



# SAVANNAH

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# City of Savannah

## 2021 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, 2020**

*Christopher P. Morill*

Executive Director



***Special recognition is given to the following individuals for their assistance in preparation of the 2021 Service Program & Budget and the 2021-2025 Capital Improvement Program.***

**Executive Staff**

Pat Monahan	City Manager <sup>1</sup>
Heath Lloyd	Assistant City Manager / Chief Infrastructure & Development Officer
Bret Bell	Chief Operating Officer <sup>1</sup>
Taffanye Young	Chief Community Services Officer
Roy Minter	Police Chief
Derik Minard	Fire Chief

**Special Acknowledgments**

Fleet Services  
Financial Services  
Human Resources  
Innovation & Technology Services

**Office of Management & Budget Staff**

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<sup>1</sup> Serving in interim capacity. Micheal Brown appointed interim City Manager November 2020.

# Legislative Body

## Mayor and City Council

January 1, 2020 - December 31, 2023

Mayor



VAN R JOHNSON, II

KESHA GIBSON-CARTER  
Post 1, At-Large, Chair of Council



ALICIA MILLER-BLAKELY  
Post 2, At-Large



BERNETTA B. LANIER  
District 1



DETRIC LEGGETT  
District 2



LINDA WILDER-BRYAN  
District 3



NICK PALUMBO  
District 4, Vice Chair of Council



DR. ESTELLA EDWARDS-SHABAZZ  
District 5, Mayor Pro Tem



KURTIS PURTEE  
District 6





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# City Manager's Message

To the Honorable Mayor and City Council:

I hereby present to you the 2021 Adopted Budget and Capital Improvement Program. The past year has confronted us with unprecedented challenges that will likely continue well into 2021. Our community faces two crises: a public health emergency and a resulting economic recession affecting our residents, visitors, and businesses. As a result, we are faced with dramatic increases in unemployment, food insecurity, housing insecurity, and economic distress.

These crises directly and negatively affect City services, revenues, and expenditures. The crises also challenge the Mayor and members of Council who seek to improve City services and to re-direct and alter City policy directions. Nevertheless, the *2021 Service Program and Budget* attempts to balance these challenges and – at the same time – advance concrete policy directions as described below.

## **Poverty, Especially Childhood Poverty**

More than 30,000 persons in Savannah, including 9,706 children live in poverty. Several neighborhoods and census tracts have had high rates of poverty for many generations.

## **Income Inequality**

Savannah has historically been a city of economic extremes – home to wealthy residents in high income occupations and residents with very low incomes. The vibrant economy of our county and region often bypass the City's low wage earners. Over 38% of the workforce residing in the City works in hospitality, retail, and health care sectors that persistently pay lower wages.

## **Violent Crimes including Homicides and Gun Offenses**

Over the past five years, the City has made progress in reducing overall “Part 1” crime especially property crime. We have even realized intermittent success in reducing the number of homicides in our recent past. However, we continue to have highly-distressing numbers of murders involving guns: 20 in 2019, 24 in 2018, 26 in 2017, and 39 in 2016.

## **Affordable Housing**

Over the past 20 years, the City has made remarkable progress in replacing several thousand aging, poor quality public housing and private multifamily and single-family housing. Our housing initiatives have had a significant positive impact through the former Fellwood Homes, Savannah Garden Homes, Strathmore Estates, Hitch/Wessels Homes, Charity Hospital, Florance Street School, infill housing in Cuyler-Brownville, and infill housing in Benjamin Van Clark. The City and private sector together have produced high quality housing redevelopment and new housing. City resources alone are not enough to remedy our housing problems and to expand the availability of affordable housing. Nevertheless, in many areas of our community, the City must be a prime mover in the housing market and the City must be prepared to substantially increase its financial resources devoted to housing insecurity.



## Blight Eradication

Savannah has been historically beset with blighted conditions in many of our neighborhoods. These conditions were often ubiquitous and included litter, debris, junk vehicles, fences made of roofing materials, vacant dilapidated structures, substandard structures, and criminality. By my anecdotal observation, as much as 75% of some neighborhoods were blighted. Today much of this blight has been mitigated but unconscionable levels of blight persist. This must be redressed as promptly as possible.

## Research, Measurement, and Engagement

Efficient and effective actions to address these inequities and unacceptable conditions depends upon knowledge, research, measurement, and citizen engagement. We must regain our skills and commitments to fact-based, best practice measurement of outcomes. We must refine our engagement with citizens to both respect their concerns and rights and at the same time protect the common good.

**The 2021 Budget will be devoted to these priorities—and, at the same time, the Budget must deliver needed programs, program improvements, and capital projects while we live within our financial means. Therefore, the 2021 Adopted Budget and Capital Improvement Program has been accompanied by a Policy and Research Document to help ensure that the policies of the elected officials can be best accomplished in 2021 and into the future. Although we face uncertainty impacting the health and wellbeing of our residents, accompanied by increasing demand for services the City and other levels of government provide, we will head in a direction that promotes a culture of equity rather than parity in delivering services to achieve acceptable livability conditions for all Savannahians.**

Across all City funds, we anticipate ending FY 2020 at approximately \$404 million, nearly 5% below our original budget. In times of crisis, a budget acts as a path forward, helping us use our limited resources wisely and purposefully. The *2021 Service Program and Budget* meets this crisis head on, building on the tireless work of our local heroes and City staff in combatting COVID-19 and helping our community recover from its effects. As we weather this fiscal climate, I am proud to present to you the budget of a remarkably resilient city, made possible because of a long commitment to prudent fiscal management. Our robust reserve position accumulated through years of conservative revenue projection, responsible budgeting, and proactive financial management, has prevented layoffs and furloughs required in other cities around the country. This strong financial position has allowed us to put the community first. Because we don't know how long this crisis will last, or when the next one will strike, this budget doubles-down on these principles to ensure our continued resiliency. As we saw in 2020, our revenue options are limited, often not covering costs to provide basic municipal services and cannot be the total solution to dealing with this gap.

Based on these realities, we have balanced the 2021 Budget through a series of expenditure reductions coupled with the use of fund balance reserves, minimal fee changes and drawing \$11,099,234 from a surplus property sales holding account. Most importantly, it is balanced without resorting to significant increases in taxes and fees at a time when so many of our residents are experiencing financial strain. When looking at the City taxes and fees paid by a homeowner in our community, this budget proposes a millage rate of 12.739 mills (unchanged from 2020). Rates charged by other City enterprise functions are being held at 2020 rates.

COVID's impacts have created historic levels of volatility in the economy and City revenue sources that are likely to persist for some time. This Budget includes measures to improve the City's long-term resiliency to these conditions and to crises in the future. Notably, this Budget adds to our Environmental Services and Sustainability division by creating a new Energy Analyst position to facilitate a collaborative approach to building community resilience.

Next, to modernize the City's technology infrastructure and deliver innovative solutions through process improvements, we have re-branded the IT department as our new Innovation and Technology Services department. This will both provide better defenses against cybersecurity and make government services more efficient and transparent to better serve residents. The pandemic has highlighted how greatly the City's operations depend on technology, as we have migrated to virtual meetings and remote access for critical City systems. This department will ensure these systems remain safe and secure as we become even more reliant upon them to manage the City's workflow.

This budget also accelerates the process of reimagining our public safety system to ensure equal treatment for all Savannah residents while reaffirming our shared commitment to expanding equity across all aspects of the City. Our community has engaged in many conversations about moving to a more holistic model of public safety. We share a vision for a Savannah that prioritizes actions to address interconnected causes of crime such as poverty, homelessness, mental illness, and limited economic opportunity. This holistic approach consists of establishing a Community Risk Reduction (CRR) Unit within Savannah Fire and maintaining the Savannah Police Department's Behavioral Health Unit (SPDBHU). These programs seek to create effective community intervention tools that limits the use of jail for adults and juveniles who may need alternative services or have behavioral health or substance abuse needs. The Funding allocations for these initiatives will support the following objectives:

- Develop and provide specialized training to police officers and their first responders through a 24-hour Enhanced Crisis Intervention Team program.
- Address Savannah's Opioid and substance abuse problems.
- Create multi-disciplinary teams between first responders and other victim service providers.
- Enhance community safety through identifying and prioritizing local risks followed by an integrated and strategic investment of fire safety officers to reduce the occurrence and impact of emergencies.

The Savannah Police Department has also implemented a Pre-Arrest Diversion Program. This program is designed to be used for low-level misdemeanor offenses that can result from an error in judgment or uncontrolled emotions. One of the program's goals is to reduce recidivism and improve law enforcement relations with the community, which happens when officers have an alternative to arrest.

This is a complex and multi-faceted challenge and we are fortunate to have so many creative, passionate, and innovative people – both on staff and in the community – ready to work together to bring about the truly transformative change we all know is so badly needed. However, we must remember that this is not just a law enforcement issue. It is, a public health issue, a social services issue, a social justice issue, and most importantly, an issue of trust and accountability. As Justice Ruth Bader Ginsburg said, “Real change, enduring change, happens one step at a time.”

This \$412.9 million budget recognizes that our responsibility to ensure equity does not end with public safety – it requires a comprehensive vision that encompasses the full breadth of City services and functions. Inspired by your leadership, this is a responsibility we have taken seriously in years past, and we will emerge together with an even sharper resolve to promoting equity across our community.



## Capital Projects

Another budget priority will be to take a path forward to reinvest in the community's and organization's infrastructure – 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.

Voter approval of the Special Purpose Local Option Sales Tax (SPLOST) will help to address needed capital improvements with 75% of proceeds targeted for infrastructure and neighborhood housing redevelopment to fund pressing capital needs over the six-year collection period in line with the Council's priorities. In 2021 and beyond, General Fund and Special Revenue-supported capital investments will be used to enhance neighborhood revitalization efforts. The CIP spending plan allocates \$337,341,684 for fiscal periods 2021-2025. Of this total, SPLOST VII revenues will fund approximately \$156.5M. Details of the Five-Year Capital Improvement Plan can be viewed within the *2021-2025 Capital Improvement Program*.

## 2021 CITY WIDE REVENUES & EXPENDITURES

### Revenue Highlights

The proposed 2021 budget is based on a property tax millage rate of 12.7 mills which aligns with the adopted 2020 rollback rate. City-wide proposed revenues total \$412,978,965 for 2021. This is a 2.1% increase in comparison to the 2020 projected amount. Impacting revenues in 2021 are proposed rate changes for utilities. These include increases for:

- ✓ **Water and Sewer services** – Savannah's combined rates remain the lowest of all water and sewer systems in Georgia. Base charges for Water and Sewer services in 2021 are unchanged from 2020; there is an incremental consumption charge increase. However, the planned rate increase for 2021 was reduced by 50% due to COVID-19 impacts on rate payers. Overall, the impact on the combined Water & Sewer bill for the median household is \$0.98 per month to help fund necessary capital improvement/maintenance and to meet State environmental mandates.
- ✓ **Sanitation services** – Monthly residential rates for sanitation services are proposed to increase from \$35.88 to \$36.43 and Commercial Disposal rates will increase from \$4.77/cubic yard to \$4.84/cubic yard. These increases will help fund the expansion of the City's landfill and provide various service enhancements to address service delivery deficiencies within:
  - Refuse Collection
  - Yard Waste
  - Recycling & Litter Services

Based on local indicators, staff projects a 5% growth in sales tax, 2.6% growth in the property tax digest, with slow recovery in hotel/motel tax collections over the next year. 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 only \$514,400 in new City property tax revenue. More detailed revenue changes are summarized in the Financial Policies & Structure section included in the *2021 Service Program and Budget* document.

## **Expenditure Highlights**

The 2021 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 2,439 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
- ✓ City-wide Pension Plan contribution of \$10,895,207 represents an 8% increase above the 2020 adopted budget. The General Fund portion of this contribution is \$8,058,074, an increase of approximately \$645K based on the latest actuarial review

## **Preserving Funding for Social Services**

Savannah residents are not getting the support they need from federal and state governments and our community cannot sustain reductions to social and cultural services at this time. That is why we have not made any cuts to community organizations and social service agencies supported by the City through the Community Partnership and Cultural Arts Investment Programs. These funds, coupled with Community Development Block Grant (CDBG) dollars, will support residents, especially our most vulnerable, in these tough economic times. This budget:

- ❖ Includes \$1,513,400 in General Fund (GF) support for local community organizations providing a wide range of programs vital to our youth, families, job seekers, and some of our most vulnerable populations. In addition, CDBG funds will be used to:
- ❖ Provide \$2.7 million for Housing Assistance programs and homebuyer readiness programs helping low-income families to purchase homes. This investment is in addition to the \$10 million appropriated in the Five-Year Capital Plan for the Abandoned Blighted Property Acquisition & Development Initiative
- ❖ Includes a \$500,000 investment in the Savannah Affordable Housing Trust Fund

## CONCLUSION

Difficult decisions have been made throughout the development of this year's budget, and we have tried to balance reductions across departments where possible. The *2021 Service Program and Budget* focuses limited resources by sustaining ongoing initiatives wherever possible. As a full-service municipal corporation, the City of Savannah exercises influence in the community's well-being and future. Savannahians have come together to help each other through uncertainty and adversity. This is the mindset and spirit that is necessary to navigate these hard times. I am confident, together we will weather these storms and emerge as a stronger, more equitable, and more sustainable City.

On behalf of City staff, I look forward to working with you on this budget plan to implement both a fiscally healthy and equitable foundation for our great City.

Respectfully submitted,

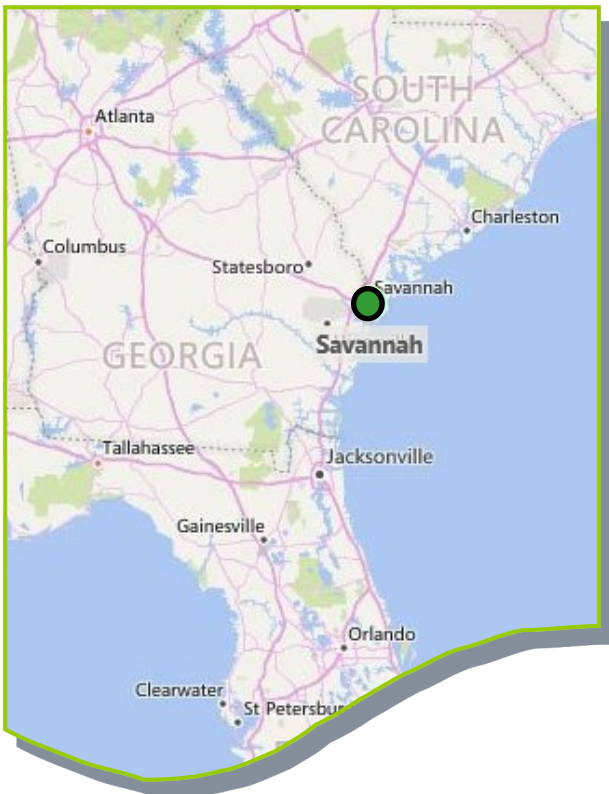
A handwritten signature in blue ink that reads "Michael B. Brown". The signature is written in a cursive, flowing style.

Michael Brown  
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 a 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	2010	2010	2018
Savannah	137,510	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.

Source(s): Forbes Magazine

2018	% of High School Graduate or Higher	% of Bachelors Degree or Higher
Savannah	87.0	28.1
Savannah, MSA	88.2	31.1

Source: Military Times, 2019

## Median Household Income

The City of Savannah's median household income in 2018 was \$41,093. The median household income for Savannah's Metropolitan Statistical Area (MSA) was \$57,470.

Median Household Income	
City of Savannah	\$41,093
Savannah, MSA	\$57,470



City of Savannah	Number of Households	% Percentage
Under \$25,000	22,072	41.1
\$25,000 to \$49,999	7,733	14.4
\$50,000 to \$149,999	8,109	15.1
\$150,000 - Above	15,789	29.4

Savannah, MSA	Number of Households	% Percentage
Under \$35,000	41,805	29.4
\$35,000 to \$49,000	20,618	14.5
\$50,000 to \$74,999	24,884	17.5
\$75,000 - Above	54,887	38.6

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

# Savannah at a Glance

## Economy

Savannah is the fastest growing industrial market in the United States. Our location on the Atlantic Ocean gives you the freedom to operate on a global scale with access to the third busiest and fastest-growing port in the nation. Within 300 miles of Savannah there are 11 major metro areas, eight major international airports, five major ports and 34.6 million residents. And our nationally top-ranked highway systems of Interstate 95 and Interstate 16 put you in immediate reach of it all.

As for workforce, 18 area colleges and universities – from creative arts to engineering – are actively preparing more than 65,000 students. And each month, over 350 “heroes for hire” exit area military bases ready for what’s next.



## City of Savannah Principal Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equip.	13,313
Savannah-Chatham County Board of Education	Public Schools	5,593
Fort Stewart / Hunter Army Airfield	Civilian Personnel	4,150
St. Joseph's/Candler Health System	Hospital	4,000
Memorial Health University Medical Center	Hospital	3,500
City of Savannah	Government	2,414
Chatham County	Government	2,136
Georgia Ports Authority	Ship Terminal Operation	1,080
Savannah College of Arts & Design	Education	744
Georgia Southern University - Armstrong Campus	Education	614

**Total** **37,544**

Source: [2020 SEDA](#)



# Savannah at a Glance

## Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	42,054	23.3
Leisure and Hospitality	26,192	14.5
Education and Health Services	25,430	14.1
Government	23,685	13.1
Professional and Business Services	21,775	12.1
Manufacturing	18,363	10.2
Construction	8,097	4.5
Financial Activities	5,985	3.3
Other Services	5,454	3.0
Information	2,786	1.5
Unclassified	378	0.2
Natural Resources, Mining, and Agriculture	275	0.2
<b>Total</b>	<b>180,474</b>	<b>100.0</b>



## City of Savannah Major Taxpayers

Taxpayer	Type of Business	2019 Taxable Assessed Value	% of Total Taxable Assessed Value
Georgia Power	Electric Utility	91,995,847	1.5
Gulfstream Aerospace	Aircraft Manufacturer	52,392,027	0.9
Savannah Health Services	Memorial Hospital	46,230,120	0.8
Home Depot	Distribution Center	39,853,681	0.7
International Paper Company	Paper Manufacturer	31,818,118	0.5
Oglethorpe Mall	Regional Shopping Mall	31,691,398	0.5
HH Savannah LLC	Hyatt Hotel	28,800,000	0.5
Columbia Properties	Marriott Hotel	28,000,000	0.5
CWT Savannah Hotel LLC	Westin Hotel	26,000,000	0.4
Mariner Grove Apartments LP	Apartment Complex	18,680,000	0.3
<b>Total</b>		<b>\$395,461,191</b>	<b>6.6</b>

Source: [2019 COS Comprehensive Annual Financial Report](#)

# 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
Tennis Courts	35

## Public Safety



Savannah Police	Total	Savannah Fire	Total
Police Stations	4	Fire Stations	15
Sworn Police Personnel	628.62	Fire Personnel	338
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

GFOA Distinguished Budget Presentation Award 2020

Clean 13 Award. Georgia Water Coalition 2019

## Savannah Accolades

"America's Most Historic and Beautiful Downtowns" MSN Travel, September 2020

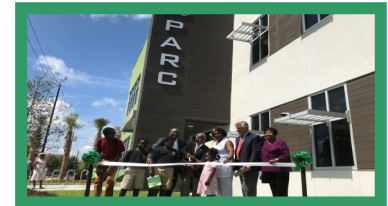
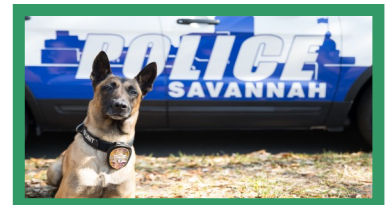
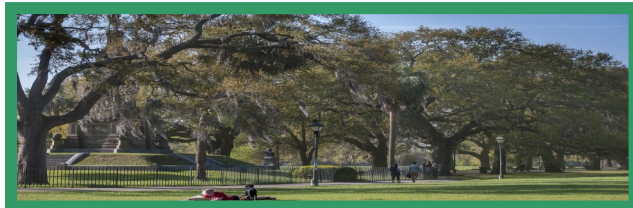
"Top U.S. Cities" (#4) Travel + Leisure, July 2020

"Best Places in the U.S. to Celebrate St. Patrick's Day" MSN Travel, March 2020

"Best Places to Live and Work as a Moviemaker in 2020" (#1, smaller cities)

Moviemaker Magazine, February 2020

"Best Cities for Creative Professionals Right Now" (#1) Thrillist, 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 2021.

**City of Savannah Overview** – presents an overview of the City of Savannah's demographics, the structure of the City government and components of Vision Savannah. Additional information including performance indicators to measure the performance of City staff in achieving desired outcomes for the community can be found in the following section of this book.

**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** – 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** – organizes a structure to provide 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** – outlines 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 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 man made infrastructure used for the delivery of essential public services. The first year of the plan is adopted for implementation.



## CITY OF SAVANNAH RESIDENTS

Office of the City Attorney

Office of the City Clerk

**Mayor and City Council**

**City Manager**



Financial Services  
Human Resources  
Management & Budget  
Marketing & Communications



**Economic Strength & Poverty Reduction**



**Good Government**

Chief Operating Officer

311 Action Center  
Special Events, Film & Tourism  
Real Estate Services  
Recorder's Court  
Fleet Services  
Innovation & Technology  
Performance & Accountability  
Risk Management



**Infrastructure**

Assistant City Manager/CIDO

Economic Development  
Planning & Urban Design  
Development Services  
Capital Projects Management  
Greenscapes  
Parking & Mobility Services  
Water Resources



**Vibrant Neighborhoods**

Chief Community Services Officer

Human Services  
Housing & Neighborhood Services  
Code Compliance  
Cultural Resources  
Recreation & Leisure Services  
Sanitation

**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 uses the 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.

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 budget appropriations.

Public Safety - Performance Measures					
Goal 1.1. Call Response					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
7 minute response time to priority 1 calls for service	66%	60%	65%	65%	Cad Data; Berkshire Report
Number of officers trained in driver training	245	523	250	523	Training Logs / POST Records
Community Orientated Policing	1	1	1	1	Training Logs / POST Records
Turnout time (minutes)	1:24	1:20	1:20	1:20	Savannah Fire RMS
Travel time (minutes)	3:03	4:00	4:00	4:00	Savannah Fire RMS
First due engine total response time benchmark (minutes)	7:33	6:20	7:20	7:20	Savannah Fire RMS
Effective response force total response time benchmark (minutes)	12:38	10:20	11:20	11:20	Savannah Fire RMS
Turnout time (seconds)	N/A	N/A	N/A	N/A	CAD/SFES Records Mgt. System (RMS)
Travel time (seconds)	243	240	240	240	CAD/RMS
First due engine total response time benchmark (seconds)	454	380	440	440	CAD/ RMS
Effective response force total response time benchmark (seconds)	N/A	N/A	N/A	N/A	CAD/ RMS
Complete mandatory state training hours	N/A	N/A	N/A	N/A	Records Mgt. System
Public Safety - Performance Measures					
Goal 1.2. Reduction in Part 1 Violent Crimes					
Homicide clearance rate	79%	80%	72%	72%	SARIC & CID Data
Aggravated Assault Unit clearance rate	N/A	N/A	53%	53%	SARIC & CID Data
Robbery Unit clearance rate	N/A	N/A	31%	31%	SARIC & CID Data

Public Safety - Performance Measures					
Goal 1.2. Reduction in Part 1 Violent Crimes (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Special Victims Unit clearance rate	N/A	N/A	34%	34%	SARIC & CID Data
Family Violence Unit clearance rate	N/A	N/A	53%	53%	SARIC & CID Data
Value of stolen property recovered by the pawn shop unit	\$50,555	\$80,000	\$40,950	\$40,950	LEADS Online Pawn Records
Financial crimes clearance rate	N/A	N/A	25%	25%	SARIC & CID Data
Precinct detective clearance rate (combined average)	N/A	N/A	16%	16%	SARIC & CID Data
Reduce violent crime by 5%	24% increase	5%	2%	2%	Cad Data
NIBIN matches	551	500	672	672	Forensics
Number of cell tower analysis performed	N/A	4	14	12	SARIC
Number of Intelligence meetings organized	N/A	—	8	24	SARIC
Bi-Weekly Analysis Report	N/A	24	80	208	SARIC
Number of Work-Ups Completed	N/A	120	200	210	SARIC
Number of Crime Analysis Support Products Provided	N/A	240	300	300	SARIC
Number of citizens that utilize EGV	26	50	50	55	EGV Data Stats
Number of bi-weekly comp stat reports to be completed	26	24	26	26	SARIC
Number of monthly posts made to SARIC website	51	105	52	60	SARIC
Number of investigative searches performed by SARIC employees	7,875	4,440	6,000	6,500	SARIC
Number of Investigations supported by Analysis	N/A	48	70	70	SARIC
ShotSpotter Calls	334	500	1,172	1,172	Analyst Reports
Number of officers trained in firearms	492	523	523	523	Training Logs / POST Records
Percent of officers trained in deadly force	99%	100%	100%	100%	Training Logs / POST Records
Percent of officers trained in deescalation	99%	100%	100%	100%	Training Logs / POST Records
Drug investigations	803	100	400	400	SIU Database
Drug complaints assigned	36	100	50	50	SIU Database
Gang/Gun Investigations	83	100	74	74	Comp Stat Reports
Number of Special Projects Completed	N/A	20	30	30	SARIC
Goal 1.3. Residents Feeling Safe in Their Neighborhoods					
Number of fingerprint matches	N/A	N/A	66	70	Forensics
Number of community center supporting EGV initiative	14	10	14	15	EGV Data Report

Public Safety - Performance Measures					
Goal 1.3. Residents Feeling Safe in Their Neighborhoods					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Number of community leader & participants attendance at a community call in	250 - 280	50	250	250	EGV Data Report
Number of custom letters successfully delivered	62	75	80	80	EGV Data Report
Fatal crashes	14	13	12	10	Traffic Excel Data Base
Fatal crashes investigated	14	13	12	10	Traffic Excel Data Base
Fatal crashes closed	12	15	12	10	Traffic Excel Data Base
Hit & run cases	2,393	2,769	1,900	1,850	Traffic Excel Data Base
Hit & run investigated	90%	100%	90%	90%	Traffic Excel Data Base
Hit & run investigation closed	90%	100%	90%	90%	Traffic Excel Data Base
Red light camera violations	14,134	11,350	9,000	11,000	Redflex Smartops
Citizen contacts	26,486	23,138	20,000	26,000	Traffic Excel Data Base
Vehicle crashes	11,224	9,611	8,500	8,500	GEARS Data Base
Vehicle crashes w/ injuries	2,101	1,836	1,600	1,600	GEARS Data Base
Other enforcement methods	70	75	80	80	Traffic Excel Data Base
Citations Issued	11,383	394	7,026	7,026	Monthly Report
Special requests services provided	—	37	54	5	Monthly Report
Crowd control hours utilized	N/A	485	N/A	485	Monthly Report
Number of citizen contacts	4,083	10,500	2,342	2,342	Monthly Report
Number of special events attended to facilitate crowd control	—	10	10	10	Monthly Report
Scheduled patrol duties attained	100%	100%	100%	100%	Monthly Report
Scheduled events attended	100%	100%	100%	100%	Monthly Report
High crime area service request attained	100%	100%	100%	100%	Monthly Report
Vehicles maintained	569	595	595	595	Vehicle Report
Inventory items	850	860	860	860	Quartermaster Report
Payroll processing	640	635	635	635	Authorized Staffing
Cost center reports	364	364	364	364	Monthly Report
State/Federal forfeitures processed	36	55	55	55	Monthly Report
Inventory accountability	100%	100%	100%	100%	Monthly Report
Grants closed on schedule	100%	100%	100%	100%	Monthly Reports
Purchase orders and vouchers processed	4,620	5,000	5,000	5,000	Lawson System
Officers trained C.A.L.E.A. and State standards	99%	100%	100%	100%	Power DS
Records entered	190,147	225,000	200,000	200,000	ARS, GEARS, Intellevue, GCIC / NCIC Portal
Open records processed	18,513	22,500	20,000	20,000	RMS, Evidence.com

Public Safety - Performance Measures					
Goal 1.3. Residents Feeling Safe in Their Neighborhoods (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Records checked	43,737	30,000	35,000	35,000	GCIC/NCIC Portal, RMS
Records scanned	77,330	100,000	100,000	100,000	Intellevue
Percent of files scanned	100%	100%	100%	100%	Intellevue
Audit passed	100%	100%	100%	100%	GCIC/NCIC Monthly Reports
Funds collected	\$35,660	\$40,000	\$35,000	\$35,000	Monthly Reports
Timely reports (3 days)	100%	100%	100%	100%	Section Tallies
Record checks (3 days)	100%	100%	100%	100%	Section Tallies
Warrants removed (within 1 business day)	100%	100%	100%	100%	Section Tallies
Citizen initiated complaints	91	75	50	65	LEAA
Internal affairs cases investigated	115	120	100	110	LEAA
Use of force cases investigated	349	300	500	400	LEAA
Internal affairs cases investigated and closed	65	150	100	125	LEAA
Average cases assigned per investigator	10	12	14	13	LEAA
Percent of complaints referred for precinct investigation	73%	80%	75%	75%	LEAA
Internal affairs cases sustained/not sustained	42/23	90/70	45/50	45/50	LEAA
Internal affairs investigations closed	65	90	90	90	LEAA
Percent of decided cases where outcome notifications were attempted	100%	100%	100%	100%	LEAA
Number of felony related arrest	523	200	400	400	Monthly Reports
Number of guns seized	269	120	200	200	Monthly Reports
Number of cases adopted by the U.S. Attorney's Office under the PSN program.	54	90	22	60	ATF, FBI, US Marshals Collaboration
Number of guns seized	269	120	200	200	Monthly Reports
Tier II inspections	258	258	258	258	CEMA LEPC
Customer service surveys	660	4,575	1,320	1,650	Records Mgt. System
Smoke detector installations/ home fire safety surveys	234	250	250	250	Records Mgt. System
Conduct Incident Mgt. Team Exercises	5	6	2	6	COS Multiyear Training and Exercise Plan (MTEP)
IMT/ ICS planning/ training Courses delivered	4	6	2	6	COS Multiyear Training and Exercise Plan (MTEP)

Public Safety - Performance Measures					
Goal 1.3. Residents Feeling Safe in Their Neighborhoods (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Public fire safety education events	484	650	400	400	Records Mgt. System
Commercial building inspections	3,000	3,800	3,000	3,000	Records Mgt. System
Fire cause determination rate	88%	85%	85%	88%	Records Mgt. System
Goal 1.4. Medical 911 BLS and ALS Support Services					
EMT training (number of students)	40	40	40	25	COS/SFES Strategic Plan
Infrastructure & Development - Performance Measures					
Goal 2.1. Resurfacing Savannah Streets					
Miles of asphalt placed per Lane	23.4	21	21	21	Internal Tracking & 311 Work Orders
Goal 2.2. Sidewalks					
Miles of sidewalk installed	1.1	4	3	4	Internal Tracking & 311 Work Orders
Goal 2.3. Building Flooding					
Maintain pump stations on line	95%	93%	93%	92%	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					
Complete within standard priority requests for code 1113 "blocked catch basin"	97%	58%	58%	55%	311 System Crystal Report
Miles of sanitary/storm lines televised (miles)	40	45	31	45	T.V. Truck Hardware
Goal 2.5. City Facilities					
Acquire, renovate, and/or build 5 Police Stations	3	—	—	1	Council Minutes and Department Reports
Acquire, renovate, and/or build 3 Fire Stations	2	3	2	1	Council Minutes and Department Reports
Acquire and/or renovate Administrative Facilities	—	1	—	1	Council Minutes and Department Reports
Parking Meter (downtime less than)	5%	5%	5%	5%	Daily Work Tickets
Elevators (downtime less than)	5%	5%	5%	5%	Service Calls and Work Order
Cleanliness (100 point scale)	40%	90%	60%	90%	Work Order
Building permits issued for City facilities shall comply with State-mandated minimum construction and life safety codes	100%	100%	100%	100%	Energov and GIS

Infrastructure & Development - Performance Measures					
Goal 2.5. City Facilities (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
New City facilities will comply with State-mandated minimum construction and life safety codes	100%	100%	100%	100%	Staff
Review plans, specifications and as-built documents	927	950	735	735	Monthly Report
Update AutoCAD/GIS 1"600' scale water and sewer maps (linear feet)	47,599	35,000	35,000	35,000	Monthly Report
Update water/sewer model based on features added	11,427	6,700	6,700	6,700	Monthly Report
RFP development for construction and design of water & sewer infrastructure	18	25	6	na	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)	21.51	19.99	17.95	19.99	SCADA Reports
Samples collected	3,878	4,000	3,842	4,000	Water Supply and Treatment Staff
System inspections (includes utility locates, construction inspection, backflow inspection and testing) - modified reporting to include number of locates rather than locate sites	54,045	59,420	39,421	59,420	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Water meter program (includes meter installations, maintenance, testing and Revenue tasks)	30,714	63,000	42,776	57,500	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Fire hydrant program (includes hydrant repairs, installations and preventative maintenance)	2,845	7,020	2,500	6,900	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Water main leak repair program (includes both water mains and water service leak repairs)	787	520	710	673	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Annual water audits	7	7	7	7	Georgia Environmental Protection Division
Annual report on drinking water quality for customers	1	1	2	2	Georgia Environmental Protection Division
Watershed protection plan goals achieved	2	2	2	2	Georgia Environmental Protection Division
Calibrations within standard	1,580	1,400	1,226	1,400	I & D Staff



Infrastructure & Development - Performance Measures					
Goal 2.5. City Facilities (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Sanitary Sewer Stoppages Cleared	332	290	432	405	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main repaired / extended	3,766	4,639	3,750	4,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main cleaned (includes contractor cleaning)	334,971	328,644	594,264	600,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Sanitary Sewer Main Break Repairs	131	137	128	122	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Operate sanitary sewer lift station (within State EPD Compliance)	203	203	210	210	Asset Management Documentation and 311 and CityWorks
Perform station maintenance tasks (includes mechanical, electrical and grounds tasks)	394,592	615,520	580,392	600,000	Asset Management Documentation and 311 and CityWorks
Perform station ARV inspection, ARV inspection, ARV replacement and station head / capacity tests	361	540	468	505	Asset Management Documentation and 311 and CityWorks
Perform station inspections & operate odor control units	12,601	20,003	13,624	17,500	Asset Management Documentation and 311 and CityWorks
Gallons of wastewater treated (millions of gallons)	6,476	7,000	5,988	7,000	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	—	12	9	12	Laboratory Analysis
Industrial pretreatment permit renewals	10	11	11	8	Pretreatment Applications
Water treated by 3 regional wastewater facilities - (millions of gallons)	2,650	7,000	3,014	3,200	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	48%	100%	100%	100%	Laboratory Analysis
Water sold (millions of gallons)	12,275	12,000	13,656	12,000	I & D Staff
Chemical and biological tests performed	122,584	205,000	121,073	205,000	I & D Lab Staff
Goal 2.6. Internet Communications Conduit					
Linear Feet of conduit installed for future fiber optic cable	—	300	—	200	Work Orders, Daily Division and 2019 City Works (CMMS) Work

