential life skills. Participants in STEAM activities also receive nutritious, hot meals.	\$ 50,000	\$ 5,000
<b>Total Economic Strength &amp; Poverty Reduction Programs</b>	<b>\$ 760,000</b>	<b>\$ 436,000</b>

## Community Partnerships Program 2020 Adopted Budget (continued)

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Public Safety Programs</b>		
<b>American Red Cross</b> (Crisis Response and Recovery Program) Assists residents during times of crises and disasters by providing immediate financial and emotional support, health services, and resources to aid families on their road to recovery.	\$ 25,000	\$ 24,000
<b>Coastal Children's Advocacy Center</b> (Forensic Interviewing and Crisis Intervention) Underwrites the cost of forensic interviews and crisis intervention.	\$ 25,000	\$ 20,000
<b>CrimeStoppers of Savannah-Chatham County, Inc.</b> (CrimeStoppers of Savannah-Chatham County) Provides helpful resource materials and other literature to residents in all neighborhoods to educate the them on how they can anonymously report crime in the community and receive cash rewards if an arrest is made. Funding will support the partnership with police and the community in working to reduce and eliminate crime.	\$ 50,000	\$ 30,000
<b>Economic Opportunity Authority for Savannah-Chatham County Area Inc.</b> (EOA Relatives as Parents Program) Provides supportive services to relative caregivers and the children they are raising, with emphasis on relative caregiving families that are not in the formal foster care system. Goals of the program are accomplished by providing client assistance, educational seminars, caregiver support groups and counseling.	\$ 25,000	\$ 5,000
<b>Frank Callen Boys and Girls Club</b> (Gang Prevention Through Targeted Outreach) Engages children and youth that display risky, antisocial and delinquent behavior and recruits them to participate in Frank Callen Boys and Girls Club activities.	\$ 25,000	\$ 15,000
<b>Mediation Center of the Coastal Empire Inc.</b> (Public Safety-Conferencing & Dialogue Circles) Provides Community Conferencing to communities, families and youth in conflict. Referrals can come from community program members, law enforcement, the school system or court. Conferencing and dialogue circles help reduce crime from an intervention perspective, repair communities and restore relationships.	\$ 10,000	\$ 10,000
<b>Park Place Outreach</b> (Family Preservation Initiatives) Provides an emergency shelter and family preservation initiatives for at-risk youth ages 11-17.	\$ 10,000	\$ 10,000
<b>Rape Crisis Center</b> (Prevention Education) Prevention education for elementary, middle and high school youth in the public school system.	\$ 35,000	\$ 5,000
<b>Rape Crisis Center</b> (SANE Program) One-on-one crisis intervention through the Sexual Assault Nurse Examiners (SANE) program at St. Joseph's/Candler and Memorial hospitals. Supports advocacy departments in different ways that include but are not limited to nurse contractors, travel and mileage reimbursement, office supplies and printing expenses for advocacy departments and victim assistance.	\$ 50,000	\$ 16,000



## Community Partnerships Program 2020 Adopted Budget (continued)

Agency Name (Program Name) - Description	2020 Requested Funding	2020 Adopted Funding
<b>Public Safety Programs (continued)</b>		
<b>Royce Learning Center</b> (Summer Programs at Royce) Addresses the academic and social needs of students who require additional, often specialized academic support, to be successful in school by providing supplemental, specialized educational services to all families.	\$ 2,000	\$ 5,000
<b>Savannah Chatham CASA</b> (Advocacy for Dually Involved Youth) Provides specialized case management for youth who are dually involved in both the juvenile dependency and juvenile delinquency systems. Program benefits include reduced recidivism among juvenile offenders in foster care, reduced crime rates among juvenile offenders in foster care and decreased amount of time children spend in foster care.	\$ 44,632	\$ 10,000
<b>Total Public Safety Programs</b>	\$ 311,632	\$ 150,000
<b>Total Community Partnerships Program</b>	\$ 1,391,632	\$ 843,000

# 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.

**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.

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

**Balanced Budget** - A budget in which planned revenues 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.

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

**Capital Expenditure** - An addition to the value of a fixed physical asset, constructed or purchased, that has a useful life of more than one year 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 useful life of more than one year.

**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.

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

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

**Department** - A department may refer to a single activity or a grouping of related activities that help carry out the overall mission of service centers.

**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, pension, and 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, 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 and accounts for its financial transactions. In the City of Savannah, the fiscal year is the same as the calendar year.

**Franchise Fee** - A fee levied on utilities, mobility services and parking services, for use of City rights-of-way.

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

**Fund Balance** – The difference between assets and liabilities in a fund, categorized as assigned or unassigned.

**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. Several funds, such as Public Safety Communications and Civic Center, 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 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: 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 of 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 a percentage of proceeds based on a 1% voter approved local option. The use of these funds is unrestricted.

**Major Code** – The primary level of accounting for revenues and expenditures. Major codes define the main objective of a group of individual accounts.

**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** – The secondary level of accounting for revenues and expenditures. Minor codes clearly define specific transactions, such as “current property tax revenue” or “professional purchased services”.

**Modified Accrual Accounting** - A basis of accounting used by government entities to measure the current financial resources in governmental fund financial statements. Revenues are recognized when they become available (able to finance expenditures within 60 days) and measureable (reasonably estimated). Expenditures are recognized when incurred.

**NEOGOV** – Current vendor for the City of Savannah's HR software automates the entire hiring and performance evaluation process, including position requisition approval, automatic minimum qualification screening, test statistics and analysis, and EEO reporting

**Objective** – A strategic decision to be attained or a purpose to be achieved within a defined timeframe.

**Operations Budget** - Referred to as an operating budget. The operations budget is 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 relationship among business structures within the 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 or results obtained within an activity or program.

**Personnel Services** - Items of expenditure 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 service center 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** – An 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 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.

**Retired Debt** – Repayment in full of general long-term debt principal and interest.

**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 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; losses which do occur are charged against those accounts or funds.

**Special Purpose Local Option Sales Tax (SPLOST)** - A 1% 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
AMI.....	Automatic Meter Infrastructure
AMR.....	Automatic Meter Reading Systems
ARV.....	After Repair Value
ATF.....	Alcohol, Tobacco and Firearms
BPTS .....	Bacon Park Transfer Station
CAD.....	Computer Aided Design
CALEA.....	Communications Assistance for Law Enforcement Act
CAFR .....	Comprehensive Annual Financial Report
CBRNE.....	Chemical, Biological, Radiological, Nuclear and Explosive
CCRO.....	Chief Community Resources Officer
CDBG .....	Community Development Block Grant
CEMA.....	Chatham Emergency Management Agency
CID.....	Criminal Investigation Division
CIDO.....	Chief Infrastructure & Development Officer
CIP .....	Capital Improvement Program
CJIS.....	Criminal Justice Information System
COO.....	Chief Operating Officer
COP.....	Community Oriented Policing
COS .....	City of Savannah
CPP.....	Community Partnerships Program
DBE.....	Disadvantaged Business Enterprise
DCA.....	Department of Community Affairs
DFRL.....	Dean Forest Road Landfill
DoIT.....	Department of Information Technology
EGV.....	End-Gun Violence

EMD.....	Emergency Medical Dispatch
EPD .....	Environmental Protection Division
ESPLOST.....	Education Special Purpose Local Option Sales Tax
FEMA.....	Federal Emergency Management Agency
FTE.....	Full Time Equivalent
GAAP .....	Generally Accepted Accounting Principles
GCCMA.....	Georgia City/County Management Association
GCIC .....	Georgia Crime Information Center
GDP .....	Gross Domestic Product
GFOA .....	Government Finance Officers Association
GIS .....	Geographic Information System
GOHS.....	Georgia Office of Homeland Security
HEAT .....	Highway Enforcement of Aggressive Traffic
HOME.....	Home Investment Partnership Program
HUD .....	U.S. Department of Housing and Urban Development
ICMA .....	International City/County Management Association
I & D.....	Industrial and Domestic
IGA .....	Intergovernmental Agreement
IMT.....	Incident Management Team
IRPB.....	International Research and Programs Branch
ISO .....	Insurance Services Offices
LEAA.....	Law Enforcement Assistance Administration
LEPC .....	Local Emergency Planning Committee
LOST.....	Local Option Sales Tax
MLK.....	Martin Luther King, Jr., Blvd.
MPC .....	Metropolitan Planning Commission
MSA .....	Metropolitan Statistical Area
MVR.....	Motor Vehicle Report

NCIC .....	National Crime Information Center
NIBIN.....	National Integrated Ballistic Information network
NIMS .....	National Incident Management System
NPDES.....	National Pollutant Discharge Elimination System
NSP .....	Neighborhood Stabilization Program
OPEB.....	Other Post-Employment Benefits
ORR.....	Open Records Request
POR .....	Per Occupied Room
PSAP .....	Public Safety Answering Point
RMS.....	Records Management System
ROW .....	Right-of-Way
SAGIS.....	Savannah Area Geographic Information System
SARIC .....	Savannah Area Regional Intelligence Center
SBAC .....	Small Business Assistance Corporation
SBE.....	Savannah Business Enterprise
SCAC.....	Standard Carrier Alpha Code
SCADA .....	Supervisory Control and Data Acquisition
SEDA.....	Savannah Economic Development Authority
SPLOST.....	Special Purpose Local Option Sales Tax
TAC.....	Tourism Advisory Committee
TBD.....	To Be Determined
UPPCC.....	Universal Public Procurement Certification Council
WIA .....	Workforce Investment Act
WIOA.....	Workforce Innovation and Opportunity Act
WSC.....	Work Source Coastal
YFA .....	Youth Futures Authority



# Capital Improvements Program

2020-2024

SAVANNAH 



# Table of Contents

## Capital Improvement Program

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### **CAPITAL IMPROVEMENT PROGRAM**

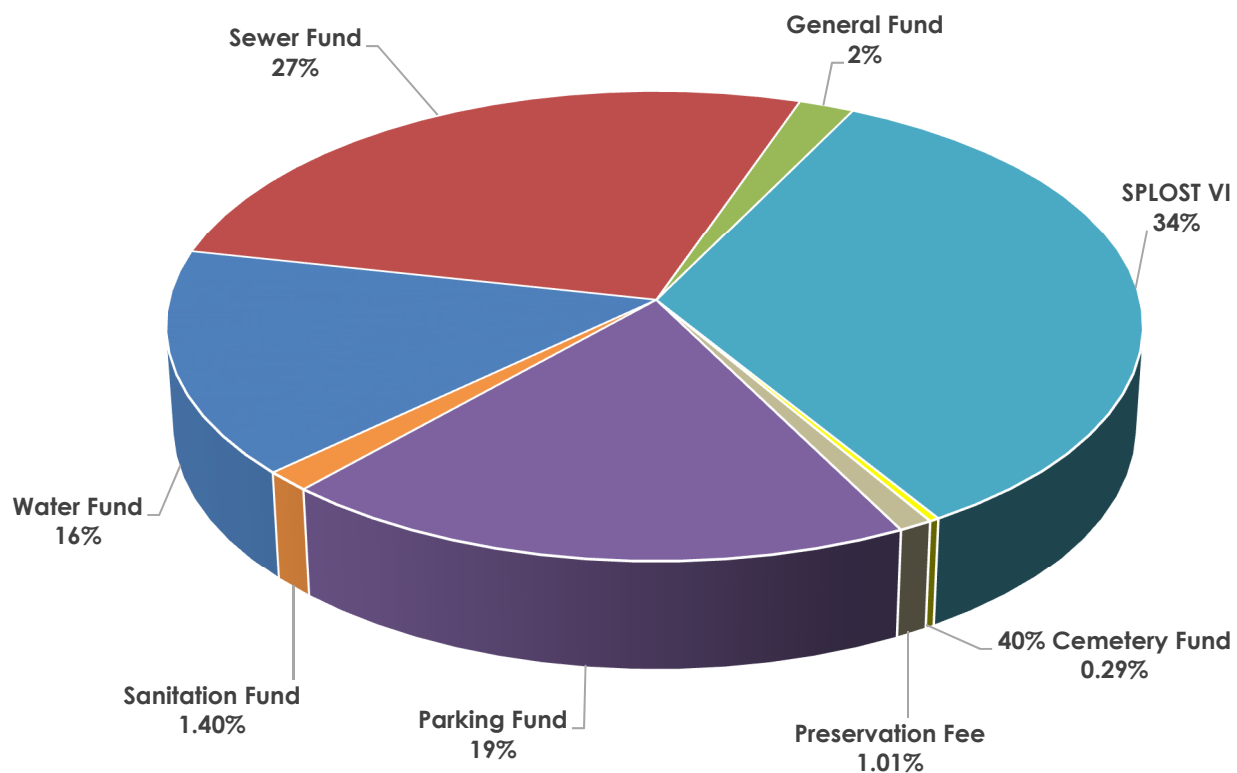
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# Capital Improvement Planning

The City of Savannah regularly undertakes projects to improve public facilities and infrastructure assets for the benefit of its citizens. These projects, collectively referred to as the Capital Improvements Plan (CIP), may include construction and renovation of recreation centers, acquisition of assets, street repaving, replacement of water and wastewater lines and the purchase of new fleet vehicles and other equipment. The capital improvement spending plan for the next five years is described within this section.

Capital improvement projects vary in scope. Some may require years of planning and construction while others may be completed in a shorter timeframe. The City's Five-Year Capital Improvements Plan encompassing FY20 through FY24 totals \$181.7 million. The first year of the five-year plan, which is formally adopted by the City Council, totals \$71.1 million for FY20. Below is the breakdown of the FY20 capital budget by revenue source.



**TOTAL FY20 CAPITAL BUDGET:**  
**\$71,151,200**

# Capital Budget Preparation & History

## Preparation

The Capital Budget is a multi-year spending authorization and as a result, there is a distinction between what the City plans to spend in the next fiscal year and the new appropriations required to be approved in the budget. 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 the 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 which is reviewed and modified in subsequent years where applicable. Before the plan is updated, the current capital projects will be reviewed for progress and accomplishments to gain additional insights which are used in the City's future planning process.

## Strategies

Budget strategies for development of the 2020-2024 Capital Improvement Program include:

- Focus on the City's limited resources to fund legally mandated projects
- Maintain infrastructure and capital assets to protect the Public and avoid future financial liabilities
- Focus available capital dollars on projects necessary for the successful implementation of the City's Strategic Plan

Future Capital Planning actions will include:

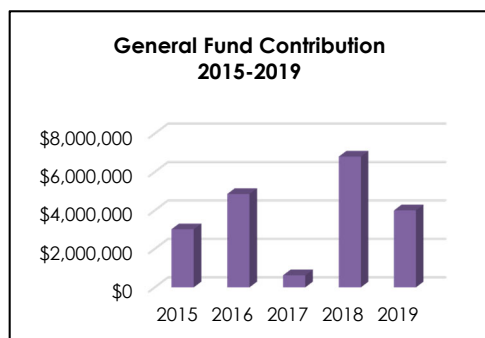
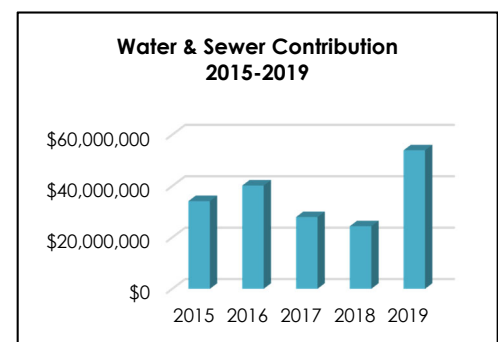
- Continue to focus on maintenance and Council priorities
- Update the Five-Year Plan annually to strategically fund infrastructure needs
- Continue to review funding sources to support critical infrastructure needs

## Historical Capital Funding

In the last five years, the City has invested over \$500 million in capital projects in the community. Historical contributions to capital investments from key funding sources are highlighted.

### Water & Sewer Fund – Historical Capital Contribution

Water and sewer rates are projected five years into the future in order to anticipate needs for operation and maintenance of the systems in place and to fund the capital improvement/maintenance plan. The graph to the right shows budgeted historical capital investments from this funding source, including Industrial & Domestic Water Fund contributions.



### General Fund – Historical Capital Contribution

General Fund revenue supports general government projects, including stormwater. For 2015-2019, the capital investment levels have been lower than needed due to economic conditions. The graph to the left shows budgeted contributions from the General Fund to various capital projects during the period 2015-2019.

# Capital Budget Overview

## 2020-2024 Capital Plan Overview

The Five-Year Capital Improvements Program revenue sources are projected to total \$181,744,196. The table below provides a breakdown of allocations by year. Funding highlights include:

- Projected \$15 million SPLOST VI Tier 3 funding
- Projected \$5 million SPLOST VI Tier 4 funding
- Projected \$4.3 million SPLOST VI additional funding
- Combined contribution of \$29.8 million from the Water & Sewer Fund
- \$12.5 million contribution from the Parking Fund in support of Canal District parking facilities
- \$1 million contribution from the Sanitation Fund to complete acquisition and improvement of a waste management facility

## Revenues by Source

Funding Source	2020	2021	2022	2023	2024	5-Year Total
General Fund	\$ 1,450,000	\$ 3,300,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ 10,300,000
SPLOST	24,300,000	-	-	-	-	24,300,000
Cemetery Fund	210,000	200,000	200,000	190,000	180,000	980,000
Preservation Fee	727,200	734,472	741,472	741,817	749,235	3,694,196
Parking Fund	13,640,000	-	-	-	-	13,640,000
Sanitation Fund	1,000,000	-	-	-	-	1,000,000
Sewer Fund	19,231,000	17,266,000	16,220,500	15,365,500	10,541,000	78,624,000
Water Fund	10,593,000	8,250,000	10,829,000	9,179,000	10,355,000	49,206,000
<b>Total</b>	<b>\$ 71,151,200</b>	<b>\$ 29,750,472</b>	<b>\$ 29,840,972</b>	<b>\$ 27,326,317</b>	<b>\$ 23,675,235</b>	<b>\$ 181,744,196</b>

## Funding by Project Category

Improvement Category	2020	2021	2022	2023	2024	5-Year Total
Cemetery	\$ 210,000	\$ 200,000	\$ 200,000	\$ 190,000	\$ 180,000	\$ 980,000
Drainage	750,000	850,000	850,000	850,000	850,000	4,150,000
Public Buildings	29,215,788	800,000	-	-	-	30,015,788
Sanitation	1,000,000	-	-	-	-	1,000,000
Sewer	19,231,000	17,266,000	16,220,500	15,365,500	10,541,000	78,624,000
Squares & Monuments	727,200	734,472	741,472	741,817	749,235	3,694,196
Streets & Sidewalks	-	450,000	500,000	500,000	500,000	1,950,000
Traffic	1,200,000	-	-	-	-	1,200,000
Water	10,593,000	8,250,000	10,829,000	9,179,000	10,355,000	49,206,000
Other	8,224,212	1,200,000	500,000	500,000	500,000	10,924,212
<b>Total</b>	<b>\$ 71,151,200</b>	<b>\$ 29,750,472</b>	<b>\$ 29,840,972</b>	<b>\$ 27,326,317</b>	<b>\$ 23,675,235</b>	<b>\$ 181,744,196</b>



# Capital Improvements Plan

The Capital Improvements Program is supported by a number of different funding sources, including debt, cash, and various other revenues, some of which have restricted usage. Funds are allocated to cover a variety of project categories as permitted by revenue source and availability.

## 2020 Capital Project Category Highlights

Project categories align closely with the type of infrastructure or improvement being acquired or constructed. New **Drainage** infrastructure will be installed to reduce flooding as well as the continuation of ongoing rehabilitation of the City's storm sewers over the five-year period. These improvements account for \$750,000 of year-one capital funding.

The **Public Buildings** category accounts for \$29,215,788 of planned capital funding and funds projects like the renovation of the John Delaware Center, public facility improvements and the construction of an Arena parking garage.

**Traffic Improvements** account for \$1,200,000 of planned capital funding. SPLOST VI funding, if realized as projected, will be combined with existing funding to support the widening of Benton Boulevard.

**Cemetery Improvements** and **Square and Monument Improvements** account for \$937,200 of capital funding. These improvements will enhance preservation, restoration and maintenance of City cemeteries, squares and monuments while playing an important role in creating the signature atmosphere of Savannah.

**Water and Sewer Improvements** account for \$29,824,000 of planned capital project funding. Many of these projects prepare the City for compliance with new federal and state regulations regarding groundwater use, which will take effect in the coming years. Other projects address routine maintenance and planned infrastructure replacement.

The **Other Projects** category accounts for \$8,224,212 and includes public safety equipment and technology upgrades such as the implementation of an electronic timekeeping system and red light camera system expansion.

## 2020 Project & Fund Details

The following project pages give an overview of capital improvements funded in 2020, including information such as:

- Project Scope
- Improvement Category
- Objective
- Strategic Alignment
- Funding and Expense Schedule
- Benefits
- Operating Budget Impact

Projects are grouped by funding source. Each section begins with a description of the funding source, 5-year capital contribution projections and a list of projects included in the year-one allocations. For additional active project information and quarterly updates, visit [public.sagis.org/cip/](http://public.sagis.org/cip/).

# General Fund

The General Fund is the general operating fund for the City of Savannah. This fund accounts for revenue and expenditures for general government services. General funds can be applied to capital projects in all improvement categories. The General Fund is supported by taxes, fees, fines, permits, licenses, charges for services and interest income. Projects receiving a General Fund allocation in 2020 consist of drainage and general government initiatives.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
General Fund	1,450,000	3,300,000	1,850,000	1,850,000	1,850,000	\$ 10,300,000

Project Name	Project Category	2020 Adopted
Electronic Time Keeping Phase I	Other Improvement	\$ 200,000
Storm Sewer Rehabilitation	Drainage Improvement	\$ 750,000
Tricentennial Master Plan	Other Improvement	\$ 500,000

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Electronic Timekeeping Phase I	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Strategic Priority</b>	Good Government
<b>Department</b>	Human Resources	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	Install timekeeping devices in coordination with Lawson software to ensure FLSA compliance, better manage overtime, and make payroll and timekeeping more efficient.		
	<b>Recurring?</b>	No	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To implement electronic timekeeping pilot.
<b>Benefits</b>	Increase accountability, reduce errors, fraud, and personnel hours spent on timekeeping management
<b>Scope/Comments</b>	Phase I is intended as a precursor to implementing electronic timekeeping in all Service Centers
<b>Related Projects</b>	Lawson Upgrade

### FUNDING SOURCE(S)

General Fund	\$	500,000
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### FUNDING SCHEDULE

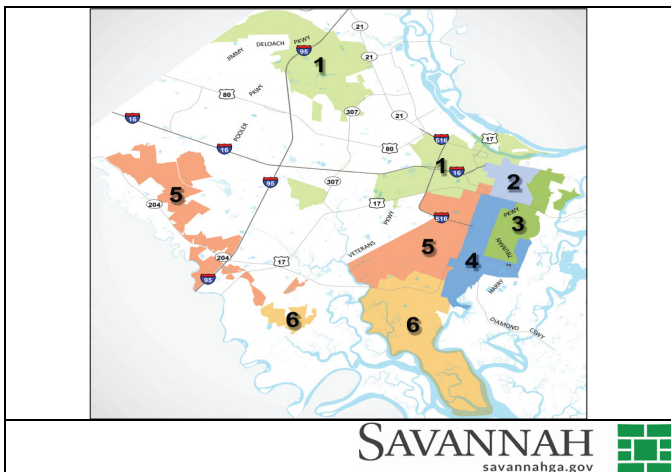
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 300,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

### OPERATING BUDGET IMPACT

Description	The primary expense is an estimate of the annual software maintenance and licensing fee. Commodity expenses could include hardware (ex. time clocks) maintenance & replacement but can't be estimated at this time. Personnel savings are also anticipated due to reductions in staff time spent auditing/correcting records, as well as reductions in timekeeping errors and fraud.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ 150,000
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 150,000</b>



### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Storm Sewer Rehabilitation	<b>Project Start Year</b>	2015
<b>Category</b>	Drainage	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	Building Flooding
<b>Project Description</b>	Recurring capital maintenance project used for repairing storm drainage infrastructure identified most often due to cave-ins within streets.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Maintain and repair capital stormwater infrastructure.
<b>Benefits</b>	Flood and hazard mitigation, protection of the Public and City capital assets
<b>Scope/Comments</b>	Emergency repairs performed on existing system to restore flow and prevent further damages
<b>Related Projects</b>	Stormwater Utility (requested)

### FUNDING SOURCE(S)

General Fund	\$	7,850,000
Miscellaneous	\$	158,590

### FUNDING SCHEDULE

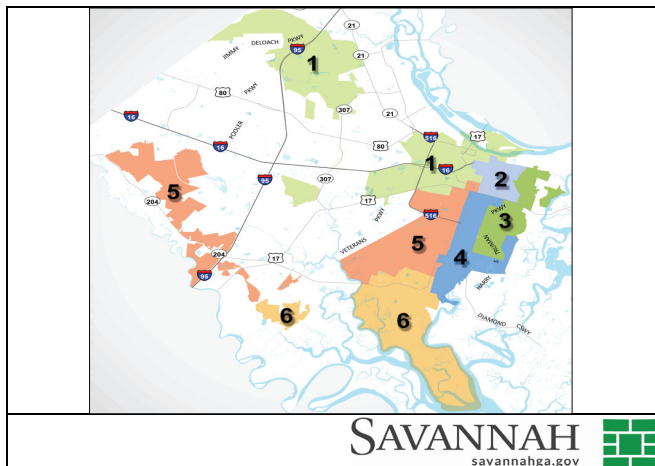
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 3,858,590	\$ 750,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,150,000	\$ 8,008,590

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 3,143,279	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 865,311	\$ 4,865,311	\$ 8,008,590

### OPERATING BUDGET IMPACT

Description	Recurring maintenance & repair of capital assets - no additional impact to the operating budget.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Tricentennial Master Plan	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Strategic Priority</b>	Good Government
<b>Department</b>	Office of the City Manager	<b>Strategic Goal</b>	N/A
<b>Project Description</b>	City contribution to Community Tricentennial Master Plan.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide the City contribution for a Community Master Plan.
<b>Benefits</b>	Enhance opportunities for the City's growth and improvement
<b>Scope/Comments</b>	Facilitate the preparation of a new master plan for Savannah ahead of the City's Tricentennial in 2033
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

General Fund	\$	1,000,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated - The City contribution goes directly to operating costs for planning and project establishment. Any projects established as a result of the Master Plan will be published with their own OBI estimates.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

# SPLOST VI

Special Purpose Local Option Sales Tax (SPLOST) revenue collection must be approved by voter referendum, have a specific collection period, and can only be applied to approved projects or project categories. The SPLOST VI collection period began in 2014 and enters its final year in 2020.

The SPLOST VI resolution includes provisions for revenue allocations to capital projects in a tiered structure based upon collection thresholds. Revenues have already exceeded projected collections through 2019. 2020 allocations are budgeted at eighty percent of projected additional SPLOST VI revenue. Tier 3 protocol dedicates \$15 million to Arena Construction. Tier 4 protocol allots \$9.3 million to diverse projects including Public Building Improvements such as the John Delaware Center Renovation and the Benton Boulevard Widening Traffic Improvement project.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
SPLOST VI	24,300,000	-	-	-	-	\$ 24,300,000

Project Name	Project Category	2020 Adopted
Arena Construction	Public Building Improvement	\$ 15,000,000
Arena Parking Garage*	Public Building Improvement	\$ 5,000,000
Benton Boulevard Widening	Traffic Improvement	\$ 1,200,000
John Delaware Center Renovation	Public Building Improvement	\$ 1,600,000
Public Safety Equipment	Other Improvement	\$ 1,384,212
Tricentennial Park Facilities Improvements	Public Building Improvement	\$ 115,788

\*Project also funded by the Parking fund in 2020. Project page included in Parking Fund section.

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Arena Construction	<b>Project Start Year</b>	2008
<b>Category</b>	Public Building	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Office of the Chief Operating Officer	<b>Strategic Goal</b>	Reestablish & Preserve Neighborhoods
<b>Project Description</b>	To construct a new Civic Center Arena in the Canal District.		
		<b>Recurring/Non-Recurring</b>	Non-Recurring

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To construct a new Civic Center Arena.
<b>Benefits</b>	Provides a draw for economic development and neighborhood revitalization
<b>Scope/Comments</b>	Groundbreaking held September 26, 2019
<b>Related Projects</b>	Arena Parking Garage, Arena Gwinnett St. Parking Lot

### FUNDING SOURCE(S)

SPLOST VI	\$ 120,000,000
DSA Bond	\$ 45,007,559
Parking Fund	\$ 245,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 150,252,559	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000	\$ 165,252,559

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 24,472,253	\$ 90,000,306	\$ 45,780,000	\$ 5,000,000	\$ -	\$ -	\$ 140,780,306	\$ 165,252,559

### OPERATING BUDGET IMPACT

Description	Arena operating costs will be absorbed by OVG. There is a contractual agreement wherein OVG will pay rent, but the first 2 years are \$0, and year 3 is beyond the current 5-year plan. A revenue share agreement is also in place, but projections cannot be estimated until programming is online. Other contractuals are for management fees of existing Civic Center.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ 102,000
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Stiles & Gwinnett
<b>Council District</b>	1
<b>Neighborhood</b>	Carver Heights

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Benton Boulevard Widening	<b>Project Start Year</b>	2020
<b>Category</b>	Traffic	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Parking & Mobility Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Widen Benton Boulevard from Jimmy DeLoach to Highlands Boulevard.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide safe and efficient traffic flow.
<b>Benefits</b>	Provide adequate roadway capacity to the public
<b>Scope/Comments</b>	Widen Benton Blvd. from Jimmy DeLoach to Highlands Blvd.
<b>Related Projects</b>	Benton Blvd. Extension north of Highlands Blvd.

### FUNDING SOURCE(S)

SPOST VI	\$	1,200,000
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### FUNDING SCHEDULE

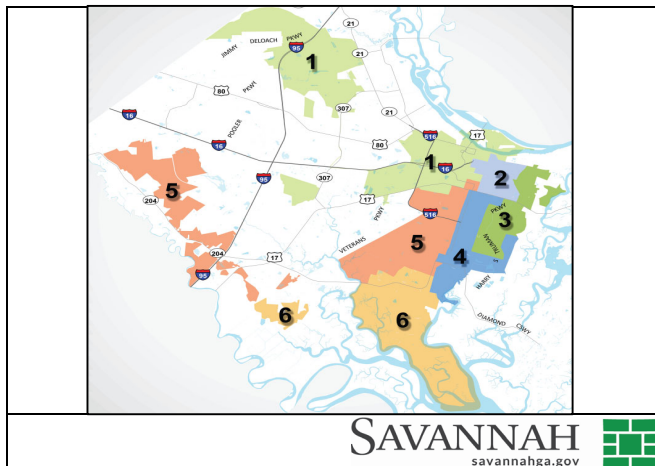
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000

### OPERATING BUDGET IMPACT

Description	The OBI expense is primarily expressed here as contract repair, resurfacing and/or restriping, with minimal personnel expenses and related operating supply and materials to approve service rendered.	Est. Ongoing Annual Impact	
		Personnel	\$ 425
		Contractuals	\$ 27,750
		Commodities	\$ 50
		Other	\$ -
		Total	\$ 28,225



### LOCATION

<b>Address</b>	Benton Blvd.
<b>Council District</b>	1
<b>Neighborhood</b>	Godley Station

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	John Delaware Center Renovation	<b>Project Start Year</b>	2020
<b>Category</b>	Public Building	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Recreation & Leisure Services	<b>Strategic Goal</b>	Access to Recreation
<b>Project Description</b>	Renovations to the interior and exterior of John Delaware Center.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve the John Delaware Center facility.
<b>Benefits</b>	Enhancement of the safety and experience of the residents who use the facility
<b>Scope/Comments</b>	Upgrades to windows, flooring, restrooms, kitchen, computer lab, showers and landscaping
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VI	\$	1,600,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 1,600,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 1,600,000

### OPERATING BUDGET IMPACT

<b>Description</b>	Renovations will not alter the operating budget impact of the existing facility significantly, although there may be some savings opportunities to improve energy efficiency.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	1815 Lincoln St.
<b>Council District</b>	2
<b>Neighborhood</b>	Thomas Square

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Public Safety Equipment	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Strategic Priority</b>	Public Safety
<b>Department</b>	Police	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	To provide public safety fleet equipment and associated accessories/outfitting, such as MDTs and striping.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide public safety fleet equipment.
<b>Benefits</b>	Increased force readiness, fleet reliability, and response time
<b>Scope/Comments</b>	Vehicle/equipment list coordinated by Police and Fleet Administration
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VI	\$	1,384,212
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### FUNDING SCHEDULE

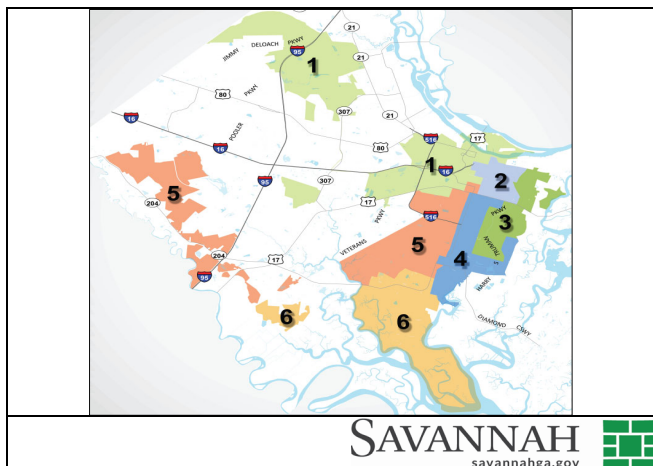
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,384,212	\$ -	\$ -	\$ -	\$ -	\$ 1,384,212	\$ 1,384,212