Vibrant Neighborhoods - Performance Measures					
Goal 3.1. Reestablish and Preserve Neighborhoods					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
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)	3,441	3,300	2,712	3,000	Energov
Business Location Approvals	1,789	1,800	1,950	1,750	Energov
Short-term Vacation Rental Certificates	1,117	1,400	1,214	1,200	Energov
Plan Improvements (Downtown Streetscape Improvements, Wayfinding & Direction Signage, CNU Legacy Projects, etc.)	17	12	15	15	Council Presentations
Maintain/Repair Water Resources facilities to ensure that they meet building code standards	299	200	200	200	Monthly Report
Complaints Investigated	100%	100%	100%	100%	City Staff
Complaints Investigated	100%	100%	100%	100%	I & D Staff
EPD Violations	N/A	N/A	N/A	N/A	Georgia EPD
Develop policies and ordinances to expand tourism-related activities in emerging districts (percent complete)	75%	75%	75%	100%	Turf Field Application
Number of blighted, tax delinquent, underutilized real properties acquired	6	12	12	15	Land Bank Authority Database
Number of disposed, underutilized real properties returned to a tax generating and/or community improvement status	7	12	12	15	Land Bank Authority Database
Number of properties with clouded titles cleared and made marketable	8	8	10	8	Land Bank Authority Database
Number of properties demolished, cut and maintained and marketed on website.	60	42	60	60	Land Bank Authority Database

Vibrant Neighborhoods - Performance Measures					
Goal 3.1. Reestablish and Preserve Neighborhoods (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Number of properties in Land Bank Inventory maintained (property maintenance: cutting, demolition, etc.)	103	100	100	100	Land Bank Authority Database
Unsecure property secured within 30days	22%	90%	50%	90%	Energov
Complaint (311 or other) to initial inspection within 3 days	64%	90%	70%	90%	Energov
Initial inspection to compliance or summons issued within 30 days	61%	80%	70%	80%	Energov
Voluntary compliance rate	49%	80%	60%	80%	Energov
Percent of responding participants rating programs/services as very good or excellent	NA	N/A	NA	NA	Energov
Increase the number of certified Neighborhood Associations	14	15	15	16	Application Forms Approved
Increase the number of registered Neighborhood Associations	35	40	37	40	Neighborhood Association Registry
Number of neighborhood grants administered	N/A	N/A	N/A	N/A	Grant Agreement Executed
Number of neighborhood leaders and residents participating in leadership training activities	83	250	40	100	Fair Housing Events Grant Training Workshops Organizational Training
Number of Youth engaged in neighborhood improvement or leadership activities	254	300	68	100	SYC, SYA, YLP Attendance Rosters
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	23	45	8	25	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Number of volunteer clean-ups and Adopt-a-Spots	47	45	56	60	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Residential Refuse and Yard Waste collections completed on schedule	100%	99%	99%	100%	Monthly Report
Residential units serviced weekly for residential refuse and yard waste collection	52,000	52,000	52,000	53,000	Sanitation Monthly and Annual Report
Cost per residential unit for residential refuse collection	\$105.65	\$105.65	\$112.07	\$111.48	Sanitation monthly and annual report
Cost per residential unit for yard waste collection	\$45.73	\$45.73	\$48.51	\$48.25	Sanitation monthly and annual report

Vibrant Neighborhoods - Performance Measures					
Goal 3.1. Reestablish and Preserve Neighborhoods (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Cost per Special Collection	\$6.31	\$6.31	\$6.69	\$6.66	Sanitation monthly and annual report
Operational compliance with EPD permit conditions as demonstrated by landfill evaluation scores	100%	100%	100%	100%	Environmental Compliance reports
Tons of refuse received	102,141	105,000	102,000	102,000	Certified Scale Transaction Reports
Tons of refuse diverted	13,438	15,000	14,600	14,800	Certified Scale Transaction Reports
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	4.0	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
Commercial Refuse Collections completed on schedule	100%	100%	100%	100%	311 Application
Number of Commercial Refuse Customers	620	620	630	630	Sanitation Monthly and Annual Report
Containers Repaired	20	20	18	20	Sanitation Monthly and Annual Report
Recycling collection completed on schedule	75%	100%	75%	85%	311 Application
Litter route collection completed on schedule	75%	100%	80%	85%	311 Application
Curbside recycling collected	23,000	22,700	20,884	23,000	Sanitation Monthly and Annual Report
Cost per recycling collection	\$6.10	\$6.10	\$6.10	\$6.10	Sanitation Monthly and Annual Report
Goal 3.2. City-Owned Properties					
Miles of Graded Lanes/Shoulders Maintained	\$27.43	\$80.00	\$70.00	\$80.00	Internal Tracking & 311 Work Orders
Major Sidewalk Corridors of the Downtown Convention District Pressure Washed to Standards.	62%	85%	85%	90%	Daily Work Reports
Parks and Squares Serviced to Standards	95%	90%	90%	90%	Daily Work Reports
Park and Square Infrastructure Maintained to Standards	71%	60%	75%	75%	Daily Work Reports and 311 Work Orders
Trash and Litter Collection within Downtown District Maintained to Standards	90%	90%	90%	90%	Daily Work Reports
Public Trees Maintained to Standards	78%	80%	80%	80%	311 Work Orders

Vibrant Neighborhoods - Performance Measures					
Goal 3.2. City-Owned Properties (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Public Trees and Stumps Removed to Standards	75%	90%	93%	93%	311 Work Orders
Plan Reviews for Tree Ordinance Compliance Completed to Standards	99%	99%	99%	99%	EnerGov
ROW Vegetation Maintained to Standards	88%	85%	87%	87%	Route Sheets & 311 Work Orders
Canals and Ditches Mowed to Standards	77%	80%	82%	85%	Route Sheets & 311 Work Orders
City Owned Vacant Lots Mowed to Standards	88%	90%	92%	92%	Route Sheets & 311 Work Orders
Maintain/repair water resources facilities to ensure that they meet building code standards	299	200	200	200	Monthly Reports
Goal 3.3. Mobility and Neighborhood Connectivity					
Traffic Signal Repairs	926	800	836	800	311 Work Order Reports & Management
Traffic Sign Repairs	6,416	7,300	7,575	7,300	311 Work Order Reports & Management
City-Owned Light Repairs	224	300	450	300	311 Work Order Reports & Management
Percentage of Signal Malfunctions Addressed Within 24-hours	94%	90%	97%	90%	311 Work Order Reports & Management
Percentage of Down/Missing Stop or Yield Signs Addressed Within 24-hours	97%	97%	92%	97%	311 Work Order Reports & Management
Clean inlets and manholes to assure flow	3,634	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
Traffic Studies Conducted	1,065	1,000	1,048	1,000	Internal tracking
Submit Customer Requests for the Repair of Georgia Power Street Lights	742	700	690	700	Internal tracking and 311 Work Orders
Percent of Citizen Complaints Responded to within 24-hours (Priority 1)	96%	90%	93%	90%	311 Work Order Reports & Management
Permits processed and reviewed	2,259	2,300	2,217	2,300	Internal tracking and EnerGov
Number of playground inspections completed	554	684	600	700	Registration
Number of work order repairs/preventative maintenance functions completed	1,100	1,219	1,000	1,100	Daily Counts
Number of athletic grass field mowing's completed	567	615	500	600	Daily Counts

Vibrant Neighborhoods - Performance Measures					
Goal 3.4. Access To Recreation					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Percent of responding participants rating Athletics programs/services as very good or excellent	93%	90%	85%	85%	Customer Survey
Percent of responding participants rating Sr. Services programs/services as very good or excellent	82%	90%	82%	85%	Customer Survey
Percent of responding participants rating Therapeutic Recreation programs/services as very good or excellent	98%	90%	85%	85%	Customer Survey
Total attendance: Outdoor Pools/Playgrounds	8,617	22,500	15,000	11,250	Quarterly Point in Time Counts
Number of registered youth participants	6,547	6,950	2,085	3,475	Registration
Number of registered adult participants	2,226	2,500	750	1,250	Registration
Total attendance: Community Centers (Youth & Adults)	267,728	345,000	103,500	172,500	Daily Center Counts
Number of registered youth sports participants	2,202	2,500	1,500	2,400	Registration
Number of registered adult sports participants	169	320	60	195	Registration
Number of registered tennis program/league participants	1,745	1,565	900	1,500	Registration
Number of open courts Participants (basketball/tennis)	33,015	18,450	18,000	35,200	Quarterly Point in Time Counts
Number of registered golden age participants	922	880	582	850	Registration
Number of senior lunches served	99,048	99,750	99,000	99,750	Daily Counts
Number of registered adult day care participants	51	60	50	50	Registration
Percent of responding participants rating programs/services as very good or excellent	82%	90%	82%	85%	Customer Survey
Total attendance: Outdoor Pools/Playgrounds	8,617	22,500	15,000	11,250	Quarterly Point in Time Counts
Number of registered youth participants	6,547	6,950	2,085	3,475	Registration
Number of registered adult participants	2,226	2,500	750	1,250	Registration



Vibrant Neighborhoods - Performance Measures					
Goal 3.4. Access To Recreation (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Goal 3.5. Access to Quality Housing					
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	109	150	150	150	Enterprise Zone Report and Opportunity Zone Report
Number of affordable and/or workforce housing units constructed	103	150	150	—	Housing & Neighborhood Services
Number of owner-occupied homes repaired/improved	235	125	75	125	Housing & Neighborhood Services
Number of home buyers purchasing homes with City and/or DCA or similar assistance	126	75	75	75	Housing & Neighborhood Services
Number of rental housing units developed, repaired and/or retained	162	150	139	150	Housing & Neighborhood Services
Number of blighted, abandoned, properties acquired and/or otherwise resolved through 1K-in-10	—	—	—	50	Housing & Neighborhood Services
Number of new single family houses (1-4 dwellings) built on vacant lots.	—	—	—	25	Housing & Neighborhood Services
Percent of responding participants rating programs/services as very satisfactory or satisfactory	96%	95%	95%	95%	Housing & Neighborhood Services
Goal 4.1. Poverty Reduction					
Participation by Disadvantaged Business Enterprises (DBEs) in City Contracts	N/A	20%	20%	20%	SBO Program Annual Report
Total number of persons served (All center activities)	831	500	400	500	Member Attendance Tracking
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	162	100	75	100	Member Attendance Tracking
Total partner organizations providing services	9	30	12	30	MOA/MOUs
Non-profit grants and contracts administered *includes prior year ESG-funded grants	45	47	56	56	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Grantee monitoring visits, technical assistance reviews and training conducted	351	180	351	351	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA Audit Checklists

Economic Strength & Poverty Reduction - Performance Measures					
Goal 4.1. Poverty Reduction (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Public hearings and citizen engagement sessions to support federally-funded programs	5	5	5	5	Copies of public notices and sign-ins sheets related to One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Number of residents connected to services through Community poverty reduction programs	31,254	25,000	30,000	30,000	Community Partnership Agencies' Quarterly Status Reports
Number of Community Partners and service providers engaged	137	100	25	100	MOA/MOUs
Total number of Youth gaining summer or other employment	208	250	—	100	Summer Program Attendance Records
Number of visual and performing arts classes	37	120	45	61	SCAC Program Data
Number of class participants	611	1,500	650	1,890	SCAC Program Data
Number of visual and performing arts events	7	40	10	53	SCAC Program Data
Total event attendance	1,050	1,500	600	2,705	SCAC Program Data
% of responding participants rating programs/services very satisfactory or unsatisfactory	92%	90%	92%	92%	SCAC Survey Data
Total number of persons served (All center activities)	510	750	500	750	Member Attendance Tracking
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	146	150	200	200	Member Attendance Tracking
Total partner organizations providing services	10	45	15	30	MOA/MOUs
Number of visual and performing arts classes	37	120	45	61	SCAC Program Data
Number of class participants	611	1,500	650	1,890	SCAC Program Data
Number of visual and performing arts events	7	40	10	53	SCAC Program Data
Total event attendance	1,050	1,500	600	2,705	SCAC Program Data

Economic Strength & Poverty Reduction - Performance Measures					
Goal 4.1. Poverty Reduction (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
% of responding participants rating programs/services very satisfactory or unsatisfactory	92%	90%	92%	92%	SCAC Survey Data
Total number of persons served (All center activities)	510	750	500	750	Member Attendance Tracking
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	146	150	200	200	Member Attendance Tracking
Total partner organizations providing services	10	45	15	30	MOA/MOUs
Goal 4.2. Commercial Corridors					
Conduct developer tour of target commercial corridor	1	1	1	0	Opportunity Zone Tour Report
Complete assessment of target commercial corridor	1	1	1	1	Corridor Assessment Report
Goal 4.3. Soft Skills & Work Readiness Training for Savannah Youth					
Provide soft skills and work readiness training for high school youth through Enrichment	45	50	30	50	Enrichment Attendance Records
Number of work readiness sessions and soft skills training completed	3	4	2	4	Attendance Records
Total number of youth receiving work readiness training	254	300	68	100	Savannah Youth Council, Savannah Youth Ambassadors, and Summer Program Attendance Records
Number of youth to enroll in construction job training program	—	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	7	10	1	—	Data collected from the USDOL's--ETA Management Information System (MIS)
Number of participants to attain post-secondary enrollment and/or employment	3	10	—	—	Data collected from the USDOL's--ETA Management Information System (MIS)
Number of youth internships through department and contracted organizations (paid & unpaid)	6	249	12	12	Art & Cultural Grants
Provide soft skills and work readiness training for high school youth through Enrichment	N/A	50	25	50	Enrichment Attendance records
Number of work readiness sessions and soft skills training completed	3	6	6	6	Attendance Records
Number of youth internships through department and contracted organizations (paid & unpaid)	6	249	12	12	Art & Cultural Grants

Economic Strength & Poverty Reduction - Performance Measures					
Goal 4.3. Soft Skills & Work Readiness Training for Savannah Youth (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Provide soft skills and work readiness training for high school youth through Enrichment	N/A	50	25	50	Enrichment Attendance records
Number of work readiness sessions and soft skills training completed	3	6	6	6	Attendance Records
Goal 4.4 Soft Skills & Workforce Training for Unemployed & Underemployed					
Number of adults completing soft skills training	191	50	75	50	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	5	4	4	4	Attendance Records, Surveys
Number of adults completing soft skills training	80	150	75	150	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	5	20	5	10	Attendance Records, Surveys
Number of adults completing soft skills training	80	150	75	150	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	5	20	5	10	Attendance Records, Surveys
Goal 4.5. Employment Assistance					
Total number of adults receiving employment assistance	1,028	500	—	—	Job Fair sign-in Soft Skills Training
Goal 4.6. Resilient Diversified Economy					
Income generated by special event application and permit fees	\$4,000	\$17,500	\$10,000	\$10,000	Permit Database
Income generated by Temporary Use permits	\$42,300	\$75,000	\$45,000	\$45,000	Revenue Collection
Number of Food Truck Rodeos per year	1	2	1	1	Revenue Collection
Income generated through Film Permit Fees	\$26,532	\$75,000	\$50,000	\$50,000	Revenue Collection
Coordinate and encourage the use of parks and squares for events (# of scheduled events)	250	475	350	400	EnerGov
Income generated through Park and Square Permit Fees	\$28,602	\$145,000	\$50,000	\$75,000	EnerGov
Total events	393.00	388.00	250.00	400.00	Rental Totals Document – Event Folders
Total ticket sales	\$4,638,888	\$5,000,000	\$2,300,000	\$5,000,000	Ticket Sales Audit

Economic Strength & Poverty Reduction - Performance Measures					
Goal 4.6. Resilient Diversified Economy (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Total rental revenue	\$331,424	\$440,000	\$300,000	\$467,000	Lawson Revenue Report
Total concessions revenue	\$263,298	\$300,000	\$146,330	\$275,000	Lawson Revenue Report
Total alcohol revenue	\$328,222	\$250,000	\$205,403	\$350,000	Lawson Revenue Report
Number of facility rentals	30	40	15	20	SCAC Rentals
Number of entrepreneurial skill development programs	—	40	—	—	SCAC Program Data
Number of facility rentals	30	40	15	20	SCAC Rentals
Number of entrepreneurial skill development programs	—	40	—	—	SCAC Program Data
Good Government - Performance Measures					
Goal 5.1. Online Dashboard					
Create an Online Dashboard for the City Manager to use to track key processes using ACL	—	1	—	1	ACL Software
Goal 5.2. Organizational Culture					
Reference/retrieval requests	5,340	5,250	4,400	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%	100%	90%	City of Savannah Municipal Archives – Customer Surveys
Number of complaints	41,635	75,000	75,000	75,000	311 Action Monthly Report
Average wait time (seconds)	67	60	65	65	311 Action Monthly Report
Average call completion time (seconds)	225	90	100	100	311 Action Monthly Report
Open records requests responded to within 3 days	100%	100%	99%	100%	Department
Department participation in international customer service week including training	100%	100%	100%	100%	Department
Number of Open Records Request responded to within 3 days	N/A	90	N/A	N/A	ORR Database
Average number of calls received per day	394	350	370	390	ShoreTel Phone Reporting
Average phone service level (goal of 90%)	88%	90%	90%	92%	ShoreTel Phone Reporting
Average phone hold time less than 1 minute	87%	90%	90%	90%	ShoreTel Phone Reporting

Good Government - Performance Measures					
Goal 5.2. Organizational Culture (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Department participation in international customer service week including training	100%	100%	100%	100%	Department
Goal 5.3 Performance Based Budget					
GFOA Budget Rating Received (1=yes, 0 = no)	1	1	1	1	GFOA Award Notification
Conservative, balanced budget prepared and approved by City Council by December 31st deadline	1	1	1	1	Council Agenda Minutes & Budget Document
Host events for civic engagement in the budget process	1	3	2	2	Advertisements from Media Outlets & CINC
Goal 5.4. Efficient Government Operations					
Produce two Reviews each Qtr for a total of eight for the year	10	10	8	8	2019 Annual Plan
Perform a Risk Assessment	—	1	1	1	Risk Assessment Report
Achieve at least one certification within our team	—	1	1	1	Training and Education
% of Preventive Maintenance performed w/in 72Hrs.	90%	80%	87%	80%	AssetWorks Software
% of Repair Work Orders performed w/in 72 Hrs.	80%	75%	80%	80%	AssetWorks Software
% of Scheduled Services completed on time	36%	40%	42%	45%	AssetWorks Software
Conduct Incident Review Board Prevention Board	3	10	6	10	Quarterly Report
Alcohol & drug testing	810	750	800	750	Quarterly Report
Conduct agency safety committee meetings	35	30	19	35	Loss Control SS
Safety, driver's, CPR, supervisory training courses	84	80	52	80	HR Training Report
Auto liability, workers compensation, general liability claim administration	900	1,125	1,000	1,000	Quarterly Department Report
Quarterly departmental reports on unit performance and outcomes	2	2	2	2	Departmental Reports
Annual department update workshop to Mayor and Aldermen	2	2	1	1	Council Minutes and Presentation
Civic Center & Visitor Centers: new operating agreements	3	1	1	—	Council Minutes, Department Reports, Signed Agreements.
Customer satisfaction rating	4.91	4.75	4.85	4.75	Dept. Customer Service Satisfaction Surveys

Good Government - Performance Measures					
Goal 5.4. Efficient Government Operations (Continued)					
Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Appearance rating (A 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)	1.18	1.3	1.3	1.3	Monthly Dept. Evaluations.
Cost per lot maintained	\$55	\$60	\$61	\$60	Dept. Performance Measure Calculations/ Mthly Expenses
Cost: revenue per interment	\$0.71	\$0.85	\$0.71	\$0.80	Dept. Performance Measure Calculations/ Mthly Expenses & Interment Revenues
Sales of surplus property and reinvestment of proceeds in new projects	15	4	4	5	Council Minutes and Department Reports
Goal 5.5. Employee Recognition & Performance					
Conduct a classification and compensation study (% complete)	100%	—	—	—	Council Agenda
Time to fill- vacancies (days)	—	60	—	60	NEOGOV
Customer service surveys (per month)	—	30	—	30	Qualtrics
Professional development hours completed annually	—	10	—	10	Learning Management System
Number of certified purchasing staff (CPPB/CPPO)	—	2	1	1	www.uppcc.org
Perform mid-year and year end reviews of the team	2	2	2	4	HR Procedures
MVR reviews	211	200	211	210	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)	97%	95%	97%	95%	Audit Report
Goal 5.6. City Code Update & Review					
Complete film section in special event ordinance (percent complete)	80%	100%	100%	—	Council Agenda / Minutes
Number of Tourism-based ordinance revisions	2	5	4	4	Council Agenda / Minutes
Update policies and ordinances governing park and square rental (percent complete)	40%	100%	100%	—	Reduced number of complaints from event organizers and residents
Sound permits (percent complete)	70%	100%	80%	100%	Council Agenda / Minutes



## Good Government - Performance Measures

### Goal 5.6. City Code Update & Review

Performance Measure	2019 Actuals	2020 Adopted	2020 Projection	2021 Adopted	Data Source
Food Truck Ordinance (percent complete)	70%	100%	85%	100%	Council Agenda / Minutes
Special Event Ordinance (percent complete)	80%	100%	85%	100%	Council Agenda / Minutes

### Goal 5.7. AAA Bond Rating

General fund – unassigned fund balance (dollars)	\$40,927,903	\$42,000,000	\$42,000,000	\$42,000,000	City of Savannah 2019 Comprehensive Annual Financial Report
Achieve / Maintain AA+/AA1 Bond rating (yes = 1, no = 0)	1	1	1	1	Rating Agencies
Pension plan funded status (percent)	72.8%	86%	86%	86%	City of Savannah 2019 Comprehensive Annual Financial Report
In-year collection of property tax revenues (% of billed dollars)	93%	91%	86%	91%	Lawson Revenue Reports
Collection of previous year delinquent property tax (% of billed dollars)	99%	99%	98%	99%	Lawson Revenue Reports
Collection of known and active business tax accounts	92%	95%	90%	92%	Govern
Implementation of phase II of online payment options	50%	100%	100%	100%	Department
Percent of all payments made online	30%	35%	36%	40%	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.
- **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 Fund
  - Sanitation Fund
- **Internal Service Funds** are frequently referred to as revolving funds and 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:

- Innovation & Technology Services
- 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.

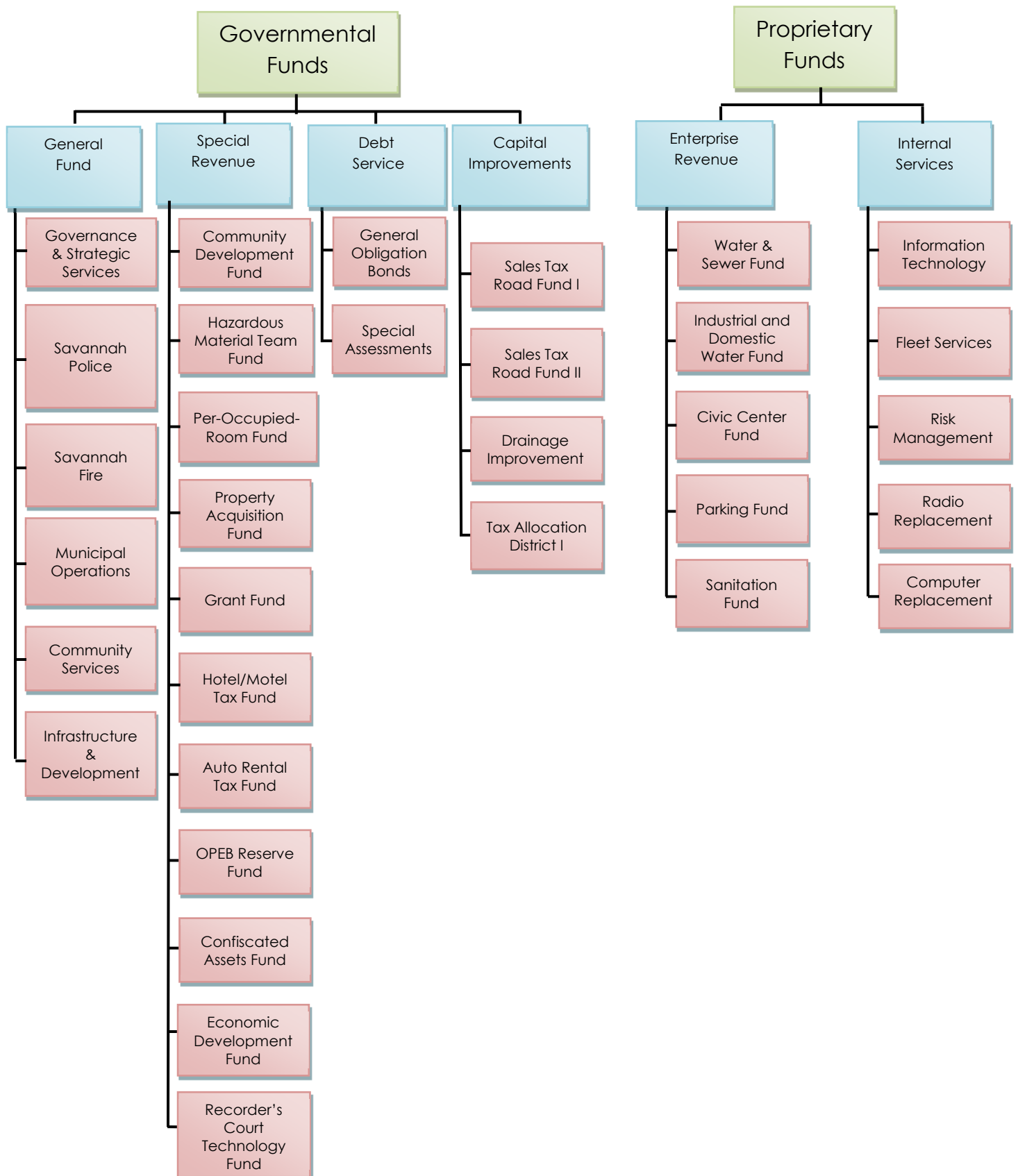
Budgets for Proprietary Funds are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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 impact 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.

The various policies used to guide the maintenance and use of the City's financial resources 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 attain 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 is used for:**

- 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 to which 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 that 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 percent of assessed taxable values within the City. Bonded indebtedness is well within this limit. As of December 31, 2019, 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 percent 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 the priorities established by City Council, the available funding and the 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 2019, the unassigned fund reserve totaled \$40.9 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 2020, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2020 or is planned in the 2021 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 percent of the budgeted revenue for sales taxes. The 2021 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 2021 budget development procedures to business units	May 11, 2020
Business units submit operating budget and service enhancements requests; Zero based budgeting analyses begins	June 15, 2020
Outside Agency budget requests due	August 24, 2020
City Manager meetings to discuss budget highlights, unresolved issues and service improvement requests	October 9 - November 6, 2020
Public advertisement of 2021 proposed budget hearings	November 15, 2020
Distribution of Savannah's 2021 Proposed Budget documents to City Manager, City Council and Public	November 17, 2020
City Council Budget Retreat	November 19, 2020
Public Budget Hearing	November 24, 2020
Budget Adoption	December 18, 2020

# Trend Analysis and Financial Projections

## National, Statewide and Local Economic Outlook

The **U.S. national economy**<sup>1</sup> - The 2020 coronavirus pandemic has brought about widespread economic disruption. To mitigate the contagion, governments, businesses and households in the United States and around the world have taken measures to limit in-person interactions. Collectively referred to as social distancing, those measures include reducing social activities and travel, curtailing the activity of schools and business, and working from home. The severity and duration of the pandemic will be affected by how various mitigation measures reduce the spread of the virus and by when vaccines and additional treatments become available.

In the Congressional Budget Office's projections, real Gross Domestic Product (GDP) grows rapidly in the second half of 2020 and the first half of 2021 as efforts continue to reopen businesses and resume activities that were restricted or postponed. Strong GDP growth continues thereafter but at a slower pace.

Low-income families have borne the brunt of the economic crisis, partly because the hardest-hit industries employ low-wage workers. African American, Hispanic, and female workers have been hit particularly hard, in part because they make up a disproportionate share of the workforce in certain industries with jobs that involve elevated risks of exposure to the coronavirus. Although the labor market is expected to improve, the unemployment rate remains higher through 2030 than it was before the pandemic. Industries showing good gains include retail, food service, construction and temporary help. The labor market is healing, but surging virus cases could reverse that trend, especially in service industries that would be hurt by renewed government lockdowns.<sup>2</sup>

The **State of Georgia's economy**<sup>3</sup> in 2021 will prove tumultuous for all industries across Georgia as many industries will be permanently changed by the COVID-19 recession. The pandemic had an uneven effect on other types of government revenues in Georgia, and revenues are unlikely to bounce back quickly. Home prices have seen recent growth, but this trend will soon come up against persistent unemployment and mortgage delinquencies. Policymakers at the state and federal level may be able to stem the bleeding in the short-term with eviction moratoriums and increased unemployment benefits, but some economic trends will be irreversible. It is difficult to project the full effect of the COVID-19 recession when only a few months of data has been released, so researchers will continue to analyze the short- and long-term effects of the COVID-19 recession on Georgia.

The **Savannah area economy** considers Bryan, Chatham, and Effingham counties in the overall metropolitan statistical area (MSA) outlook. The effects of COVID-19 restrictions have hit the region hard, particularly in the travel and tourism industries. Significant declines were recorded in airplane boarding, hotel sales and port activities in the Savannah area. Wide swaths of the regional economy have been affected by the pandemic, but the distribution of economic pain is not uniform across sectors of the economy. Manufacturing and Logistics have been spared the worst and are likely to recover more quickly than most service sectors. Economic conditions are cautiously expected to begin to improve toward the end of the 2020, but more robust recovery in consumer-driven sectors will be delayed well into 2021.<sup>4</sup>

Revenue sources for Savannah's enterprise funds have also been impacted by the pandemic. Water and Sewer will see moderate impacts, with lower commercial revenues due to businesses closures being somewhat offset by higher residential usage. Due to the number of people no longer commuting to work and business closures, general parking fees, which are primarily in the downtown area are projected to be down by \$5.2 million. Extremely low hotel occupancy rates and lower room rates will have a severe impact on hotel occupancy taxes, which is on pace to receive \$9.8 million

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<sup>1</sup> Congressional Budget Office, July 2020.

<sup>2</sup> The Kiplinger Letter, (Vol. 97, No. 45), Kiplinger Washington Editors, Inc.

<sup>3</sup> Hill, Alexandra, (2020), COVID Crunch, The COVID-19 Recession's impact on Georgia's Economy, College of Business University of Georgia.

<sup>4</sup> Michael Toma, Ph.D., (First Quarter, 2020), Coastal Empire Economic Monitor, Georgia Southern University, Center for Business Analytics and Economic Research.

less than budget. While economic forecasts predict the economy is recovering, because the trajectory is shallow, it is anticipated that local governmental revenue sources will bounce back to pre-pandemic levels slowly.

### Financial Foundation Principles

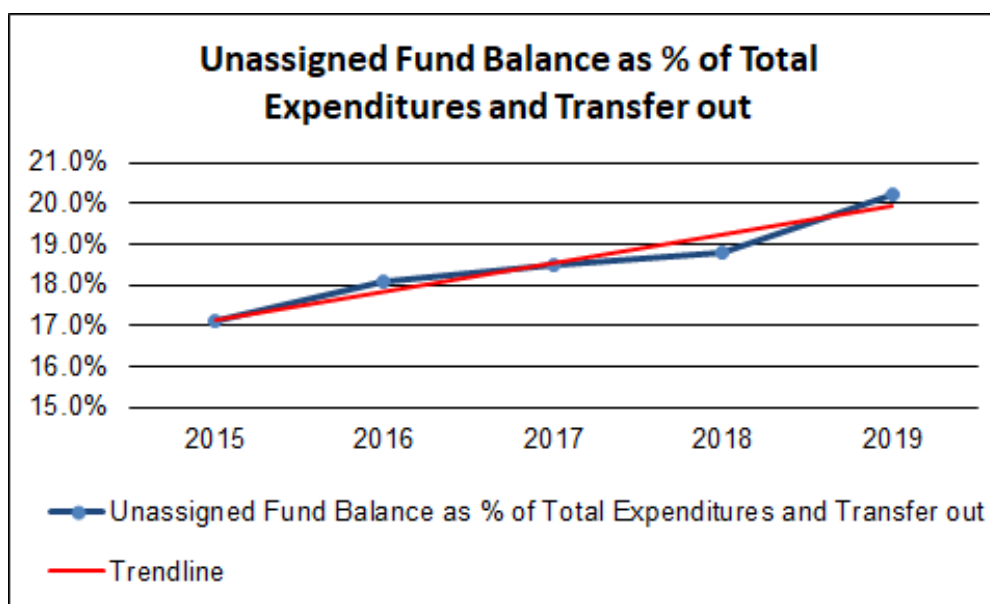
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

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 supports these economic assumptions as published in the 2020 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. For budgetary and planning purposes, the City's financial policy dictates that the unassigned fund balance be maintained between 15% and 20% of total General Fund expenditures and transfers out. The unassigned fund balance for the General Fund at the end of 2019 was \$40,927,903 or 20.2 percent of total General Fund expenditures and

transfers out, which exceeds this recommendation. There is no planned draw from unrestricted fund balance in 2020 to cover expenditures nor is there a plan to draw from unrestricted fund balance in the 2021 Budget.

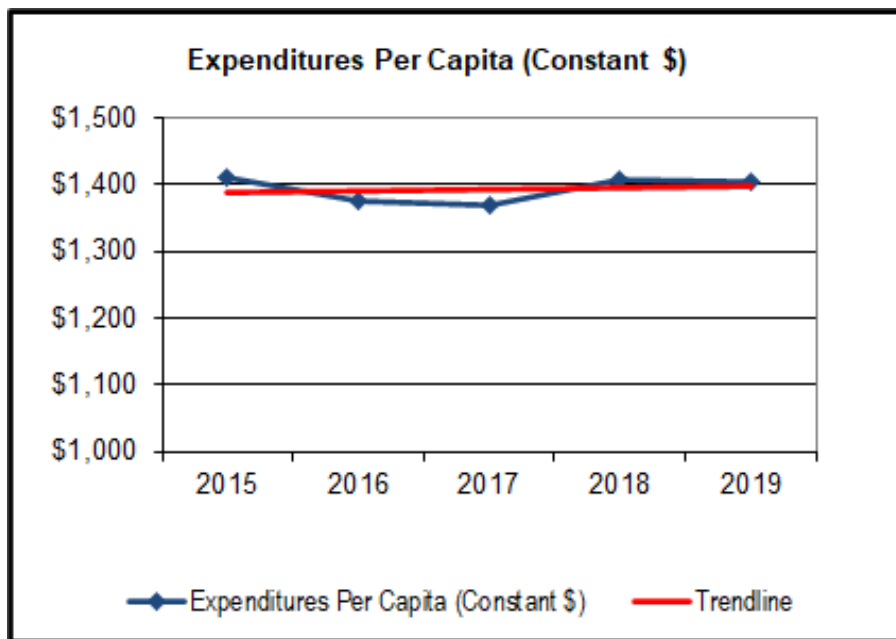
In addition to the unassigned fund balance in the General Fund, the City also maintains Sales Tax Stabilization Fund reserves. These reserves were funded from higher than anticipated local option sales tax revenue in previous years and are used to fund sales tax revenue deficits, if needed. At the end of 2019, reserves totaled \$5,501,000. There is no planned draw from the sales tax stabilization reserves in 2020 to cover expenditures nor is there a plan to draw from the sales tax stabilization reserves to balance the 2021 Budget.