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,384,212	\$ -	\$ -	\$ -	\$ -	\$ 1,384,212	\$ 1,384,212

### OPERATING BUDGET IMPACT

<b>Description</b>	No additional OBI anticipated. Vehicles are replacements for existing units past useful life. Gas, maintenance, and repairs are already accounted for within the operating budget.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Tricentennial Park Facilities Improvements	<b>Project Start Year</b>	2020
<b>Category</b>	Public Building	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Multi-year capital plan to address facility needs at MLK Visitor Center and Tricentennial Park buildings.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Storehouse roof replacement & Visitor Center back deck replacement.
<b>Benefits</b>	Improve the safety and welfare of the Public and staff utilizing the facilities
<b>Scope/Comments</b>	Additional improvements in planning stages but not currently programmed within the capital plan
<b>Related Projects</b>	Visitors Info Center Renovation

### FUNDING SOURCE(S)

SPLIST VI	\$	115,788
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### FUNDING SCHEDULE

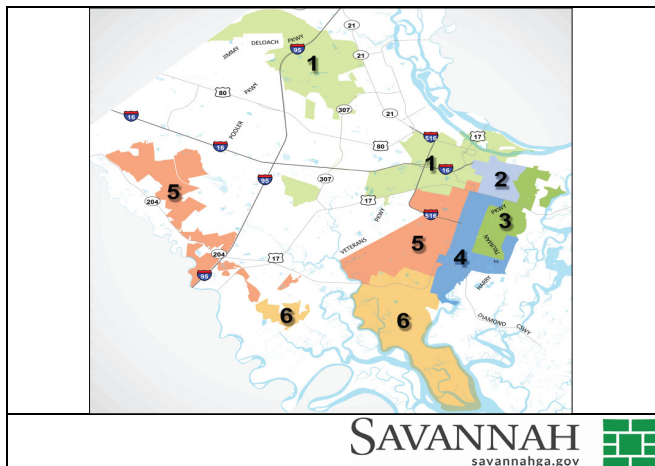
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 115,788	\$ -	\$ -	\$ -	\$ -	\$ 115,788	\$ 115,788

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 115,788	\$ -	\$ -	\$ -	\$ -	\$ 115,788	\$ 115,788

### OPERATING BUDGET IMPACT

Description	No additional operating budget impact anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	MLK & Louisville
<b>Council District</b>	1 & 2
<b>Neighborhood</b>	Tricentennial Park



# Cemetery Fund

Forty percent of the Cemetery Fund's lot sale revenue is reserved for Cemetery Improvement projects to ensure perpetual care and maintenance of Savannah's historic cemeteries. Cemetery Improvement projects are sometimes partially subsidized by the General and Preservation Fee Funds, but the 2020 allocations listed below are from the Cemetery Fund. Projects include conservation, land development, improvements and expansion of customer service initiatives.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Cemetery Fund	210,000	200,000	200,000	190,000	180,000	\$ 980,000

Project Name	Project Category	2020 Adopted
Cemetery Expansion	Cemetery Improvements	\$ 40,000
Cemetery Kiosk System	Cemetery Improvements	\$ 10,000
Cemetery Roadway Improvements	Cemetery Improvements	\$ 15,000
Cemetery Monument Conservation	Cemetery Improvements	\$ 30,000
Colonial Park Lighting	Cemetery Improvements	\$ 100,000
Historic Building Maintenance	Cemetery Improvements	\$ 15,000

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Expansion	<b>Project Start Year</b>	2020
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Good Government
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b> Development of undeveloped land to provide additional, four, six and single-space cemetery lots.		<b>Recurring/Non-Recurring</b>	Non-Recurring

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide additional cemetery lots to sell to the public.
<b>Benefits</b>	Provides the customers an affordable cemetery lot and generates revenue for the City
<b>Scope/Comments</b>	Approx. 6 acres of undeveloped land in Greenwich Cemetery
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	300,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 40,000	\$ 80,000	\$ 90,000	\$ -	\$ 90,000	\$ 300,000	\$ 300,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 60,000	\$ 20,000	\$ 130,000	\$ -	\$ 90,000	\$ 300,000	\$ 300,000

### OPERATING BUDGET IMPACT

Description	Minimal expense increases anticipated due to personnel time for general maintenance and removing non-compliant items from the new sections, as well as an increase in the annual contract maintenance cost. Staff estimates completed expansion could generate over \$10 million in revenue.	Est. Ongoing Annual Impact	
		Personnel	\$ 5,987
		Contractuals	\$ 10,200
		Commodities	\$ -
		Other	\$ -
		Total	\$ 16,187



### LOCATION

<b>Address</b>	Greenwich Cemetery
<b>Council District</b>	3
<b>Neighborhood</b>	Bonaventure Cemetery

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Kiosk System	<b>Project Start Year</b>	2018
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Installation of self-service kiosks in City Cemeteries.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To increase visitor access to records and assistance.
<b>Benefits</b>	Enables visitors to view burial records when office staff in not available
<b>Scope/Comments</b>	The procurement and installation of self-service kiosks
<b>Related Projects</b>	Cemetery Management Software

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	45,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 25,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 20,000	\$ 45,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000

### OPERATING BUDGET IMPACT

Description	Impact will be limited to troubleshooting and maintenance as needed as well as the occasional replacement of the kiosk PC or related hardware/software.	Est. Ongoing Annual Impact	
		Personnel	\$ 593
		Contractuals	\$ -
		Commodities	\$ 400
		Other	\$ -
		Total	\$ 993



Cemetery Kiosk System

### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Roadway Improvements	<b>Project Start Year</b>	2008
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Maintenance and improvements of paved and gravel cemetery roadways.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure cemetery roadways are safely travelable.
<b>Benefits</b>	Improves existing road conditions
<b>Scope/Comments</b>	Includes paving, curbing, and drainage improvements
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	588,161
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 528,161	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ 60,000	\$ 588,161

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 507,043	\$ 36,119	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ 81,119	\$ 588,161

### OPERATING BUDGET IMPACT

<b>Description</b>	No impact expected.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



Cemetery Roadways

### LOCATION

<b>Address</b>	City Cemeteries
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Monument Conservation	<b>Project Start Year</b>	2018
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Preservation/Conservation of dilapidated monuments within the City cemeteries that meet the 70-yr. abandoned lot criteria.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To preserve/conserv monuments that contribute to Savannah's atmosphere and culture.
<b>Benefits</b>	Improves the appearance of the City cemeteries and preserves the culture and history
<b>Scope/Comments</b>	Current resources are insufficient to effectively preserve/conserv dilapidated monuments
<b>Related Projects</b>	Historic Building Maintenance

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	407,683
Miscellaneous	\$	12,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 229,683	\$ 30,000	\$ 30,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 190,000	\$ 419,683

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 13,366	\$ 246,317	\$ 30,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 406,317	\$ 419,683

### OPERATING BUDGET IMPACT

Description	Minimal operating impact is anticipated. The only operating expenses will include project oversight by Cemetery staff.	Est. Ongoing Annual Impact	
		Personnel	\$ 3,960
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ 3,960



Historic Monument Pending Preservation

### LOCATION

<b>Address</b>	City Cemeteries
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Colonial Park Lighting	<b>Project Start Year</b>	2018
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Upgrades and additions to the lighting in Colonial Park Cemetery.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve the lighting in Colonial Park Cemetery
<b>Benefits</b>	Improvements to public safety and increase in energy efficiency
<b>Scope/Comments</b>	Remove & replace 20 existing lampposts, all electrical components and install 5 new units
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	178,807
40% Cemetery Fund	\$	100,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 178,807	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 278,807

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 8,807	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ 278,807

### OPERATING BUDGET IMPACT

Description	No impact anticipated. Any increase in electrical expenses due to additional lighting fixtures is estimated to be offset by savings from upgrading to energy efficient units and bulbs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Colonial Park Lighting (existing lamp post)

### LOCATION

<b>Address</b>	Colonial Park Cemetery
<b>Council District</b>	1
<b>Neighborhood</b>	North Historic District



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Historic Building Maintenance	<b>Project Start Year</b>	2017
<b>Category</b>	Cemetery	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Real Estate Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Preservation and maintenance of historic cemetery buildings.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To preserve & maintain the historic cemetery buildings.
<b>Benefits</b>	Improves the appearance of the City cemeteries and preserves the culture and history
<b>Scope/Comments</b>	Various maintenance projects on aging cemetery buildings including cleaning and painting of Laurel Grove North and Bonaventure Cemetery administrative buildings
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	212,794
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 117,794	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 95,000	\$ 212,794

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 117,794	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 95,000	\$ 212,794

### OPERATING BUDGET IMPACT

Description	No impact expected.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Bonaventure Cemetery Administrative Building

### LOCATION

<b>Address</b>	330 Bonaventure Rd.
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

# Preservation Fee

The Preservation Fee is a funding source dedicated to the preservation and restoration of highly visited areas within the Historic District. Projects funded by the Preservation Fee are most often in the Squares & Monuments Improvements category, but due to a high volume of visitors, historic nature and locations, some Cemetery Improvement projects are also supported by Preservation Fee funds.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Preservation Fee	727,200	734,472	741,472	741,817	749,235	\$ 3,694,196

Project Name	Project Category	2020 Adopted
Entranceway & Median Improvements	Squares & Monuments	\$ 25,000
Forsyth Park Lighting Upgrades	Squares & Monuments	\$ 400,000
Fountain Conservation	Squares & Monuments	\$ 22,200
Monument Conservation	Squares & Monuments	\$ 50,000
Park, Square, Median & Irrigation Improvements	Squares & Monuments	\$ 30,000
Rousakis Plaza & Riverfront Repairs	Squares & Monuments	\$ 50,000
Square Lighting Upgrades	Squares & Monuments	\$ 25,000
Square Renovation	Squares & Monuments	\$ 75,000
Square Walkway Repairs	Squares & Monuments	\$ 50,000



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Entranceway & Median Improvements	<b>Project Start Year</b>	2018
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenspaces	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Improve landscape of City entrances and medians.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Create and maintain an inviting appearance and atmosphere in public greenspaces.
<b>Benefits</b>	Improve appearances of public property at entryways and along major medians
<b>Scope/Comments</b>	Design attractive, water-efficient and safe landscapes for all City entryways and major medians
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	275,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000	\$ 50,000	\$ 200,000	\$ 275,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 19,187	\$ 45,000	\$ 45,000	\$ 45,000	\$ 50,000	\$ 70,813	\$ 255,813	\$ 275,000

### OPERATING BUDGET IMPACT

Description	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Forsyth Park Lighting Upgrades	<b>Project Start Year</b>	2019
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Improve the lighting of Forsyth Park. Recurring/Non-Recurring Non-Recurring		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Improve and standardize the lighting of Forsyth Park to be consistent with the surrounding area.
<b>Benefits</b>	Improve public safety, aesthetics, and atmosphere
<b>Scope/Comments</b>	Upgrade and add lighting in Forsyth Park
<b>Related Projects</b>	Square Lighting Upgrades

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	920,000
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### FUNDING SCHEDULE

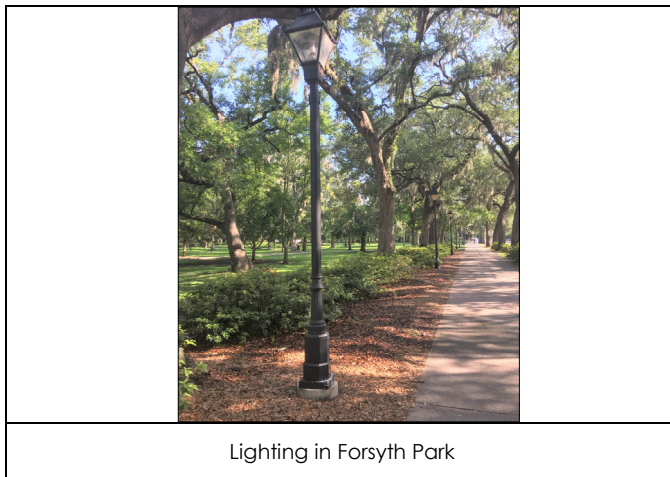
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 150,000	\$ 400,000	\$ 370,000	\$ -	\$ -	\$ -	\$ 770,000	\$ 920,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ 420,000	\$ -	\$ -	\$ -	\$ 920,000	\$ 920,000

### OPERATING BUDGET IMPACT

Description	None expected. Any increases in electric bills anticipated to be offset by savings from installing energy efficient fixtures and bulbs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Forsyth Park
<b>Council District</b>	2
<b>Neighborhood</b>	South Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Fountain Conservation	<b>Project Start Year</b>	2018
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Preserve and maintain the architecture of the City's Historic Fountains in parks, squares and medians.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure safe, efficient, reliable, and attractive public fountain operation.
<b>Benefits</b>	Water features serve as focal points & backdrops for passive recreation, tourism & scenic vistas
<b>Scope/Comments</b>	Preserve and maintain the City's Historic Fountains
<b>Related Projects</b>	Monument Conservation

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$ 298,450
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 176,250	\$ 22,200	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 122,200	\$ 298,450

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 127,895	\$ 45,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,555	\$ 170,555	\$ 298,450

### OPERATING BUDGET IMPACT

<b>Description</b>	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Monument Conservation	<b>Project Start Year</b>	2013
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Repair, restore and improve historic monuments.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To preserve, protect and improve the condition and aesthetics of the historic monuments and sites.
<b>Benefits</b>	The preservation of the City's historic monuments for the enjoyment and education of residents and visitors
<b>Scope/Comments</b>	Monument conservation and surrounding site work
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	783,523
Miscellaneous	\$	1,194

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 459,717	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 325,000	\$ 784,717

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 277,607	\$ 107,110	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 507,110	\$ 784,717

### OPERATING BUDGET IMPACT

Description	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Monument Conservation & Restoration

### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Park, Square, Median & Irrigation Improvements	<b>Project Start Year</b>	2017
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Maintain and improve the parks, squares and medians, including irrigation systems.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Provide safe, secure, scenic public open spaces to attract visitors and improve overall quality of life.
<b>Benefits</b>	Increased public safety, neighborhood connectivity and access to recreation
<b>Scope/Comments</b>	Maintain, upgrade, repair, replace, and enhance vegetation, landscaping, irrigation and park infrastructure
<b>Related Projects</b>	Entranceway & Median Improvements

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	435,699
Miscellaneous	\$	5,780

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 106,479	\$ 30,000	\$ 30,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 335,000	\$ 441,479

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 105,584	\$ 30,895	\$ 30,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 335,895	\$ 441,479

### OPERATING BUDGET IMPACT

Description	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Rousakis Plaza & Riverfront Repairs	<b>Project Start Year</b>	2018
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Repair and maintain the Riverfront.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To protect the plaza support structure from further decline and maintain a major tourist attraction.
<b>Benefits</b>	Protect a significant investment and ensure a safe area for significant public events
<b>Scope/Comments</b>	The structures to be repaired include brick walks, plaza, walls and decking
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	899,504
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 557,687	\$ 50,000	\$ 50,000	\$ 75,000	\$ 91,817	\$ 75,000	\$ 341,817	\$ 899,504

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 355,286	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 94,218	\$ 544,218	\$ 899,504

### OPERATING BUDGET IMPACT

Description	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Savannah Riverfront

### LOCATION

<b>Address</b>	Rousakis Plaza
<b>Council District</b>	1
<b>Neighborhood</b>	North Historic District



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Square Lighting Upgrades	<b>Project Start Year</b>	2018
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Maintain and enhance the lighting within the downtown squares.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Upgrading of lighting in the downtown squares.
<b>Benefits</b>	Improve the pedestrian experience and increase public safety in the downtown area
<b>Scope/Comments</b>	Repair and upgrade the light poles, fixtures and infrastructure as necessary
<b>Related Projects</b>	Square Renovation

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	299,235
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 49,235	\$ 149,235	\$ 299,235

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 44,379	\$ 123,762	\$ 31,094	\$ 25,000	\$ 25,000	\$ 50,000	\$ 254,856	\$ 299,235

### OPERATING BUDGET IMPACT

Description	None expected.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Historic Downtown
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Square Renovation	<b>Project Start Year</b>	2017
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Recurring Improve lighting, paving, landscaping and furnishings within the squares.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Create and maintain inviting public spaces in downtown squares.
<b>Benefits</b>	Reduce the chance of injury on walkways, enhance public safety and improve aesthetics
<b>Scope/Comments</b>	Squares to be renovated are: Oglethorpe, Telfair and Johnson
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$	770,628
Miscellaneous	\$	13,405

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 224,561	\$ 75,000	\$ 109,472	\$ 125,000	\$ 125,000	\$ 125,000	\$ 559,472	\$ 784,033

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 219,532	\$ 75,000	\$ 85,000	\$ 150,000	\$ 129,501	\$ 125,000	\$ 564,501	\$ 784,033

### OPERATING BUDGET IMPACT

Description	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Elbert Square Renovation

### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Square Walkway Repairs	<b>Project Start Year</b>	2017
<b>Category</b>	Squares & Monuments	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Greenscapes	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Repair brick walkways in the downtown squares.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Repair brick walkways in downtown squares.
<b>Benefits</b>	To provide water infiltration for trees while providing public safety for pedestrians
<b>Scope/Comments</b>	Remove and reset bricks on sand as necessary to provide safe walkways for pedestrians
<b>Related Projects</b>	Square Renovation

### FUNDING SOURCE(S)

Preservation Fee (GF)	\$ 470,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 120,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 350,000	\$ 470,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 95,467	\$ 50,000	\$ 50,000	\$ 100,000	\$ 99,533	\$ 75,000	\$ 374,533	\$ 470,000

### OPERATING BUDGET IMPACT

<b>Description</b>	Ongoing maintenance project for existing assets - no additional operating budget expenses anticipated.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Historic District
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

# Parking Fund

Parking Fund capital projects often support garage capital maintenance, parking improvements and are sometimes combined with other sources such as bond funding for large construction projects. In 2020, a main focus of Parking Fund revenue projects will be parking solutions in the Canal District, including a joint Parking Fund and SPLOST VI Arena Parking Facility project and a Parking Fund surface lot. Parking revenues also fund projects that support a variety of initiatives including governmental efficiency, environmental sustainability, economic development and public safety.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Parking Fund	13,640,000	-	-	-	-	\$ 13,640,000

Project Name	Project Category	2020 Adopted
Arena Parking Garage*	Public Building Improvement	\$ 7,500,000
Gate Equipment & Software	Other Improvement	\$ 900,000
Red-Light Camera Program	Other Improvement	\$ 240,000
Arena Gwinnett Street Parking Lot	Other Improvement	\$ 5,000,000

\*Project also funded by SPLOST VI in 2020.

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Arena Parking Garage	<b>Project Start Year</b>	2020
<b>Category</b>	Public Building	<b>Strategic Priority</b>	None
<b>Department</b>	Parking Services	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	400 space garage adjacent to the arena.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To meet parking demand for arena events.
<b>Benefits</b>	Attract customers to Arena
<b>Scope/Comments</b>	VIP and ADA spaces for the arena
<b>Related Projects</b>	Arena, Westside surface lot

### FUNDING SOURCE(S)

Parking Fund	\$	7,500,000
SPLOST	\$	5,000,000

### FUNDING SCHEDULE

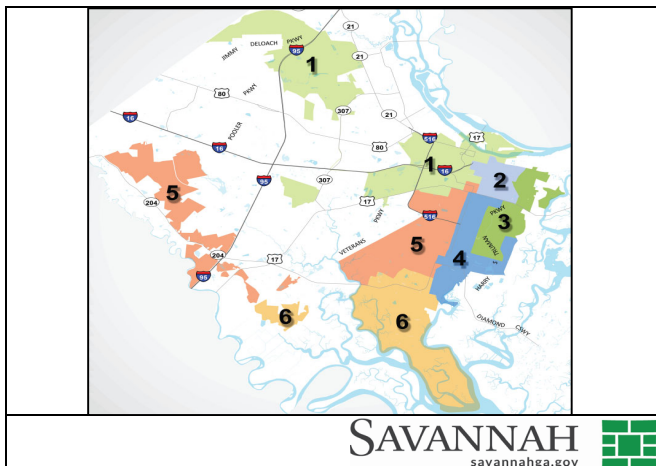
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,000,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ 12,500,000	\$ 12,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,000,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ 12,500,000	\$ 12,500,000

### OPERATING BUDGET IMPACT

<b>Description</b>	Assumes that the City is operating the garage. Final arrangement may have the arena operator operating the garage. In that case operating costs would potentially go to zero (along with revenue).	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ 41,052
		Contractuals	\$ 31,800
		Commodities	\$ 6,000
		Other	\$ 21,800
		<b>Total</b>	<b>\$ 100,652</b>



### LOCATION

<b>Address</b>	Stiles & Gwinnett
<b>Council District</b>	1
<b>Neighborhood</b>	Carver Heights

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Gate Equipment & Software	<b>Project Start Year</b>	2018
<b>Category</b>	Public Building	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Parking & Mobility Services	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Replace gate equipment & software in Robinson, Whitaker, Bryan, State, and Liberty Street Garages.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve customer experience and process efficiency.
<b>Benefits</b>	Increased customer satisfaction, use and City revenue
<b>Scope/Comments</b>	Replace outdated garage gate system
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Parking Fund	\$	1,250,000
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### FUNDING SCHEDULE

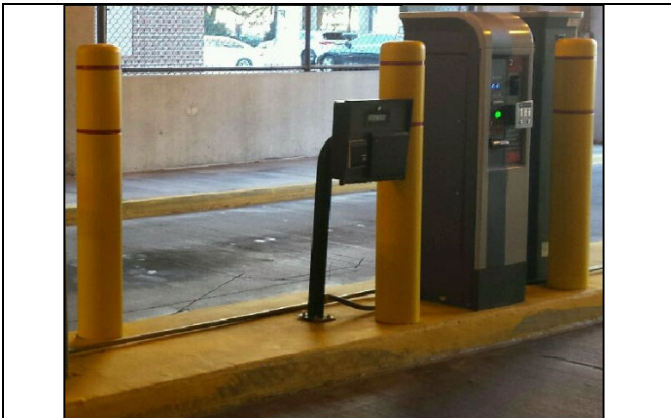
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 350,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 1,250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000	\$ 1,250,000

### OPERATING BUDGET IMPACT

Description	Ongoing operating expenses are estimates for contract equipment and software maintenance. Operating expenses may be offset by reduced maintenance costs and increased revenues, but estimates are unavailable at this time.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ 76,000
		Commodities	\$ -
		Other	\$ -
		Total	\$ 76,000



Existing Gate Equipment

### LOCATION

<b>Address</b>	100 E Bryan St, 100 E State St & 301 W. Liberty Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Red-light Camera Program	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Strategic Priority</b>	Public Safety
<b>Department</b>	Parking & Mobility Services	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	Add (4) cameras to the Red Light Camera Program.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Improve intersection safety by reducing the number of red light violations.
<b>Benefits</b>	Reduce the number of auto accidents in high risk intersections
<b>Scope/Comments</b>	Add additional red-light cameras in four intersections
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Parking Fund	\$	240,000
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### FUNDING SCHEDULE

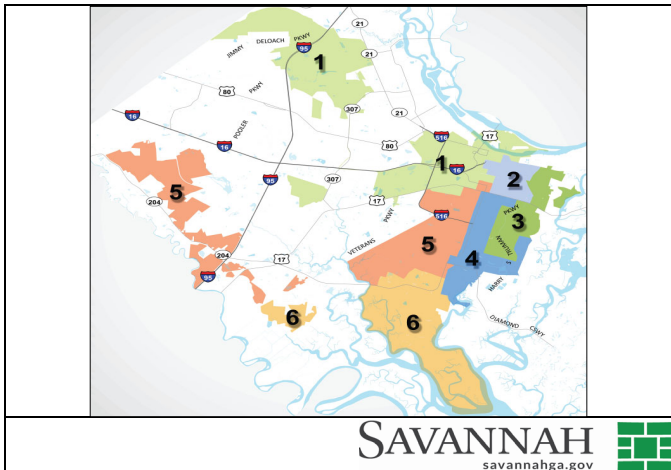
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 240,000

### OPERATING BUDGET IMPACT

Description	Expenses are primarily contractual, with some office supplies necessary for administration and billing. Expenses may be offset by increased revenue from Red Light Camera Fines, but the offset cannot be estimated at this time.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ 192,000
		Commodities	\$ 4,200
		Other	\$ -
		Total	\$ 196,200



### LOCATION

<b>Address</b>	N/A
<b>Council District</b>	2
<b>Neighborhood</b>	South Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Arena Gwinnett Street Parking Lot	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Department</b>	Parking & Mobility Services	<b>Strategic Goal</b>	City-Owned Properties
<b>Project Description</b>	Design and construction of a 2,000 space temporary gravel parking lot on Gwinnett Street to support the arena.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To create a temporary surface parking lot to support the arena.
<b>Benefits</b>	This project would increase the amount of parking for the arena and would be used for 3 to 5 years
<b>Scope/Comments</b>	Provide a gravel lot with lights and would include some environmental remediation
<b>Related Projects</b>	Arena Construction

### FUNDING SOURCE(S)

Parking Fund	\$	5,125,000
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### FUNDING SCHEDULE

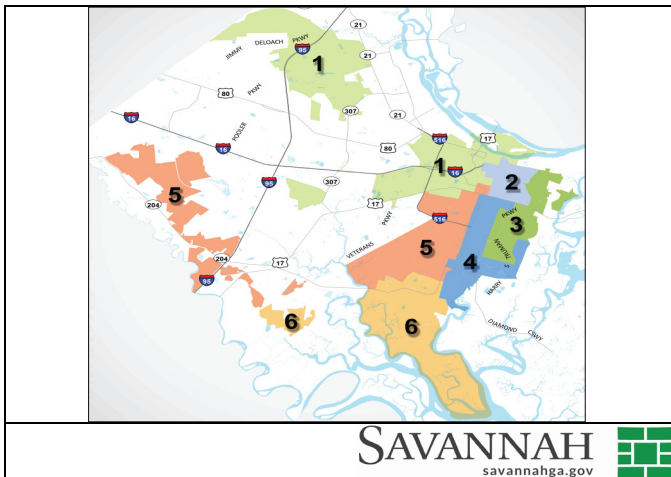
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 125,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,125,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 32,236	\$ 4,150,000	\$ 500,000	\$ 442,764	\$ -	\$ -	\$ 5,092,764	\$ 5,125,000

### OPERATING BUDGET IMPACT

Description	Personnel expenses are primarily for Police to assist with traffic control and security before & after events, but also includes general maintenance and lot clearing tasks. Contractuals include maintenance, regrading, electricity, but primarily the lease expense for the lot.	Est. Ongoing Annual Impact	
		Personnel	\$ 62,935
		Contractuals	\$ 784,800
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 847,735</b>



### LOCATION

<b>Address</b>	Gwinnett Street
<b>Council District</b>	1
<b>Neighborhood</b>	Carver Heights

# Sanitation Fund

The Sanitation Fund solely supports projects in the Sanitation Improvements category. Most often, projects funded by Sanitation revenues are facility improvements and capital maintenance, while large-scale construction and expansion are supported by bond issue to ensure consumer rate and service stability. The 2020 Sanitation capital investment is renovation of property acquired in 2019.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Sanitation Fund	1,000,000	-	-	-	-	\$ 1,000,000

Project Name	Project Category	2020 Adopted
Sanitation Temporary Headquarters	Sanitation Improvements	\$ 1,000,000

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sanitation Temporary Headquarters	<b>Project Start Year</b>	2019
<b>Category</b>	Public Building	<b>Strategic Priority</b>	N/A
<b>Department</b>	Sanitation	<b>Strategic Goal</b>	None-Operational Requirement
<b>Project Description</b>	Acquisition and renovation of Waste Management facility to serve as Sanitation temporary headquarters during design and construction at Dean Forest.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide interim Sanitation headquarters.
<b>Benefits</b>	Sanitation operational continuity
<b>Scope/Comments</b>	Interior finishes, flooring, ceilings, patrician wall relocations, exterior doors & wall sheathing repairs and water & sewer lateral line installation
<b>Related Projects</b>	Sanitation Headquarters

### FUNDING SOURCE(S)

Sanitation Fund	\$	5,000,000
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### FUNDING SCHEDULE

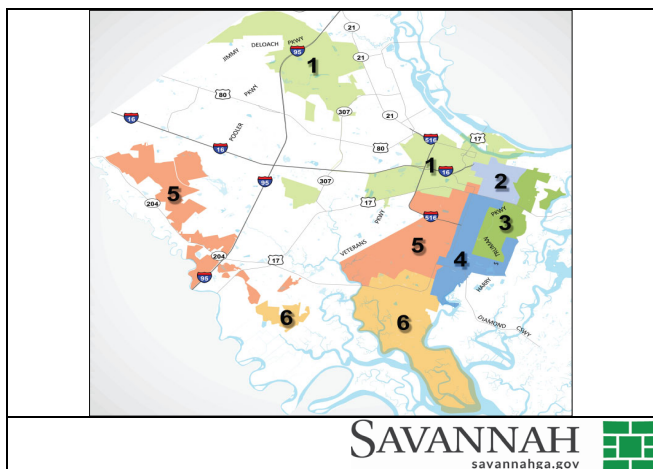
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 4,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 5,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 3,527,509	\$ 1,472,491	\$ -	\$ -	\$ -	\$ -	\$ 1,472,491	\$ 5,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	No significant additional impact anticipated. Expenses to operate from the temporary headquarters are estimated to be comparable to what is currently budgeted for operations in previous facilities.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	1809 W Hwy 80
<b>Council District</b>	N/A
<b>Neighborhood</b>	N/A



# Sewer Fund

The Sewer Fund solely supports Sewer Improvement projects. Sewer operating and capital needs are projected and planned to ensure stable customer rates and reliable service delivery. The current five-year plan funds large-scale construction, ongoing planned capital investment and reserve expansion for potential regulatory changes, particularly regarding groundwater extraction limits. Sewer Fund capital planning includes both consideration of the City's current needs related to growth, development and sustainability, as well as future opportunities. Although Sewer revenues and expenses are differentiated from the Water Fund, the planning processes are complementary and the Sewer capital plan is programmed concurrently with the Water capital plan.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Sewer Fund	19,231,000	17,266,000	16,220,500	15,365,500	10,541,000	\$ 78,624,000

Project Name	Project Category	2020 Adopted
Developer Oversizing	Sewer Improvement	\$ 125,000
Directional Bore for 23 Parallel Improvements	Sewer Improvement	\$ 6,000,000
Eastern Wharf Lift Station	Sewer Improvement	\$ 3,500,000
Extension of Sewer Lines	Sewer Improvement	\$ 130,000
Force Main Pigs	Sewer Improvement	\$ 250,000
Large Tract Infrastructure	Sewer Improvement	\$ 100,000
Lift Station 126 Force Main Replacement	Sewer Improvement	\$ 1,000,000
Lift Station 28 Force Main Extension	Sewer Improvement	\$ 500,000
Lift Station Monitoring	Sewer Improvement	\$ 100,000
Lift Station Rehabilitation	Sewer Improvement	\$ 1,500,000
President Street Generator Upgrade	Sewer Improvement	\$ 500,000
President Street TMDL Improvements	Sewer Improvement	\$ 725,000
SCADA Upgrade	Sewer Improvement	\$ 31,000
Sewer Line Rehabilitation	Sewer Improvement	\$ 2,250,000
Sewer Share of Paving	Sewer Improvement	\$ 90,000
Sewer Storm Water Separation	Sewer Improvement	\$ 130,000
Travis Field Force Main Relocation at SPA	Sewer Improvement	\$ 750,000
Treatment Plant Capital Improvements	Sewer Improvement	\$ 500,000
Treatment Plant Capital Maintenance	Sewer Improvement	\$ 350,000
Treatment Plant Expansion - Sinking Fund	Sewer Improvement	\$ 400,000
Wilshire TMDL Improvements	Sewer Improvement	\$ 300,000

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Developer Oversizing	<b>Project Start Year</b>	2019
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Recurring Enlarge the sewer system or upgrade lift stations to meet future system demands in new developments to allow for growth.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To establish infrastructure that will support a growing community.
<b>Benefits</b>	Capital and construction cost savings and reliable sewer service for customers
<b>Scope/Comments</b>	New developments only - year to year costs dependent on development trends
<b>Related Projects</b>	Previous development oversized projects, water line developer oversized

### FUNDING SOURCE(S)

Sewer Fund	\$	760,000
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### FUNDING SCHEDULE

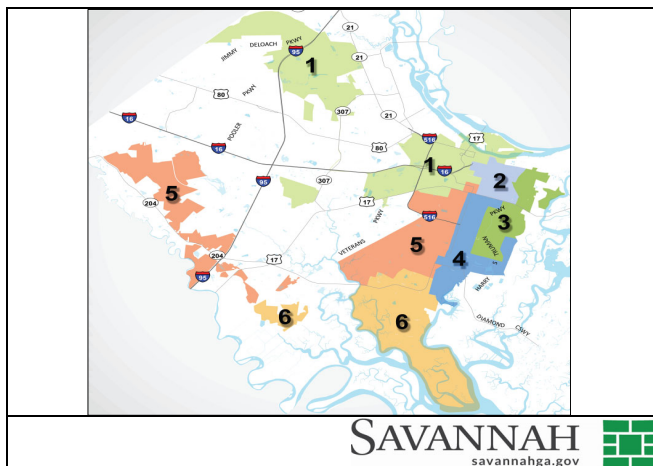
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 125,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ 125,000	\$ 130,000	\$ 635,000	\$ 760,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 175,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 135,000	\$ 760,000	\$ 760,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Oversizing the lines does not significantly change the operating budget impact.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Directional Bore for Lift Station 23 Parallel Force Main	<b>Project Start Year</b>	2013
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Install a new 24" sewer force main to replace the one near SCAD at West Boundary Street to the gravity system at East Broad Street.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To replace existing force main.
<b>Benefits</b>	New infrastructure without disturbing surrounding area using directional boring
<b>Scope/Comments</b>	West Boundary Street to East Broad St.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$ 16,000,000
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### FUNDING SCHEDULE