### Expenditures Per Capita

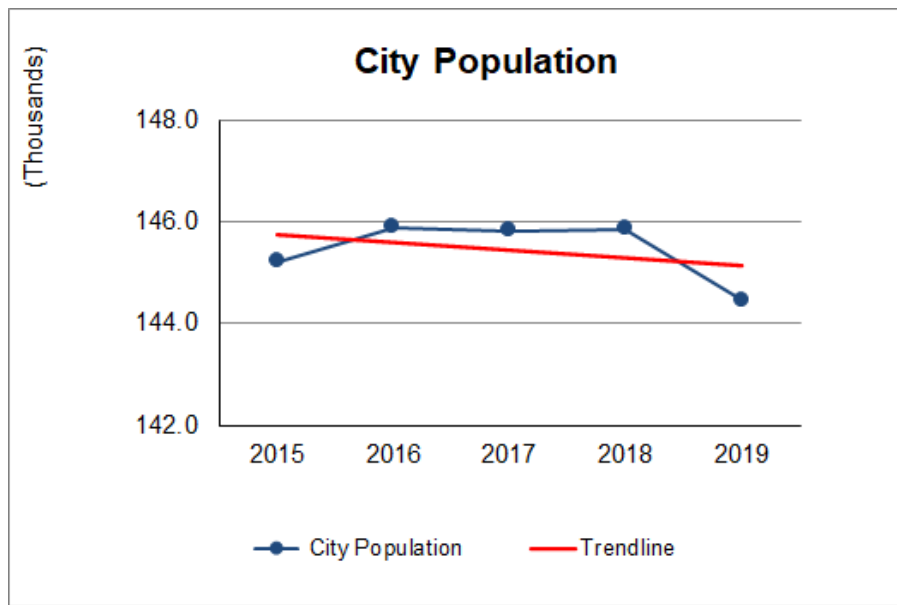
Services provided to meet the needs of City of Savannah residents, businesses, and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis shows volatility during the 2015–2019 period.

Expenditures rose in 2018 due to available funds at year-end allowing for increased contributions to the Capital Improvement Program (CIP) as well as additional costs imposed on the City associated with the demerger of the Savannah-Chatham County Police Department. Expenditures for 2019 remained relatively flat.

Population growth during the five-year period was relatively flat while the Consumer Price Index (CPI) increased over this time. This evidence of inflation can be attributed to a prolonged period of economic growth. 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 2019 population estimate was 144,464. Trends during the 2015–2019 period reflect a slight population decrease. Population data show city population decreased by 757 persons 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 more than one-third of the City's General Fund revenue.

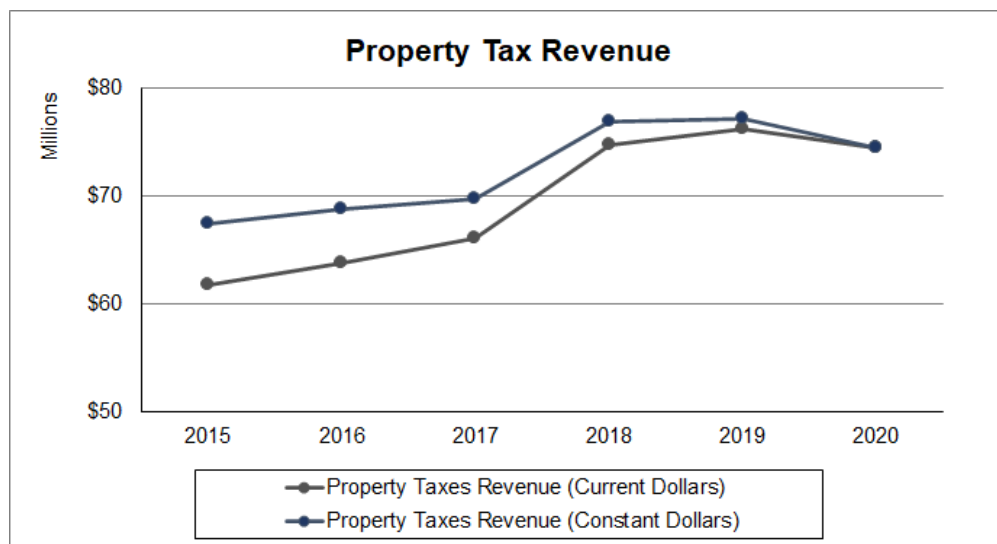
Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Property tax revenues have increased by an average of 4 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.

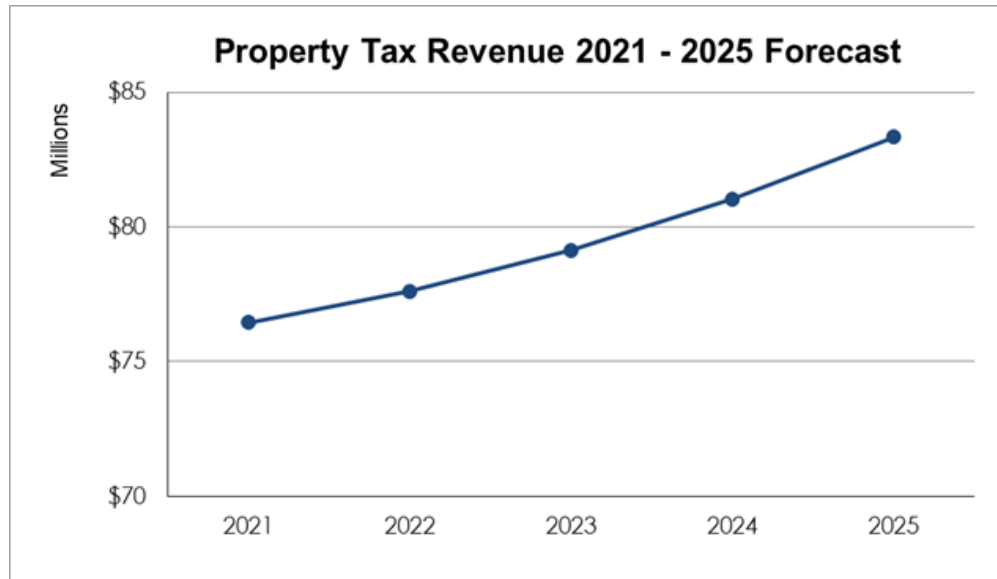
The City's millage rate decreased from 12.86 to 12.74 mills during fiscal year 2020. The millage rollback was deemed appropriate by City Council based on the 2020 Tax Digest released by the Chatham County Board of Assessors that indicated a growth rate of 2.9 percent in property assessments.

As depicted in the following graph, projected revenues for 2020 are expected to decrease slightly over last year, by more than 2 percent. This decrease is mainly attributed to the COVID-19 pandemic. 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 2020.



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 maintaining 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 percent of the fair market value unless otherwise specified by law. The 2021 budget adopts a millage rate of 12.74 mills, which is \$4.80 less per \$40,000 assessed value than the 2020 adopted rate of 12.86 mills.

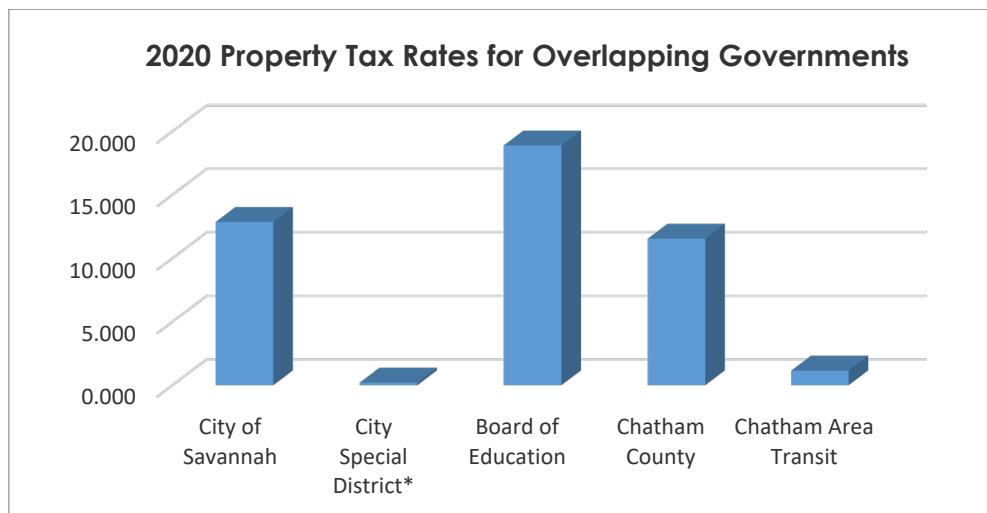
For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 12.74 mills for year 2021, the property tax would be \$509.60. This is \$12.74 for every \$1,000 of assessed value (or \$12.74 multiplied by 40).



<u>Year</u>	<u>Property Value</u>	<u>Assessed Value</u>	<u>Millage</u>	<u>City Property Tax</u>
2020	\$100,000	\$40,000	\$12.86 per \$1,000	\$514.40
2021	\$100,000	\$40,000	\$12.74 per \$1,000	\$509.60

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 rollback millage rate for FY21 at the public millage rate hearing in August 2020.

The graph below shows City of Savannah direct and overlapping property tax rates for year 2020. 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.

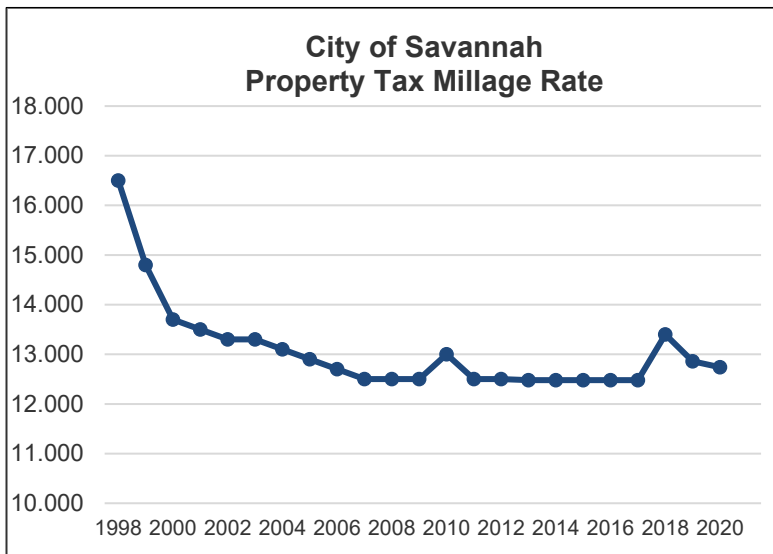


\* In 2003, the City of Savannah created a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy. Source: <https://www.chathamcountyga.gov/OurCounty/PropertyTaxRates>

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 1998-2020. 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>
2020	12.739	0.200	18.881	11.543	1.150	0.000	<b>44.313</b>

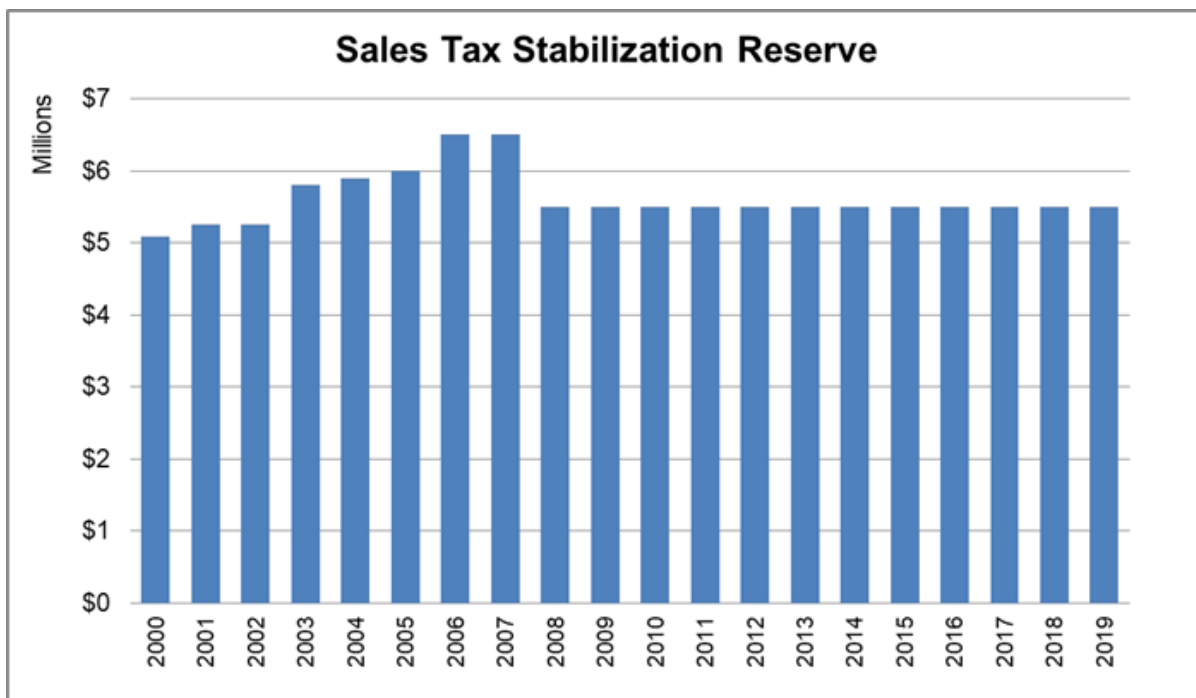
City of Savannah Property Tax Rates & Total Assessed Values			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1997	16.93	2,079,467	6.5%
1998	16.50	2,208,079	6.2%
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	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%
2020	12.74	5,347,541	-10.4%



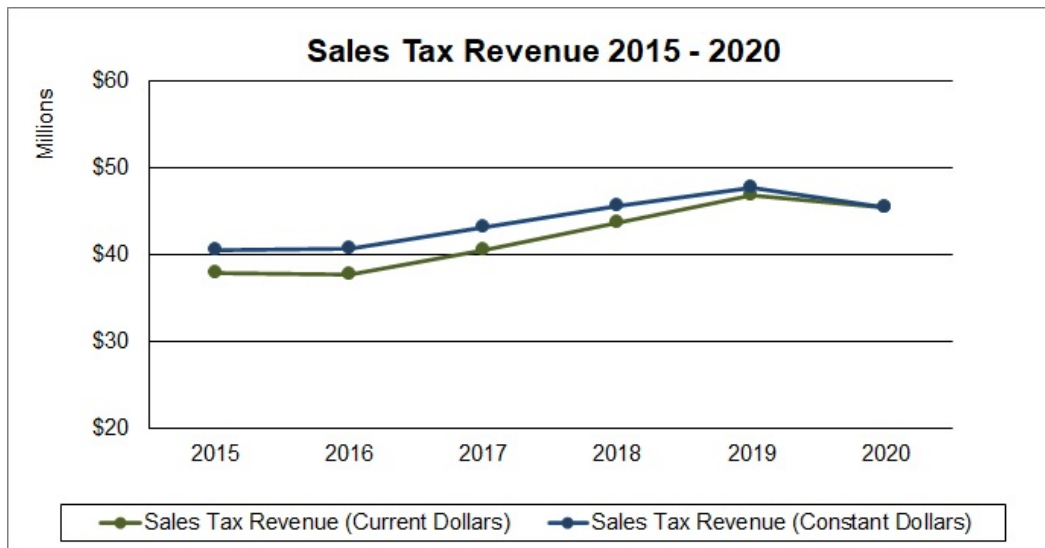
## Sales Tax

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%.

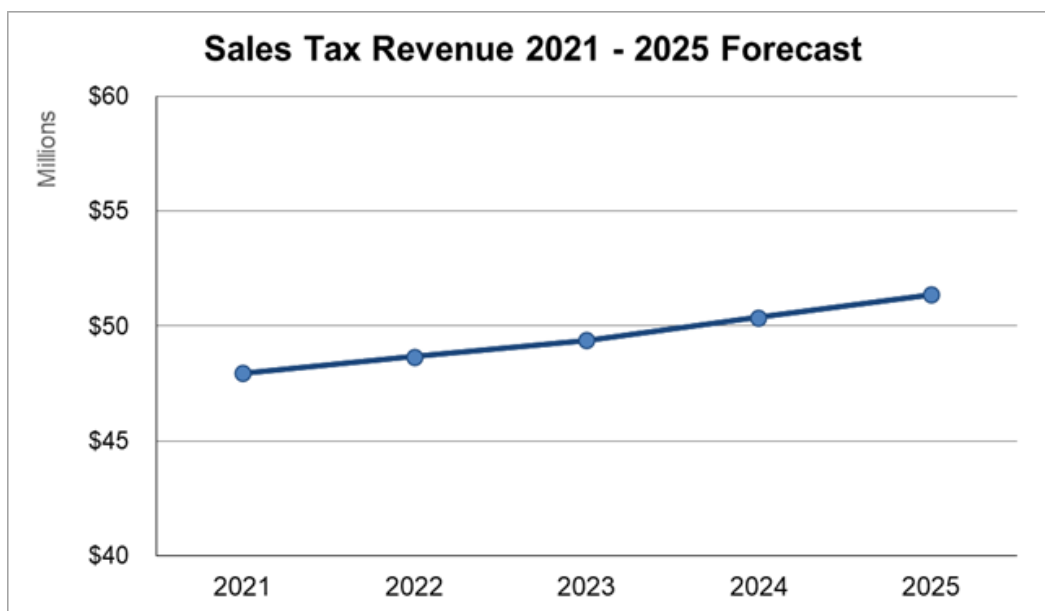
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. No draw on the sales tax stabilization reserve was necessary in 2020 nor planned in the 2021 budget. As of the end of 2020, the sales tax stabilization reserve is expected to remain stable at \$5,501,000.



Sales tax revenue over a six-year period is shown with projected figures for 2020 in the graph below. The decline in 2020 was primarily due to the COVID-19 pandemic. During 2020, the Georgia Department of Revenue conducted an audit of sales tax revenue received by the State for years 2015 - 2018 which revealed a coding error resulting in lower allocations of sales tax revenues to cities. As a result, a one-time receipt of \$2 million dollars was contributed in sales tax revenue to the City of Savannah. Consequently, the net unfavorable impact of the two events is roughly \$1.4 million dollars when comparing 2019 to 2020.



The five-year sales tax forecast includes modest growth based on low inflation and slow economic recovery. Although, 2020 sales tax collections were negatively impacted by the global pandemic, no major changes to this revenue source are anticipated in the forecast.





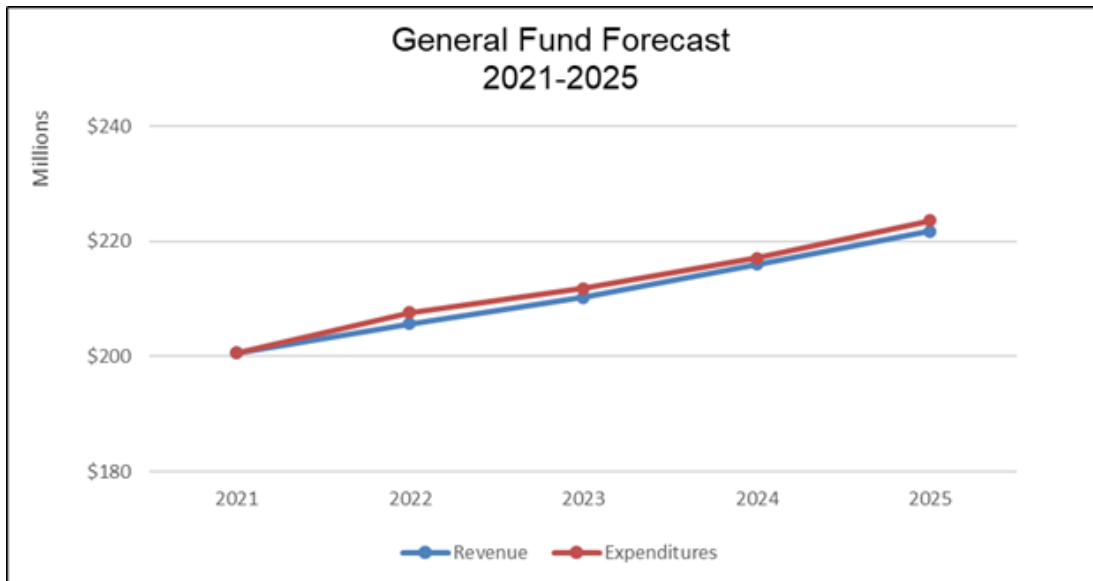
# Five-Year Forecast

General Fund revenue dropped significantly in 2020 due to COVID-19. A moderate recovery is anticipated starting in the second half of 2021 assuming that effective vaccines will become widely distributed and administered. General Fund revenue is projected to rise modestly thereafter. Improving economic conditions should positively impact both 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 recover slowly.

General Fund expenditures are projected to rise at a conservative rate over the next five years. Strict spending control of variable costs is essential during/post pandemic as the City is facing great uncertainties which can unfavorably impact revenue collections and therefore expenditures. Increases in personnel expenditures will have a continued 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 even under normal circumstances. As with the last recession ending in 2009, another downturn is quite possible during this forecast period regardless of the pandemic.

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. 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.



	2021	2022	2023	2024	2025
Revenue	200,615,813	205,690,662	210,298,367	216,015,915	221,715,628
Expenditures	200,615,813	207,637,366	211,790,114	217,084,867	223,597,413

# Utility Enterprise Rates

Residential refuse rates for 2020 was \$35.88 per month. The recommended rate for 2021 is \$36.43, which is an increase of 1.5 percent or \$6.60 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 \$4.77/cy to \$4.84/cy (1.5%) and that the commercial collection rate is raised from an average of \$4.41/cy to \$4.48/cy (1.5%).

Sanitation Rates <sup>1</sup>	2020	2021
<b>Residential Service</b>		
Base Charge (monthly)	\$35.88	\$36.43
<b>Commercial Disposal Fee (per cu. yd.)</b>		
	\$4.77	\$4.84
<b>Commercial Collection Fee (per cu. yd.)</b>		
River Street	\$6.59	\$6.69
Downtown Lanes	\$6.16	\$6.25
2-15 cu. yd.	\$4.18	\$4.24
16-47 cu. yd.	\$3.69	\$3.75
48-95 cu. yd.	\$3.27	\$3.32
96+ cu. yd.	\$2.57	\$2.61

## 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**

	2020	2021	2022	2023	2024	2025
<b>Residential Service</b>						
Base Charge (monthly)	\$35.88	\$36.43	\$37.34	\$38.64	\$40.00	\$41.40
<b>Commercial Disposal Fee (per cu. yd.)</b>						
	\$4.77	\$4.84	\$4.96	\$5.14	\$5.32	\$5.50
<b>Commercial Collection Fee (per cu. yd.)</b>						
River Street	\$6.59	\$6.69	\$6.86	\$7.10	\$7.34	\$7.60
Downtown Lanes	\$6.16	\$6.25	\$6.41	\$6.63	\$6.87	\$7.11
2-15 cu. yd.	\$4.18	\$4.24	\$4.35	\$4.50	\$4.66	\$4.82
16-47 cu. yd.	\$3.69	\$3.75	\$3.84	\$3.97	\$4.11	\$4.26
48-95 cu. yd.	\$3.27	\$3.32	\$3.40	\$3.52	\$3.64	\$3.77
96+ cu. yd.	\$2.57	\$2.61	\$2.67	\$2.77	\$2.86	\$2.96

<sup>1</sup> 2021 rate changes will take effect mid-year

The water and sewer base charges for 2021 are unchanged from 2020; only the consumption charge was approved to increase. The impact of the 2021 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<sup>2</sup></b>	<b>2020</b>	<b>2021</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)	\$1.19	\$1.22
Over 15 CCFs	\$1.37	\$1.40
<b>Water, Outside City (bi-monthly)</b>		
Base Charge	\$16.59	\$16.59
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs (bi-monthly)	\$1.78	\$1.83
Over 15 CCFs	\$2.05	\$2.10

<b>Sewer Rates<sup>2</sup></b>	<b>2020</b>	<b>2021</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	\$3.88	\$3.98
Over 15 CCFs	\$4.26	\$4.36
<b>Sewer, Outside City (bi-monthly)</b>		
Base Charge	\$13.20	\$13.20
<b>Consumption Charges (per CCF)</b>		
First 15 CCFs bi-monthly	\$5.82	\$5.97
Over 15 CCFs	\$6.39	\$6.54

To ensure that water and wastewater services are both self-sustaining and result 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's 2021-2025 Capital Improvement and Maintenance Plan. The rates forecasted in the projection for 2021 result in an average monthly increase for the median customer of \$0.98.

<sup>2</sup> 2021 rate changes will take effect mid-year

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 in the subsequent table below.

**Water and Sewer Future Rate Projection Table**

Year	Monthly Increase in Combined Bill			Percent Increase in Combined Bill		
	15CCF <sup>3</sup>	25CCF	35CCF	15CCF <sup>1</sup>	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%	4.23%	4.34%
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%
2020 (actual)	1.95	3.25	4.55	4.24%	4.46%	4.56%
<b>2021</b>	0.98	1.63	2.27	2.03%	2.14%	2.18%
<b>2022</b>	1.95	3.25	4.55	3.99%	4.18%	4.27%
<b>2023</b>	2.25	3.75	5.25	4.42%	4.63%	4.73%
<b>2024</b>	2.55	4.25	5.95	4.80%	4.80%	5.02%
<b>2025</b>	2.85	4.75	6.65	5.12%	5.34%	5.44%
<b>Average (last 5 years)</b>	<b>\$2.12</b>	<b>\$3.53</b>	<b>\$4.94</b>	<b>4.07%</b>	<b>4.22%</b>	<b>4.33%</b>

<sup>3</sup> One Centum Cubic Feet (CCF) equates to 100 cubic feet or 748 gallons of water. 15 CCF is the usage of the system's median customer; meaning half of the customers use more and half use less.

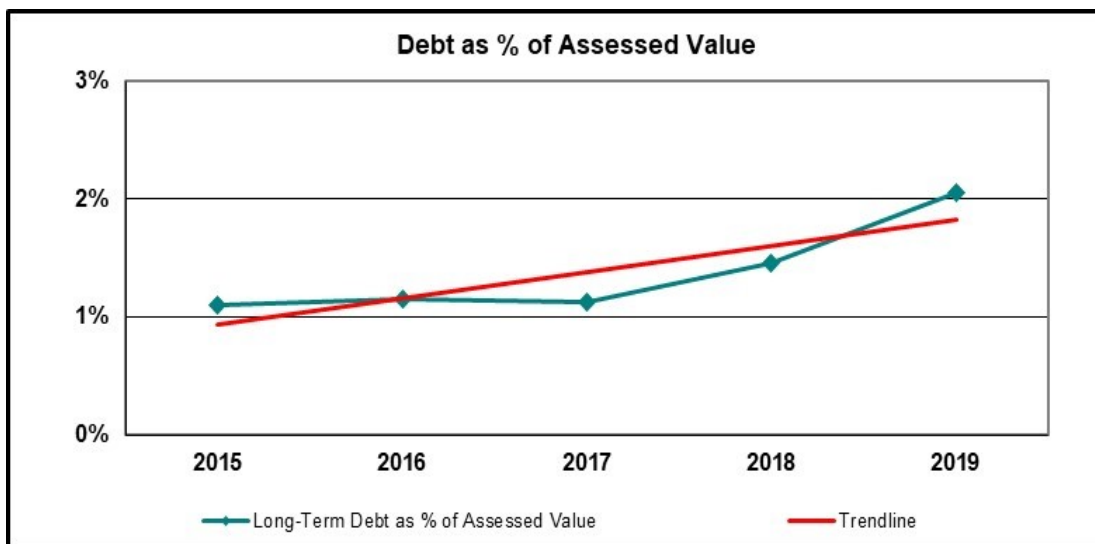
# Debt Service

## Legal Debt Margin

State statutes limit the amount of general obligation bonded debt a governmental entity may issue to a maximum of 10 percent of its total assessed valuation. The 2019 debt limitation for the City was \$596,880,428. As of December 31, 2019, the City had outstanding general obligation bonded debt totaling \$6,000,000, which is below the 10 percent policy requirement.

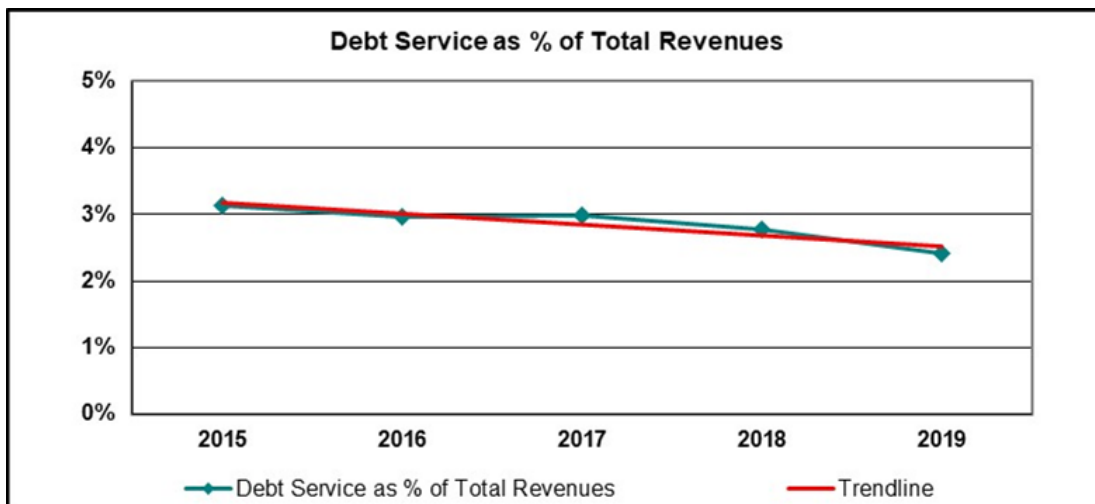
## Debt as a Percent of Assessed Value

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 2019, the City's long-term debt/contractual obligations were only 2.06 percent 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 2015-2019 period, the percentage remained below 5 percent. 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 2020:

<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

New debt service for 2021 includes \$38.0 million to be issued in 2020 to fund the construction of an interchange in the newly annexed area of Rockingham Farms. As part of this issue, the City is borrowing additional funds to pay the interest on the bonds for the first three years (capitalized interest). As such, the debt service on this issue will not have an impact on the General Fund in 2021.

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, Parking and Community Development Funds. Fund revenues provide the resources to pay the debt service expenditures for each fund.



## Summary of Outstanding Debt Issues

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2019	2020 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 <sup>1</sup>	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 <sup>2</sup>	Expand the Dean Forest Landfill Facility	11,085,000	8/2/2018	8/1/2029	11,085,000	1,298,116
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<sup>3</sup></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
<b>Total</b>		<b>\$268,195,000</b>			<b>\$242,650,000</b>	<b>\$16,365,821</b>

<sup>1</sup> DSA - Downtown Savannah Authority contractual obligation.

<sup>2</sup> RRDA - Resource Recovery Development Authority contractual obligation.

<sup>3</sup> Interest only payments potentially anticipated on \$8.6 million DSA bonds issued in late FY20 to partially fund the 400 space Arena Parking Garage.

## 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
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
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	1,841,633	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	1,381,089	6,955,000	4,843,341	19,490,161
2025	1,180,000	42,083	990,000	157,350	4,070,000	1,243,689	7,540,000	4,619,510	19,842,611
2026	425,000	13,940	1,020,000	127,850	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	18,665,244
2028			1,075,000	85,550	4,440,000	846,484	8,650,000	3,879,473	18,956,507
2029			1,110,000	33,300	4,525,000	726,693	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	311,389	4,860,000	2,669,247	9,920,616
2034					2,150,000	241,662	5,030,000	2,501,309	9,922,991
2035					2,225,000	168,045	5,210,000	2,325,606	9,926,653
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 2019 actual, 2020 projected, and 2021 adopted revenues and expenditures.

City-wide adopted revenues for 2021 total \$404,206,982. This is an increase of \$12,010,248 or 3.1 percent over the 2020 projected amount. To cover expenditures and balance the budget, several draws from reserve balances will be rendered. The planned draws are specified below.

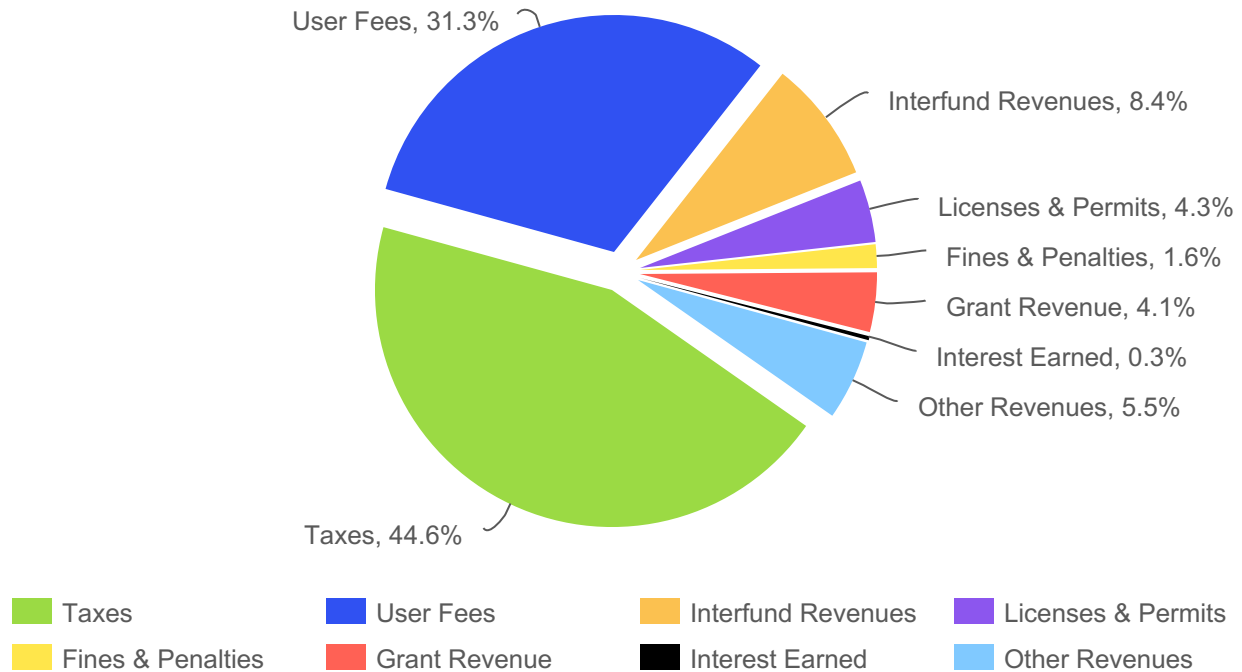
<b><u>Revenue Source</u></b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Taxes	188,416,083	169,843,695	180,139,821	6.1
User Fees	132,774,534	122,669,463	126,597,159	3.2
Interfund Revenues	49,730,109	43,413,645	33,847,164	(22.0)
Licenses & Permits	17,267,880	17,368,330	17,278,767	(0.5)
Fines, Forfeits, & Penalties	7,239,033	5,504,037	6,568,652	19.3
Grant Revenues	13,634,606	14,449,104	16,494,129	14.2
Interest Earned	3,379,287	1,043,749	1,130,000	8.3
Other Revenues	6,122,362	17,904,711	22,151,290	23.7
Subtotal	\$ 418,563,894	\$ 392,196,734	\$ 404,206,982	3.1
Draw from Enterprise Funds Reserves		\$12,396,814	\$4,040,200	(67.4)
Draw from Internal Service Fund Reserves			\$4,731,783	—
<b>Total Revenues</b>	<b>\$418,563,894</b>	<b>\$404,593,548</b>	<b>\$412,978,965</b>	<b>2.1</b>

After adjusting for transfers between funds, total adopted expenses for 2021 are 424,078,199. This is an increase of \$17,253,487 or 4.2 percent above the 2020 projected expenses. To balance the budget, funds from the Sales of Surplus Property holding account will be transferred from the Capital Improvement Fund to the General Operating Fund. The planned draw is shown below.