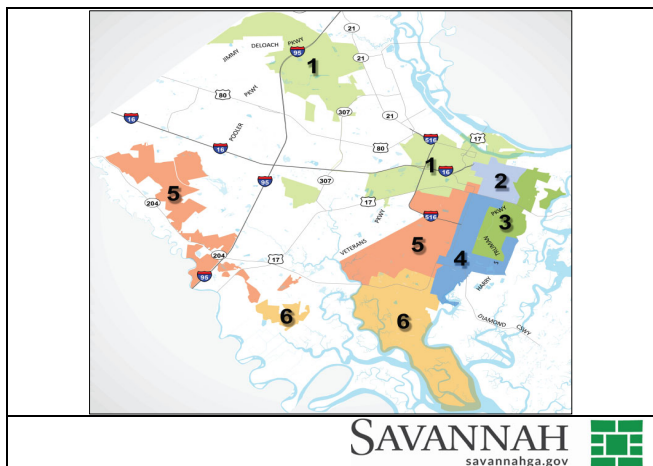
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 10,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 16,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 1,116,875	\$ 9,800,000	\$ 3,000,000	\$ 2,083,125	\$ -	\$ -	\$ 14,883,125	\$ 16,000,000

### OPERATING BUDGET IMPACT

Description	None anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	W Boundary to E Broad St.
<b>Council District</b>	2
<b>Neighborhood</b>	8-North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Eastern Wharf Lift Station	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Construction and installation of new Lift Station to serve Eastern Wharf development.		
		<b>Recurring/Non-Recurring</b>	Non-Recurring

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Provide infrastructure for Eastern Wharf development.
<b>Benefits</b>	Economic development
<b>Scope/Comments</b>	Design build for new sewer Lift (Pump) Station and required appurtenances and piping
<b>Related Projects</b>	Lincoln / Harbor Infrastructure - Savannah River Landings

### FUNDING SOURCE(S)

Sewer Fund	\$	3,500,000
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### FUNDING SCHEDULE

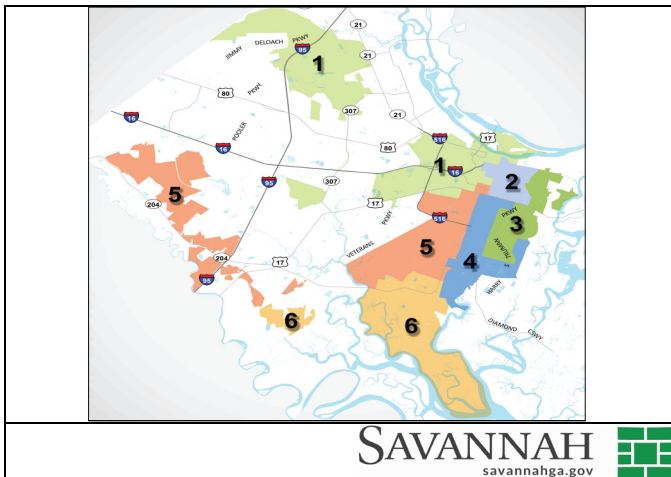
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000

### OPERATING BUDGET IMPACT

Description	New Station operation and maintenance. Existing staffing should cover operations in the beginning but future considerations will have to be looked at with the increasing number of Lift Stations that are being added to the service area. Station maintenance contractuals will be increased along with commodities - electric costs and fuel.	Est. Ongoing Annual Impact	
		Personnel	\$ 18,107
		Contractuals	\$ 5,000
		Commodities	\$ 6,000
		Other	\$ -
		<b>Total</b>	<b>\$ 29,107</b>



### LOCATION

<b>Address</b>	Eastern Wharf Avenue
<b>Council District</b>	1
<b>Neighborhood</b>	8-North Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Extension of Sewer Lines	<b>Project Start Year</b>	2016
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Install sanitary sewers in areas where the City will provide future service.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure service is provided to all residents within City limits.
<b>Benefits</b>	Fulfillment of service obligation and increased revenue opportunity
<b>Scope/Comments</b>	Offers residents a more reliable alternative to septic systems
<b>Related Projects</b>	Water extension to unserved areas

### FUNDING SOURCE(S)

Sewer Fund	\$	1,690,708
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### FUNDING SCHEDULE

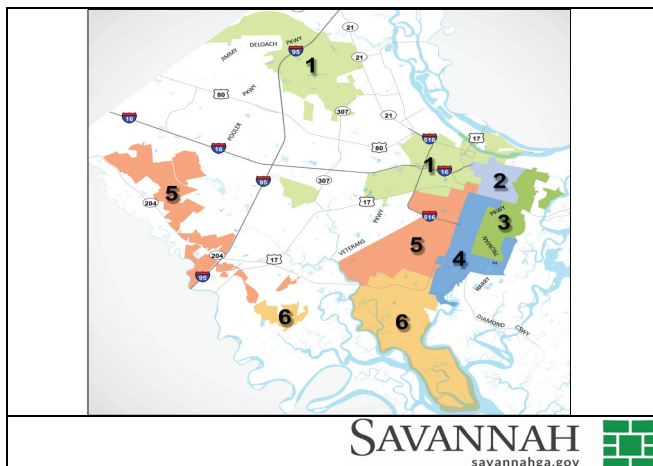
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,040,708	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 650,000	\$ 1,690,708

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 294,208	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 296,500	\$ 1,396,500	\$ 1,690,708

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Operating costs are offset by new customer revenues.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Force Main Pigs	<b>Project Start Year</b>	2018
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Perform maintenance pigging program to maintain system.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure system can function at design capacity.
<b>Benefits</b>	Continuous flows and pressure necessary for customer service needs
<b>Scope/Comments</b>	City-wide, ongoing
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	1,500,000
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### FUNDING SCHEDULE

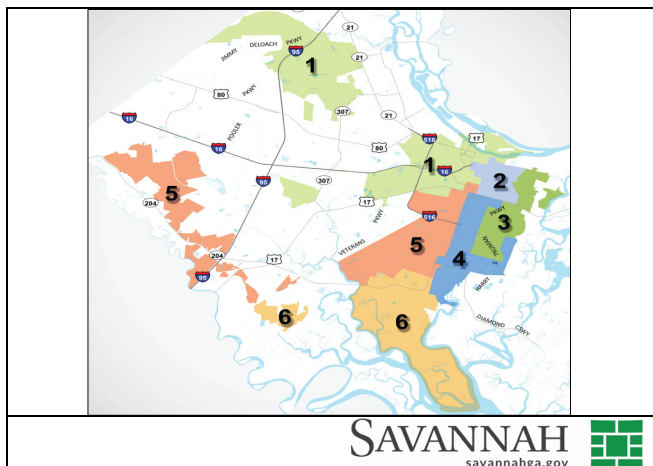
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 1,000,000	\$ 1,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 1,500,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Large Tract Infrastructure	<b>Project Start Year</b>	2015
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Extend existing infrastructure to newly annexed areas.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To facilitate development.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and water & sewer revenue
<b>Scope/Comments</b>	Costs and expenses will vary contingent upon annexation decisions
<b>Related Projects</b>	Annexation projects

### FUNDING SOURCE(S)

Sewer Fund	\$	1,773,764
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### FUNDING SCHEDULE

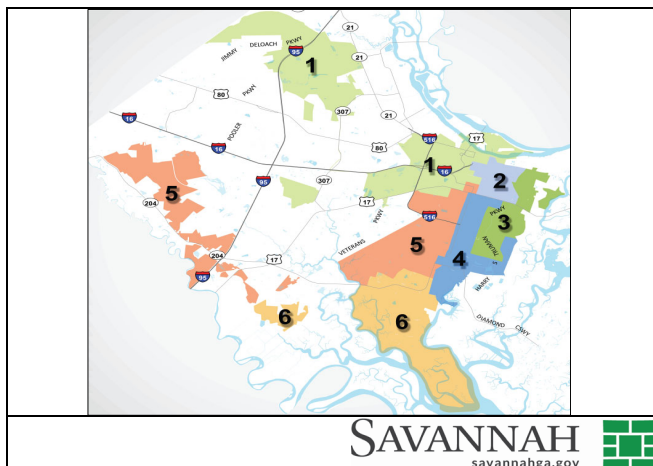
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,273,764	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,773,764

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 423,064	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,700	\$ 1,350,700	\$ 1,773,764

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating impact estimated annually as part of budget development based upon new development which varies year over year, including revenue projections for new customer accounts.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station 126 Sewer Force Main Replacement	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replacement of 12,000' of 16" force main, Lift Station 126 to Georgetown Plant.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure sewage flow to Georgetown Plant which will receive increased S/W Quad flows.
<b>Benefits</b>	Sustainable service supporting growth and development
<b>Scope/Comments</b>	Direct bury, directional boring, appurtenances, air-release valves and connectors, site restoration
<b>Related Projects</b>	Sewer main rehabilitation, lift station rehabilitation and Georgetown sewer improvements

### FUNDING SOURCE(S)

Sewer Fund	\$	1,000,000
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### FUNDING SCHEDULE

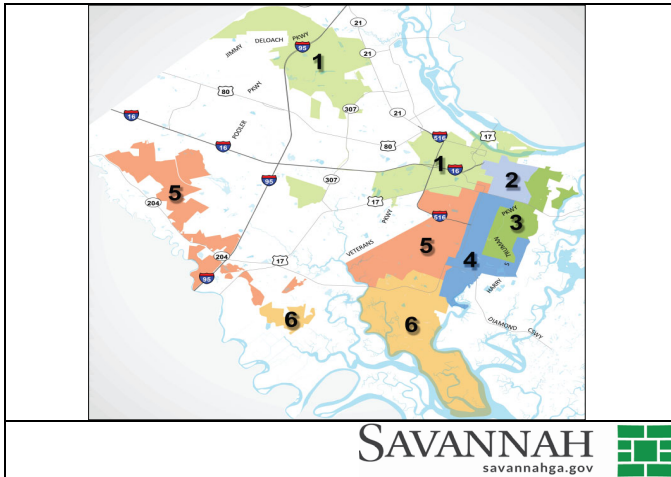
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

### OPERATING BUDGET IMPACT

Description	Will allow increase in sewer flow from the S/W Quad developments to the Georgetown Water Reclamation Plant and will replace problematic main for sustainable future service. Because we are replacing an existing system, operating budget impacts are anticipated as savings due to increased system reliability and efficiency.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ (22,500)
		Commodities	\$ -
		Other	\$ -
		Total	\$ (22,500)



### LOCATION

<b>Address</b>	1495 Grove Point Road
<b>Council District</b>	5
<b>Neighborhood</b>	98-Gateway West



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station 28 Force Main Extension	<b>Project Start Year</b>	2016
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Rehabilitate force main which services Hercules area and Lift Station 28.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Extend force main which services Hercules area.
<b>Benefits</b>	Extended service area
<b>Scope/Comments</b>	From Division St. to Augusta Road
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	3,466,697
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### FUNDING SCHEDULE

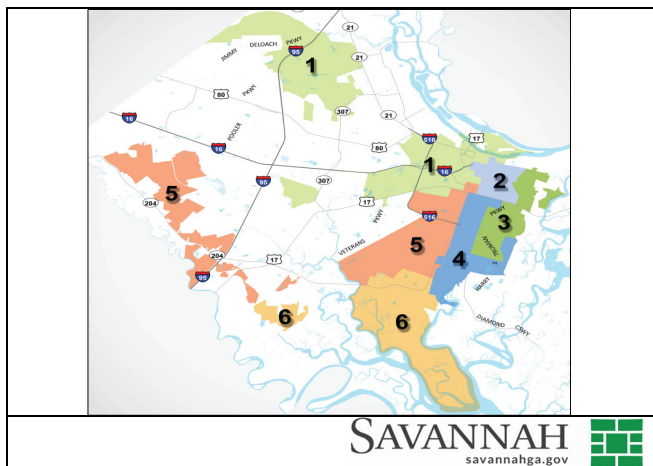
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 2,466,697	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 3,466,697

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 2,377,499	\$ 575,000	\$ 514,198	\$ -	\$ -	\$ -	\$ 1,089,198	\$ 3,466,697

### OPERATING BUDGET IMPACT

Description	None anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station Monitoring	<b>Project Start Year</b>	2019
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Install remote terminal units at lift stations for the Supervisory Control and Data Acquisition (SCADA) system.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure constant and complete remote monitoring of the system.
<b>Benefits</b>	Ability to immediately correct issues, restore outages and prevent further damage
<b>Scope/Comments</b>	More than 150 lift stations to monitor
<b>Related Projects</b>	Previous lift station monitoring projects

### FUNDING SOURCE(S)

Sewer Fund	\$	600,000
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### FUNDING SCHEDULE

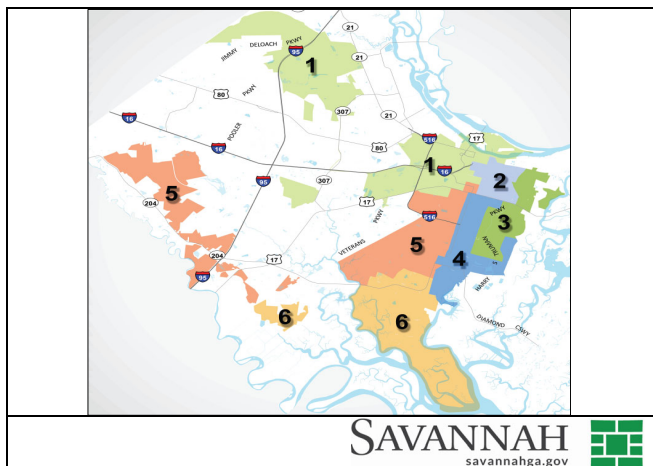
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 600,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 110,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 140,000	\$ 600,000	\$ 600,000

### OPERATING BUDGET IMPACT

Description	None anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Recurring/Non-Recurring    Recurring Rehabilitate or replace pump stations currently obsolete and/or reaching capacity.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Provide additional system capacity and/or ensure system integrity.
<b>Benefits</b>	Reliable service that can meet customer demand and support growth and development
<b>Scope/Comments</b>	Ongoing, City-wide
<b>Related Projects</b>	Previous lift station rehabilitation projects

### FUNDING SOURCE(S)

Sewer Fund	\$	7,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000	\$ 7,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000	\$ 7,500,000

### OPERATING BUDGET IMPACT

Description	None anticipated. Improvements of existing assets have comparable operating impact already budgeted.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	President Street Generator Upgrade	<b>Project Start Year</b>	2018
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replacement of existing generator at President Street Plant.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure plant can remain continuously operational under all circumstances.
<b>Benefits</b>	Prevention of backups, spills and public health hazards
<b>Scope/Comments</b>	City-wide impact
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	2,000,000
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### FUNDING SCHEDULE

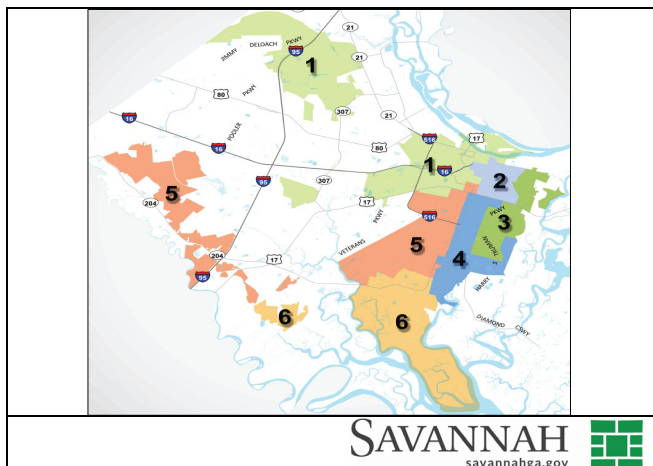
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,000,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 2,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated - replacement of existing asset.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	President Street TMDL Improvements	<b>Project Start Year</b>	2012
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Preparation for major upgrades to President Street Waste Water Treatment Plant and/or processes for compliance with potential changes to Total Maximum Daily Load (TMDL) limits.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure compliance with TMDL limits.
<b>Benefits</b>	Fine avoidance, customer rate stability
<b>Scope/Comments</b>	President Street Plant
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$ 14,475,000
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### FUNDING SCHEDULE