<b><u>Expenditures by Type</u></b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Personnel Services	157,296,739	164,646,658	176,082,053	6.9
Outside Services	58,593,474	57,566,512	65,692,194	14.1
Commodities	16,261,983	16,063,775	19,618,674	22.1
Internal Services	43,290,839	42,608,510	46,452,017	9.0
Capital Outlay	431,269	7,899,523	13,360,629	69.1
Debt Service	7,121,852	11,672,498	13,286,111	13.8
Interfund Transfers	49,435,853	65,558,436	53,809,887	(17.9)
Other Expenses	69,791,252	40,808,800	35,776,634	(12.3)
Subtotal	\$ 402,223,261	\$ 406,824,712	\$ 424,078,199	4.2
Draws to Balance	\$	(2,231,164)	(11,099,234)	397.5
<b>Total Expenditures</b>	<b>\$ 402,223,261</b>	<b>\$ 404,593,548</b>	<b>\$ 412,978,965</b>	<b>2.1</b>

# All Funds Revenue

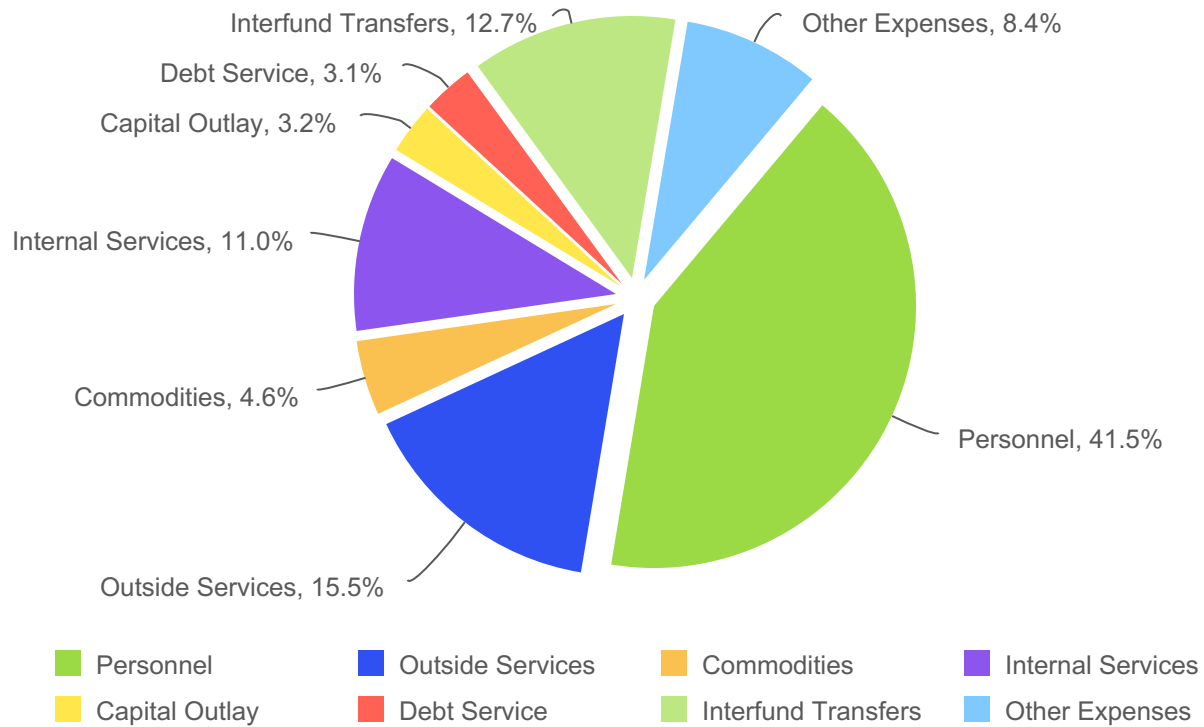
The graph<sup>1</sup> below presents a breakdown by category of total revenues for 2021. **Taxes** include Property, Sales and Other Taxes. **User Fees** are made up of the following: Recreation Service Fees, Development Fees, Fees for Other Services in the General Fund, Haz-Mat Services, Water Services, 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. Draws from reserve balances are not shown below as these are not true revenues generated through activities in the current year.



<sup>1</sup> Numbers are subject to rounding

# All Funds Expenses

The graph<sup>2</sup> below presents total expenditures by major category for 2021 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. The contribution from the Sales of Surplus Properties account is not shown in the chart as these funds are not true expenses incurred in the operating year.



<sup>2</sup> Numbers are subject to rounding

# 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 \$404,206,982 in 2021, for an increase of \$12,010,248 or 3.1 percent over 2020 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 44.6 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 \$12.74 per \$1,000 of valuation, property tax revenue is anticipated at \$76.5 million. Additional tax revenue includes \$47.9 million from sales tax, \$17.6 million from hotel/motel occupancy tax and \$38.1 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 31.3 percent of revenue. More than three-quarters of user fee revenue is generated by water, sewer, and sanitation services. Rate increases will be implemented mid-year 2021. Increases are planned for water and sewer consumption charges in 2021 to fund much needed infrastructure improvements, yet remain reasonable for consumer affordability. Fees for Other Services declined by 9.8 percent as the City continues to scale operations due to COVID-19 restrictions.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal and General Fund contributions to other funds. Interfund Revenues are estimated to experience a 14.7 percent decrease in 2021.
- **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 decreases 0.5 percent in 2021.
- **Fines, Forfeits, and Penalties** consist primarily of Recorder's Court fines and parking citations. In 2021, fines revenue is forecast to increase related to additional traffic enforcement related activities.
- **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.
- **Interest Earned** revenue comes from City investments. Revenue generated from this source is expected to increase by 8.3 percent in 2021. This funding stream is extremely volatile, thus conservative budgeting practices are implemented when estimating revenues annually.
- **Other Revenues** consist of various revenue sources. It is important to understand that 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.

In order to deliver a balanced budget and cover necessary operating expenditures, there are several planned draws from reserve balances included in the table below. Draws from reserves are not considered true revenues as the funds are not generated from activities during the operating year.



# Revenue Details

<b>Revenue Source</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Property Taxes	76,199,161	74,479,059	76,459,411	2.7
Sales Tax	46,835,376	45,462,360	47,940,000	5.4
Other Taxes	65,381,546	49,902,276	55,740,410	11.7
<b>Taxes Total</b>	<b>\$ 188,416,083</b>	<b>\$ 169,843,695</b>	<b>\$ 180,139,821</b>	<b>6.1</b>
<b><u>User Fees</u></b>				
Special Events & Recreation Fees	779,484	212,156	296,000	39.5
Inspection Fees	4,633,634	3,694,896	3,763,927	1.9
Fees for Other Services - General Fund	4,552,674	3,263,141	2,944,961	(9.8)
9-1-1 Fees	632,421	—	—	—
Hazardous Material Services	279,325	272,000	275,500	1.3
Water Services	28,215,740	27,602,033	26,790,842	(2.9)
Sewer Services	44,406,992	45,150,801	43,419,934	(3.8)
Industrial & Domestic Services	6,581,144	6,701,904	7,625,223	13.8
Sanitation Services	22,656,370	22,419,909	23,582,119	5.2
Mobility and Parking Services	16,811,895	10,726,854	15,039,886	40.2
Civic Center	1,676,903	1,792,912	1,645,157	(8.2)
Per Occupied Room	1,547,952	832,856	1,213,610	45.7
<b>User Fees Total</b>	<b>\$ 132,774,534</b>	<b>\$ 122,669,462</b>	<b>\$ 126,597,159</b>	<b>3.2</b>
<b><u>Interfund Revenues</u></b>				
Interfund Services	34,487,787	40,301,189	30,890,998	(23.3)
Internal Service Charges	12,068,861	16,713,681	17,564,168	5.1
General Fund Contribution	3,173,461	3,112,456	2,817,516	(9.5)
<b>Interfund Revenues Total</b>	<b>\$ 49,730,109</b>	<b>\$ 60,127,326</b>	<b>\$ 51,272,682</b>	<b>(14.7)</b>
<b>Licenses &amp; Permits</b>	<b>17,267,880</b>	<b>17,368,330</b>	<b>17,278,767</b>	<b>(0.5)</b>
<b>Fines, Forfeits, &amp; Penalties</b>	<b>7,239,033</b>	<b>5,504,037</b>	<b>6,568,652</b>	<b>19.3</b>
<b>Grant Revenue</b>	<b>13,634,606</b>	<b>14,449,104</b>	<b>16,494,129</b>	<b>14.2</b>
<b>Interest Earned</b>	<b>3,379,287</b>	<b>1,043,749</b>	<b>1,130,000</b>	<b>8.3</b>
<b>Other Revenues</b>	<b>6,122,362</b>	<b>1,191,030</b>	<b>4,725,772</b>	<b>296.8</b>
Subtotal	\$ 418,563,894	\$ 392,196,734	\$ 404,206,982	3.1
Draw from Enterprise Funds Reserves		\$12,396,814	\$4,040,200	(67.4)
Draw from Internal Service Fund Reserves			\$4,731,783	—
<b>Total Revenues</b>	<b>\$ 418,563,894</b>	<b>\$ 404,593,548</b>	<b>\$ 412,978,965</b>	<b>2.1</b>

# Expenditure Overview

City-wide expenditures total \$412,978,965 which is 2.1 percent drop above 2020 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 41.5 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 \$11,435,395 or 6.9 percent above 2020 projected expenditures. Major changes are described as follows:

The 2021 workforce budget is built on a base of 2,438.92 full-time equivalent (FTE) permanent positions, which is 24 FTE positions more than the 2020 adopted workforce.

The budget continues the comprehensive medical benefits plan to employees, dependents and retirees with an employer contribution of \$21,176,612, which is in line with the 2020 contribution.

The 2021 budget also contains an allocation of \$747,460 in recognition of the City's cost of post-retirement medical benefits for employees. This is \$1,567,871 or 67.7 percent decrease from 2020. This reduction is based on the 2019 valuation report that indicates the plan is currently funded at 127 percent.

Based on the latest actuarial study, \$10,895,207 will be contributed to the Pension Fund. This represents an increase of \$765,493 or 7.6 percent from the 2020 contribution.

- **Outside Services** are services the City receives primarily from outside companies and represents 15.5 percent of expenditures. Utilities make up the largest share of expenditures in this category.
- **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 increased \$3,554,899 or 22.1 percent compared to 2020 projected expenditures.
- **Internal Services** represent services provided to City departments on a cost reimbursement basis. This expenditure category represents 11.0 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 increased by \$3,843,508 or 9 percent over the 2020 projected budget.
- **Capital Outlay** includes items costing more than \$5,000 each and having a useful life of more than one year. This category increased \$5,471,106 or 69.1 percent over the 2020 projected budget due to the procurement of critical equipment needs.
- **Debt Service** accounts for payments of principal and interest to lenders or creditors on outstanding debt. This area increased \$1,613,613 or 13.8 percent from 2020 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 12.7 percent of the total budget and decreased \$11,748,549 or 17.9 percent under 2020 projected expenditures.
- **Other Expenses** are primarily payments and contributions to other city funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City. Budgeted expenditures decreased \$5,032,166 or 12.3 percent under 2020 projections in this category.

In order to deliver a balanced budget and cover necessary operating expenditures, a planned draw from the Sale of Surplus Properties holding account is included in the table below. This draw is not considered a true expenditure as the funds are not generated from activities during the operating year.

# Expenditure Details

Expenditures by Fund	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b>General Fund</b>	<b>\$ 202,781,336</b>	<b>\$ 203,721,648</b>	<b>\$ 211,715,047</b>	<b>3.9</b>
<b>Special Revenue Funds</b>				
Hazardous Material Services	449,585	678,485	542,817	(20.0)
Recorder's Court Technology	71,430	100,000	100,000	—
Grant	9,616,294	2,866,731	9,229,037	221.9
Community Development	7,867,994	13,068,039	8,054,998	(38.4)
Public Safety Communications	632,421	—	—	—
Hotel Motel Tax	22,625,247	14,600,368	17,615,730	20.7
Per Occupied Room	1,419,381	832,856	1,213,610	45.7
Motor Vehicle Rental	2,122,854	1,271,885	1,433,000	12.7
<b>Special Revenue Fund Total</b>	<b>\$ 44,805,206</b>	<b>\$ 33,418,364</b>	<b>\$ 38,189,192</b>	<b>14.3</b>
<b>Enterprise Funds</b>				
Sanitation	31,138,724	31,814,519	33,026,893	3.8
Civic Center	5,225,121	9,313,083	4,952,884	(46.8)
Water Services	22,231,343	31,221,420	30,080,243	(3.7)
Sewer Services	44,252,817	45,913,951	44,102,308	(3.9)
I&D Water	9,583,542	6,979,384	7,858,621	12.6
Mobility and Parking Services	20,271,149	21,063,993	22,515,729	6.9
<b>Enterprise Fund Total</b>	<b>\$ 132,702,695</b>	<b>\$ 146,306,350</b>	<b>\$ 142,536,678</b>	<b>(2.6)</b>
<b>Internal Services Funds</b>				
Internal Services	12,271,621	15,500,606	16,135,952	4.1
Computer Purchase	944,300	889,536	918,450	3.3
Radio Replacement	7,987,523	180,000	180,000	—
Vehicle Purchase	730,581	6,808,208	14,402,879	111.6
<b>Internal Services Fund Total</b>	<b>\$ 21,934,024</b>	<b>\$ 23,378,350</b>	<b>\$ 31,637,281</b>	<b>35.3</b>
Subtotal	\$ 402,223,261	\$ 406,824,712	\$ 424,078,199	4.2
Draws to Balance	\$	(2,231,164)	(11,099,234)	397.5
<b>Total Expenditures</b>	<b>\$402,223,261</b>	<b>\$404,593,548</b>	<b>\$412,978,965</b>	<b>2.1</b>

# Projected Changes in Fund Balance

## Fund Balances 2017-2019

The following table shows 2017-2019 beginning and ending fund balance levels for certain governmental funds. While these funds have historically trended with positive fund balances, a natural disaster in 2017 impacted our financial condition. The Hurricane Matthew Fund was created in 2017 to monitor fiscal expenditures 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. In 2019, Special Revenue expenditures for hurricane recovery efforts were reduced by \$3.8M compared to 2018; yielding a positive net change in fund balance.

As of December 31, 2019, the General Fund reserve balance was approximately \$45.5 million, or 23.7 percent of General Fund expenditures plus transfers out. Of this amount, approximately \$40.9 million, or 20.2 percent, 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 percent and 20 percent of total general fund expenditures and transfers out. This is indicative of the City's ability to be proactive with its initiatives and general operations, and also its ability to proceed into the new fiscal year with or without certain seasonal revenue streams.

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

Fund	Beginning Fund Balance 1-1-2017	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	Beginning Fund Balance 1-1-2019	Ending Fund Balance 12-31-2019	Net Increase/ Decrease 2019
<b>General</b>	\$36,709,036	\$39,416,139	\$2,707,103	\$39,416,139	\$41,703,437	\$2,287,298	\$41,703,437	\$45,493,739	\$3,790,302
<b>Special Revenue</b>	1,811,476	(3,110,989)	(4,922,465)	(3,110,989)	(5,058,846)	(1,947,857)	(5,058,846)	(4,954,280)	104,566
<b>Debt Service</b>	933,528	941,713	8,185	941,713	957,118	15,405	957,118	977,212	20,094
<b>Capital Improvement</b>	42,082,815	52,689,600	10,606,785	52,689,600	75,141,850	22,452,250	75,141,850	86,150,028	11,008,178
<b>TOTAL</b>	<b>\$81,536,855</b>	<b>\$89,936,463</b>	<b>\$8,399,608</b>	<b>\$89,936,463</b>	<b>\$112,743,559</b>	<b>\$22,807,096</b>	<b>\$112,743,559</b>	<b>\$127,666,699</b>	<b>\$14,923,140</b>

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

## Fund Balances 2020-2021

The General Fund is the chief operating fund of the City. It's reserve balance provides funds for contingencies, emergencies and unforeseen situations. In March 2020, the City was impacted by the Coronavirus global pandemic - COVID19 which brought significant losses amongst both general fund and special revenue streams. To combat this economic crisis, we were able to restrict discretionary spending and utilize federal/state governmental aid to offset mandatory spending requirements.

To avoid a draw on general fund reserves for 2020-2021, the City plans to draw from Sales of Surplus Property holdings included in the Capital Improvement Fund respectively.

The 2021 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 General Fund fund balance of \$46,411,307 for the end of fiscal year 2021 equates to 23.1% of total General Fund expenditures. Budgeted 2021 General Fund expenditures are \$200,615,813.

Included with the General Fund in the tables below are projected 2020 and 2021 fund balances/equities for selected City governmental funds. The Special Revenue entry in the tables consists of the funds: Grant, Property Acquisition, Hurricane Matthew, Hotel/Motel Tax, Auto Rental, Hazardous Materials Team, Recorder's Court Technology, Confiscated Assets and Economic Development funds. Projected fund balance information for all funds is subject to change pending the completion of the annual external audit.

Fund	Beginning Fund Balance 1-1-20	Appropriated Funds Operating Revenue	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-20	% Change in Projected Fund Balance Level
<b>General</b>	\$45,493,739	\$186,318,176	\$190,702,620	\$41,109,295	\$16,625,201	\$11,954,600	\$46,411,307	2.0%
<b>Special Revenue</b>	(4,954,280)	22,308,410	9,627,072	7,727,058	354,502	8,356,268	(274,708)	(94.5)%
<b>Debt Service</b>	977,212	5,857	2,053,263	(1,070,193)	2,053,263	—	983,069	0.6%
<b>Capital Improvement</b>	86,150,028	3,697,154	20,998,032	68,849,150	2,211,552	1,731,164	69,499,287	(19.3)%
<b>TOTAL</b>	<b>\$127,666,699</b>	<b>\$212,329,597</b>	<b>\$223,380,987</b>	<b>\$116,615,310</b>	<b>\$21,244,518</b>	<b>\$22,042,032</b>	<b>\$116,618,955</b>	<b>(111.2)%</b>

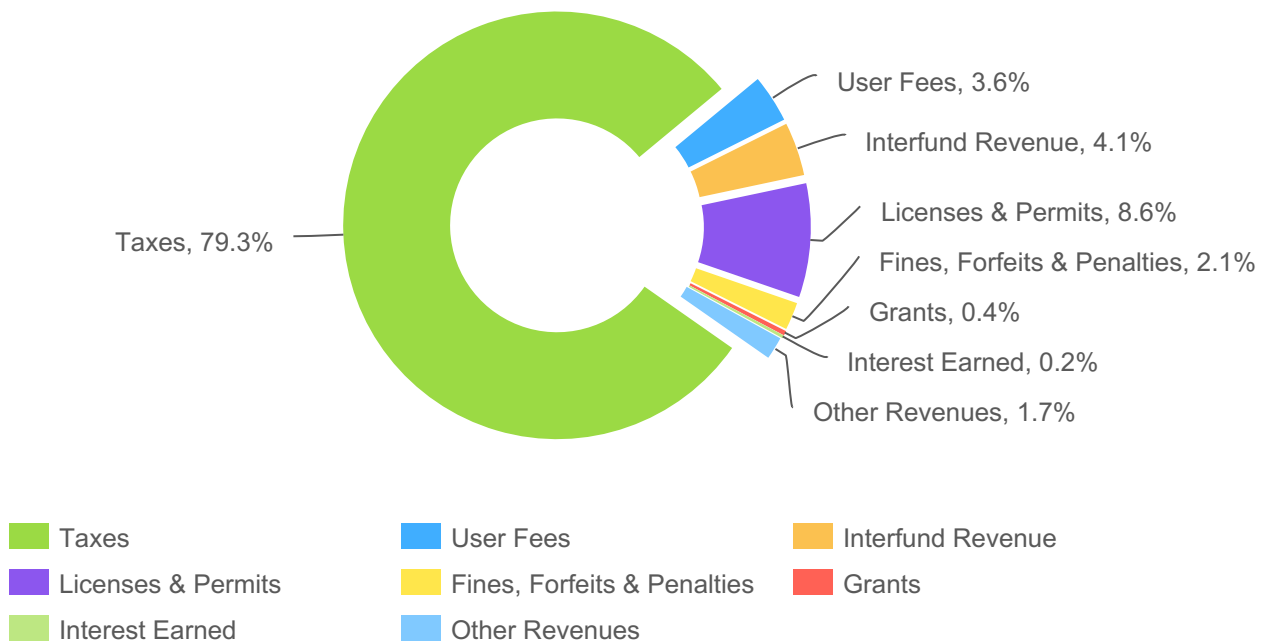
Fund	Beginning Fund Balance 1-1-21	Appropriated Funds Operating Revenue	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-21	% Change in Projected Fund Balance Level
<b>General</b>	\$46,411,307	\$191,948,813	\$191,336,337	\$47,023,783	\$8,667,000	\$9,279,476	\$46,411,307	0.0%
<b>Special Revenue</b>	(274,708)	29,024,914	20,099,723	8,650,483	1,109,280	10,034,471	(274,708)	0.0%
<b>Debt Service</b>	983,069	100,000	20,100,000	(19,016,931)	20,000,000	—	983,069	0.0%
<b>Capital Improvement</b>	69,499,287	99,511,987	101,706,987	67,304,287	2,195,000	11,099,234	69,499,287	0.0%
<b>TOTAL</b>	<b>\$116,618,955</b>	<b>\$320,585,714</b>	<b>\$333,243,047</b>	<b>\$103,961,622</b>	<b>\$31,971,280</b>	<b>\$30,413,181</b>	<b>\$116,618,955</b>	<b>0.0%</b>

# General Fund Overview

The General Fund is the primary general operating fund for the City of Savannah. This fund accounts for revenues and expenditures for general governmental services. In FY21 the City has adopted revenue appropriations of \$200,615,813. The charts below give a broad overview of the major revenue streams for the City's operating budget. Taxes account for the most significant sources of revenue within this Fund.

## Where the Money Comes From

Taxes	159,056,619	79.3 %
User Fees	7,268,696	3.6 %
Interfund Revenue	8,149,011	4.1 %
Licenses & Permits	17,278,767	8.6 %
Fines, Forfeits & Penalties	4,212,152	2.1 %
Grants	713,468	0.4 %
Interest Earned	500,000	0.2 %
Other Revenues	3,437,100	1.7 %
<b>Total \$</b>	<b>200,615,813 <sup>1</sup></b>	<b>100 %</b>



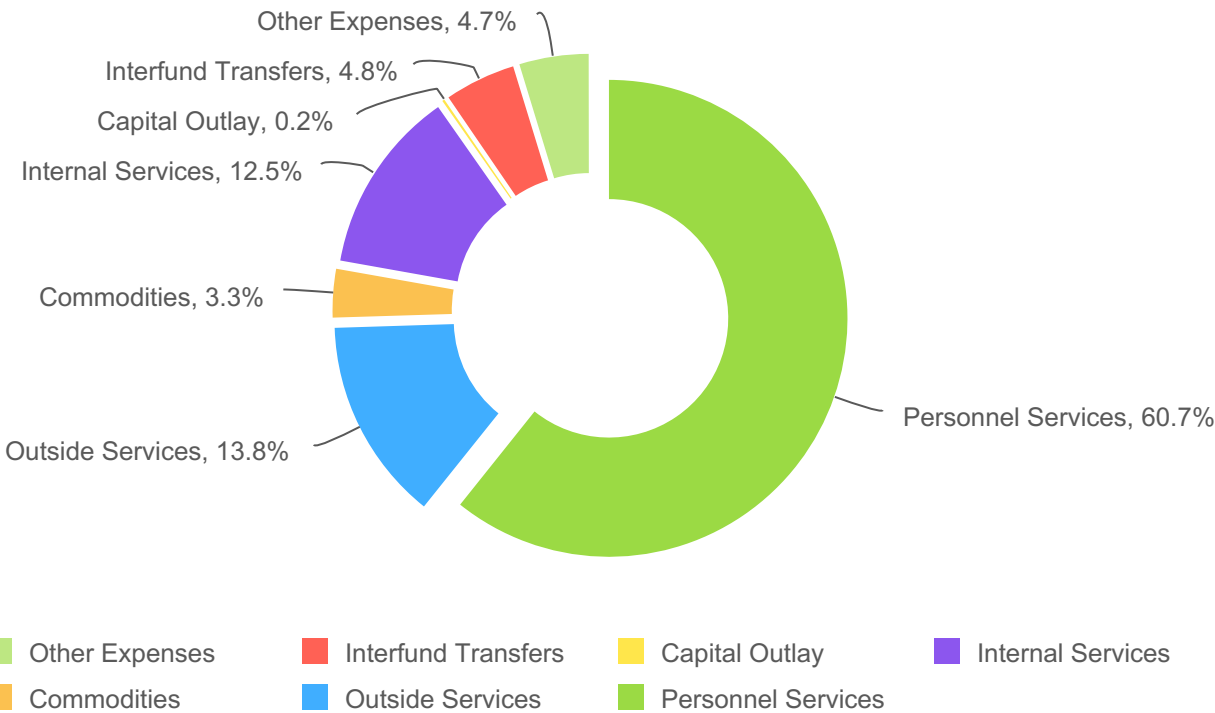
<sup>1</sup> Numbers are subject to rounding.



Operating expenses supporting general fund municipal services for FY21 is adopted at a \$200,615,813 funding level. The chart below gives a broad overview of the major expenditures for the City’s operating budget. Personnel Services, which include salary adjustments for public safety and comprehensive benefits for City employees, make up the largest portion of these expenditures. To avoid employee furloughs/lay-offs associated with COVID-19, expenditures were balanced through a draw from the Sales of Surplus Property.

### Where the Money Goes

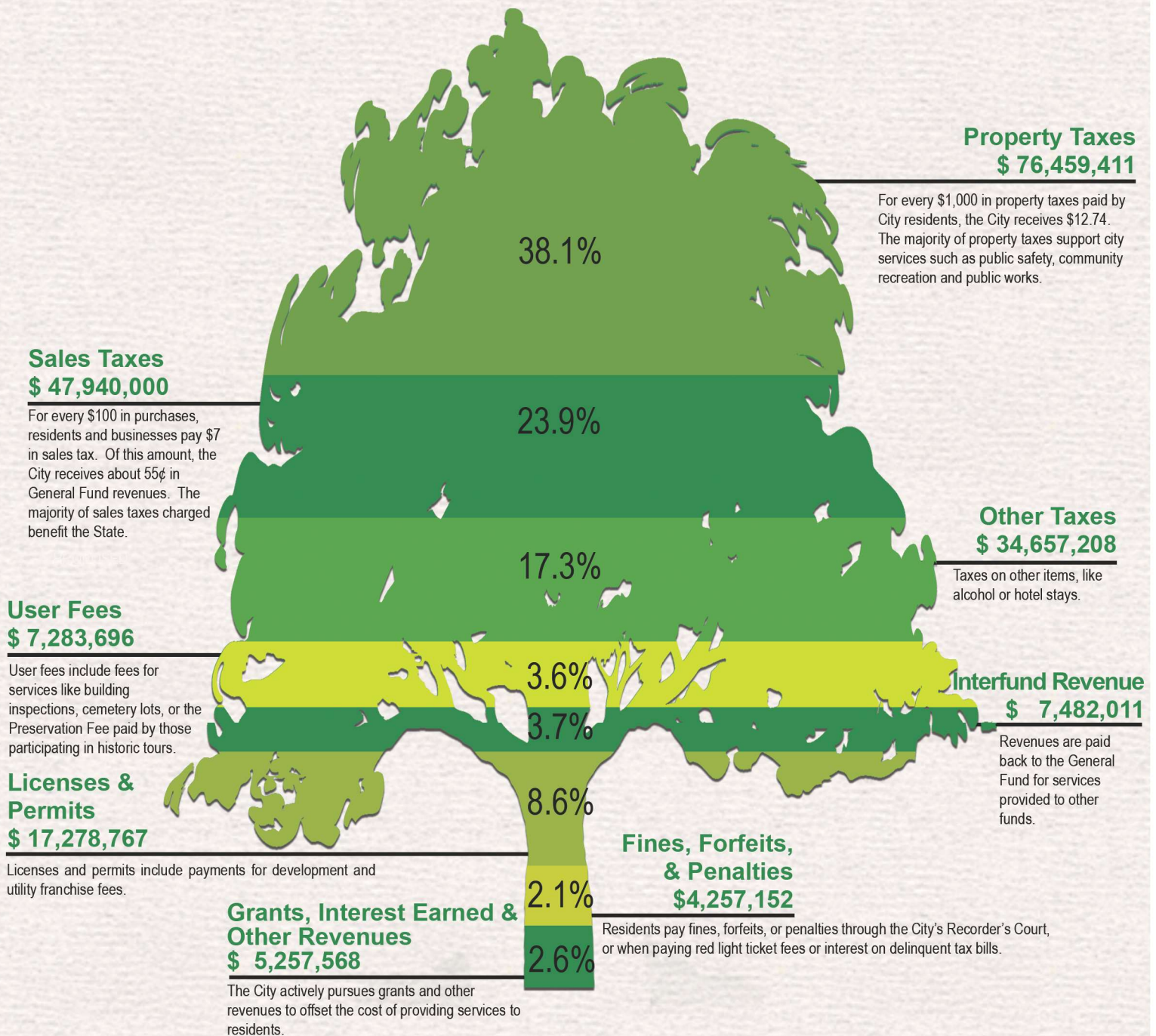
Personnel Services	128,413,779	60.7 %
Outside Services	29,275,175	13.8 %
Commodities	7,076,237	3.3 %
Internal Services	26,357,070	12.4 %
Capital Outlay	365,750	0.2 %
Interfund Transfers	10,183,439	4.8 %
Other Expenses	10,043,598	4.7 %
Subtotal \$	211,715,047	100 %
Less Draw to Balance	<u>\$ (11,099,234)</u>	
<b>Total \$</b>	<b>200,615,813 <sup>2</sup></b>	



<sup>2</sup> Numbers are subject to rounding.

# General Fund Revenues

**WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO?** - The City's General Fund revenue portfolio is quite diversified. About 79% 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.





# General Fund Expenses

## PUBLIC SAFETY

Savannah Fire	\$ 33,248,457
Savannah Police	\$ 63,799,116

48.8%

## COMMUNITY SERVICES

Office of the CSO	\$ 680,494
Human Services	\$ 1,462,430
Cultural Resources	\$ 1,657,320
Code Compliance	\$ 4,079,318
Recreation & Leisure Svcs	\$ 9,860,060
Community Resource Centers	\$ 1,888,265

8.9%

19.3%

## INFRASTRUCTURE & DEVELOPMENT

Office of the ACM/CIDO	\$ 2,202,384
Parking & Mobility Services	\$ 11,989,019
Development Services	\$ 3,719,570
Greenscapes	\$ 13,868,552
Water Resources	\$ 6,023,782
Economic Development	\$ 595,070

9.2%

## MUNICIPAL OPERATIONS

Office of the COO	\$ 2,557,980
Organizational Performance & Acct.	\$ 373,869
Special Events, Film & Tourism	\$ 968,618
Real Estate Services	\$ 11,923,451
Recorder's Court	\$ 2,372,796

5.9%

## INTERDEPARTMENTAL

Services to Other Funds	\$ 8,087,074
Transfers to Other Funds	\$ 9,279,476
Transfers to CIP	\$(11,099,234)
Other Expenses	\$ 6,487,840
MPC	\$ 1,784,030
Contingency	\$ 1,000,000

7.8%

## GOVERNANCE & STRATEGIC SERVICES

Mayor & Council	\$ 953,296
Office of the Clerk of Council	\$ 377,401
Office of the City Attorney	\$ 1,082,114
Office of the City Manager	\$ 1,129,474
Office of Management & Budget	\$ 1,022,887
Office of Human Resources	\$ 2,569,860
Office of Public Communications	\$ 674,431
Office of Financial Services	\$ 3,996,614

# Revenues by Source

General Fund revenue is budgeted at \$200,615,813 for 2021. 38% percent 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 5.4% percent or \$2.5 million above estimated 2020 collections.

Highlights consist of the following:

- *Property Taxes* - The revenue forecast includes growth in the tax digest and a millage rate of 12.74 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.
- *COVID-19 Relief* - Receipt of one time revenues totaling \$7.65 million in Coronavirus Relief

<b>Revenue Source</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b><u>Taxes</u></b>				
<b>Property Taxes</b>				
Real Property Tax (Current)	57,890,841	58,590,130	60,853,656	3.9
Personal Property Tax (Current)	7,150,995	6,407,044	6,657,987	3.9
Real Property Tax (Delinquent)	5,007,504	5,152,000	4,500,000	(12.7)
Personal Property Tax (Delinquent)	373,461	455,000	400,000	(12.1)
Mobile Home Tax	29,490	20,537	20,846	1.5
Industrial Area Tax	623,703	600,000	650,000	8.3
Vehicle Tax	453,302	350,000	394,558	12.7
Intangible Tax	1,613,225	1,357,000	1,530,000	12.7
Public Utility Tax	3,292,230	1,925,482	1,954,364	1.5
Railroad Equipment Tax	35,180	38,866	40,000	2.9
Blighted Property Levy Tax	152,803	55,000	50,000	(9.1)
Ferry SSD Tax	7,728	8,000	8,000	—
TAD Tax from City	(431,299)	(480,000)	(600,000)	25.0
Subtotal	\$ 76,199,161	\$ 74,479,059	\$ 76,459,411	2.7
<b>Sales Tax</b>				
Sales Tax	\$ 46,835,375	\$ 45,462,360	\$ 47,940,000	5.4
<b>Other Taxes</b>				
Beer Tax	1,990,164	1,950,000	2,076,935	6.5
Liquor Tax	482,817	450,000	481,966	7.1
Wine Tax	589,171	560,000	601,635	7.4
Mixed Drink Tax	1,973,474	1,400,000	1,838,450	31.3
Insurance Premium Tax	10,430,614	10,996,086	11,000,000	—
Vehicle Title Fees	4,553,973	3,600,000	4,000,000	11.1
Energy Excise Tax	954,829	1,025,000	1,127,500	10.0
Business Tax	4,595,073	4,500,000	4,635,232	3.0
Professional Licenses	212,490	218,071	220,000	0.9
Bank License Tax	394,408	375,490	375,490	—
Vacation Rental Registration Fees	274,000	250,000	300,000	20.0
Transfer from Hotel/Motel Tax Fund	11,312,623	7,000,000	8,000,000	14.3

<b>Other Taxes (continued)</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Transfer from Auto Rental Tax Fund	530,713	39,269	—	(100.0)
Subtotal	\$ 38,294,350	\$ 32,363,916	\$ 34,657,208	7.1
Subtotal-Taxes	\$ 161,328,887	\$ 152,305,335	\$ 159,056,619	4.4

### **User Fees**

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

Paulson Complex Concessions	340	—	1,000	—
Grayson Stadium	19,992	20,000	25,000	25.0
Tennis Fees	110,133	100,000	100,000	—
Athletic Fees	13,376	3,726	6,000	61.0
Softball Fees	8,063	1,887	6,000	218.0
Athletic Tournament Fees	31,837	7,863	15,000	90.8
Softball Tournament Fees	20,150	3,850	15,000	289.6
Cultural Arts	44,987	11,212	15,000	33.8
Neighborhood Centers	224,426	20,411	25,000	22.5
Golden Age Centers	23,171	8,784	10,000	13.8
Film Permit Fees	115,159	26,532	50,000	88.5
Coffee Bluff Marina	6,500	9,750	10,000	2.6
After-School Program	7,985	—	3,000	—
Adult Day Care	59,293	50,000	60,000	20.0
Park & Square Event Fees	154,115	9,353	30,000	220.8
Subtotal	\$ 839,527	\$ 273,368	\$ 371,000	35.7

#### **Inspection Fees**

Inspection Administrative Fees	12,609	21,070	20,000	(5.1)
Sign Inspection Fees	31,524	22,316	25,816	15.7
Zoning Hearing Fees	96,938	49,165	70,000	42.4
Building Inspection Fees	3,489,730	2,842,913	2,857,847	0.5
Electrical Inspection Fees	85,196	76,979	78,518	2.0
Plumbing Inspection Fees	39,783	42,053	42,894	2.0
Existing Building Inspection Fees	100,799	—	—	—
Traffic Engineering Fees	121,277	120,600	123,012	2.0
Expedited Plan Review Fees	2,648	—	1,000	—
Private Development Fees	553,578	440,000	462,100	5.0
Fuel Storage Tank Inspection Fees	—	1,000	—	(100.0)
Mechanical Inspection Fees	65,679	52,241	55,000	5.3
Fire Inspection Fees	33,874	26,559	27,740	4.4
Subtotal	\$ 4,633,634	\$ 3,694,896	\$ 3,763,927	1.9

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

Chatham County Police Reimbursement	1,925,429	1,864,209	1,534,728	(17.7)
Cemetery Tours & Special Event Fees	53,515	36,123	40,000	10.7
Burial Fees	393,083	375,719	383,233	2.0
Cemetery Lot Sales	210,829	224,718	248,808	10.7
Public Information Fees	2,970	1,200	1,000	(16.7)

<b>Fees for Other Services (continued)</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Equine Sanitation Fees	55,604	54,349	55,000	1.2
Tourism Management Fees	74,920	35,000	48,000	37.1
Alarm Registration	124,226	60,000	80,000	33.3
St. Patrick Shuttle Fee	(750)	—	—	—
Off-Duty Police Fees	237,014	180,000	250,000	38.9
Accident Reporting Fees	96,838	67,156	100,000	48.9
Fire Protection Fees	262,532	241,435	200,000	(17.2)
Building Demolition Fees	72,741	33,000	35,000	6.1
Building Boarding-Up Fees	50,717	62,785	40,000	(36.3)
Fire Incident Report Fees	1,190	957	1,000	4.5
Preservation Fees	796,507	—	—	—
Fire Equipment User Fees	1,726	2,097	2,000	(4.6)
Equip Replacement - Fire	217	—	—	—
Tour Bus Rents	37,300	30,300	40,000	32.0
Motor Coach Fees	59,485	13,000	30,000	130.8
Lot Clearing Fees	55,487	68,345	60,000	(12.2)
Subtotal	\$ 4,511,578	\$ 3,350,393	\$ 3,148,769	(6.0)
Subtotal-User Fees	\$ 9,984,740	\$ 7,318,657	\$ 7,283,696	(0.5)

#### **Interfund Revenues**

Services to Haz-Mat Fund	19,822	19,569	19,569	—
Services to Coastal Workforce	91,034	—	297,711	—
Services to Community Development Fund	514,078	395,502	419,090	6.0
Services to Sanitation Fund	898,044	821,068	903,043	10.0
Services to Water & Sewer Funds	2,588,157	3,141,481	2,910,518	(7.4)
Services to I & D Water Fund	193,600	215,164	224,901	4.5
Services to Civic Center Fund	236,950	380,526	332,791	(12.5)
Services to Parking Services Fund	1,492,095	1,723,423	1,705,694	(1.0)
Services to Internal Services Fund	537,480	637,916	668,694	4.8
Subtotal	\$ 6,571,260	\$ 7,334,649	\$ 7,482,011	(49.8)

#### **Licenses & Permits**

Business Application/Transfer Fees	37,100	45,771	47,000	2.7
Telecom Franchise Fees	16,790	450,000	100,000	(77.8)
Water & Sewer Franchise Fees	3,091,999	3,250,706	3,250,000	—
Electric Franchise Fees	8,858,919	8,585,000	8,800,000	2.5
Telephone Franchise Fees	233,081	215,005	182,754	(15.0)
Gas Franchise Fees	666,767	646,400	646,400	—
Cable Franchise Fees	1,641,819	1,564,756	1,580,403	1.0
Parking Franchise Fees	334,404	221,502	282,210	27.4
Insurance Business Licenses	112,425	125,000	125,000	—
Alcoholic Beverage Licenses	2,273,526	2,264,190	2,265,000	—
Subtotal	\$ 17,266,830	\$ 17,368,330	\$ 17,278,767	(0.5)

<b><u>Fine, Forfeits &amp; Penalties</u></b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Recorder's Court Fines	3,388,774	2,796,673	3,003,176	7.4
Code Enforcement Citations	40,345	45,000	45,000	—
Red Light Camera Fines	609,806	436,364	593,976	36.1
Execution Fees	415,975	300,000	300,000	—
Interest on Delinquent Taxes	343,763	315,000	315,000	—
Subtotal	\$ 4,798,664	\$ 3,893,037	\$ 4,257,152	9.4
<b><u>Grant Revenues</u></b>				
State Grant/Elderly	111,323	100,000	100,000	—
State Grant/CRDC	308,461	355,608	258,038	(27.4)
State Grant/Title B-Elderly	67,563	57,582	58,000	0.7
Poverty Reduction Initiative	226,299	186,683	245,430	31.5
Subtotal	\$ 713,646	\$ 699,873	\$ 661,468	(5.5)
<b><u>Interest Earned</u></b>				
General Investments	1,624,272	450,000	450,000	—
Cemetery	146,103	45,000	50,000	11.1
Subtotal	\$ 1,770,375	\$ 495,000	\$ 500,000	1.0
<b><u>Other Revenues</u></b>				
Miscellaneous Rents	774,559	600,000	600,000	—
Advertising Fees	1,565	1,000	1,000	—
Outside Fire Training Fees	2,051	—	—	—
Sale of Surplus Property	88,798	650,000	50,000	(92.3)
Discounts	217,951	300,000	170,000	(43.3)
Cashier Over/Short	23	100	100	—
Miscellaneous Revenue	617,345	400,000	400,000	—
Uncollected Reserve	99,832	(696,725)	(50,000)	(92.8)
From Sanitation Fund	93,223	625,000	667,000	6.7
Payment in Lieu of Taxes	1,815,219	2,536,405	2,250,000	(11.3)
Donations from Private	245,203	—	3,000	—
Fell Street Box-County Share	—	92,466	—	(100.0)
Insurance Proceeds	11,122	—	—	—
Witness Fees Reimbursement	9,840	5,000	5,000	—
From COVID-19 Relief Fund	—	7,562,356	—	—
Subtotal	\$ 3,976,731	\$ 12,075,602	\$ 4,096,100	(66.1)
<b>Total General Fund Revenues</b>	<b>\$ 206,411,132</b>	<b>\$ 201,490,484</b>	<b>\$ 200,615,813</b>	<b>(0.4)</b>



# Expenditures by Type

The 2021 General Fund Expenditure Budget is \$200,615,813. Personnel services are the highest expenditure area, accounting for 61% of the total General Fund budget. Expenditures were higher than estimated revenues for 2021; therefore, it will be necessary to draw funds from the Sales of Surplus Properties in the amount of \$11,099,234 to balance the budget. The table labeled *Expenditures by Service Center* will highlight this balancing strategy as a reduction of expenditures, that match revenues, as required by state law.

Highlights include:

- *Personnel Services* – The establishment of a new pay structure implemented in 2020 continues to impact salaries city-wide, especially for Public Safety employees. No cost of living adjustment is included for fiscal year 2021.
- *Outside Services* – Increased contract labor costs and professional services impact funds allocated to this account. Escalated costs of leased spaces are also included.
- *Interfund Transfers* – General funds available for Capital Improvement and Fleet Addition investments continue to trend downward due to budgetary constraints.
- *Other Expenses* - Includes distribution of \$5.2 million Coronavirus relief aid in 2020 provided to the community for rent/utility assistance and small business support.

<b><u>Expenditure Area</u></b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Personnel Services	111,880,783	119,847,093	128,413,779	7.1
Outside Services	27,078,595	27,436,805	29,275,175	6.7
Commodities	5,986,538	5,710,988	7,076,236	23.9
Internal Services	26,713,599	23,366,852	26,357,070	12.8
Capital Outlay	235,326	333,687	365,750	9.6
Interfund Transfers	20,378,949	11,081,299	10,183,439	(8.1)
Other Expenses	10,507,545	15,944,924	10,043,598	(37.0)
Subtotal	\$ 202,781,335	\$ 203,721,648	\$ 211,715,047	3.9
Less Draw to Balance	\$ —	\$ (2,231,164)	\$ (11,099,234)	397.5
<b>Total</b>	<b>\$ 202,781,335</b>	<b>\$ 201,490,484</b>	<b>\$ 200,615,813</b>	<b>(0.4)</b>

# Expenditures by Service Center

	2019	2020	2021	% Change
<b><u>Governance</u></b>	<b>Actual</b>	<b>Projected</b>	<b>Adopted</b>	<b>2020-2021</b>
Mayor and Aldermen	771,903	681,796	953,296	39.8
Clerk of Council	525,409	531,084	377,401	(28.9)
City Attorney	1,399,567	865,897	1,082,114	25.0
<b>Governance Subtotal</b>	<b>\$ 2,696,879</b>	<b>\$ 2,078,777</b>	<b>\$ 2,412,811</b>	<b>16.1</b>
<b><u>Strategic Services</u></b>				
Office of the City Manager	979,992	1,177,662	1,129,474	(4.1)
Office of Management & Budget	816,370	880,821	1,022,887	16.1
Office of Human Resources	1,910,992	2,407,209	2,569,860	6.8
Accounting Services	1,346,359	1,547,393	1,327,771	(14.2)
Purchasing	604,325	903,126	853,864	(5.5)
Revenue	1,644,988	2,104,261	1,814,979	(13.7)
Office of Marketing & Communications	552,962	644,981	674,431	4.6
Arena Development District	128,017	—	—	—
<b>Strategic Services Subtotal</b>	<b>\$ 7,984,005</b>	<b>\$ 9,665,453</b>	<b>\$ 9,393,265</b>	<b>(2.8)</b>
<b><u>Municipal Operations</u></b>				
Office of the COO	429,036	250,722	377,599	50.6
Municipal Archives	327,369	360,068	373,227	3.7
Risk Management	1,016,620	1,215,285	1,451,960	19.5
Org Perf & Accountability	365,071	369,458	373,869	1.2
Special Events, Film & Tourism	889,798	826,055	968,618	17.3
311 Action Center	313,367	507,084	355,195	(30.0)
Real Estate	2,145,482	2,998,272	3,154,437	5.2
Property Acq, Disposition & Mgt	3,569,673	3,441,738	3,743,045	8.8
Facility Maint & Operations	2,432,820	2,505,948	2,628,990	4.9
City Cemeteries	1,770,711	2,161,812	2,277,501	5.4
River Street Hospitality Center	113,946	115,140	119,478	3.8
Recorder's Court	2,373,056	2,495,530	2,372,796	(4.9)
<b>Municipal Operations Subtotal</b>	<b>\$ 15,746,949</b>	<b>\$ 17,247,111</b>	<b>\$ 18,196,714</b>	<b>5.5</b>
<b><u>Infrastructure and Development</u></b>				
Office of the ACM/CIDO	925,908	1,030,176	675,157	(34.5)
Signals & Street Lights, Signs & Markings	6,415,732	6,794,148	7,011,187	3.2
Stormwater Management	4,775,033	5,235,113	6,023,782	15.1
Streets Maintenance	4,181,415	4,018,507	3,879,159	(3.5)
Development Services	3,571,149	3,592,638	3,719,570	3.5
Capital Projects Management	(1,405)	(1)	882,849	100.0
Planning & Urban Design	463,921	657,747	644,378	(2.0)
Mobility Services	632,876	821,562	1,098,673	33.7
Greenscapes	5,731,505	1,080,921	1,029,645	(4.7)
Parks Maintenance	2,946,049	5,392,113	5,526,538	2.5
Urban Forestry	1,518,540	3,473,724	3,613,828	4.0

<b>Infrastructure &amp; Development (continued)</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Right of Way Maintenance	2,288,840	3,797,272	3,698,541	(2.6)
Economic Development	462,170	2,548,709	595,070	(76.7)
<b>Infrastructure &amp; Development Subtotal</b>	<b>\$ 33,911,733</b>	<b>\$ 38,442,628</b>	<b>\$ 38,398,377</b>	<b>(0.1)</b>

### **Community Services**

Office of the CSO	458,189	572,601	680,494	18.8
Cultural Arts	1,443,877	1,438,467	1,657,320	15.2
Human Services	1,953,409	4,728,885	1,462,430	(69.1)
Code Compliance Admin	561,122	568,377	582,540	2.5
Code Enforcement	3,214,366	3,325,205	3,496,778	5.2
Parks & Recreation	520,110	660,357	621,324	(5.9)
Moses Jackson Advancement Center <sup>3</sup>	—	—	381,218	0.0
Family and Community Services <sup>3</sup>	—	—	714,767	0.0
Pennsylvania Ave. Resource Center <sup>3</sup>	—	—	792,279	0.0
Recreation Services	3,821,754	3,140,431	4,318,492	37.5
Athletic Services	1,021,516	979,568	1,092,125	11.5
Senior Services	2,110,017	2,179,885	2,212,549	1.5
Therapeutic Recreation	257,470	302,490	306,925	1.5
Recreation Maintenance	1,110,519	1,105,945	1,308,644	18.3
<b>Community Services Subtotal</b>	<b>\$ 16,472,350</b>	<b>\$ 19,002,212</b>	<b>\$ 19,627,887</b>	<b>3.3</b>

### **Public Safety**

Office of the Police Chief	1,311,790	1,313,329	2,035,096	55.0
Patrol	30,691,996	31,325,345	32,763,552	4.6
Criminal Investigations	7,949,073	9,527,391	10,165,342	6.7
SARIC	1,444,002	1,501,066	1,229,236	(18.1)
Traffic	2,304,736	2,453,126	2,672,791	9.0
Mounted Patrol	626,005	710,156	656,601	(7.5)
Canine	740,605	884,197	848,981	(4.0)
Support Services	2,054,859	1,903,054	1,973,530	3.7
Training & Recruitment	1,875,742	2,152,732	2,417,316	12.3
Information Management	1,506,770	1,755,035	1,627,558	(7.3)
Counter Narcotics Team	1,925,429	1,864,209	1,534,728	(17.7)
Training	750,281	850,199	854,280	0.5
Strategic Investigations	2,417,903	2,734,688	3,938,022	44.0
Management Services	1,192,647	1,458,104	1,082,082	(25.8)
Office of the Fire Chief	8,967,352	7,530,242	5,960,212	(20.8)
Emergency Planning	227,280	247,962	255,646	3.1
Fire Operations	23,402,593	26,475,735	27,032,599	2.1
Crime Stoppers	821	—	—	0.0
<b>Public Safety Subtotal</b>	<b>\$ 89,389,883</b>	<b>\$ 94,686,569</b>	<b>\$ 97,047,573</b>	<b>2.5</b>

<sup>3</sup> Family & Community Services, Moses Jackson Advancement Center and Pennsylvania Avenue Resource Center divisions move to the General Fund in FY2021.

	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b><u>Outside Agencies</u></b>				
Land Bank	84	—	—	0.0
Step-Up Program	226,299	191,987	250,213	30.3
<b>Outside Agencies Subtotal</b>	<b>\$ 226,383</b>	<b>\$ 191,987</b>	<b>\$ 250,214</b>	<b>30.3</b>
<b><u>Interdepartmental</u></b>				
Services From Civic Center Fund	135,000	135,000	135,000	0.0
Services From Sanitation Fund	5,536,657	6,896,783	7,952,074	15.3
Other Dues and Memberships	227,764	229,812	229,500	(0.1)
Other Expenses	9,801,279	3,510,245	5,012,617	42.8
Other Community Promotion	711,351	875,597	995,510	13.7
Social Service Contributions	(1,250)	—	—	0.0
Convention & Visitors Bureau	7,728	—	—	0.0
Metro Planning Commission	1,440,454	1,535,758	1,784,030	16.2
Contingencies	—	—	1,000,000	0.0
Trans to Haz-Mat Fund	108,132	344,485	205,317	(40.4)
Trans to CDBG	1,890,122	1,066,715	368,049	(65.5)
Trans to CIP Fund	13,220,973	2,284,142	2,195,000	(3.9)
Trans to Debt Service Fund	1,444,252	2,056,263	2,644,203	28.6
Trans to Civic Center Fund	—	712,822	1,137,256	59.5
Trans to TAD Fund	1,830,691	2,759,288	2,729,651	(1.1)
<b>Interdepartmental Subtotal</b>	<b>\$ 36,353,153</b>	<b>\$ 22,406,910</b>	<b>\$ 26,388,207</b>	<b>17.8</b>
 General Fund Subtotal	 \$ 202,781,335	 \$ 203,721,648	 \$ 211,715,047	 3.9
 Draws to Balance	 \$	 (2,231,164)	 (11,099,234)	 397.5
 <b>Total Expenses</b>	 <b>\$ 202,781,335</b>	 <b>\$ 201,490,484</b>	 <b>\$ 200,615,813</b>	 <b>(0.4)</b>

# 2021 Permanent Authorized Positions

The FY21 operating budget includes funding for 2,439.92 full-time equivalent positions. A summary of the personnel changes by service center are shown on the following pages.

<b>BUSINESS UNITS</b>	<b>2019 Permanent</b>	<b>2020 Permanent</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b><u>GOVERNANCE</u></b>				
Mayor & Aldermen	12.00	12.00	12.00	—
Clerk of Council	3.00	3.00	3.00	—
City Attorney	5.00	5.00	5.00	—
<b>Governance Total</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>—</b>
<b><u>STRATEGIC SERVICES</u></b>				
<b>Office Of the City Manager</b>	6.00	6.00	6.00	—
Arena Development District <sup>1</sup>	1.00	—	—	—
Human Resources	21.00	22.00	22.00	—
Management & Budget	9.00	11.00	11.00	—
Marketing & Communications	6.00	6.00	6.00	—
Subtotal	43.00	45.00	45.00	—
<b>Office of Financial Services</b>				
Accounting Services	14.00	14.00	14.00	—
Purchasing	11.00	11.00	11.00	—
Revenue Administration	22.00	22.00	22.00	—
Utility Services	33.00	34.00	36.00	2.00
Subtotal	80.00	81.00	83.00	2.00
<b>Strategic Services Total</b>	<b>123.00</b>	<b>126.00</b>	<b>128.00</b>	<b>2.00</b>
<b><u>PUBLIC SAFETY</u></b>				
<b>Savannah Police Department</b>				
<b>Office of the Police Chief</b>	9.13	9.13	16.13	7.00
Canine	7.00	7.00	7.00	—
COPS Grant <sup>2</sup>	15.00	15.00	15.00	—
Counter Narcotics Team (CNT)	30.00	30.00	15.00	(15.00)
Criminal Investigations	80.25	104.25	98.25	(6.00)
HEAT Grant Division <sup>2</sup>	3.00	3.00	3.00	—
Information Management	29.00	27.00	26.00	(1.00)
Management Services	14.00	15.00	8.00	(7.00)
Mounted Patrol	7.00	5.00	6.00	1.00
Patrol and Special Operations	326.24	303.24	321.24	18.00

<sup>1</sup> Accounting unit dissolved.

<sup>2</sup> Police grant-funded positions.

<b>BUSINESS UNITS</b>	<b>2019 Permanent</b>	<b>2020 Permanent</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b>Savannah Police Department (continued)</b>				
Professional Standards and Training	9.00	9.00	8.00	(1.00)
SARIC	20.00	19.00	12.00	(7.00)
SavCommunications <sup>3</sup>	6.00	—	—	—
Strategic Investigative	30.00	32.00	43.00	11.00
Support Services	12.00	11.00	9.00	(2.00)
Training and Recruitment	14.00	14.00	16.00	2.00
Traffic	25.00	24.00	25.00	1.00
Subtotal	636.62	627.62	628.62	1.00
<b>Savannah Fire Department</b>				
<b>Office of the Fire Chief</b>	22.00	23.00	23.00	—
Emergency Planning	2.00	2.00	2.00	—
Fire Operations	308.00	309.00	309.00	—
Hazardous Material	4.00	4.00	4.00	—
Subtotal	336.00	338.00	338.00	—
<b>Public Safety Total</b>	<b>972.62</b>	<b>965.62</b>	<b>966.62</b>	<b>1.00</b>
<b>MUNICIPAL OPERATIONS</b>				
<b>Office of the COO</b>	3.00	3.00	3.00	—
311 Action Center Unit	5.00	5.00	5.00	—
Municipal Archives	3.00	3.00	3.00	—
Risk Management	6.00	6.00	6.00	—
Subtotal	17.00	17.00	17.00	—
<b>Special Events, Film &amp; Tourism Department</b>	9.00	9.00	9.00	—
<b>Fleet Services Department</b>				
Fleet Administration	5.00	5.00	5.00	—
Fleet Maintenance	38.00	38.00	38.00	—
Subtotal	43.00	43.00	43.00	—
<b>Real Estate Services Department</b>				
Real Estate Administration	2.00	2.00	2.00	—
Property Acquisition, Disposition & Mgt.	9.00	9.00	9.00	—
Facility Maintenance & Operations	24.00	22.00	22.00	—
Civic Center Operations	20.00	15.00	14.00	(1.00)
Civic Center Concessions	2.00	2.00	2.00	—
Cemeteries	23.63	23.63	23.63	—
River Street Hospitality Center	2.25	2.25	2.25	—
Subtotal	82.88	75.88	74.88	(1.00)

<sup>3</sup> Accounting unit dissolved.

<b><u>MUNICIPAL OPERATIONS</u></b> <b>(continued)</b>	<b>2019 Permanent</b>	<b>2020 Permanent</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b>Recorder's Court Department</b>	28.00	28.00	28.00	—
<b>Innovation &amp; Technology Services</b>	36.60	37.60	39.60	2.00
<b>Organizational Performance &amp; Accountability Department</b>	3.00	3.00	3.00	—
<b>Municipal Operations Total</b>	<b>219.48</b>	<b>213.48</b>	<b>214.48</b>	<b>1.00</b>
<b><u>INFRASTRUCTURE &amp; DEVELOPMENT</u></b>				
<b>Office of the ACM/CIDO</b>	5.00	5.00	5.00	—
Planning & Urban Design	—	6.00	6.00	—
Capital Projects Management	9.00	9.00	9.00	—
Subtotal	14.00	20.00	20.00	—
<b>Parking &amp; Mobility Services Department</b>				
Parking Management	31.00	31.00	31.00	—
Parking Facilities	33.70	33.70	33.70	—
Mobility Services	11.00	12.00	12.00	—
Signals & Street Lights / Signs & Markings	22.00	22.00	22.00	—
Streets Maintenance	31.00	30.00	30.00	—
Subtotal	128.70	128.70	128.70	—
<b>Water Resources Department</b>				
Water Resources Administration	5.00	5.00	6.00	1.00
Stormwater Management	50.00	50.00	50.00	—
Water Resources Planning & Engineering	18.00	18.00	18.00	—
Water Supply & Treatment	26.00	26.00	26.00	—
Water Distribution & Conveyance	54.00	54.00	54.00	—
Sewer Maintenance	31.00	31.00	31.00	—
Lift Station Maintenance Unit	29.00	29.00	29.00	—
President Street Plant	65.00	65.00	66.00	1.00
Regional Plants	14.00	14.00	16.00	2.00
I&D Water Plant	41.00	41.00	41.00	—
Subtotal	333.00	333.00	337.00	4.00



<b>INFRASTRUCTURE &amp; DEVELOPMENT (continued)</b>	<b>2019 Permanent</b>	<b>2020 Permanent</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b>Greenscapes Department</b>				
Greenscapes Administration	129.00	5.00	5.00	—
Parks Maintenance	—	69.00	70.00	1.00
Urban Forestry	—	25.00	25.00	—
Right of Way Maintenance	—	29.00	28.00	(1.00)
Downtown Cleanliness	—	2.00	2.00	—
Subtotal	129.00	130.00	130.00	—
<b>Development Services Department<sup>4</sup></b>	48.00	43.00	43.00	—
<b>Economic Development Department<sup>5</sup></b>	19.00	6.00	18.00	12.00
<b>Infrastructure &amp; Development Total</b>	<b>671.70</b>	<b>660.70</b>	<b>676.70</b>	<b>16.00</b>
<b>COMMUNITY SERVICES</b>				
<b>Office of the CSO</b>	4.00	6.00	6.00	—
<b>Cultural Resources Department</b>	10.50	11.50	11.50	—
<b>Code Compliance Department</b>				
Code Compliance Administration	5.00	5.00	5.00	—
Code Enforcement	40.00	40.00	40.00	—
Subtotal	45.00	45.00	45.00	—
<b>Human Services Department</b>				
Human Services Administration	10.00	5.00	4.00	(1.00)
Grants & Contracts	7.00	4.00	5.00	1.00
Family & Community Services	—	8.00	9.00	1.00
Pennsylvania Ave. Resource Center (PARC)	—	8.00	8.12	0.12
Moses Jackson Advancement Center	6.00	4.00	4.00	—
Youthbuild GF <sup>6</sup>	2.00	2.00	—	(2.00)
Subtotal <sup>7</sup>	25.00	31.00	30.12	(0.88)
<b>Housing &amp; Neighborhood Services Department</b>				
Housing & Neighborhood Services Administration	12.00	12.00	12.00	—
Neighborhood Services	9.00	9.00	9.00	—
Subtotal	21.00	21.00	21.00	—

<sup>4</sup> Formerly part of Development Services.

<sup>5</sup> WorkSource Coastal was reinstated as a division under the Economic Development Department in FY2021

<sup>6</sup> The Workforce Innovation Act and Opportunity award for the YouthBuild project expired May 31, 2020.

<sup>7</sup> Subtotal does not include 5 additional FTEs for Landbank and Step-Up Savannah funded by the City as an interagency contribution.

<b>COMMUNITY SERVICES</b> <b>(continued)</b>	<b>2019 Permanent</b>	<b>2020 Permanent</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
<b>Recreation &amp; Leisure Services Department</b>				
Athletic Services	10.75	10.75	10.75	—
Recreation & Leisure Services Administration	5.50	5.50	6.50	1.00
Recreation Maintenance	16.50	16.50	16.50	—
Recreation Services	62.72	60.31	59.82	(0.49)
Senior Services	30.26	28.36	26.73	(1.63)
Therapeutic Recreation	4.20	4.20	4.20	—
Subtotal	129.93	125.62	124.50	(1.12)
<b>Sanitation Department</b>				
Commercial Refuse	17.00	17.00	17.00	—
Residential Refuse	101.00	101.00	101.00	—
Refuse Disposal	14.00	14.00	14.00	—
Recycling & Litter Services	33.00	33.00	33.00	—
Sanitation Administration	8.00	8.00	8.00	—
Street Cleaning	22.00	22.00	22.00	—
Subtotal	195.00	195.00	195.00	—
<b>Community Services Total</b>	<b>430.43</b>	<b>435.12</b>	<b>433.12</b>	<b>(2.00)</b>
<b>City-Wide Total</b>	<b>2,437.23</b>	<b>2,420.92</b>	<b>2,438.92</b>	<b>18.00</b>

# Governance

*"Implementing ideas into projects". 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 Council](#) set policies and enact ordinances that govern various City functions and activities. The Mayor and City Council facilitate communication among 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. The City Clerk 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 and supporting the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research and liens).

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	2,696,879	2,078,777	2,412,811
<b>Total Revenue</b>	<b>\$ 2,696,879</b>	<b>\$ 2,078,777</b>	<b>\$ 2,412,811</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,266,814	1,146,269	1,549,826
Outside Services	1,308,306	825,956	669,726
Commodities	28,770	28,523	34,870
Internal Services	92,990	78,029	158,389
<b>Total Expenditures</b>	<b>\$ 2,696,879</b>	<b>\$ 2,078,777</b>	<b>\$ 2,412,811</b>

Expenditure by Office	2019 Actuals	2020 Projected	2021 Adopted
Mayor and Council	771,903	681,796	953,296
Clerk of Council	525,409	531,084	377,401
City Attorney	1,399,567	865,897	1,082,114
<b>Total Expenditures</b>	<b>\$ 2,696,879</b>	<b>\$ 2,078,777</b>	<b>\$ 2,412,811</b>

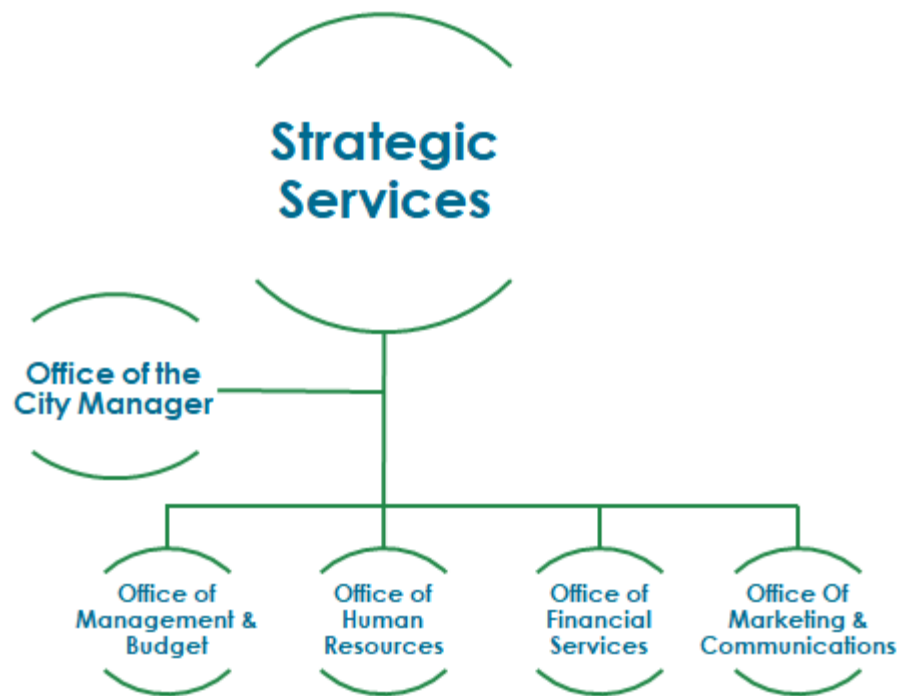
### Authorized Positions

Governance	2020 FTE	2021 FTE	FY20-21 Difference
Mayor and Council	12.00	12.00	—
Office of the Clerk of Council	3.00	3.00	—
Office of the City Attorney	5.00	5.00	—
<b>Total Full Time Equivalents</b>	<b>20.00</b>	<b>20.00</b>	<b>—</b>

<sup>1</sup> Numbers are subject to rounding.

# 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 the Office Of Marketing & 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



## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	7,984,007	9,665,453	9,393,265
Water & Sewer Fund	2,463,584	2,619,817	3,018,692
<b>Total Revenue</b>	<b>\$ 10,447,591</b>	<b>\$ 12,285,270</b>	<b>\$ 12,411,957</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	8,086,058	8,598,080	9,060,513
Outside Services	762,617	1,391,834	1,952,397
Commodities	429,827	394,505	519,202
Internal Services	1,150,628	1,887,850	835,822
Other Expenses	18,461	13,001	44,022
<b>Total Expenditures</b>	<b>\$ 10,447,591</b>	<b>\$ 12,285,270</b>	<b>\$ 12,411,957</b>

Expenditure by Department	2019 Actuals	2020 Projected	2021 Adopted
Office of the City Manager <sup>2</sup>	979,992	1,177,662	1,129,474
Office of Management and Budget	816,370	880,821	1,022,887
Arena Development District	128,017	—	—
Office of Human Resources	1,910,992	2,407,209	2,569,860
Office of Financial Services	6,059,258	7,174,597	7,015,305
Office of Marketing & Communications	552,962	644,981	674,431
<b>Total Expenditures</b>	<b>\$ 10,447,591</b>	<b>\$ 12,285,270</b>	<b>\$ 12,411,957</b>

## Authorized Positions

Strategic Services	2020 FTE	2021 FTE	FY20-21 Difference
Office of the City Manager	6.00	6.00	—
Office of Management and Budget	11.00	11.00	—
Office of Human Resources	22.00	22.00	—
Office of Financial Services	81.00	83.00	2.00
Office of Marketing & Communications	6.00	6.00	—
<b>Total Full-Time Equivalents</b>	<b>126.00</b>	<b>128.00</b>	<b>2.00</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Includes Arena Development District.



## Office of Management & Budget

### Overview

The [Office of Management & Budget](#) is responsible for preparing a fiscal plan that provides resources needed to support the City Council's strategic priorities and the service delivery needs of residents, businesses and visitors. This office maintains budgetary controls, 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	816,370	880,821	1,022,887
<b>Total Revenue</b>	<b>\$ 816,370</b>	<b>\$ 880,821</b>	<b>\$ 1,022,887</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	715,530	776,600	913,889
Outside Services	36,090	24,844	24,990
Commodities	19,478	17,250	19,250
Internal Services	45,273	62,127	64,757
<b>Total Expenditures</b>	<b>\$ 816,371</b>	<b>\$ 880,821</b>	<b>\$ 1,022,887</b>

### Authorized Positions

Management & Budget	2021 FTE	Grade
Assistant Director, Budget	1.00	305
Budget Analyst	2.00	114
Principal Budget Analyst	2.00	117
Project Manager	1.00	117
Sr. Administrative Assistant	1.00	109
Sr. Budget Analyst	3.00	115
Sr. Director, Budget	1.00	310
<b>Total Full-Time Equivalents</b>	<b>11.00</b>	

<sup>1</sup> Numbers are subject to rounding.



## **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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	1,910,992	2,407,209	2,569,860
<b>Total Revenue</b>	<b>\$ 1,910,992</b>	<b>\$ 2,407,209</b>	<b>\$ 2,569,860</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,419,077	1,650,379	1,719,688
Outside Services	314,885	491,784	662,675
Commodities	22,319	25,100	32,242
Internal Services	154,160	239,863	155,104
Other Expenses	550	82	150
<b>Total Expenditures</b>	<b>\$ 1,910,992</b>	<b>\$ 2,407,209</b>	<b>\$ 2,569,860</b>

### Authorized Positions

Human Resources	2021 FTE	Grade
Assistant Director, Human Resources	1.00	305
Class Compensation & Data 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	3.00	120
Human Resources Technician	3.00	107
Learning & Development Coordinator	2.00	113
Project Manager	1.00	117
Sr. Administrative Assistant	1.00	109
Sr. Director, Human Resources	1.00	313
<b>Total Full-Time Equivalents</b>	<b>22.00</b>	

<sup>1</sup> Numbers are subject to rounding.