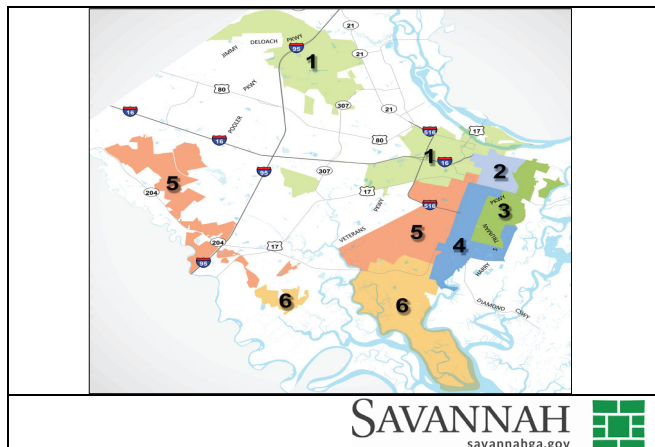
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 8,250,000	\$ 725,000	\$ 2,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,225,000	\$ 14,475,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,475,000	\$ 14,475,000	\$ 14,475,000

### OPERATING BUDGET IMPACT

Description	No impact in planning phase.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Supervisory Control & Data Acquisition (SCADA) Upgrade	<b>Project Start Year</b>	2019
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Upgrade SCADA system hardware and software.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure continuous remote monitoring and control of wastewater conveyance & treatment systems.
<b>Benefits</b>	Remote monitoring, real-time response to system alerts and efficient dispatch
<b>Scope/Comments</b>	Software & hardware upgrades are necessary to ensure system security as well as efficiency
<b>Related Projects</b>	Previous SCADA upgrade projects

### FUNDING SOURCE(S)

Sewer Fund	\$	185,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 31,000	\$ 31,000	\$ 31,000	\$ 30,500	\$ 30,500	\$ 31,000	\$ 154,000	\$ 185,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 95,000	\$ 185,000	\$ 185,000

### OPERATING BUDGET IMPACT

Description	No significant impacts anticipated. Associated expenses such as software licensing and maintenance fees are estimated to be comparable with budgeted expenses with normal inflationary considerations prior to upgrades.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Existing SCADA Equipment Cabinet

### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Line Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Rehabilitate and/or replace deteriorated or damaged sewer lines.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure reliable, sound infrastructure.
<b>Benefits</b>	Continuous conveyance, reduced cave-ins, back-ups, stoppages and spills
<b>Scope/Comments</b>	Ongoing, City & system wide
<b>Related Projects</b>	Previous sewer line rehabilitation projects

### FUNDING SOURCE(S)

Sewer Fund	\$ 11,250,000
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### FUNDING SCHEDULE

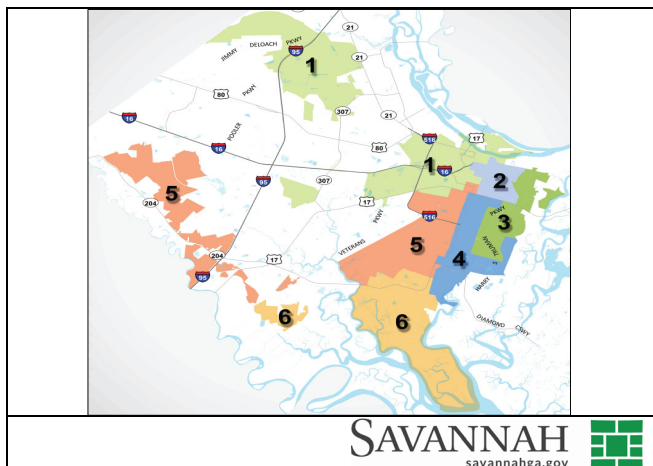
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 11,250,000	\$ 11,250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 11,250,000	\$ 11,250,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New lines replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Share of Paving	<b>Project Start Year</b>	2015
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replace sewer lines in proposed paving project areas.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Maximize opportunities for process efficiencies.
<b>Benefits</b>	Cost and time savings accessing lines to be replaced when scheduled with paving projects
<b>Scope/Comments</b>	Many lines that need work located under roads that also need paving/repaving
<b>Related Projects</b>	Street resurfacing, previous improvements for paving projects

### FUNDING SOURCE(S)

Sewer Fund	\$	1,616,934
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### FUNDING SCHEDULE

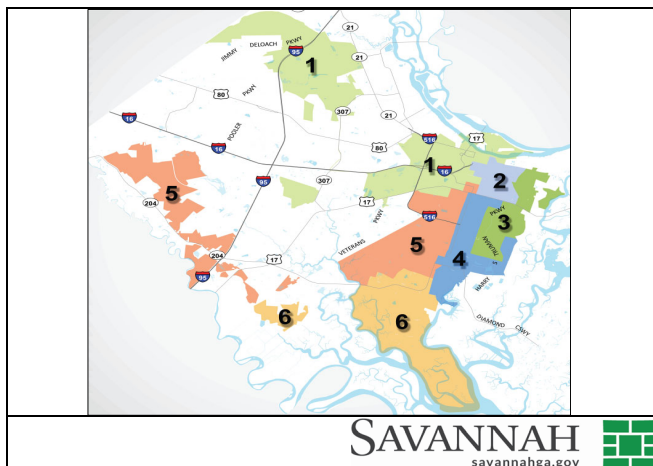
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,126,934	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 490,000	\$ 1,616,934

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 207,748	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 309,186	\$ 1,409,186	\$ 1,616,934

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New lines replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Stormwater Separation	<b>Project Start Year</b>	2016
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Direct stormwater out of the sanitary sewer system.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Maximize system capacity, prevent stoppages and spills.
<b>Benefits</b>	Operational efficiency, maintenance and cleanup savings, environmental protection
<b>Scope/Comments</b>	Prevents stormwater infiltration into the sanitary sewer system City-wide
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	1,586,876
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### FUNDING SCHEDULE

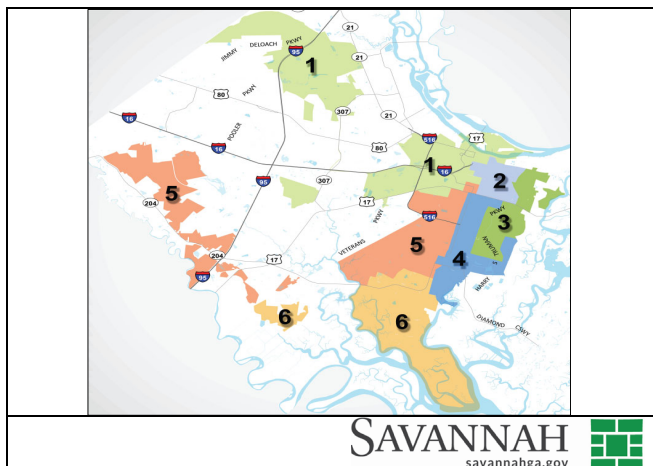
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 966,876	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 100,000	\$ 620,000	\$ 1,586,876

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 121,079	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 265,797	\$ 1,465,797	\$ 1,586,876

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Savings are possible in reduced spill and stoppage clean and repair costs.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Travis Field Force Main Relocation at Savannah Ports Authority	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Installation/construction of force main bypass and relocation during construction in the Ports.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure plant discharge from new Travis Field Water Reclamation Plant.
<b>Benefits</b>	Continuous service and development support
<b>Scope/Comments</b>	Relocation and bypassing for Travis Field sewer force main during construction on the Ports
<b>Related Projects</b>	Travis Field FM Relocation at GPA

### FUNDING SOURCE(S)

Sewer Fund	\$	750,000
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### FUNDING SCHEDULE

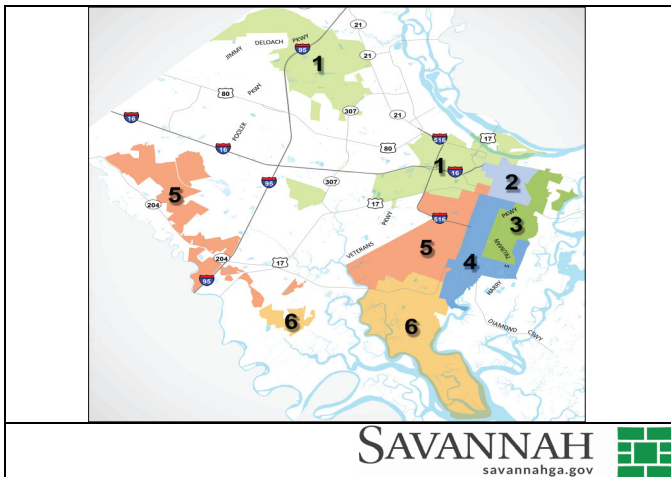
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000

### OPERATING BUDGET IMPACT

Description	No appreciable impacts. Relocated infrastructure will have comparable operating expenses to existing assets already budgeted.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Georgia Port Authority, Garden City
<b>Council District</b>	N/A
<b>Neighborhood</b>	N/A

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Capital Improvements	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Make various capital improvements as needed at the wastewater treatment plants.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure plants can operate to design capacity and within EPD regulatory specifications.
<b>Benefits</b>	Meet customer service needs, operational efficiency, public health and safety
<b>Scope/Comments</b>	Ongoing, treatment plants City-wide
<b>Related Projects</b>	Previous improvement projects, replacement blower at Wilshire WWTP

### FUNDING SOURCE(S)

Sewer Fund	\$	2,100,000
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### FUNDING SCHEDULE

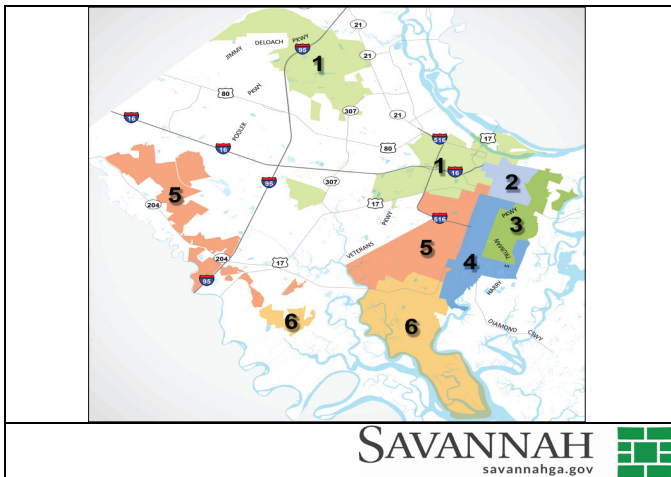
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,100,000	\$ 2,100,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 500,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,100,000	\$ 2,100,000

### OPERATING BUDGET IMPACT

Description	None anticipated. Improvements are not estimated to significantly change operating expenses.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Capital Maintenance	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replace equipment, correct design deficiencies, and other needs to meet permit to discharge limits.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure compliance with higher EPD discharge limits.
<b>Benefits</b>	Public health and safety, fine avoidance, environmental benefit
<b>Scope/Comments</b>	Treatment plants: Georgetown, President, Wilshire & Windsor
<b>Related Projects</b>	Previous plant maintenance projects

### FUNDING SOURCE(S)

Sewer Fund	\$	1,750,000
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### FUNDING SCHEDULE

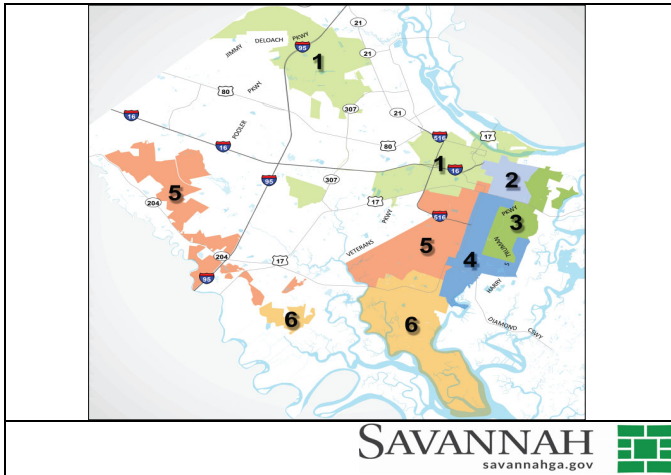
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000	\$ 1,750,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000	\$ 1,750,000

### OPERATING BUDGET IMPACT

Description	None anticipated. Maintenance is not estimated to significantly change operating expenses.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Expansion - Sinking Fund	<b>Project Start Year</b>	2004
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Make treatment capacity increases as needed at the City's wastewater treatment plants.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Prepare for necessary expansion while maintaining stable customer rates.
<b>Benefits</b>	Stable service delivery and customer rates, opportunity for growth
<b>Scope/Comments</b>	Expansion of wastewater treatment plants
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	6,460,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 4,860,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,600,000	\$ 6,460,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,460,000	\$ 6,460,000	\$ 6,460,000

### OPERATING BUDGET IMPACT

Description	None anticipated. Reserve account to prevent sharp rate increases when large capital expansion is necessary to respond to area growth. Operating budget impact will be estimated as expansion construction is scheduled.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



Treatment Plant

### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Wilshire TMDL Improvements	<b>Project Start Year</b>	2012
<b>Category</b>	Sewer Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Preparation for major upgrades to Wilshire Waste Water Treatment Plant and/or processes for compliance with potential changes to Total Maximum Daily Load (TMDL) limits.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure compliance with TMDL limits.
<b>Benefits</b>	Fine avoidance, customer rate stability
<b>Scope/Comments</b>	Wilshire Plant
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	6,550,000
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### FUNDING SCHEDULE

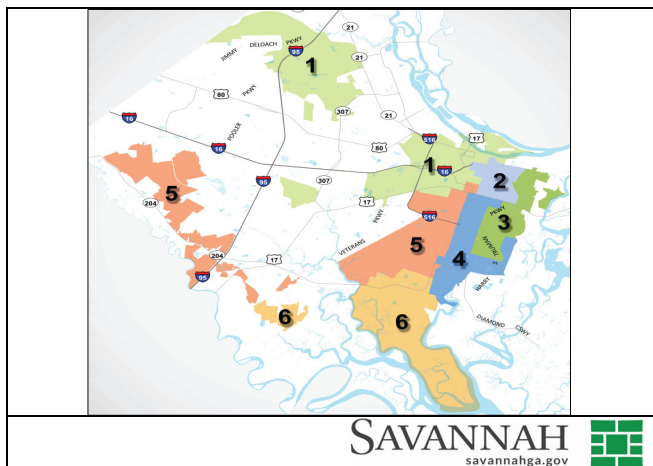
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 2,500,000	\$ 300,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,050,000	\$ 6,550,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,550,000	\$ 6,550,000	\$ 6,550,000

### OPERATING BUDGET IMPACT

Description	No impact in planning phase.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	11015 Largo Drive
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

# Water Fund

The Water Fund solely supports Water Improvement projects. Water operating and capital needs are projected and planned to ensure stable customer rates and reliable service delivery. The current five-year plan funds large-scale construction, ongoing planned capital investment and reserve expansion for potential regulatory changes, particularly regarding groundwater extraction limits. Water Fund capital planning includes both consideration of the City's current needs related to growth, development and sustainability, as well as future opportunities. Although Water revenues and expenses are differentiated from the Sewer Fund, the planning processes are complementary and the Water capital plan is programmed concurrently with the Sewer capital plan.