## 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. 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

- General Bookkeeping
- Invoicing
- Reconciliation
- Process Payroll
- Negotiate Contract Terms
- Finalize Purchase Orders
- Investments

## 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.



## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	3,595,672	4,554,780	3,996,614
Water & Sewer Fund	2,463,584	2,619,817	3,018,692
<b>Total Revenue</b>	<b>\$ 6,059,258</b>	<b>\$ 7,174,597</b>	<b>\$ 7,015,305</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	4,527,927	4,758,762	5,176,367
Outside Services	446,910	608,997	890,640
Commodities	341,902	308,671	386,310
Internal Services	865,153	1,489,074	522,959
Other Expenses	(122,634)	9,094	39,029
<b>Total Expenditures</b>	<b>\$ 6,059,258</b>	<b>\$ 7,174,597</b>	<b>\$ 7,015,305</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Accounting Services	1,346,359	1,547,393	1,327,771
Purchasing	604,325	903,126	853,864
Revenue Administration	1,644,988	2,104,261	1,814,979
Utility Revenue Administration	2,463,584	2,619,817	3,018,692
<b>Total Expenditures</b>	<b>\$ 6,059,258</b>	<b>\$ 7,174,597</b>	<b>\$ 7,015,305</b>

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<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Financial Services</b>	<b>2021 FTE</b>	<b>Grade</b>
Accountant	5.00	112
Accounting Clerk	2.00	103
Assistant Director, Financial Services	1.00	305
Assistant Director, Purchasing	1.00	304
Billing Technician	1.00	108
Cashier	3.00	102
Customer Service Representative	11.00	103
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	5.00	110
Sr. Accountant	2.00	114
Sr. Accounting Clerk	10.00	105
Sr. Administrative Assistant	1.00	109
Sr. Director, Financial Services	1.00	313
Sr. Director, Revenue	1.00	310
Supply Clerk	2.00	103
Surplus Inventory Technician	1.00	106
Utilities Revenue Manager	1.00	120
Utility Billing Lead	3.00	108
Water Meter Reader	10.00	102
<b>Total Full-Time Equivalents</b>	<b>83.00</b>	

The logo for the Office of Marketing & Communications features a green circular arc above and below the text. The text "Office of Marketing & Communications" is centered in a blue, sans-serif font.

## Office of Marketing & Communications

### **Overview**

The [Office of Marketing & Communications](#) oversees the public information initiatives of the City. This 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	552,962	644,981	674,431
<b>Total Revenue</b>	<b>\$ 552,962</b>	<b>\$ 644,981</b>	<b>\$ 674,431</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	454,707	511,075	500,568
Outside Services	32,219	63,523	102,286
Commodities	21,844	15,400	29,350
Internal Services	44,192	54,983	42,077
Other Expenses	—	—	150
<b>Total Expenditures</b>	<b>\$ 552,962</b>	<b>\$ 644,981</b>	<b>\$ 674,431</b>

### Authorized Positions

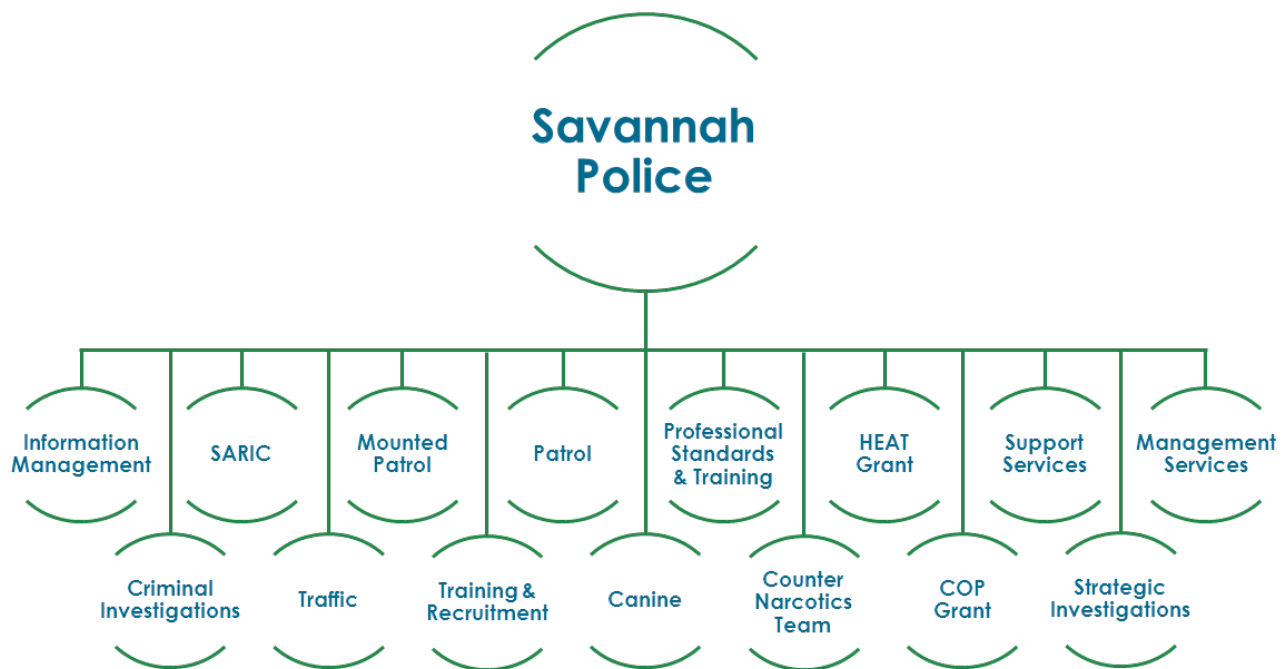
Marketing & Communications	2021 FTE	Grade
Multimedia & Engagement Manager	1.00	113
Public Communications Specialist	4.00	113
Sr. Director, Marketing & Communications	1.00	308
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	

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<sup>1</sup> Numbers are subject to rounding.

# 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.*



## 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.



## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	56,792,658	60,432,630	63,799,116
Grant Fund	1,443,407	1,608,909	2,243,711
Public Safety Communications <sup>2</sup>	632,421	—	—
<b>Total Revenue</b>	<b>\$ 58,868,486</b>	<b>\$ 62,041,539</b>	<b>\$ 66,042,827</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	46,169,245	47,633,623	51,009,805
Outside Services	3,589,214	3,399,852	3,778,421
Commodities	2,275,212	2,126,864	2,505,956
Internal Services	4,828,767	5,712,635	6,210,763
Capital Outlay	10,000	328,956	87,000
Interfund Transfers	249,212	—	69,630
Other Expenses	1,746,836	2,839,609	2,381,252
<b>Total Expenditures</b>	<b>\$ 58,868,486</b>	<b>\$ 62,041,539</b>	<b>\$ 66,042,827</b>

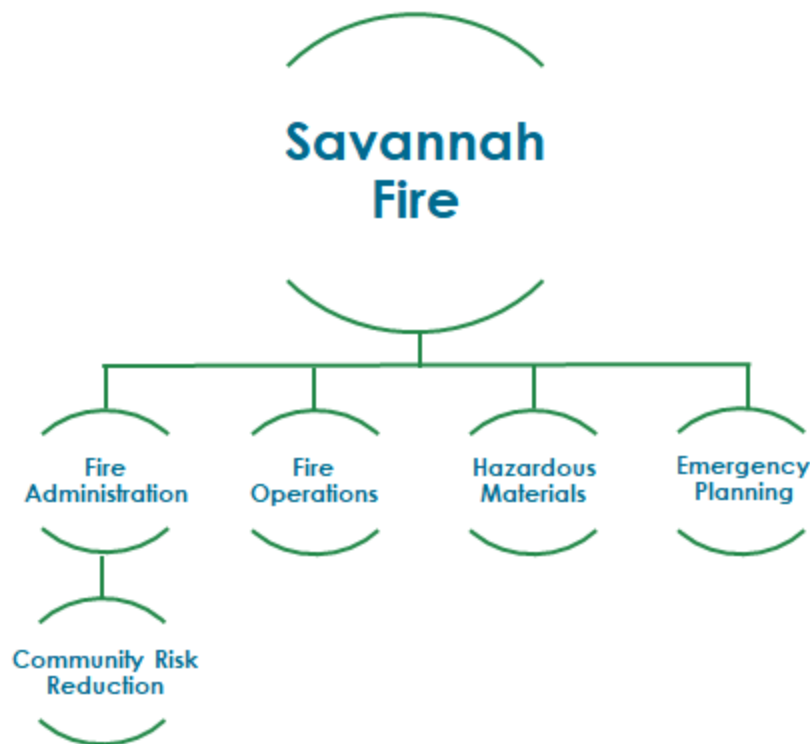
Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Office of Police Chief	1,311,790	1,313,329	2,035,096
Patrol	30,691,996	31,325,345	32,763,552
Criminal Investigations	7,949,073	9,527,390	10,165,342
SARIC - Sav Area Regional Intel Ctr	1,444,002	1,501,066	1,229,236
Traffic	2,304,736	2,453,126	2,672,791
Mounted Patrol	626,004	710,156	656,601
Canine	740,605	884,197	848,981
Support Services	2,054,859	1,903,054	1,973,530
Training and Recruitment	1,875,742	2,152,732	2,417,316
Information Management	1,506,770	1,755,035	1,627,559
Public Safety Communications	632,421	—	—
Counter Narcotics Team (CNT)	1,925,429	1,864,209	1,534,728
Professional Standards & Training	750,281	850,199	854,280
Strategic Investigative	2,417,903	2,734,688	3,938,022
Management Services	1,192,647	1,458,104	1,082,082
CrimeStoppers	821	—	—
Justice Assistance Grant	1,169,354	711,879	1,496,321
Homeland Security & GOHS Grants	274,053	897,030	747,390
<b>Total Expenditures</b>	<b>\$ 58,868,486</b>	<b>\$ 62,041,539</b>	<b>\$ 66,042,827</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> The transfer of the Public Communications Center to Chatham County resulted in a reduced Public Safety Communication Fund revenues and expenses.

## Authorized Positions

<b>Savannah Police</b>	<b>2021 FTE</b>	<b>Grade</b>
Accounting Technician	1.00	105
Accreditation & Compliance Specialist	1.00	113
Administrative Assistant	4.00	106
Administrative Clerk	3.00	102
Administrative Secretary	12.00	105
Assistant Police Chief	2.00	514
Crime Analyst	8.00	111
Crime Analyst Assistant	1.00	105
Crime Analyst Supervisor	1.00	116
Criminal Investigations Assistant	1.00	105
Customer Service Representative	5.00	103
Director, End Gun Violence	1.00	121
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 Specialist	1.00	105
Open Records Request Supervisor	1.00	111
Outside Employment Specialist	1.00	105
Police Captain	10.00	511
Police Chief	1.00	317
Police Corporal	145.00	505
Police Forensic Technician	2.00	111
Police Lieutenant	21.00	509
Police Major	2.00	512
Police Officer	293.49	504
Police Property Coordinator	1.00	109
Police Public Information Coordinator	2.00	111
Police Sergeant	67.00	507
Police Training Coordinator	1.00	111
Principal Crime Analyst	2.00	113
Property & Evidence Supervisor	1.00	111
Property & Evidence Technician	5.00	107
Records Division Supervisor	1.00	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
Sr. Accountant	1.00	114
Sr. Accounting Clerk	1.00	105
Sr. Crime Analyst	1.00	112
Teletype Supervisor	1.00	108
Teletype Technician	2.00	105
<b>Total Full-Time Equivalents</b>	<b>628.62</b>	



## Overview

The City of Savannah has the second highest per-capita fire rate in the country. As a result, [Savannah Fire Department](#), an "All Hazards" career department, has changed its stance to be more proactive by focusing on community risk reduction. Savannah Fire is committed to identifying and prioritizing local risks, followed by an integrated and strategic investment of resources to reduce the occurrence and impact of emergencies.

Emergency Planning focuses on city-wide emergency management preparedness, mitigation, response and recovery operations during our community's high-risk events. Fire Operations services include fire suppression and technical rescue supported by 309 firefighters assigned to one of three shifts, working in 15 stations. Beginning December 1, 2020, Fire Operations will start an emergency medical service response. This service will enable SFD to educate citizens on first aid and CPR skills, stop-the-bleed practices, medical alert devices, environmental/climate illness prevention and in-home trip/fall hazard prevention. All members of SFD are trained to be emergency medical responders, with 145 emergency medical technicians and nine paramedics. Fire Logistics is responsible for directing the Fire Prevention Office, Training Division, Safety & Wellness, Fire Investigations, Support Services, fleet, facility maintenance and SFD's budget. Special Operations includes the Hazardous Materials (Haz-Mat) and Marine Response Divisions. The Hazardous Materials Response Team meets all requirements of a FEMA Type II Haz-Mat Entry Team and includes on-duty firefighters certified as technicians and specialists. The Marine Unit responds to fires on the river within city limits to include those involving boats, docks, marinas, industrial facilities and alarms on the riverfront. Additionally, the unit will respond to many other types of water incidents.

Savannah Fire will use community risk reduction data to identify community needs, focus greater attention on integrating risk management in fire prevention and develop community education programs based on fire prevention.

## **Linkage to Strategic Priorities and Results**

- Infrastructure
- Good Government
- Health and Environment
- Public Safety

## **Key Business Services**

- Fire Prevention and Suppression
- Emergency Medical Response
- Hazardous Material Response
- Dive/Water Rescue Response
- 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**

- Provide emergency medical to citizenry and visitors of Savannah.
- Research and implement risk reduction initiatives to promote an increased quality of life for internal and external customers.
- Educate the community to reduce injuries, loss of life, and property damage from fires and other accidents; investigate fire cause and provide regulatory enforcement through enforcement.
- Minimize loss of life and property from fires and hazardous materials releases; provide inspections and code plan review services to the business community and residents in the City's service area.
- Create partnerships with Faith-based and Community Organizations to increase outreach.
- Ensure firefighters' health and safety by promoting the Cancer Reduction Initiative's standards outline and the National Fire Protection Association (NFPA).
- Maintain fire stations and equipment to ensure prompt and effective response times to all emergency calls within the City and 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 man-made 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 suspects' prosecution.
- Provide information to the public and the news media regarding department activities and events through multiple media outlets.

- Provide direction and communication when achieving department goals, objectives, and policies required for administrative functions, aligning with the City's strategic plan.
- Provide initial and continuing training to promote higher efficiency, discipline, and morale in fire prevention, fire suppression, and emergency rescue.
- Recover costs associated with the mitigation of hazardous materials incidents, including cleanup and disposal expenses.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	32,597,225	34,253,939	33,248,457
Haz-Mat Fund	449,585	678,485	542,817
Grant Fund	39,938	190,533	981,539
<b>Total Revenue</b>	<b>\$ 33,086,748</b>	<b>\$ 35,122,958</b>	<b>\$ 34,772,813</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	25,489,127	28,723,837	28,708,458
Outside Services	636,109	686,994	909,939
Commodities	792,145	725,968	1,748,814
Internal Services	2,110,032	2,445,319	2,377,813
Capital Outlay	20,008	83,595	10,750
Interfund Transfers	—	81,926	—
Other Expenses	4,039,327	2,375,319	1,017,039
<b>Total Expenditures</b>	<b>\$ 33,086,748</b>	<b>\$ 35,122,958</b>	<b>\$ 34,772,813</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Office of the Fire Chief	9,007,290	7,720,776	6,941,751
Emergency Planning	227,280	247,962	255,646
Fire Operations	23,402,593	26,475,735	27,032,599
Hazardous Materials Team	449,585	678,485	542,817
<b>Total Expenditures</b>	<b>\$ 33,086,748</b>	<b>\$ 35,122,958</b>	<b>\$ 34,772,813</b>

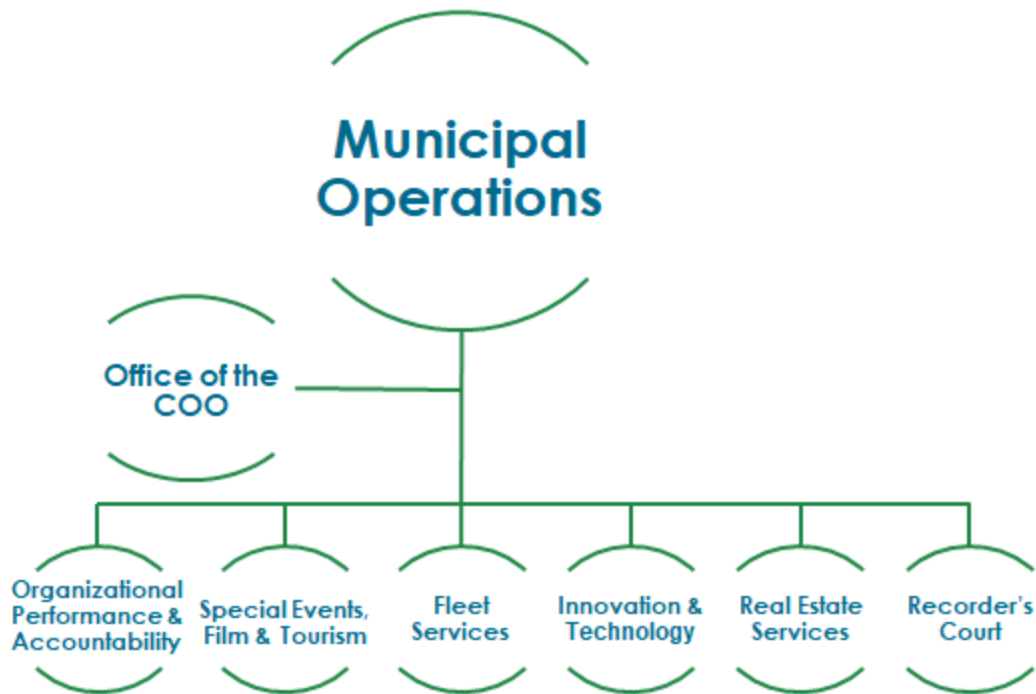
<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Savannah Fire</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Secretary	3.00	105
Assistant Fire Chief	2.00	513
Chief Fire Investigator	1.00	508
Director, Emergency Management	1.00	306
Executive Assistant	1.00	110
Fire Battalion Chief	13.00	510
Fire Captain	73.00	508
Fire Chief	1.00	317
Fire Engineer	76.00	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
Sr. Accounting Clerk	1.00	105
<b>Total Full-Time Equivalents</b>	<b>338.00</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, Innovation & Technology Services, 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 by 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; 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.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	15,746,950	17,247,111	18,196,714
Civic Center Fund	4,350,802	9,313,083	4,952,884
Internal Service Fund	12,471,866	15,500,606	16,135,952
<b>Total Revenue</b>	<b>\$ 32,569,618</b>	<b>\$ 42,060,800</b>	<b>\$ 39,285,550</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	13,113,903	14,497,859	14,633,274
Outside Services	13,024,574	14,995,240	15,985,528
Commodities	2,249,050	2,553,524	2,504,154
Internal Services	2,300,792	2,705,787	2,720,712
Debt Service	—	1,592,429	1,970,893
Interfund Transfers	546,373	4,416,201	—
Capital Outlay	57,249	174,365	223,000
Other Expenses	1,277,677	1,125,394	1,247,989
<b>Total Expenditures</b>	<b>\$ 32,569,618</b>	<b>\$ 42,060,800</b>	<b>\$ 39,285,550</b>

Expenditure by Department	2019 Actuals	2020 Projected	2021 Adopted
Office of the Chief Operating Officer	1,069,772	1,117,874	1,106,021
Special Events, Film & Tourism	889,798	826,055	968,618
Recorder's Court	2,373,056	2,495,530	2,372,796
Risk Management	1,016,620	1,215,285	1,451,960
Org. Performance & Accountability	365,071	369,458	373,869
Fleet Services	5,093,999	6,529,708	6,181,323
Innovation & Technology Services	7,377,868	8,970,898	9,954,629
Real Estate Services	14,383,434	20,535,993	16,876,335
<b>Total Expenditures</b>	<b>\$ 32,569,618</b>	<b>\$ 42,060,800</b>	<b>\$ 39,285,550</b>

<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Municipal Operations</b>	<b>2020 FTE</b>	<b>2021 FTE</b>	<b>FY20-21 Difference</b>
Office of the Chief Operating Officer <sup>2</sup>	8.00	8.00	—
Organizational Performance & Accountability	3.00	3.00	—
Municipal Archives	3.00	3.00	—
Recorder's Court	28.00	28.00	—
Risk Management	6.00	6.00	—
Special Events, Film, & Tourism	9.00	9.00	—
Fleet Services	43.00	43.00	—
Innovation & Technology Services	37.60	39.60	2.00
Real Estate Services <sup>3</sup>	75.88	74.88	(1.00)
<b>Total Full-Time Equivalents</b>	<b>213.48</b>	<b>214.48</b>	<b>1.00</b>

<sup>2</sup> Totals include 311 Action Center.

<sup>3</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 which includes the departments, offices, boards, activities and programs scheduled for audit during the year.
- Monitor 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	365,071	369,458	373,869
<b>Total Revenue</b>	<b>\$ 365,071</b>	<b>\$ 369,458</b>	<b>\$ 373,869</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	311,155	314,430	317,521
Outside Services	31,840	34,661	33,790
Commodities	2,545	4,660	2,775
Internal Services	19,531	15,707	19,782
<b>Total Expenditures</b>	<b>\$ 365,071</b>	<b>\$ 369,458</b>	<b>\$ 373,869</b>

### Authorized Positions

Organizational Performance & Accountability	2021 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>	

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<sup>1</sup> Numbers are subject to rounding.



## **Overview**

The [Office of Special Events, Film, & Tourism](#) was created to streamline services offered by the City of Savannah for these related industries by providing 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 ordinances.
- Development related to events, film and tourism.

### FY21 Resources<sup>1</sup>

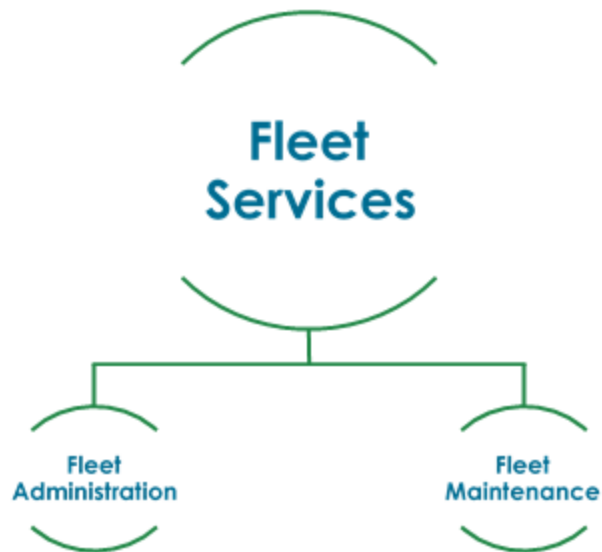
Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	889,798	826,055	968,618
<b>Total Revenue</b>	<b>\$ 889,798</b>	<b>\$ 826,055</b>	<b>\$ 968,618</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	601,662	651,745	680,378
Outside Services	220,949	119,728	203,840
Commodities	15,830	15,150	16,850
Internal Services	31,358	39,432	59,978
Interfund Transfers	20,000	—	—
Other	—	—	7,573
<b>Total Expenditures</b>	<b>\$ 889,798</b>	<b>\$ 826,055</b>	<b>\$ 968,618</b>

### Authorized Positions

Special Events, Film & Tourism	2021 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
Special Events, Film & Tour Manager	1.00	119
Sr. Administrative Assistant	1.00	109
Sr. Director, Special Events, Film, Tourism	1.00	310
Tourism Management Coordinator	1.00	111
<b>Total Full-Time Equivalents</b>	<b>9.00</b>	

<sup>1</sup> Numbers are subject to rounding.



### **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.



## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
Internal Service Fund	5,093,998	6,529,708	6,181,323
<b>Total Revenue</b>	<b>\$ 5,093,998</b>	<b>\$ 6,529,708</b>	<b>\$ 6,181,323</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	2,189,913	2,893,950	2,873,275
Outside Services	925,557	1,513,072	844,333
Commodities	1,409,018	1,411,711	1,637,820
Internal Services	519,456	594,963	709,837
Capital Outlay	—	80,000	75,000
Other Expenses	50,054	36,012	41,058
<b>Total Expenditures</b>	<b>\$ 5,093,998</b>	<b>\$ 6,529,708</b>	<b>\$ 6,181,323</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Fleet Maintenance	4,578,325	5,947,333	5,582,289
Fleet Administration	515,673	582,374	599,034
<b>Total Expenditures</b>	<b>\$ 5,093,998</b>	<b>\$ 6,529,708</b>	<b>\$ 6,181,323</b>

## Authorized Positions

Fleet Services	2021 FTE	Grade
Accounting Technician	1.00	105
Assistant Director, Fleet Services	1.00	304
Auto Parts Buyer	1.00	108
Emergency Vehicle Mechanic	2.00	112
Emergency Vehicle Technician	1.00	112
Equipment Maintenance Supervisor	1.00	117
Equipment Mechanic	9.00	109
Inventory Coordinator	1.00	113
Lead Equipment Mechanic	3.00	114
Management Analyst	1.00	111
Master Equipment Mechanic	2.00	112
Principal Equipment Mechanic	7.00	111
Sr. Director, Fleet Services	1.00	310
Sr. 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 Equivalents</b>	<b>43.00</b>	

<sup>1</sup> Numbers are subject to rounding.

The logo for Innovation & Technology Services features a green circular arc at the top and bottom, framing the text. The text "Innovation & Technology" is in a bold, blue, sans-serif font, and "Services" is in a slightly smaller, bold, blue, sans-serif font below it.

## Innovation & Technology Services

### Overview

[Innovation & Technology Services](#) 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.
- Operate a help desk to provide assistance and resolution to end users.
- Perform, maintain and execute information systems security functions as related to network and administrative infrastructure security.
- Provide administrative control of the contracted mail and courier services to all City departments and selected outside agencies. In addition, manage mail room 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, MDT computers and associated equipment.
- Facilitate and coordinate management and expansion of SEGAARN (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.

### FY21 Resources<sup>1</sup>

<b>Revenue Source</b>	<b>2019 Actuals</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>
Internal Service Fund	7,377,869	8,970,898	9,954,629
<b>Total Revenue</b>	<b>\$ 7,377,869</b>	<b>\$ 8,970,898</b>	<b>\$ 9,954,629</b>

<b>Expenditure by Type</b>	<b>2019 Actuals</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>
Personnel Services	2,519,921	3,031,548	3,272,269
Outside Services	3,340,770	4,214,739	5,005,035
Commodities	89,665	395,426	212,725
Internal Services	501,486	425,831	532,687
Capital Outlay	57,249	—	—
Interfund Transfer	(17,529)	10,755	—
Other Expenses	886,306	892,599	931,913
<b>Total Expenditures</b>	<b>\$ 7,377,869</b>	<b>\$ 8,970,898</b>	<b>\$ 9,954,629</b>

<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Innovation &amp; Technology Services</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	1.00	106
Administrative Clerk	0.60	102
Assistant Director, Innovation & Technology Services	1.00	307
Contract Coordinator	1.00	111
Help Desk Technician I	2.00	109
Help Desk Technician II	5.00	115
Innovation & Technology Services Manager	3.00	121
Network Supervisor	1.00	118
Radio Systems Engineer	1.00	117
Radio Systems Technician I	1.00	110
Radio Systems Technician II	2.00	111
Security Engineer	1.00	119
Sr. Administrative Assistant	1.00	109
Sr. Director, Innovation & Technology Services	1.00	313
Sr. Network Technician	3.00	116
Sr. Systems Analyst	8.00	118
Systems Analyst	2.00	117
Systems Engineer	4.00	119
<b>Total Full-Time Equivalents</b>	<b>38.60</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 provides 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

- Perform work order repairs, minor renovations and preventative maintenance services at more than 100 City facilities.
- Conduct 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.
- Sell interment rights, perpetual care agreements and manage the property conditions at five municipal cemeteries.
- Operate and manage the Civic Center, which includes the Martin Luther King Jr. Arena, 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.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	10,032,632	11,222,910	11,923,451
Civic Center Fund	4,350,802	9,313,083	4,952,884
<b>Total Revenue</b>	<b>\$ 14,383,434</b>	<b>\$ 20,535,993</b>	<b>\$ 16,876,335</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	4,594,763	4,587,758	4,376,645
Outside Services	7,461,404	8,070,404	8,544,900
Commodities	671,568	625,928	563,034
Internal Services	774,830	1,014,821	1,064,475
Capital Outlay	—	43,865	90,000
Debt Service	—	1,592,429	1,970,893
Interfund Transfers	543,901	4,404,991	—
Other Expenses	336,967	195,797	266,387
<b>Total Expenditures</b>	<b>\$ 14,383,434</b>	<b>\$ 20,535,993</b>	<b>\$ 16,876,335</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Real Estate Administration	2,145,482	2,998,272	3,154,437
Property Acquisition, Disposition & Management	3,569,673	3,441,738	3,743,045
Facility Maintenance & Operations	2,432,820	2,505,948	2,628,990
Civic Center	4,350,802	9,313,083	4,952,884
City Cemeteries	1,770,711	2,161,812	2,277,501
River Street Hospitality Center	113,946	115,140	119,478
<b>Total Expenditures</b>	<b>\$ 14,383,434</b>	<b>\$ 20,535,993</b>	<b>\$ 16,876,335</b>

<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Real Estate Services</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	4.00	106
Assistant Box Office Super	1.00	108
Box Office Cashier	1.00	102
Building Maintenance Tech I	3.00	107
Building Maintenance Technician I	10.00	107
Building/Electrical Maintenance Supervisor	3.00	112
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	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 Crew Chief	4.00	110
Maintenance Electrician	1.00	105
Maintenance Superintendent	1.00	117
Maintenance Supervisor	1.00	113
Maintenance Worker	9.63	102
Medium Equipment Operator	2.00	105
Painter	1.00	103
Production Operations Coordinator	1.00	114
Real Estate Manager	1.00	119
Real Estate Specialist	7.00	115
Sr. Administrative Assistant	1.00	109
Sr. Director, Real Estate Services	1.00	310
Sr. Maintenance Worker	4.00	103
<b>Total Full-Time Equivalents</b>	<b>74.88</b>	

The logo for the Recorder's Court features a green arc above the text "Recorder's Court" in blue, and another green arc below the text.

## 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, 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, assign court resources and staff to ensure effective and efficient administration of justice in the court.
- Coordinate and consult with City and county information technology departments to ensure court information systems are maintained and operated efficiently.
- Develop 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.



- Ensure 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.
- Provide oversight of the fiduciary operations of the court, ensuring compliance with City, county and state policies and procedures for financial management and internal control.
- Prepare 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.
- Develop and maintain 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	2,373,056	2,495,530	2,372,796
<b>Total Revenue</b>	<b>\$ 2,373,056</b>	<b>\$ 2,495,530</b>	<b>\$ 2,372,796</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,682,985	1,899,832	1,878,766
Outside Services	389,486	229,240	271,390
Commodities	40,929	48,754	52,200
Internal Services	259,656	317,704	170,440
Capital Outlay	—	—	—
Other	—	130	—
<b>Total Expenditures</b>	<b>\$ 2,373,056</b>	<b>\$ 2,495,530</b>	<b>\$ 2,372,796</b>

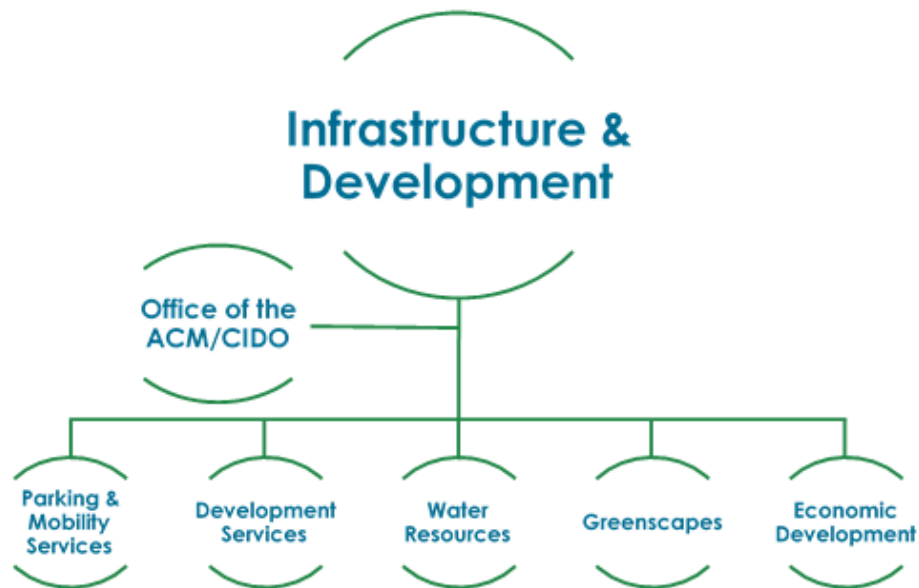
### Authorized Positions

Recorder's Court	2021 FTE	Grade
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
Sr. Administrative Assistant	1.00	109
Sr. Deputy Court Clerk	2.00	107
Sr. Director, Recorder's Court	1.00	308
<b>Total Full-Time Equivalents</b>	<b>28.00</b>	

<sup>1</sup> Numbers are subject to rounding.

# 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 protects residences, businesses and streets. Our City's streets, sidewalks and facilities are a reflection of who we are, the pride we take in our community and they are our pathways to equitable educational and economic 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.

In addition to leading the Infrastructure & Development Departments, the Office of the Assistant City Manager/Chief Infrastructure & Development Officer (ACM/CIDO) also directly oversees the efforts of the Capital Projects Management and Planning & Urban Design divisions, as well as the Director of Environmental Sustainability. The 2021 budget funds a full time Energy Analyst in support of the 100% Clean Renewable Energy resolution approved in March of 2020 with a goal of all electricity consumption within the City of Savannah (City operations and community) coming from clean, renewable energy sources by 2035, and all other energy sources within the City to be clean and renewable by 2050.

### 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 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.
- Conduct community-wide campaigns to educate the community about the clean energy plan development, host focus groups and implement two tangible energy projects that transition City electricity consumption to clean and renewable energy.
- Develop a renewable energy transition plan to be delivered to Council by September 2021.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	33,911,734	38,442,628	38,398,377
Per Occupied Room (POR) Fee Fund	163,992	272,323	364,940
Water & Sewer Fund	31,093,962	31,861,508	35,476,008
Industrial & Domestic Water Fund	7,129,163	6,979,384	7,858,621
Parking Fund	13,692,245	12,376,812	14,875,606
Grant Fund	437	47,922	5,779,731
<b>Total Revenues</b>	<b>\$ 85,991,533</b>	<b>\$ 89,980,577</b>	<b>\$ 102,753,283</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	37,235,060	39,683,364	43,490,155
Outside Services	25,217,799	24,278,717	29,885,207
Commodities	7,624,982	7,338,665	8,590,833
Internal Services	8,403,938	9,003,798	10,841,846
Capital Outlay	376,885	445,071	202,000
Debt Service	4,736,272	4,844,388	4,915,848
Interfund Transfers	1,666,576	74,505	250,956
Other Expenditures	730,021	4,312,069	4,576,438
<b>Total Expenditures</b>	<b>\$ 85,991,533</b>	<b>\$ 89,980,577</b>	<b>\$ 102,753,283</b>

Expenditure by Department	2019 Actuals	2020 Projected	2021 Adopted
Office of the ACM/CIDO <sup>2,3</sup>	1,388,424	1,687,922	2,202,384
Parking & Mobility Services	24,922,269	24,011,029	26,864,625
Development Services <sup>4</sup>	3,571,149	3,592,638	3,719,570
Water Resources	42,998,158	44,076,005	49,358,411
Greenscapes	12,648,926	14,016,353	14,233,492
Economic Development <sup>5,6</sup>	462,607	2,596,630	6,374,801
<b>Total Expenditures</b>	<b>\$ 85,991,533</b>	<b>\$ 89,980,577</b>	<b>\$ 102,753,283</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> In mid-2019, Planning & Urban Design (P&UD) budget was isolated from Development Services and moved as a division under the Office under the ACM/CIDO, which is the primary driver of the variance between 2019 actuals and 2020 projections.

<sup>3</sup> In 2019 and 2020, Capital Project Management Division expenses under the Office of the ACM/CIDO were charged back to capital projects. The apparent increase in 2021 is the result of a pending adjustment from the chargeback method to a cost allocation method that has been determined to be more equitable.

<sup>4</sup> Some P&UD expenses were realized in Development Services prior to P&UD's reorganization under the Office of the ACM/CIDO in 2019.

<sup>5</sup> \$2M Cares Act Phase I funding pass-through expense to SBAC in 2020.

<sup>6</sup> Totals include Worksource Coastal Division

## Authorized Positions

<b>Infrastructure &amp; Development<sup>7</sup></b>	<b>2020 FTE</b>	<b>2021 FTE</b>	<b>FY20-21 Difference</b>
Office of the ACM/CIDO	20.00	20.00	—
Development Services	43.00	43.00	—
Parking & Mobility Services	128.70	128.70	—
Water Resources	333.00	337.00	4.00
Greenscapes	130.00	130.00	—
Economic Development	6.00	18.00	12.00
<b>Total Full-Time Equivalents</b>	<b>660.70</b>	<b>676.70</b>	<b>16.00</b>

<sup>7</sup> Sr. Director of Water Resources position and related expenses move from the Office of the ACM/CIDO to Water Resources Administration in 2021 to reflect the reorganization from Public Works, which included more General Fund units such as Greenscapes and Mobility, to Water Resources which is primarily funded by the Water & Sewer Fund.



## 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 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 throughout City 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.
- Manage significant capital transportation infrastructure projects including street repaving, using road condition assessments to prioritize work plans and combining SPLOST VII allocation with annual Local Maintenance Improvement Grant (LMIG) funding to advance a 20-year repaving goal that would ensure equitable investment in the infrastructure throughout the City.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	11,230,023	11,634,217	11,989,019
Parking Fund	13,692,246	12,376,812	14,875,606
<b>Total Revenue</b>	<b>\$ 24,922,269</b>	<b>\$ 24,011,029</b>	<b>\$ 26,864,625</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	6,683,350	7,233,220	7,882,377
Outside Services	9,796,450	8,084,399	10,008,058
Commodities	1,055,107	1,092,207	1,280,712
Internal Services	2,203,277	2,280,412	2,321,643
Capital Outlay	74,464	62,230	100,000
Debt Service	4,736,272	4,844,388	4,915,848
Interfund Transfers	161,036	74,505	—
Other Expenditures	212,313	339,668	355,988
<b>Total Expenditures</b>	<b>\$ 24,922,269</b>	<b>\$ 24,011,029</b>	<b>\$ 26,864,625</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Parking Services	13,692,249	12,376,812	14,875,606
Mobility Services	11,230,023	11,634,217	11,989,019
<b>Total Expenditures</b>	<b>\$ 24,922,269</b>	<b>\$ 24,011,029</b>	<b>\$ 26,864,625</b>

<sup>1</sup> Numbers are subject to rounding.



## Authorized Positions

<b>Parking &amp; Mobility Services</b>	<b>2021 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
Sign Specialist	1.00	104
Sr. Administrative Assistant	1.00	109
Sr. Civil Engineer	1.00	120
Sr. Director, Parking and Mobility Services	1.00	310
Sr. Maintenance Worker	5.00	103
Sr. Maintenance Worker II	7.00	104
Sr. Parking Meter Technician	1.00	106
Sr. Parking Services Officer	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>	



## **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.

### FY21 Resources<sup>1</sup>

<b>Revenue Source</b>	<b>2019 Actuals</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>
General Fund	3,571,149	3,592,638	3,719,570
<b>Total Revenue</b>	<b>\$ 3,571,149</b>	<b>\$ 3,592,638</b>	<b>\$ 3,719,570</b>

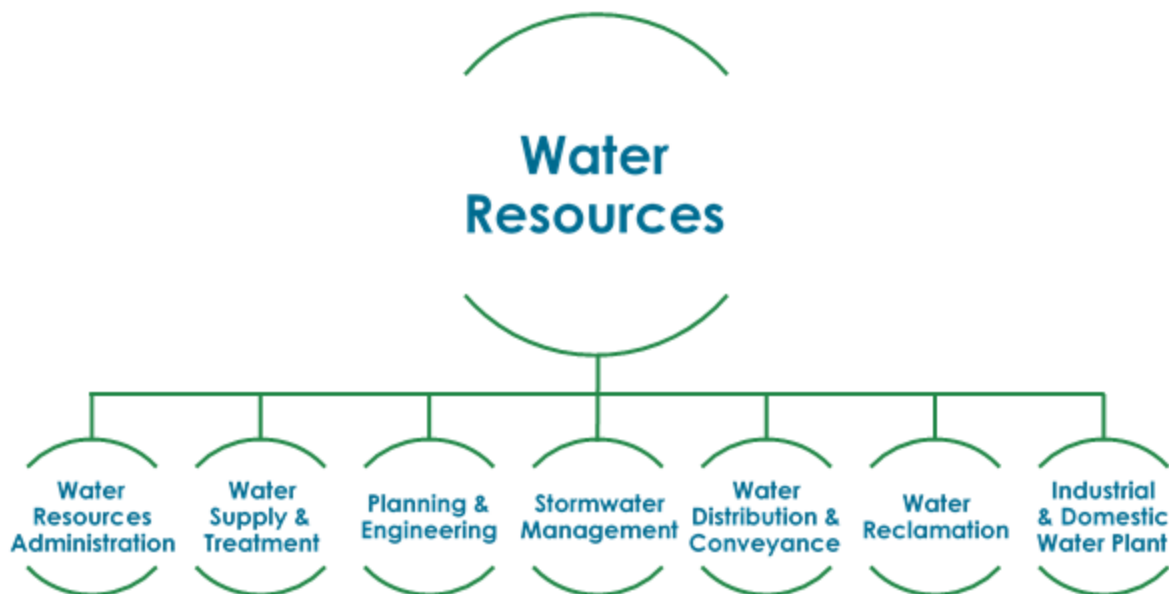
<b>Expenditure by Type<sup>2</sup></b>	<b>2019 Actuals</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>
Personnel Services	3,036,852	3,026,278	3,044,291
Outside Services	162,757	231,215	229,858
Commodities	46,708	58,862	74,375
Internal Services	296,860	244,398	343,277
Capital Outlay	7,608	—	—
Other Expenditures	20,366	31,885	27,769
<b>Total Expenditures</b>	<b>\$ 3,571,149</b>	<b>\$ 3,592,638</b>	<b>\$ 3,719,570</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> 2019 Actuals include some P&UD expenses before the Division was moved under the Office of the ACM/CIDO.

## Authorized Positions

<b>Development Services</b>	<b>2021 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
Deputy Building Official	1.00	119
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	117
Plumbing Inspector	3.00	110
Plumbing Plans Examiner	1.00	111
Site Development Coordinator	1.00	111
Site Development Technician	1.00	108
Sr. Administrative Assistant	1.00	109
Sr. Director, Development Services	1.00	313
Sr. Mechanic Inspector	1.00	111
Sr. Systems Analyst	1.00	118
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's 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.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	4,775,033	5,235,113	6,023,782
Water & Sewer Fund	31,093,962	31,861,508	35,476,008
Industrial & Domestic Water Fund	7,129,163	6,979,384	7,858,622
<b>Total Revenue</b>	<b>\$ 42,998,158</b>	<b>\$ 44,076,005</b>	<b>\$ 49,358,411</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	19,332,732	20,648,321	22,752,503
Outside Services	11,130,006	11,305,227	12,333,286
Commodities	5,732,190	5,540,432	6,229,304
Internal Services	4,344,009	5,008,100	6,356,087
Capital Outlay	192,464	345,828	72,000
Interfund Transfers	830,477	—	250,956
Other Expenditures	1,436,280	1,228,097	1,364,276
<b>Total Expenditures</b>	<b>\$ 42,998,158</b>	<b>\$ 44,076,005</b>	<b>\$ 49,358,411</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Water Resources Administration <sup>2</sup>	514,388	606,258	989,308
Water Supply & Treatment	5,876,544	5,841,455	6,913,731
Water Resources Planning & Engineering	1,505,918	1,499,983	1,587,372
Stormwater Management	4,775,033	5,235,113	6,023,782
Water Distribution & Sewer Conveyance	13,652,522	14,775,457	15,045,797
Water Reclamation	9,544,590	9,138,355	10,939,800
I&D Water Plant	7,129,163	6,979,384	7,858,622
<b>Total Expenditures</b>	<b>\$ 42,998,158</b>	<b>\$ 44,076,005</b>	<b>\$ 49,358,411</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Sr. Director of Water Resources position and related expenses moved from the Office of the ACM/CIDO to Water Resources Administration in 2021 to reflect the reorganization from Public Works, which included more General Fund units such as Greenscapes and Mobility, to Water Resources which is primarily funded by the Water & Sewer Fund.

## Authorized Positions

<b>Water Resources</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	7.00	106
Administrative Clerk	1.00	102
Administrative Secretary	1.00	105
Administrator, Water & Sewer Operations	1.00	310
Asset Management Coordinator	2.00	113
Carpenter	1.00	107
Chemist	2.00	115
Civil Engineer	2.00	116
Construction Inspector	14.00	111
Contract Coordinator	1.00	111
Customer Service Representative	6.00	103
Director, Stormwater Ops	1.00	308
Director, Supply & Treatment	1.00	308
Director, W & S Convey & Distribution	1.00	308
Director, W & S Planning	1.00	308
Director, Water Reclamation	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
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	23.00	102
Medium Equipment Operator	6.00	105
Microbiologist	1.00	115
Painter	2.00	103
Permit Specialist	1.00	103



<b>Water Resources (continued)</b>	<b>2021 FTE</b>	<b>Grade</b>
Plant Operator	35	107
Principal Plant Operator	3	110
SCADA Analyst	1	113
SCADA Manager	1	120
SCADA Technician	1	110
Sr. Administrative Assistant	1	109
Sr. Carpenter	1	108
Sr. Civil Engineer	7	120
Sr. Director, Water Resources	1	313
Sr. Laboratory Technician	3	109
Sr. Maintenance Worker	18	103
Sr. Maintenance Worker II	4	104
Sr. Plant Operator	3	108
Sr. W & S Maintenance Mechanic	16	110
Sr. W & S Television Inspector	3	110
Stormwater Development & Environment Manager	1	120
Stormwater Maintenance Mechanic	1	109
Stormwater Management Manager	1	120
Supply Clerk	2	103
Television Inspection Tech	1	106
Television Inspection Technician	2	106
W & S Building Maintenance Supervisor	1	112
Water & Sewer Locator Technician	3	107
Water & Sewer Maintenance Mechanic	12	107
Water & Sewer Manager	6	120
Water & Sewer Meter Shop Supervisor	1	110
Water & Sewer Modeling Technician	1	111
Water & Sewer Project Coordinator	1	115
Water & Sewer Superintendent	7	117
Water & Sewer Supervisor	13	113
Water Meter Reader	5	102
Water Meter Technician	7	105
Water Services Supervisor	1	113
Water Supply Process Engineer	1	117
<b>Total Full-Time Equivalents</b>	<b>337.00</b>	



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.

Maintenance of the urban forest is a significant focus, and the department has reconfigured the workplan to include a proactive pruning cycle. The 2021 budget includes additional funding to reduce the cycle from an estimated 20-year cycle down to an approximately 15-year cycle.

#### **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.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	12,484,934	13,744,030	13,868,552
Per Occupied Room (POR) Fee Fund	163,992	272,323	364,940
<b>Total Revenue</b>	<b>\$ 12,648,926</b>	<b>\$ 14,016,353</b>	<b>\$ 14,233,492</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	6,205,495	7,154,723	7,515,536
Outside Services	3,479,805	4,255,410	4,344,769
Commodities	666,871	611,022	697,328
Internal Services	1,269,627	1,278,975	1,324,355
Capital Outlay	38,187	37,013	28,500
Interfund Transfers <sup>2</sup>	675,063	—	—
Other Expenditures	313,879	679,209	323,005
<b>Total Expenditures</b>	<b>\$ 12,648,926</b>	<b>\$ 14,016,353</b>	<b>\$ 14,233,492</b>

Expenditure by Division <sup>3</sup>	2019 Actuals	2020 Projected	2021 Adopted
Greenscapes Administration	5,731,505	1,080,921	1,029,645
Parks Maintenance	3,110,041	5,664,436	5,891,478
Urban Forestry	1,518,540	3,473,724	3,613,828
Right-of-Way Mowing	2,288,840	3,797,272	3,698,541
<b>Total Expenditures</b>	<b>\$ 12,648,926</b>	<b>\$ 14,016,353</b>	<b>\$ 14,233,492</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Vehicle replacements, primarily for retained vehicles in 2019.

<sup>3</sup> Divisions created from single accounting unit mid-year in 2019. 2020 is the first full year of division expenses.

## Authorized Positions

<b>Greenscapes</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Secretary	1.00	105
Aerial Lift Specialist	8.00	108
Aerial Lift Specialist/Climber	1.00	109
Customer Service Representative	1.00	103
Forestry Inspector	2.00	111
Forestry Operations Crew Chief	2.00	110
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	14.00	110
Maintenance Specialist	5.00	105
Maintenance Superintendent	1.00	117
Maintenance Supervisor	9.00	113
Maintenance Worker	31.00	102
Medium Equipment Operator	12.00	105
Park & Tree Manager	2.00	120
Pruning Specialist	3.00	106
Sr. Director, Greenscapes	1.00	310
Sr. Maintenance Worker	21.00	103
<b>Total Full-Time Equivalents</b>	<b>130.00</b>	



## **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.

## FY21 Resources<sup>1,2</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	462,170	2,548,709	595,070
Grant Fund	437	47,922	5,779,731
<b>Total Revenues</b>	<b>\$ 462,607</b>	<b>\$ 2,596,631</b>	<b>\$ 6,374,801</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,068,912	474,958	465,904
Outside Services	331,899	63,152	2,797,191
Commodities	89,671	4,368	274,238
Internal Services	228,535	36,142	350,450
Other Expenditures <sup>3</sup>	(1,256,410)	2,018,011	2,487,018
<b>Total Expenditures</b>	<b>\$ 462,607</b>	<b>\$ 2,596,631</b>	<b>\$ 6,374,801</b>

## Authorized Positions

Economic Development	2021 FTE	Grade
Accounting Clerk	1.00	103
Accounting Technician	1.00	105
Administrative Assistant	1.00	106
Administrative Coordinator	1.00	112
Assistant Director, Coastal Workforce	1.00	304
Economic Development Manager	1.00	119
Coastal Workforce, Finance Manager	1.00	119
Community Projects Technician	1.00	105
Director, Coastal Workforce	1.00	306
Military Services Coordinator	1.00	112
Program Coordinator	2.00	111
Sr. Workplan Program Specialist	1.00	113
Sr. Director, Economic Development	1.00	308
Workforce Planner	1.00	110
Workforce Program Specialist	3.00	112
<b>Total Full-Time Equivalents</b>	<b>18.00</b>	

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Worksource Coastal will be reinstated as a division under the Economic Development Department in FY2021.

<sup>3</sup> 2020 includes \$2M pass-through of CARES Act funding to the SBAC to manage the disbursement to local small businesses for economic recovery assistance.

# Community Services

*Savannah is a City comprised of diverse, vibrant neighborhoods in which 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, 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 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
- 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.

## FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	\$ 16,698,647	\$ 19,194,199	\$ 19,878,101
Community Development Fund	\$ 3,187,151	\$ 5,073,637	\$ 4,034,115
Grant Fund	\$ 133,561	\$ 129,553	—
Sanitation Fund	\$ 24,486,170	\$ 23,884,025	\$ 24,748,816
<b>Total Revenue</b>	<b>\$ 44,505,530</b>	<b>\$ 48,281,414</b>	<b>\$ 48,661,031</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	\$ 23,740,603	\$ 24,540,167	\$ 26,962,685
Outside Services	\$ 5,848,124	\$ 5,764,207	\$ 5,870,037
Commodities	\$ 2,155,396	\$ 1,871,196	\$ 2,575,471
Internal Services	\$ 3,627,061	\$ 4,587,093	\$ 4,634,712
Capital Outlay	\$ 33,747	\$ 108,117	\$ 60,000
Debt Service	\$ 3,456,929	\$ 1,726,550	\$ 1,697,505
Interfund Transfers	\$ 942,057	\$ 688,614	\$ 889,134
Other Expenses	\$ 4,701,614	\$ 8,995,470	\$ 5,971,488
<b>Total Expenditures</b>	<b>\$ 44,505,530</b>	<b>\$ 48,281,414</b>	<b>\$ 48,661,031</b>

Expenditure by Department	2019 Actuals	2020 Projected	2021 Adopted
Office of the CSO	\$ 458,189	\$ 572,601	\$ 680,494
Cultural Resources	\$ 1,443,877	\$ 1,438,467	\$ 1,657,320
Code Compliance	\$ 3,775,487	\$ 3,893,582	\$ 4,079,319
Human Services <sup>2</sup>	\$ 3,709,791	\$ 8,382,929	\$ 5,824,445
Housing & Neighborhood Services	\$ 1,790,629	\$ 1,741,134	\$ 1,810,578
Recreation & Leisure Services	\$ 8,841,386	\$ 8,368,676	\$ 9,860,060
Sanitation	\$ 24,486,170	\$ 23,884,025	\$ 24,748,816
<b>Total Expenditures</b>	<b>\$ 44,505,530</b>	<b>\$ 48,281,414</b>	<b>\$ 48,661,031</b>

## Authorized Positions

Community Services	2020 FTE	2021 FTE	FY20-21 Difference
Office of the Chief Community Services Officer	6.00	6.00	—
Cultural Resources	11.50	11.50	—
Human Services	31.00	30.12	(0.88)
Code Compliance	45.00	45.00	—
Housing & Neighborhood Services	21.00	21.00	—
Recreation & Leisure Services	125.62	124.50	(1.12)
Sanitation	195.00	195.00	—
<b>Total Full Time Equivalents</b>	<b>435.12</b>	<b>433.12</b>	<b>(2.00)</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> See Human Services.



# 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; and producing and presenting classes, workshops, festivals, youth programs, exhibitions and performances. Cultural Resources 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
- 

## 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	1,443,877	1,438,467	1,657,320
<b>Total Revenue</b>	<b>\$ 1,443,877</b>	<b>\$ 1,438,467</b>	<b>\$ 1,657,320</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	503,189	646,631	727,760
Outside Services	87,415	52,295	116,233
Commodities	35,960	39,952	53,204
Internal Services	27,027	41,589	79,723
Other Expenses	790,286	658,000	680,400
<b>Total Expenditures</b>	<b>\$ 1,443,877</b>	<b>\$ 1,438,467</b>	<b>\$ 1,657,320</b>

### Authorized Positions

Cultural Resources	2021 FTE	Grade
Audio/Video Production Specialist	1.00	110
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
Performing Arts Specialist	1.00	105
Sr. Administrative Assistant	1.00	109
Sr. Director, Cultural Resources	1.00	308
Sr. Program Coordinator	1.00	115
Visual Arts Specialist	2.00	105
<b>Total Full-Time Equivalents</b>	<b>11.50</b>	

<sup>1</sup> Numbers are subject to rounding.



## 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	3,775,487	3,893,582	4,079,318
<b>Total Revenue</b>	<b>\$ 3,775,487</b>	<b>\$ 3,893,582</b>	<b>\$ 4,079,318</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	2,579,110	2,722,508	2,840,210
Outside Services	671,003	583,387	588,978
Commodities	94,292	119,114	123,350
Internal Services	269,408	342,094	460,061
Interfund Transfers	143,835	—	—
Other Expenses	17,839	126,480	66,719
<b>Total Expenditures</b>	<b>\$ 3,775,487</b>	<b>\$ 3,893,582</b>	<b>\$ 4,079,318</b>

### Authorized Positions

Code Compliance	2021 FTE	Grade
Code Compliance Manager	2.00	120
Code Compliance Officer	5.00	109
Code Compliance Supervisor	6.00	112
Code Compliance Technician	2.00	106
Customer Service Representative	3.00	103
Paralegal	1.00	110
Sr. Administrative Assistant	1.00	109
Sr. Code Compliance Officer	17.00	110
Sr. 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>	

<sup>1</sup> Numbers are subject to rounding.



## 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund <sup>2</sup>	2,179,708	4,920,873	3,600,908
Grant Fund <sup>3,4</sup>	133,561	129,553	—
Community Development Fund	1,396,522	3,332,504	2,223,537
<b>Total Revenue</b>	<b>\$ 3,709,791</b>	<b>\$ 8,382,930</b>	<b>\$ 5,824,445</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,912,927	2,208,261	2,287,085
Outside Services	364,456	221,108	319,699
Commodities	124,187	80,754	191,154
Internal Services	462,429	369,303	532,709
Interfund Transfers <sup>2</sup>	—	—	230,520
Other Expenses	845,793	5,503,503	2,263,278
<b>Total Expenditures</b>	<b>\$ 3,709,791</b>	<b>\$ 8,382,929</b>	<b>\$ 5,824,445</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Step Up Savannah	226,299	191,987	250,213
Human Services – Administration <sup>5</sup>	1,953,409	4,728,885	1,462,430
Grants & Contracts <sup>6,7</sup>	615,703	1,824,712	1,993,017
Family & Community Services	320,499	603,766	714,767
Moses Jackson Advancement Center	330,001	310,203	567,474
Pennsylvania Avenue Resource Center	130,319	593,823	836,544
Youthbuild Divison	133,561	129,553	—
<b>Total Expenditures</b>	<b>\$ 3,709,791</b>	<b>\$ 8,382,929</b>	<b>\$ 5,824,445</b>

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Family & Community Services, Moses Jackson Advancement Center and Pennsylvania Avenue Resource Center divisions move to the General Fund in FY2021.

<sup>3</sup> The City of Savannah relinquished its 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. This role has been reinstated in FY2021 and the program is administered as a division of Economic Development.

<sup>4</sup> The Workforce Innovation Act and Opportunity award for the YouthBuild project expired May 31, 2020.

<sup>5</sup> Includes HUD CARES Act funding in FY2020.

<sup>6</sup> Includes some Continuum of Care administrative expenses.

<sup>7</sup> Includes HUD CARES funding in FY2020 and FY2021.



## Authorized Positions

<b>Human Services</b>	<b>2021 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	6.00	110
Community Program Specialist	1.00	107
Community Programs Activity Coordinator	1.00	108
Community Programs Leader	3.12	106
Community Services Manager	1.00	118
Educational Specialist	1.00	110
Grants Manager	1.00	119
Principal Grants Analyst	1.00	113
Program Analyst	3.00	111
Program Coordinator	3.00	111
Recreation Services Supervisor	1.00	108
Resource Center Manager	2.00	118
Sr. Administrative Assistant	1.00	109
Sr. Director, Human Services	1.00	308
<b>Total Full-Time Equivalents</b>	<b>30.12</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; 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

- Administer 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
Community Development Fund	1,790,630	1,741,134	1,810,578
<b>Total Revenue</b>	<b>\$ 1,790,630</b>	<b>\$ 1,741,134</b>	<b>\$ 1,810,578</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	1,311,556	1,323,560	1,322,346
Outside Services	99,532	94,415	129,159
Commodities	17,884	29,446	26,953
Internal Services	353,527	287,381	324,293
Other Expenses	8,131	6,332	7,827
<b>Total Expenditures</b>	<b>\$ 1,790,630</b>	<b>\$ 1,741,134</b>	<b>\$ 1,810,578</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Housing Services	1,105,837	990,132	1,094,821
Neighborhood Services <sup>2</sup>	684,793	751,002	715,757
<b>Total Expenditures</b>	<b>\$ 1,790,630</b>	<b>\$ 1,741,134</b>	<b>\$ 1,810,578</b>

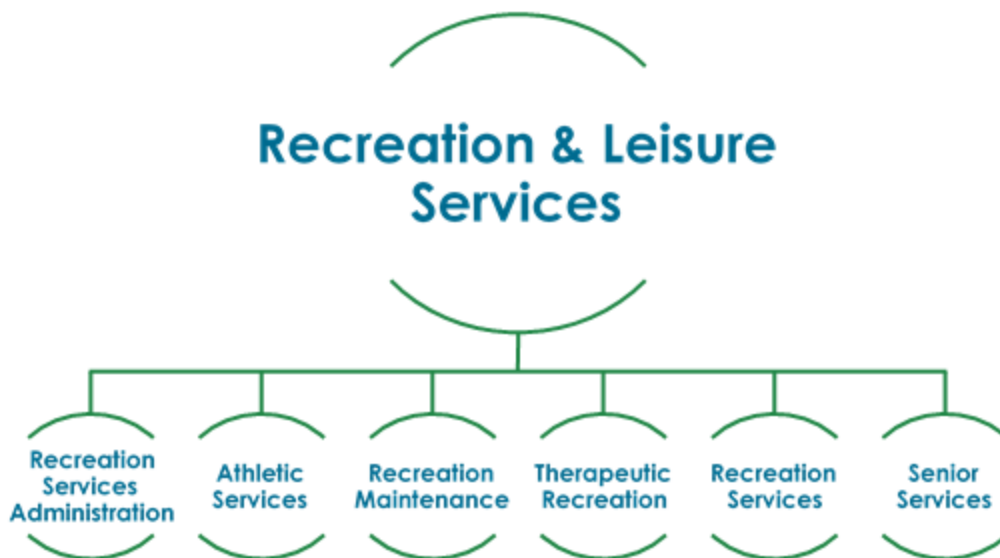
### Authorized Positions

Housing & Neighborhood Services	2021 FTE	Grade
Administrative Assistant	1.00	106
Community Housing Services Director <sup>3</sup>	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
Sr. Administrative Assistant	1.00	109
Sr. Director, Housing & Neighborhood Services	1.00	308
Sr. Planner	1.00	114
Sr. Program Analyst	1.00	112
<b>Total Full-Time Equivalents</b>	<b>21.00</b>	

<sup>1</sup> Numbers are subject to rounding.

<sup>2</sup> Includes some Land Bank Authority administrative expenses.

<sup>3</sup> Outside agency business partner.



## 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; managing senior services and therapeutic recreational 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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
General Fund	8,841,386	8,368,676	9,860,060
<b>Total Revenue</b>	<b>\$ 8,841,386</b>	<b>\$ 8,368,676</b>	<b>\$ 9,860,060</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	6,724,085	6,183,740	7,392,896
Outside Services	1,211,215	884,589	1,153,804
Commodities	409,335	334,003	525,050
Internal Services	427,999	823,062	682,586
Capital Outlay	33,711	93,389	60,000
Other Expenses	35,041	49,893	45,724
<b>Total Expenditures</b>	<b>\$ 8,841,386</b>	<b>\$ 8,368,676</b>	<b>\$ 9,860,060</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Recreation & Leisure Administration	520,110	660,357	621,324
Athletic Services	1,021,516	979,568	1,092,125
Recreation Maintenance	1,110,519	1,105,945	1,308,644
Therapeutic Recreation	257,470	302,490	306,926
Recreation Services	3,821,754	3,140,431	4,318,492
Senior Services	2,110,017	2,179,885	2,212,549
<b>Total Expenditures</b>	<b>\$ 8,841,386</b>	<b>\$ 8,368,676</b>	<b>\$ 9,860,060</b>

<sup>1</sup> Numbers are subject to rounding.

## Authorized Positions

<b>Recreation &amp; Leisure Services</b>	<b>2021 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
Assistant Director, 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	7.00	102
Maintenance Crew Chief	3.00	110
Maintenance Superintendent	1.00	117
Maintenance Worker	6.50	102
Management Analyst	1.00	111
Medium Equipment Operator	1.00	105
Program Coordinator	7.00	111
Recreation Services Activity Coordinator	21.23	108
Recreation Services Leader	51.21	106
Recreation Services Manager	1.00	110
Sr. Administrative Assistant	1.00	109
Sr. Director, Recreation & Leisure Services	1.00	313
Sr. Lifeguard	2.85	103
Sr. 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>124.50</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.

### FY21 Resources<sup>1</sup>

Revenue Source	2019 Actuals	2020 Projected	2021 Adopted
Sanitation Fund	\$ 24,486,170	\$ 23,884,025	\$ 24,748,816
<b>Total Revenue</b>	<b>\$ 24,486,170</b>	<b>\$ 23,884,025</b>	<b>\$ 24,748,816</b>

Expenditure by Type	2019 Actuals	2020 Projected	2021 Adopted
Personnel Services	10,310,255	10,940,171	11,768,617
Outside Services	3,402,679	3,913,742	3,534,470
Commodities	1,464,940	1,249,077	1,649,640
Internal Services	2,066,730	2,699,903	2,532,452
Capital Outlay	—	14,728	—
Debt Services	3,456,929	1,726,550	1,697,505
Interfund Transfers	780,230	688,614	658,614
Other Expenses	3,004,407	2,651,240	2,907,518
<b>Total Expenditures</b>	<b>\$ 24,486,170</b>	<b>\$ 23,884,025</b>	<b>\$ 24,748,816</b>

Expenditure by Division	2019 Actuals	2020 Projected	2021 Adopted
Sanitation Administration	763,055	815,169	958,324
Residential Refuse	8,070,481	8,592,005	8,802,087
Refuse Disposal	7,517,150	5,841,049	5,721,922
Street Cleaning	2,894,401	2,907,244	3,064,204
Commercial Refuse	1,908,292	1,739,019	2,020,174
Recycling & Litter Services	3,332,791	3,989,539	4,182,105
<b>Total Expenditures</b>	<b>\$ 24,486,170</b>	<b>\$ 23,884,025</b>	<b>\$ 24,748,816</b>

<sup>1</sup> Includes service enhancements consisting of 2 Sanitation Supervisors, 2 Heavy Equipment Operators, 8 Sanitation Workers, 8 Refuse Truck Operators and 10 Sr. Sanitation Workers, numbers are subject to rounding



## Authorized Positions

<b>Sanitation</b>	<b>2021 FTE</b>	<b>Grade</b>
Administrative Assistant	2.00	106
Administrative Clerk	2.00	102
Administrative Secretary	2.00	105
Assistant Director, Sanitation	1.00	306
Commercial Refuse & Recycling Services Manager	1.00	120
Director, Commercial & Recycle Services	1.00	308
Director, Refuse Disposal	1.00	308
Director, Residential Refuse	1.00	308
Environmental Compliance Coordinator	1.00	115
Heavy Construction Equipment Operator	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
Sr. Administrative Assistant	1.00	109
Sr. Director, Sanitation	1.00	313
Sr. Maintenance Worker	4.00	103
Sr. 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 2021, employer contributions to employee benefits total \$46,632,220 while employee contributions total \$23,723,080.

- **Social Security:** The City will contribute \$9,061,551 to Social Security in 2021. City employees will contribute an equal amount for a total Social Security contribution of \$18,123,102.
- **Pension:** In 2021, the City's contribution to the Pension Fund is \$10,895,207. 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 percent 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 \$26,675,462 in 2021. Total contributions for insurance protection include interest earned and other revenue sources.