Funding Source	2020	2021	2022	2023	2024	5-Year Total
Water Fund	10,593,000	8,250,000	10,829,000	9,179,000	10,355,000	\$ 49,206,000

Project Name	Project Category	2020 Adopted
48" Waterline Replacement	Water Improvement	\$ 2,000,000
Brampton Road Water Main Relocation	Water Improvement	\$ 250,000
Crossroads Booster Upgrade	Water Improvement	\$ 250,000
Dean Forest 24" to New Hampstead	Water Improvement	\$ 250,000
Dean Forest 24" to SPA	Water Improvement	\$ 250,000
Developer Oversizing	Water Improvement	\$ 200,000
Extensions to Unserved Areas	Water Improvement	\$ 200,000
Fire Hydrant Replacement Program	Water Improvement	\$ 100,000
Groundwater Reductions	Water Improvement	\$ 1,000,000
Gwinnett Street Water Line	Water Improvement	\$ 1,000,000
Hydro-Pneumatic Tank Replacements	Water Improvement	\$ 50,000
I&D 48" Water Main Protection	Water Improvement	\$ 1,500,000
Large Tract Infrastructure	Water Improvement	\$ 400,000
Large Tract Water Supply	Water Improvement	\$ 500,000
Lathrop Avenue Pump Upgrade	Water Improvement	\$ 250,000
Megasite New Hampstead 24"W	Water Improvement	\$ 500,000
Miscellaneous Water Line Improvements	Water Improvement	\$ 801,000
Overhead Storage Tank Repair & Repainting	Water Improvement	\$ 50,000
SCADA Upgrade	Water Improvement	\$ 42,000
Sludge Pond Dredging	Water Improvement	\$ 400,000
Valve Replacement Program	Water Improvement	\$ 95,000
Water Meter Technology Replacement	Water Improvement	\$ 250,000
Water Share of Paving	Water Improvement	\$ 105,000
Well Preventive Maintenance	Water Improvement	\$ 150,000

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	48" Waterline Replacement	<b>Project Start Year</b>	2018
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replacement of a section of the 48" steel raw water line.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure system standards.
<b>Benefits</b>	Reliable service and system integrity
<b>Scope/Comments</b>	Section of line west of I-95
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	9,500,000
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### FUNDING SCHEDULE

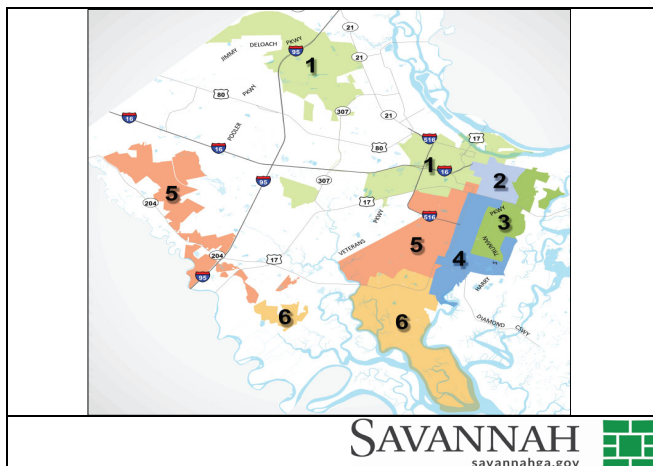
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 2,500,000	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 7,000,000	\$ 9,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 258,680	\$ 3,000,000	\$ 3,000,000	\$ 1,500,000	\$ 1,000,000	\$ 741,320	\$ 9,241,320	\$ 9,500,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Section replaces existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	West of I-95
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Brampton Road Water Main Relocation	<b>Project Start Year</b>	2017
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Relocation of existing 48" I&D water main due to construction of new rail spur and Brampton Road connector.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure continuous operations and cohesive infrastructure.
<b>Benefits</b>	Continued reliable industrial and domestic service
<b>Scope/Comments</b>	Relocation in the vicinity of Burnsed Blvd. northwest to Brampton Rd.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	1,225,400
State of Georgia	\$	375,905

### FUNDING SCHEDULE

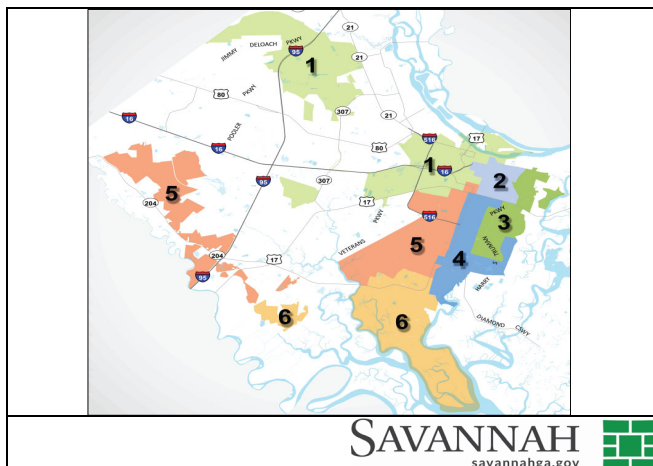
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 851,305	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 750,000	\$ 1,601,305

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 618,042	\$ 400,000	\$ 400,000	\$ 183,263	\$ -	\$ -	\$ 983,263	\$ 1,601,305

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Relocated main will have comparable operating expenses to the existing line that are already budgeted.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Vicinity of Brampton Rd.
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Crossroads Booster Upgrade	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Preparation and planning for Crossroads Booster Station upgrade to support future expansion of surface water system.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To prepare and amass funding to support Crossroads Booster Station upgrade.
<b>Benefits</b>	Long term planning minimizes impact to customers and water rates
<b>Scope/Comments</b>	Preparation and future planning
<b>Related Projects</b>	Surface water expansion and EPA regulation holding accounts

### FUNDING SOURCE(S)

Water Fund	\$	1,000,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 250,000	\$ 250,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 750,000	\$ 1,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	OBI will be estimated when the project enters the construction planning phase.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Dean Forest 24" into New Hampstead	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Installation of 24" Waterline from Dean Forest Road into New Hampstead.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Provide necessary water flow into the New Hampstead area.
<b>Benefits</b>	Water flow to New Hampstead area
<b>Scope/Comments</b>	Dean Forest to New Hampstead
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$ 7,500,000
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### FUNDING SCHEDULE

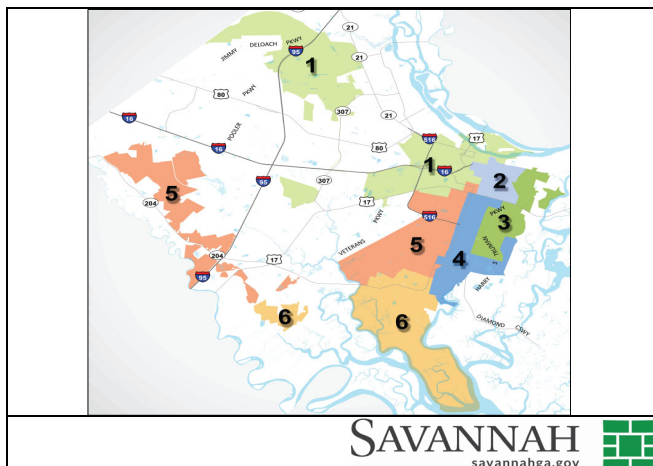
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 6,500,000	\$ 7,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000

### OPERATING BUDGET IMPACT

Description	Operating expenses will be offset by new customer revenues.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	New Hampstead
<b>Council District</b>	5
<b>Neighborhood</b>	Various

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Dean Forest 24" to SPA	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Installation of 24" Waterline from Dean Forest Road to the Savannah Ports Authority (SPA).		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Improve water service within the SPA.
<b>Benefits</b>	Improved water and fire flows
<b>Scope/Comments</b>	Dean Forest Road to SPA
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	2,250,000
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### FUNDING SCHEDULE

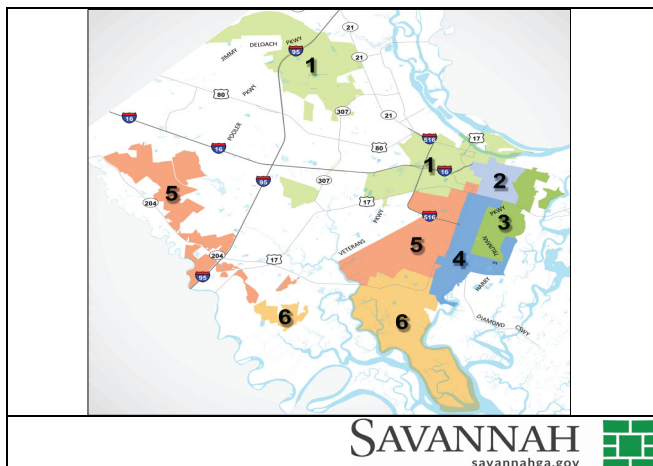
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	\$ 2,250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000

### OPERATING BUDGET IMPACT

Description	Operating expenses will be offset by new customer revenues.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Savannah Ports Authority
<b>Council District</b>	1
<b>Neighborhood</b>	Various

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Developer Oversizing	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Construct/install line infrastructure oversized for immediate need in new developments to allow for growth.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To establish infrastructure that will support a growing community.
<b>Benefits</b>	Capital and construction cost savings and reliable water service for customers
<b>Scope/Comments</b>	New developments only - year to year costs dependent on development trends
<b>Related Projects</b>	Previous development oversized projects, sewer line developer oversized

### FUNDING SOURCE(S)

Water Fund	\$	1,208,010
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### FUNDING SCHEDULE

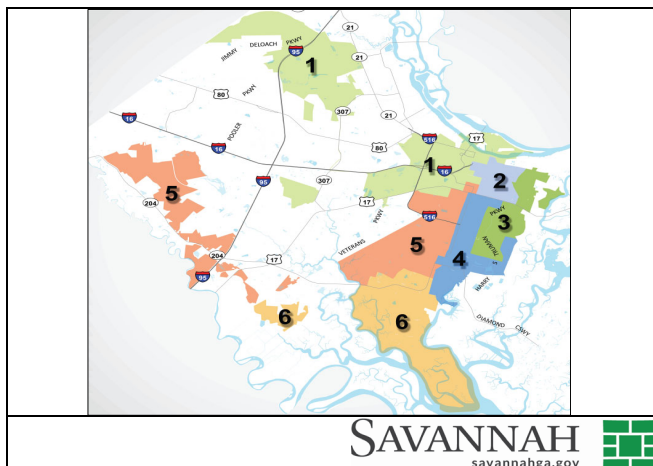
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 208,010	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 1,208,010

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 200,000	\$ 225,000	\$ 250,000	\$ 250,000	\$ 283,010	\$ 1,208,010	\$ 1,208,010

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Oversizing the lines does not significantly change the operating budget impact.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Extension to Unserved Areas	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Extend water mains to sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure service is provided to all residents within City limits.
<b>Benefits</b>	Fulfillment of service obligation and increased revenue opportunity
<b>Scope/Comments</b>	The City has been expanding public service since 1999
<b>Related Projects</b>	Previous water extension to unserved area project, sewer extension to unserved areas

### FUNDING SOURCE(S)

Water Fund	\$	1,000,000
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### FUNDING SCHEDULE

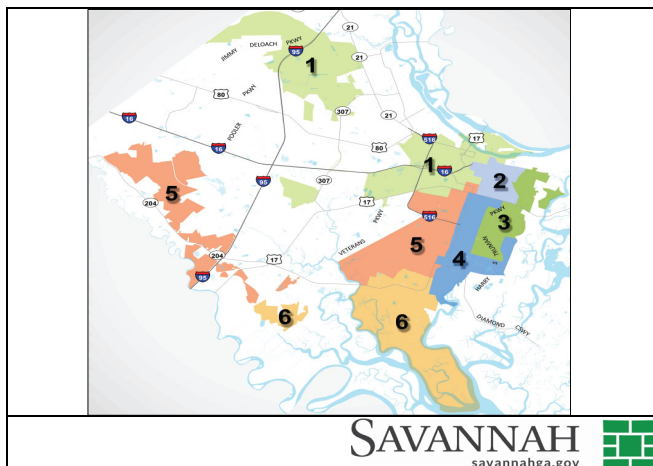
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 1,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 1,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Operating costs are offset by new customer revenues.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Fire Hydrant Replacement Program	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Public Safety
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	Replacement of non-functioning and/or obsolete (no longer manufactured) fire hydrants.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure both public safety and historic atmosphere are maintained.
<b>Benefits</b>	Maintenance of public safety and economic assets
<b>Scope/Comments</b>	Downtown/Historic District - hydrants primarily damaged by auto accidents
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	900,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 900,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 244,981	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 135,019	\$ 655,019	\$ 900,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New hydrants replace existing assets with comparable operating impact already budgeted.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Various
<b>Council District</b>	2
<b>Neighborhood</b>	Downtown/ Historic District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Groundwater Reductions	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Good Government
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	None - Operational Requirement
<b>Project Description</b>	Funding for future groundwater withdrawal restrictions or reengineered withdrawal processes.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To prepare for and limit the customer rate impact of capital expenses related to future regulations.
<b>Benefits</b>	Rate and service stability, environmental awareness
<b>Scope/Comments</b>	Preparation for compliance with Federal and/or State regulation
<b>Related Projects</b>	Previous groundwater reserve accounts

### FUNDING SOURCE(S)

Water Fund	\$	3,500,000
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### FUNDING SCHEDULE

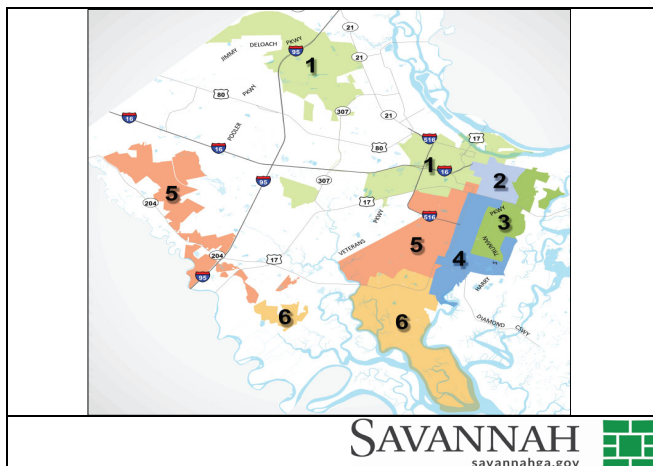
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,000,000	\$ 1,000,000	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ 2,500,000	\$ 3,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None estimated in funding reserve phase.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Gwinnett Street Water Line	<b>Project Start Year</b>	2017
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Relocation of Gwinnett Street water line.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Maintain water infrastructure while facilitating Gwinnett Street widening project.
<b>Benefits</b>	Replacement of an aging line, facilitation of a large development project
<b>Scope/Comments</b>	Gwinnett Street
<b>Related Projects</b>	Gwinnett Street Widening

### FUNDING SOURCE(S)

Water Fund	\$	4,000,000
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### FUNDING SCHEDULE

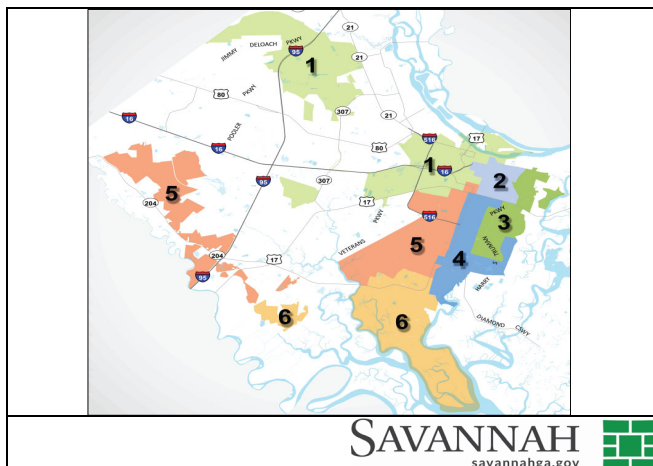
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 4,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 2,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New line replaces existing asset with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	Gwinnett St
<b>Council District</b>	1
<b>Neighborhood</b>	Canal District

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Hydro-Pneumatic Tank Replacements	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replace hydro-pneumatic tanks.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure wells can consistently meet even peak demand.
<b>Benefits</b>	Wells produce reliable pressure and flows for domestic use and fire protection
<b>Scope/Comments</b>	If tanks fail, wells will not perform at design capacity and will not produce reliable pressure
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	829,760
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### FUNDING SCHEDULE

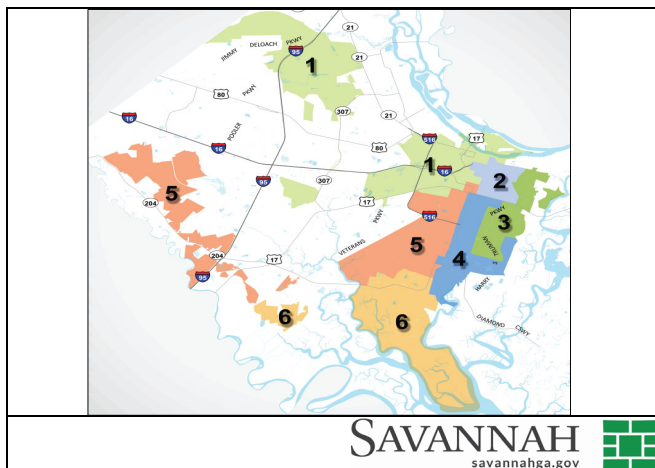
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 579,760	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 829,760

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 8,495	\$ 150,000	\$ 150,000	\$ 160,000	\$ 175,000	\$ 186,265	\$ 821,265	\$ 829,760

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New tanks replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced maintenance and repair costs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	I&D 48" Water Main Protection	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Installation and construction of split casing for the I&D 48" water main during construction in the Ports.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Protection of 48" I & D water main from construction or heavy equipment damage.
<b>Benefits</b>	Uninterrupted I&D water service to Savannah Industries
<b>Scope/Comments</b>	Existing I&D water main
<b>Related Projects</b>	Travis Field FM Relocation at GPA

### FUNDING SOURCE(S)

Water Fund	\$	1,500,000
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### FUNDING SCHEDULE

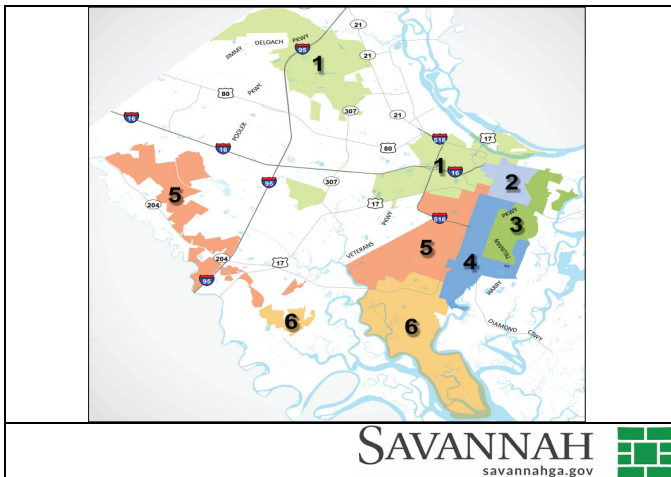
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000

### OPERATING BUDGET IMPACT

Description	No appreciable impacts.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Georgia Ports Authority, Garden City
<b>Council District</b>	N/A
<b>Neighborhood</b>	N/A

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Large Tract Infrastructure	<b>Project Start Year</b>	2015
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Extend existing infrastructure to newly annexed areas.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To facilitate development.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and water & sewer revenue
<b>Scope/Comments</b>	Costs and expenses will vary contingent upon annexation decisions
<b>Related Projects</b>	Annexation projects

### FUNDING SOURCE(S)

Water Fund	\$	5,897,031
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### FUNDING SCHEDULE

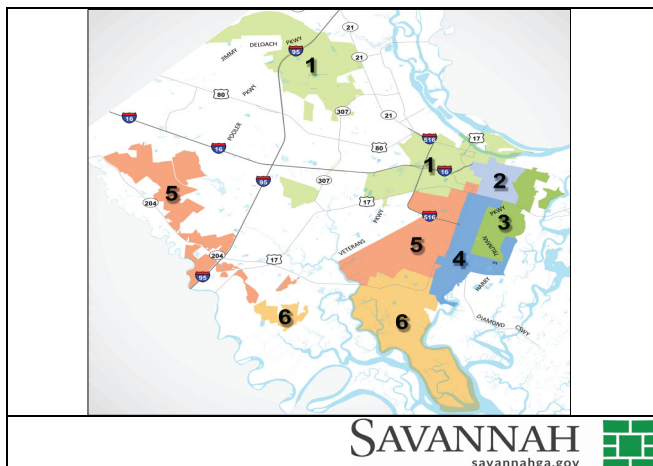
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 3,897,031	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	\$ 5,897,031

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 252,911	\$ 1,000,000	\$ 1,000,000	\$ 1,144,120	\$ 1,250,000	\$ 1,250,000	\$ 5,644,120	\$ 5,897,031

### OPERATING BUDGET IMPACT

Description	Operating impact estimated annually as part of budget development are based upon new development which varies year over year, including revenue projections for new customer accounts.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Large Tract Water Supply	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Provide water supply to large tracts (commercial and industrial development).		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To facilitate development.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and water & sewer revenue
<b>Scope/Comments</b>	Costs and expenses will vary contingent upon development
<b>Related Projects</b>	Sewer large tract extension, previous large tract projects

### FUNDING SOURCE(S)

Water Fund	\$	2,450,000
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### FUNDING SCHEDULE

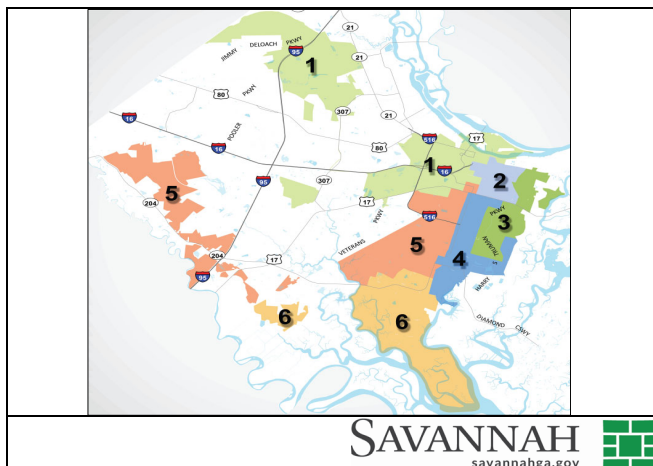
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 500,000	\$ 500,000	\$ 250,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 1,950,000	\$ 2,450,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 550,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 2,450,000	\$ 2,450,000

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating expenses associated with new lines will be offset by new customer revenue.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lathrop Avenue Pump Upgrade	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Preparation to increase the pumping capacity of Lathrop Avenue Booster Station in the event of mandated groundwater reductions.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure service delivery and regulatory compliance with minimal customer rate impact.
<b>Benefits</b>	Continued service delivery, consistent customer rates and fee avoidance
<b>Scope/Comments</b>	Compliance with groundwater withdrawal permit
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	2,254,535
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### FUNDING SCHEDULE

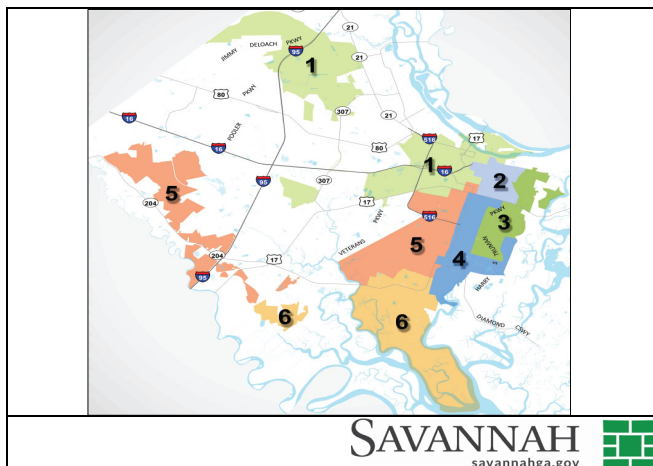
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,004,535	\$ 250,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,250,000	\$ 2,254,535

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,254,535	\$ 2,254,535	\$ 2,254,535

### OPERATING BUDGET IMPACT

Description	None estimated in funding reserve phase.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	Lathrop Avenue
<b>Council District</b>	1
<b>Neighborhood</b>	2-Hudson Hill/Bayview

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Megasite New Hampstead	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Build 24" water main line that connects the Megasite to the New Hampstead area.		
	<b>Recurring/Non-Recurring</b>	Non-Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Provide necessary infrastructure for growth in the area.
<b>Benefits</b>	Expanded service area and tax base
<b>Scope/Comments</b>	From Megasite to New Hampstead
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	5,950,000
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### FUNDING SCHEDULE

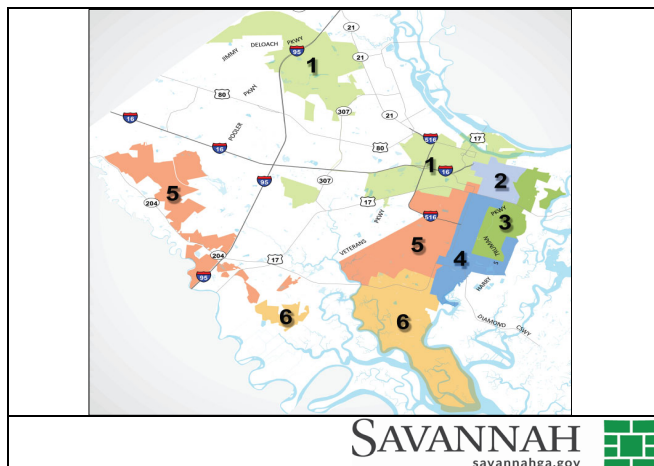
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 3,450,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 5,950,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 1,005,686	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 944,314	\$ 4,944,314	\$ 5,950,000

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating expenses will be offset by new customer revenues. Project is still in planning phases as growth increases in the area. OBI and projected revenues will be estimated as the project enters the construction phases to ensure customer rate, system and fund stability.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Miscellaneous Water Line Improvements	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replacement of deteriorated and/or undersized water lines.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure water infrastructure is optimized for service delivery to minimize leaks and breaks.
<b>Benefits</b>	Increased customer satisfaction and decreased maintenance/repair expenses
<b>Scope/Comments</b>	Line improvements City-wide
<b>Related Projects</b>	Previous line improvement projects and developer oversizing

### FUNDING SOURCE(S)

Water Fund	\$	4,880,000
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### FUNDING SCHEDULE

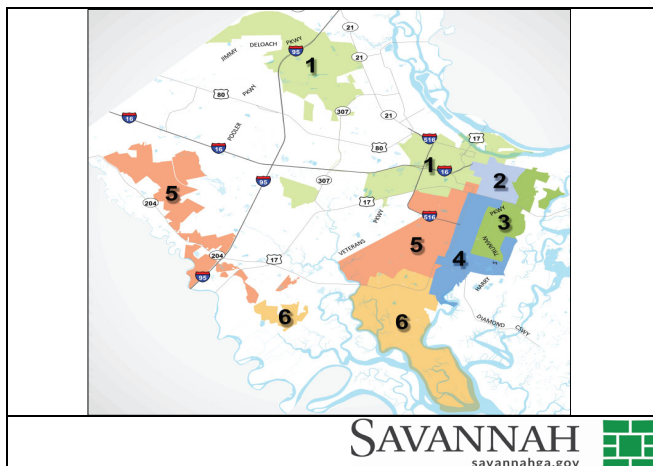
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 778,000	\$ 801,000	\$ 801,000	\$ 825,000	\$ 825,000	\$ 850,000	\$ 4,102,000	\$ 4,880,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 64,720	\$ 1,000,000	\$ 965,280	\$ 950,000	\$ 950,000	\$ 950,000	\$ 4,815,280	\$ 4,880,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New lines replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide



## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Overhead Storage Tank Repair & Repainting	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Maintain, repair and repaint overhead storage tanks.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure physical integrity of the infrastructure and maintain water quality standards.
<b>Benefits</b>	The system will continue to meet peak demand 24/7 for domestic, industrial and fire protection
<b>Scope/Comments</b>	Tanks at Wilmington Island, Travis Field and Savannah State University
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	947,177
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### FUNDING SCHEDULE

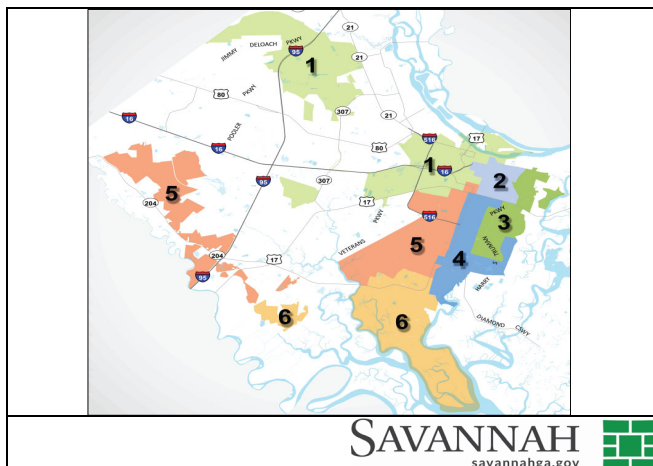
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 697,177	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 947,177

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 947,177	\$ 947,177	\$ 947,177

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Investment in existing capital assets. Operating expenses already included in annual budgets.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Supervisory Control & Data Acquisition (SCADA) Upgrade	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Upgrade SCADA system hardware and software.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure continuous positive remote monitoring and control of water system.
<b>Benefits</b>	Remote monitoring, real-time response to system alerts and efficient dispatch
<b>Scope/Comments</b>	Software & hardware upgrades are necessary to ensure system security as well as efficiency
<b>Related Projects</b>	Previous SCADA upgrade projects

### FUNDING SOURCE(S)

Water Fund	\$	259,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 40,000	\$ 42,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 45,000	\$ 219,000	\$ 259,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 139,000	\$ 259,000	\$ 259,000

### OPERATING BUDGET IMPACT

Description	No significant impacts anticipated. Associated expenses such as software licensing and maintenance fees are estimated to be comparable to budgeted expenses with normal inflationary considerations prior to upgrades.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sludge Pond Dredging	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	To remove sludge from the pond and place in the drying bed for subsequent removal to a landfill.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Comply with the requirements of the NPDES discharge permit.
<b>Benefits</b>	Reduce environmental impacts and avoid fines
<b>Scope/Comments</b>	Sludge removal and hauling
<b>Related Projects</b>	Sludge hauling and drying, odor control, research into recycling dried pellets for use in fertilizer

### FUNDING SOURCE(S)

Water Fund	\$	3,006,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 1,006,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	\$ 3,006,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 320,994	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 685,006	\$ 2,685,006	\$ 3,006,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Ongoing project with operating impacts already included in budgets.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Valve Replacement Program	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replace main line valves that do not operate.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure emergency and maintenance isolation ability with minimal service disruption.
<b>Benefits</b>	Increased customer satisfaction, continuous customer service, minimized spills and waste
<b>Scope/Comments</b>	Ongoing and system-wide
<b>Related Projects</b>	Previous valve replacement projects

### FUNDING SOURCE(S)

Water Fund	\$	1,095,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 95,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,095,000	\$ 1,095,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 95,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,095,000	\$ 1,095,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New valves replace existing assets with comparable operating impact already budgeted.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District wide

## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Water Meter Technology Replacement	<b>Project Start Year</b>	2017
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	<b>Recurring/Non-Recurring</b> Non-Recurring Purchase and installation of Automatic Meter Reading (AMR) and Advanced Metering Infrastructure (AMI) technology.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize operational efficiency and service delivery.
<b>Benefits</b>	Customer access to data, accurate billing and operating cost savings
<b>Scope/Comments</b>	City-wide
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	3,250,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 2,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	\$ 3,250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ 610,750	\$ 500,000	\$ 500,000	\$ 500,000	\$ 550,000	\$ 589,250	\$ 2,639,250	\$ 3,250,000

### OPERATING BUDGET IMPACT

Description	Department estimates increase in communications expenses due to additional AMR/AMI installations annually during operating budget development based upon number of AMR/AMI installations.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



### LOCATION

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## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Water Share of Paving	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Replace water lines in proposed paving project areas.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Maximize opportunities for process efficiencies.
<b>Benefits</b>	Cost and time savings accessing lines to be replaced when scheduled with paving projects
<b>Scope/Comments</b>	Many lines that need work located under roads that also need paving/repaving
<b>Related Projects</b>	Street resurfacing, previous improvements for paving projects

### FUNDING SOURCE(S)

Water Fund	\$	540,000
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### FUNDING SCHEDULE

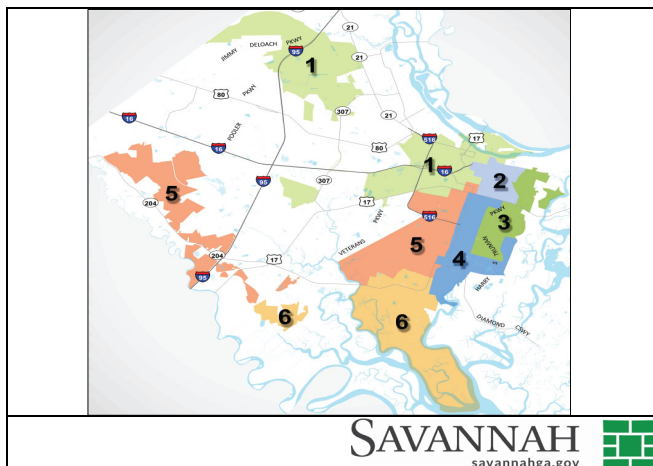
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 540,000	\$ 540,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 540,000	\$ 540,000

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New lines replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	<b>Est. Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



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## Capital Project Overview

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Well Preventative Maintenance	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Strategic Priority</b>	Infrastructure
<b>Department</b>	Water Resources	<b>Strategic Goal</b>	City Facilities
<b>Project Description</b>	Perform planned preventative mechanical and electrical maintenance of wells.		
	<b>Recurring/Non-Recurring</b>	Recurring	

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Ensure wells are able to operate at design capacity 24/7.
<b>Benefits</b>	Provide customers adequate flows and pressure for domestic use and fire protection
<b>Scope/Comments</b>	5 of the 41 City wells each year on a rotating basis
<b>Related Projects</b>	Previous well maintenance projects

### FUNDING SOURCE(S)

Water Fund	\$	850,000
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### FUNDING SCHEDULE

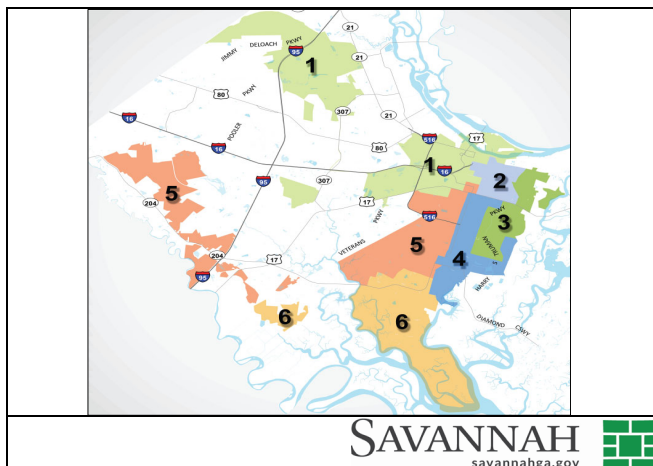
LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY20	FY21	FY22	FY23	FY24		
\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	\$ 850,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY20	FY21	FY22	FY23	FY24		
\$ -	\$ 150,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 850,000	\$ 850,000

### OPERATING BUDGET IMPACT

Description	None anticipated.	Est. Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		Total	\$ -



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