Employer Contributions				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Social Security	8,117,817	8,343,540	9,061,551	8.6
Pension	11,126,635	10,129,714	10,895,207	7.6
Group Medical Insurance	19,093,493	21,176,612	21,176,612	—
Group Life Insurance	468,525	374,400	374,400	—
Disability Insurance	324,211	324,450	324,450	—
Unemployment Compensation	48,419	—	—	—
Workers' Compensation	3,998,680	3,000,000	4,800,000	60.0
<b>Total</b>	<b>\$ 43,177,780</b>	<b>\$ 43,348,716</b>	<b>\$ 46,632,220</b>	<b>7.6</b>

Employee Contributions				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Social Security	8,117,817	8,343,540	9,061,551	8.6
Pension	7,222,808	7,217,292	7,912,332	9.6
Group Medical Insurance	4,692,422	5,651,139	5,651,139	—
Group Life Insurance	971,867	1,098,058	1,098,058	—
<b>Total</b>	<b>\$ 21,004,914</b>	<b>\$ 22,310,029</b>	<b>\$ 23,723,080</b>	<b>6.3</b>

Pension				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
City	9,411,259	10,129,714	10,895,207	7.6
Airport Commission	1,071,737	934,631	932,139	(26.7)
Metropolitan Planning Commission	160,083	178,806	192,520	7.7
<b>Total</b>	<b>\$ 10,643,079</b>	<b>\$ 11,243,151</b>	<b>\$ 12,019,866</b>	<b>6.9</b>

### Group Medical Insurance

The 2021 City contribution to Group Medical Insurance is budgeted at \$21,176,612, which is held flat with 2020 projections. 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				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
City - Active Employees	19,093,492	21,176,612	21,176,612	—
City - Retirees	2,866,473	2,315,331	747,460	(67.7)
Employee	4,692,421	5,651,139	5,651,139	—
Retiree	1,200,225	1,441,673	1,441,673	—
Retiree – Medicare Advantage	874,870	1,031,708	1,031,708	—
Outside Agencies	378,151	386,882	386,882	—
Draw on/(Contribution to) Reserves	(1,993,771)	(5,136,962)	(451,091)	(91.2)
<b>Total</b>	<b>\$ 27,111,861</b>	<b>\$ 26,866,383</b>	<b>\$ 29,984,383</b>	<b>11.6</b>

Medical Insurance (Continued)				
<b>Expenditures</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Medical/Drug Claims	23,436,708	23,008,519	25,865,314	12.4
Medicare Advantage	1,748,757	1,846,891	1,846,891	—
Administrative Charges	1,221,614	1,178,717	1,506,107	27.8
Actuarial Study Fees	62,873	—	50,000	100.0
Stop-Loss Coverage	640,953	832,256	716,071	(14.0)
Health Incentive Rebate	\$ 956	—	—	—
<b>Total</b>	<b>\$ 27,111,861</b>	<b>\$ 26,866,383</b>	<b>\$ 29,984,383</b>	<b>11.6</b>

### Group Life Insurance

The City provides eligible employees life insurance equal to annual salary amount, rounded to the next higher thousand, to a maximum of \$100,000. The City also offers optional 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				
<b>Contributions</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
City	468,675	374,400	374,400	—
Employee, Retiree, Agencies	971,866	1,179,438	1,179,438	—
Interest Earned	8,389	—	—	—
Draw on/(Contribution to) Reserves	(619,296)	(726,306)	—	(100.0)
<b>Total</b>	<b>\$ 829,634</b>	<b>\$ 827,532</b>	<b>\$ 1,553,838</b>	<b>87.8</b>

<b>Expenditures</b>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Life Insurance Premiums	829,634	827,532	1,553,838	87.8
<b>Total</b>	<b>\$ 829,634</b>	<b>\$ 827,532</b>	<b>\$ 1,553,838</b>	<b>87.8</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				
	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b><u>Contributions</u></b>				
City	324,211	324,450	324,450	—
Interest Earned	1,921	—	—	—
Draw on/(Contribution to) Reserves	(97,939)	(119,378)	(72,514)	(39.3)
<b>Total</b>	<b>\$ 228,193</b>	<b>\$ 205,072</b>	<b>\$ 251,936</b>	<b>22.9</b>

	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b><u>Expenditures</u></b>				
Long Term Disability Premiums	228,193	205,072	251,936	22.9
<b>Total</b>	<b>\$ 228,193</b>	<b>\$ 205,072</b>	<b>\$ 251,936</b>	<b>22.9</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				
	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b><u>Contributions</u></b>				
City	48,418	—	—	—
Interest Earned	1,372	—	—	—
Draw on/(Contribution to) Reserves	11,871	30,000	83,304	177.7
<b>Total</b>	<b>\$ 61,661</b>	<b>\$ 30,000</b>	<b>\$ 83,304</b>	<b>177.7</b>

	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
<b><u>Expenditures</u></b>				
Claims/Legal Costs	61,661	30,000	83,304	177.7
<b>Total</b>	<b>\$ 61,661</b>	<b>\$ 30,000</b>	<b>\$ 83,304</b>	<b>177.7</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				
	2019	2020	2021	% Change
<u>Contributions</u>	Actual	Projected	Adopted	2020-2021
City	4,001,207	3,000,000	4,800,000	60.0
Stop Loss Reimbursement	331,403	15,000	10,000	(33.3)
State Insurance Trust Fund	71,534	60,000	50,000	(16.7)
Insurance Reimbursement	18,701	7,500	7,500	—
Interest Earned	63,543	—	—	—
Draw on/(Contribution to) Reserves	13,326	1,619,389	885,500	(45.3)
<b>Total</b>	<b>\$ 4,499,714</b>	<b>\$ 4,701,889</b>	<b>\$ 5,753,000</b>	<b>22.4</b>

	2019	2020	2021	% Change
<u>Expenditures</u>	Actual	Projected	Adopted	2020-2021
Workers' Comp Wages Paid	886,087	862,533	1,200,000	39.1
Settlements	821,858	525,000	600,000	14.3
Permanent Disability Payments	269,414	313,938	400,000	27.4
Legal Expenses	65,616	150,000	150,000	—
Medical Claims	1,500,674	2,149,160	2,200,000	2.4
Cost Containment Fees	130,427	133,382	150,000	12.5
Insurance Premium	349,553	360,870	475,000	31.6
Administrative Expenses	421,111	200,000	570,000	185.0
Drug Testing	3,166	5,006	5,000	(0.1)
Other Expenses	51,808	2,000	3,000	50.0
<b>Total</b>	<b>\$ 4,499,714</b>	<b>\$ 4,701,889</b>	<b>\$ 5,753,000</b>	<b>22.4</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				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
City	1,400,000	1,470,027	1,800,000	22.4
Interest Earned	14,671	—	—	—
Draw on/(Contribution to) Reserves	(48,735)	163,041	—	(100.0)
<b>Total</b>	<b>\$ 1,365,936</b>	<b>\$ 1,633,068</b>	<b>\$ 1,800,000</b>	<b>10.2</b>
<u>Expenditures</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Contractual Services	61,209	89,489	200,000	123.5
Purchased Premiums	1,304,727	1,543,579	1,600,000	3.7
Administrative Expenses	—	—	—	—
<b>Total</b>	<b>\$ 1,365,936</b>	<b>\$ 1,633,068</b>	<b>\$ 1,800,000</b>	<b>10.2</b>

### Judgments and Losses

This program provides for the defense and payment of civil claims against the City of Savannah, which is self-insured. These claims involve general and professional litigation.

Judgments & Losses				
<u>Contributions</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
City	1,755,030	2,028,462	2,030,000	0.1
Interest Earned	30,212	—	—	—
Draw on/(Contribution to) Reserves	599,578	—	—	—
<b>Total</b>	<b>\$ 2,384,820</b>	<b>\$ 2,028,462</b>	<b>\$ 2,030,000</b>	<b>0.1</b>

Judgments & Losses (Continued)				
	2019	2020	2021	% Change
<u>Expenditures</u>	Actual	Projected	Adopted	2020-2021
Contractual Services	6,915	20,000	40,000	100.0
Settlements	1,059,314	750,000	750,000	—
Legal Expenses	1,177,066	979,014	800,000	(18.3)
Claims	128,759	100,000	230,000	130.0
Employment Practices Liability	2,079	178,448	200,000	12.1
Administrative Expenses	9,492	1,000	10,000	900.0
Other Expenses	1,195	—	—	—
<b>Total</b>	<b>\$ 2,384,820</b>	<b>\$ 2,028,462</b>	<b>\$ 2,030,000</b>	<b>0.1</b>

### Auto Liability

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

Auto Liability				
	2019	2020	2021	% Change
<u>Contributions</u>	Actual	Projected	Adopted	2020-2021
City	865,443	865,441	865,443	0.0
Interest Earned	28,426	—	—	—
Draw on/(Contribution to) Reserves	73,066	521,539	580,057	(11.2)
<b>Total</b>	<b>\$ 966,935</b>	<b>\$ 1,386,980</b>	<b>\$ 1,445,500</b>	<b>4.2</b>

	2019	2020	2021	% Change
<u>Expenditures</u>	Actual	Projected	Adopted	2020-2021
Settlements	397,860	888,797	800,000	(10.0)
Legal Expenses	1,242	8,348	25,000	199.5
Claims	402,172	310,194	420,000	35.4
Safety	2,564	8,000	10,000	25.0
Subrogation Fees	7,598	3,105	10,000	222.1
Insurance Premiums	45,688	59,138	55,000	(7.0)
Administrative Expenses	81,400	91,025	95,000	4.4
Drug Testing	25,685	17,873	30,000	67.9
Other Expenses	2,726	500	500	—
<b>Total</b>	<b>\$ 966,935</b>	<b>\$ 1,386,980</b>	<b>\$ 1,445,500</b>	<b>4.2</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>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Hotel/Motel Tax	22,625,247	14,600,368	17,615,730	20.7
<b>Total</b>	<b>\$ 22,625,247</b>	<b>\$ 14,600,368</b>	<b>\$ 17,615,730</b>	<b>20.7</b>

Expenditures				
<u>Expenditure Area</u>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Contribution to Visit Savannah	7,540,995	5,066,405	6,409,846	26.5
Contribution to Trade Center	3,024,673	2,100,472	2,604,413	24.0
Transfer to General Fund	11,312,623	7,000,000	8,000,000	14.3
Transfer to Civic Center Fund	746,956	433,491	601,471	38.8
<b>Total</b>	<b>\$ 22,625,247</b>	<b>\$ 14,600,368</b>	<b>\$ 17,615,730</b>	<b>20.7</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 a new arena. The revenue is utilized to support and promote trade, commerce and tourism, as well as convention facility operations.

Revenues				
<u>Revenue Source</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Auto Rental Tax	2,122,853	1,271,885	1,433,000	12.7
<b>Total</b>	<b>\$ 2,122,853</b>	<b>\$ 1,271,885</b>	<b>\$ 1,433,000</b>	<b>12.7</b>

Expenditures				
<u>Expenditure Area</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Transfer to General Fund	530,713	39,269	—	(100.0)
Transfer to Civic Ctr.	1,592,140	1,232,616	1,433,000	16.3
<b>Total</b>	<b>\$ 2,122,853</b>	<b>\$ 1,271,885</b>	<b>\$ 1,433,000</b>	<b>12.7</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 Innovation & Technology Services.

Revenues				
<u>Revenue Source</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Computer Capital Charge	860,147	864,404	918,450	6.3
From Vehicle Replacement Fund	559,300	—	—	—
<b>Subtotal-Interfund Revenues</b>	<b>\$ 1,419,447</b>	<b>\$ 864,404</b>	<b>\$ 918,450</b>	<b>6.3</b>
Interest Earned	33,145	10,617	—	(100.0)
Draw on/(Contribution to) Reserves	(508,292)	14,515	—	(100.0)
<b>Total</b>	<b>\$ 944,300</b>	<b>\$ 889,536</b>	<b>\$ 918,450</b>	<b>3.3</b>

Expenditures				
<u>Expenditures</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Commodities	742,253	889,536	918,450	3.3
Capital Outlay	31,181	—	—	—
Other Costs	118,427	—	—	—
Depreciation Expense	52,439	—	—	—
<b>Total</b>	<b>\$ 944,300</b>	<b>\$ 889,536</b>	<b>\$ 918,450</b>	<b>3.3</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/lease of replacement/new vehicles and associated components.

Revenues				
<u>Revenue Source</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Vehicle Use Charges	10,095,731	10,009,607	7,544,710	(24.6)
Vehicle Accessory Charges	151,030	151,030	617,800	309.1
Fleet Addition Contribution	1,982,832	181,926	320,586	76.2
<b>Subtotal-Interfund Revenues</b>	12,229,593	10,342,563	8,483,096	(18.0)
Interest Earned	592,572	630,000	630,000	—
Sales Revenue	407,605	530,000	303,000	(42.8)
Draw on/(Contribution to) Reserves	(5,242,248)	(4,694,355)	5,021,783	207.0
<b>Total</b>	<b>\$ 7,987,522</b>	<b>\$ 6,808,208</b>	<b>\$ 14,437,879</b>	<b>112.1</b>

Expenditures				
<u>Expenditures</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Rentals	—	—	1,462,011	—
Outside Services	29,270	50,000	162,989	226.0
Computer Hardware/Software	—	57,600	255,000	342.7
Vehicular Equipment	—	6,533,192	11,940,079	82.8
Capital Outlay	52,127	166,626	617,800	270.8
Other Expenses	559,300	790	—	(100.0)
Depreciation Expense	7,346,825	—	—	—
<b>Total</b>	<b>\$ 7,987,522</b>	<b>\$ 6,808,208</b>	<b>\$ 14,437,879</b>	<b>112.1</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				
<u>Revenue Source</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Radio Capital Use Charge	641,081	180,000	180,000	—
Interest Earned	12,464	—	—	—
Draw on/(Contribution to) Reserves	77,035	—	—	—
<b>Total</b>	<b>\$ 730,580</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>—</b>

Expenditures				
<u>Expenditures</u>	2019 Actual	2020 Projected	2021 Adopted	% Change 2020-2021
Commodities	468,149	180,000	180,000	—
Depreciation Expense	262,431	—	—	—
<b>Total</b>	<b>\$ 730,580</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>—</b>

# Recorder's Court Technology Fund

The Recorder's Court Technology Fee is assessed by the Recorder's Court of Chatham County to account for the City's share of revenue associated with criminal fines.

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>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Recorder's Court Technology Fee	105,988	100,000	100,000	—
Draw on/(Contribution to) Reserves	(34,558)	—	—	—
<b>Total</b>	<b>\$ 71,430</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>—</b>

Expenditures				
<u>Expenditures</u>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Outside Services	68,754	75,000	75,000	—
Commodities	2,676	25,000	25,000	—
<b>Total</b>	<b>\$ 71,430</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>—</b>

# Per Occupied Room Fund

The Per Occupied Room (POR) 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>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Per Occupied Room Fee	1,547,952	832,856	1,213,610	45.7
Draw on/(Contribution to) Reserves	(128,571)	—	—	—
<b>Total</b>	<b>\$ 1,419,381</b>	<b>\$ 832,856</b>	<b>\$ 1,213,610</b>	<b>45.7</b>

Expenditures				
<u>Expenditures</u>	<b>2019 Actual</b>	<b>2020 Projected</b>	<b>2021 Adopted</b>	<b>% Change 2020-2021</b>
Personnel	40,124	84,213	96,043	14.0
Outside Services	1,313,053	716,613	1,100,342	61.2
Commodities	874	5,625	9,570	70.1
Internal Services	—	9,410	7,590	(19.3)
Capital Outlay	12,850	16,995	—	(100.0)
Vehicular Equipment	52,480	—	65	—
<b>Total</b>	<b>\$ 1,419,381</b>	<b>\$ 832,856</b>	<b>\$ 1,213,610</b>	<b>45.7</b>

## BUDGET RESOLUTION

**A RESOLUTION ADOPTING THE ANNUAL BUDGET FOR FISCAL YEAR 2021 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN AND 2021 WORK PROGRAM, POLICY DIRECTION & RESOURCE GUIDE FOR THE CITY.**

**WHEREAS**, the City Manager submitted the Proposed 2021 Service Program and Budget to the Mayor and Aldermen on November 17, 2020, and the City Manager also submitted the Capital Improvement Program for 2021-2025 on November 17, 2020; 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 2021 Service Program and Budget was made available for public review on November 17, 2020 and the time and place of the public hearing on the budget was advertised on November 15, 2020; and

**WHEREAS**, the Mayor and Aldermen conducted public hearings on the Proposed 2021 Service Program and Budget on December 10, 2020, and December 18, 2020, to receive citizen input on the proposed budget; and

**WHEREAS**, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2021 Service Program and Budget:

- Increase Community Partnerships Program (CPP) appropriation by \$70,000 to purchase services from Parent University and Voluntary Income Tax Assistance (NIA) within the community;
- Restore funding reductions in the amount of \$39,566 for Cultural Arts program;
- Restore funding reductions in the amount of \$433,240 for Recreation & Leisure Services program;
- Make certain adjustments to the Authorized FTE Table to restore FTE's within the Civic Center;
- Make certain programmatic adjustments within the General Fund to implement a Violence Intervention Initiative; which is the return of the former Savannah Impact Program;
- Delay Water, Sewer, and Sanitation Utility Rate increases. These utility rate increases are to be reviewed for implementation on or after July 1, 2021

**NOW THEREFORE, BE IT RESOLVED** by the Mayor and Aldermen of the City of Savannah that the 2021 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 2020 (January 1, 2020 through December 31, 2020) and the year 2021 (January 1, 2021 through December 31, 2021):



	<u>Revised 2020</u>		<u>2021</u>	
<b>General Fund</b>				
Total estimated revenue	\$	201,490,484	\$	200,615,813
<b>Service Center Appropriations (General Fund):</b>				
Governance	\$	2,078,777	\$	2,412,811
Strategic Services:				
Administration	\$	1,177,662	\$	1,129,474
Financial Services	\$	4,554,780	\$	3,996,614
Human Resources	\$	2,407,209	\$	2,569,860
Management & Budget	\$	880,821	\$	1,022,887
Public Communications	\$	644,981	\$	674,431
Municipal Operations:				
Administration	\$	1,117,874	\$	1,106,021
Risk Management	\$	1,215,285	\$	1,451,960
Special Events, Film & Tourism	\$	826,055	\$	968,618
Performance & Accountability	\$	369,455	\$	373,869
Real Estate Services	\$	11,222,910	\$	11,923,451
Recorder's Court	\$	2,495,530	\$	2,372,796
Infrastructure and Development:				
Administration	\$	1,687,922	\$	2,202,384
Economic Development	\$	2,548,709	\$	595,070
Greenscapes	\$	13,744,030	\$	13,868,552
Parking & Mobility Services	\$	11,634,217	\$	11,989,019
Development Services	\$	3,592,638	\$	3,719,570
Water Resources	\$	5,235,113	\$	6,023,782
Community Services:				
Administration	\$	572,601	\$	680,494
Human Services	\$	4,920,873	\$	2,427,410
Recreation & Leisure Services	\$	8,368,676	\$	11,033,558
Cultural Resources	\$	1,438,467	\$	1,657,320
Code Compliance	\$	3,893,582	\$	4,079,318
Public Safety:				
Police	\$	60,432,630	\$	63,799,116
Fire	\$	34,253,939	\$	33,248,457
Other Governmental Services	\$	12,683,195	\$	17,108,731
Interfund Transfers	\$	7,492,551	\$	(1,819,758)
Total Appropriations	\$	201,490,484	\$	200,615,813

	<u>Revised 2020</u>		<u>2021</u>	
<b>Recorder's Court Technology Fund</b>				
Total estimated revenue	\$	125,000	\$	100,000
Total appropriations	\$	125,000	\$	100,000
<b>Economic Development Fund (Section 108 Loan)</b>				
Total appropriations	\$	1,500,000	\$	1,500,000
Total estimated revenue	\$	1,500,000	\$	1,500,000
<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	\$	832,856	\$	1,213,610
Total appropriations	\$	832,856	\$	1,213,610
<b>Hotel/Motel Tax Fund</b>				
Total estimated revenue	\$	15,000,000	\$	17,615,730
Total appropriations	\$	15,000,000	\$	17,615,730
<b>Auto Rental Tax Fund</b>				
Total estimated revenue	\$	1,500,000	\$	1,433,000
Total appropriations	\$	1,500,000	\$	1,433,000
<b>Grant Fund</b>				
Total estimated revenue	\$	2,866,731	\$	9,229,037
Total appropriations	\$	2,866,731	\$	9,229,037
<b>Community Development Fund</b>				
Total estimated revenue	\$	13,068,040	\$	8,054,997
Total appropriations	\$	13,068,040	\$	8,054,997
<b>Housing/Property Acquisition Fund</b>				
Total estimated revenue	\$	2,100,000	\$	2,100,000
Total appropriations	\$	2,100,000	\$	2,100,000

	<u>Revised 2020</u>	<u>2021</u>
<b>Hazardous Material Team Fund</b>		
Total estimated revenue	\$ 500,000	\$ 700,398
Total appropriations	\$ 500,000	\$ 700,398
<b>Hurricane Recovery Fund</b>		
Total estimated revenue	\$ 5,000,000	\$ 5,000,000
Total appropriations	\$ 5,000,000	\$ 5,000,000
<b>COVID-19 Relief Fund</b>		
Total estimated revenue	\$ 10,000,000	\$ -
Total appropriations	\$ 10,000,000	\$ -

**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 2021 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2020.

**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 2020</u>	<u>2021</u>
<b>Capital Improvements Fund</b>		
Open project appropriations at year beginning	\$ 882,869,940	\$ 938,918,082
Add: New appropriations for projects	71,048,142	99,287,753
Less: Appropriations for closed projects	(15,000,000)	(15,000,000)
Open project appropriations at year end	\$ 938,918,082	\$ 1,023,205,835

**Section 4.** The capital improvement plan set forth in the Capital Improvements Program Recommendations 2021-2025 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2021-2025 follow.

	<u>2021 - 2025</u>
Public Buildings	\$ 23,875,200
Community Development	14,800,000
Recreation	7,450,000
Cemetery Improvements	1,125,000
Drainage Improvements	71,220,000
Other Improvements	26,317,569
Sanitation Improvements	30,675,000
Sewer Improvements	60,049,000
Street Improvements	35,149,915
Traffic Improvements	4,500,000
Water Improvements	34,010,000
<b>Total</b>	<b>\$ 309,171,684</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 2020 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2020 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 18<sup>th</sup> day of December, 2020.**



  
\_\_\_\_\_  
Van R. Johnson, II  
Mayor

ATTEST:

  
\_\_\_\_\_  
Mark Massey  
Clerk of Council

# 2021 Grade & 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.

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				

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

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

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

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
311 Action Center Manager	114	Assistant Director, Human Services	305
Accountant	112	Assistant Director, Innovation & Technology Services	307
Accounting Clerk	103	Assistant Director, Purchasing	304
Accounting Technician	105	Assistant Director, Recreation & Leisure Services	305
Accreditation & Compliance Specialist	113	Assistant Director, Sanitation	306
Administrative Assistant	106	Assistant Fire Chief	513
Administrative Clerk	102	Assistant Police Chief	514
Administrative Coordinator	112	Assistant to Clerk of Council	108
Administrative Secretary	105	Assistant to the City Manager	308
Administrator, Water & Sewer Operations	310	Athletics Manager	119
Aerial Lift Specialist	108	Audio/Video Production Specialist	110
Aerial Lift Specialist/Climber	109	Auto Parts Buyer	108
Alderman	99	Billing Technician	108
Arts Program Coordinator	110	Box Office Cashier	102
Asset Building Coordinator	112	Budget Analyst	114
Asset Management Coordinator	113	Building Inspector	110
Assistant Box Office Supervisor	108	Building Maintenance Tech I	107
Assistant City Attorney	310	Building Maintenance Technician I	107
Assistant City Manager/CIDO	99	Building Official	308
Assistant Director, Budget	305	Building Plans Examiner	112
Assistant Director, Coastal Workforce	304	Building/Electrical Maintenance Supervisor	112
Assistant Director, Financial Services	305	Business Opportunity Manager	119
Assistant Director, Fleet Services	304	Capital Project Manager	118
Assistant Director, Human Resources	305	Carpenter	107

# 2021 Classifications & Pay Grades

<b><u>Classification</u></b>	<b><u>Pay Grade</u></b>	<b><u>Classification</u></b>	<b><u>Pay Grade</u></b>
Case Disposition Clerk	102	Community Housing Services Director	119
Cashier	102	Community Outreach Coordinator	110
Cemetery Conservation Coordinator	113	Community Program Specialist	107
Cemetery Conservation Technician	107	Community Programs Activity Coordinator	108
Cemetery Events Coordinator	109	Community Programs Leader	106
Cemetery Services Coordinator	113	Community Projects Technician	105
Chemist	115	Community Services Manager	118
Chief Deputy Court Clerk	121	Computer Services Specialist	108
Chief Fire Investigator	508	Concession Clerk	104
Chief, Community Services	317	Concessions Supervisor	109
Chief, Municipal Operations	317	Construction & Rehabilitation Inspector	110
City Attorney	99	Construction Inspector	111
City Manager	99	Construction Site Safety Worker	104
City Surveyor	114	Contract Coordinator	111
Civil Engineer	116	Court Services Specialist	107
Class Compensation & Data Specialist	115	Court Services Technician	103
Clerk of Council	307	Crime Analyst	111
Clubhouse Attendant	102	Crime Analyst Assistant	105
Coastal Workforce, Finance Manager	119	Crime Analyst Supervisor	116
Code Compliance Manager	120	Criminal Investigations Assistant	105
Code Compliance Officer	109	Cultural Services Contract Coordinator	112
Code Compliance Supervisor	112	Customer Service Representative	103
Code Compliance Technician	106	Deputy Assistant to the Mayor	118
Commercial Refuse & Recycling Services Manager	120	Deputy Building Official	119

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Deputy City Attorney	317	Educational Specialist	110
Deputy Clerk of Council	118	EEO Coordinator	113
Deputy Court Clerk	106	Electrical Inspector	110
Development Liaison Manager	119	Electrical Plans Examiner	111
Development and Communications Manager	112	Electrician	108
Director, Cemetery Operations	306	Electronic Control Technician	111
Director, Coastal Workforce	306	Electronic Control Technician Supervisor	113
Director, Commercial & Recycle Services	308	Emergency Vehicle Mechanic	112
Director, Emergency Management	306	Emergency Vehicle Technician	112
Director, End Gun Violence	121	Employee Health Coordinator	113
Director, Environment Sustainability	307	End Gun Violence Program Coordinator	111
Director, Facilities	306	Energy Analyst	114
Director, Mobility Services	308	Engineering Technician	108
Director, Municipal Archives	306	Environmental Affairs Manager	115
Director, Parking Services	308	Environmental Compliance Coordinator	115
Director, Purchasing	306	Equipment Maintenance Supervisor	117
Director, Refuse Disposal	308	Equipment Mechanic	109
Director, Residential Refuse	308	Event Planner	110
Director, Risk Management	306	Executive Assistant	110
Director, Stormwater Ops	308	Executive Assistant to City Manager	112
Director, Supply & Treatment	308	Facilities Service Worker	102
Director, W & S Convey & Distribution	308	Film Services Coordinator	112
Director, W & S Planning	308	Fire Battalion Chief	510
Director, Water Reclamation	308	Fire Captain	508



# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Fire Chief	317	Human Resources Assistant	105
Fire Engineer	506	Human Resources Business Partner	115
Fire Investigator	506	Human Resources Manager	120
Fire Marshall	510	Human Resources Technician	107
Fire Prevention Inspector	506	Implementation Leader	121
Fire Public Information Coordinator	111	Industrial Pretreatment Coordinator	111
Firefighter, Advanced	504	Industrial Pretreatment Technician	109
Forestry Inspector	111	Innovation & Technology Services Manager	121
Forestry Operations Crew Chief	110	Inventory Control Supervisor	113
GIS Analyst	113	Inventory Coordinator	113
GIS Technician	110	Inventory Specialist	110
Grants Manager	119	Judicial Secretary	107
Graphic Art and Communication Specialist	113	Laboratory Manager	119
Greenscapes Manager	120	Laboratory Supervisor	112
Groom	105	Laboratory Technician	107
Ground Operations Specialist	105	Land Bank Manager	119
Grounds Equipment Maintenance Specialist	107	Landfill Manager	120
Heavy Construction Equipment Operator	108	Landscape Architect	117
Heavy Equipment Operator	107	Landscape Manager	120
Help Desk Technician I	109	Landscape Specialist	105
Help Desk Technician II	115	Lead Equipment Mechanic	114
Housing Development Inspector	110	Lead Medium Equipment Operator	106
Housing Manager	119	Lead Water Service Representative	107
Human Resources Analyst	114	Learning & Development Coordinator	113

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Legal & Regulatory Affairs Officer	308	Network Supervisor	118
Lending Coordinator	114	Open Records Request Specialist	105
Lifeguard	102	Open Records Request Supervisor	111
Loan Officer	108	Operations & Maintenance Manager	120
Location Specialist	109	Outside Employment Specialist	105
Maintenance Crew Chief	110	Painter	103
Maintenance Electrician	105	Paralegal	110
Maintenance Specialist	105	Park & Tree Manager	120
Maintenance Superintendent	117	Parking Facilities Attendant	102
Maintenance Supervisor	113	Parking Facilities Shift Supervisor	107
Maintenance Worker	102	Parking Manager	118
Management Analyst	111	Parking Meter Technician	105
Marketing Coordinator	112	Parking Services Officer	103
Master Equipment Mechanic	112	Parking Services Supervisor	111
Mayor	99	Performing Arts Program Coordinator	113
Mechanical Inspector	110	Performing Arts Specialist	105
Medium Equipment Operator	105	Permit Center Supervisor	108
Microbiologist	115	Permit Services Manager	119
Military Services Coordinator	112	Permit Services Technician	108
Mobility & Parking Services Analyst	111	Permit Specialist	103
Mobility & Parking Services Coordinator	110	Permitting & Floodplain Manager	117
Mobility Services Manager	120	Personnel Technician	107
Multimedia & Engagement Manager	113	Planner	112
Municipal Archivist	110	Plant Operator	107

# 2021 Classifications & Pay Grades

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

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Resource Center Manager	118	Sr. Accounting Clerk	105
Revenue Compliance Analyst	111	Sr. Administrative Assistant	109
Revenue Coordinator	114	Sr. Budget Analyst	115
Revenue Investigator	108	Sr. Capital Project Manager	120
Revenue Manager	119	Sr. Carpenter	108
Revenue Specialist	108	Sr. Civil Engineer	120
Revenue Supervisor	110	Sr. Code Compliance Officer	110
Risk Management Analyst	114	Sr. Crime Analyst	112
Risk Management Coordinator	113	Sr. Deputy Court Clerk	107
Risk Management Technician	107	Sr. Director, Budget & Management	310
Sanitation Education Coordinator	111	Sr. Director, Business Opportunity	308
Sanitation Supervisor	112	Sr. Director, Capital Project Management	308
Sanitation Worker	102	Sr. Director, Code Compliance	310
SCADA Analyst	113	Sr. Director, Cultural Resources	308
SCADA Manager	120	Sr. Director, Development services	313
SCADA Technician	110	Sr. Director, Financial Services	313
Security Engineer	119	Sr. Director, Fleet Services	310
Senior Workplan Program Specialist	113	Sr. Director, Greenscapes	310
Sign Specialist	104	Sr. Director, Housing & Neighborhood Services	308
Site Development Coordinator	111	Sr. Director, Human Resources	313
Site Development Technician	108	Sr. Director, Human Services	308
Special Events, Film & Tour Manager	119	Sr. Director, Innovation & Technology Services	313
Special Projects Coordinator	115	Sr. Director, Marketing & Communications	308
Sr. Accountant	114	Sr. Director, Parking & Mobility Services	310

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Sr. Director, Performance & Accountability	308	Sr. W & S Maintenance Mechanic	110
Sr. Director, Plan & Urban Design	312	Sr. W & S Television Inspector	110
Sr. Director, Real Estate Services	310	Sr. Zoning Inspector	111
Sr. Director, Recorder's Court	308	Stormwater Development & Environment Manager	120
Sr. Director, Recreation & Leisure Services	313	Stormwater Maintenance Mechanic	109
Sr. Director, Revenue	310	Stormwater Management Manager	120
Sr. Director, Sanitation	313	Strategic Initiatives Manager	120
Sr. Director, Special Events, Film, Tourism	310	Street Cleaning Manager	120
Sr. Director, Water Resources	313	Supply Clerk	103
Sr. Equipment Mechanic	110	Surplus Inventory Technician	106
Sr. Laboratory Technician	109	Surveying Technician	107
Sr. Lifeguard	103	Swimming Pool Supervisor	108
Sr. Maintenance Worker	103	Systems Analyst	117
Sr. Maintenance Worker II	104	Systems Engineer	119
Sr. Mechanic Inspector	111	Teletype Supervisor	108
Sr. Network Technician	116	Teletype Technician	105
Sr. Parking Meter Technician	106	Television Inspection Tech	106
Sr. Parking Services Officer	104	Television Inspection Technician	106
Sr. Planner	114	Therapeutic Specialist	105
Sr. Plant Operator	108	Tourism Compliance Officer	102
Sr. Program Analyst	112	Tourism Management Coordinator	111
Sr. Program Coordinator	115	Traffic Engineer Superintendent	117
Sr. Sanitation Worker	104	Traffic Engineering Coordinator	115
Sr. Systems Analyst	118	Traffic Engineering Technician	109

# 2021 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Traffic Maintenance Specialist	107	Workforce Planner	110
Traffic System Coordinator	115	Workforce Program Specialist	112
Transfer Station Attendant	102	Zoning Inspector	110
Transportation Compliance Officer	106	Zoning Plans Reviewer	111
Utilities Revenue Manager	120	Zoning Use Coordinator	112
Utility Billing Lead	108		
Van Driver	102		
Vehicle Maintenance Contracts Coordinator	112		
Vehicle Maintenance Coordinator	107		
Visual Arts Specialist	105		
W & S Building Maintenance Supervisor	112		
Water & Sewer Locator Technician	107		
Water & Sewer Maintenance Mechanic	107		
Water & Sewer Manager	120		
Water & Sewer Meter Shop Supervisor	110		
Water & Sewer Modeling Technician	111		
Water & Sewer Project Coordinator	115		
Water & Sewer Superintendent	117		
Water & Sewer Supervisor	113		
Water Meter Reader	102		
Water Meter Technician	105		
Water Services Supervisor	113		
Water Supply Process Engineer	117		
Welder	108		

# 2021 Vehicle Replacement List

Strategic Services			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Marketing & Communication	Mid Size SUV 4x4	723	5,701
Marketing & Communication	Hybrid SUV	8131	5,289
<b>Marketing &amp; Communication Total</b>			<b>\$10,990</b>
Human Resources	Mid-size Sedan	114	3,966
Human Resources	Mid-size Sedan	5908	3,966
<b>Human Resources Total</b>			<b>\$7,932</b>
Accounting Services	Mid-size Sedan	113	3,966
<b>Accounting Services Total</b>			<b>\$3,966</b>
Revenue Administration	Mid-size Sedan	7406	3,966
Revenue Administration	Mid-size Sedan	8437	3,966
<b>Revenue Administration Total</b>			<b>\$7,932</b>
Utility Services	Mid-size Sedan	2132	3,966
Utility Services	Mid-size Sedan	7106	3,966
Utility Services	Mid-size Sedan	7271	3,966
Utility Services	Mid-size Sedan	7329	3,966
Utility Services	Mid-size Sedan	7402	3,966
Utility Services	Mid-size Sedan	7997	3,966
<b>Utility Services Total</b>			<b>\$23,796</b>
Municipal Operations			
Fleet Administration	1/2 Ton Pickup Reg 4x2	115	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2109	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2110	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2111	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2112	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	8129	4,409
Fleet Administration	Mid-size Sedan	8132	3,966
<b>Fleet Administration Total</b>			<b>\$30,420</b>
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	1105	5,500
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	3101	5,500
Fleet Maintenance	1/2 Ton Pickup Ext 4x2	5725	4,540
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	8133	5,500
<b>Fleet Maintenance Total</b>			<b>\$21,040</b>
Innovation & Technology	3/4 Ton Van Cargo	1106	4,711
Innovation & Technology	Compact SUV 4x2	2108	4,405
Innovation & Technology	3/4 Ton Van Cargo	6474	4,711
Innovation & Technology	3/4 Ton Van Cargo	8128	4,711
<b>Innovation &amp; Technology Total</b>			<b>\$18,538</b>

<sup>1</sup> Numbers in this section are subjected to rounding

Municipal Operations (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Risk Management	Mid-size Sedan	1704	3,966
<b>Risk Management Total</b>			<b>\$3,966</b>
Real Estate Administration	Mid-size Sedan	7491	3,966
Real Estate Administration	Mid-size Sedan	8626	3,966
<b>Risk Management Total</b>			<b>\$7,932</b>
Facility Maintenance	3/4 Ton Pickup Reg 4x2	603	5,500
Facility Maintenance	3/4 Ton Pickup Reg 4x2	810	5,500
Facility Maintenance	3/4 Ton Pickup Reg 4x2	1606	5,500
Facility Maintenance	1/2 Ton Pickup Reg 4x2	2611	4,409
Facility Maintenance	1/2 Ton Pickup Reg 4x2	2618	4,409
Facility Maintenance	3/4 Ton Pickup Reg 4x2	3602	5,500
Facility Maintenance	1/2 Ton Pickup Reg 4x2	7620	4,409
Facility Maintenance	1/2 Ton Pickup Reg 4x2	9605	4,409
<b>Facility Maintenance Total</b>			<b>\$39,636</b>
City Cemeteries	1/2 Ton Pickup Reg 4x2	6284	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	7228	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	9205	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	9212	4,409
<b>City Cemeteries Total</b>			<b>\$17,636</b>
Civic Center Operations	1/2 Ton Pickup Reg 4x2	7859	4,409
<b>Civic Center Operations Total</b>			<b>\$4,409</b>



Public Safety			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Fire Chief	Mid-size Sedan	501	3,966
Fire Chief	Mid-size Sedan	502	3,966
Fire Chief	3/4 Ton Pickup Reg 4x2	1505	5,500
Fire Chief	Full-size Van-Passenger	1516	5,548
Fire Chief	3/4 Ton Pickup Reg 4x4	2511	5,912
Fire Chief	1/2 Ton Pickup Quad 4x4	2514	5,728
Fire Chief	3/4 Ton Pickup Reg 4x2	2515	5,500
Fire Chief	1/2 Ton Pickup Reg 4x2	2512	4,409
Fire Chief	3/4 Ton Pickup Reg 4x2	4507	5,500
Fire Chief	Mid Size SUV 4x4	4515	5,701
Fire Chief	Mid Size SUV 4x4	4516	5,701
Fire Chief	3/4 Ton Pickup Crew 4x2	5501	6,068
Fire Chief	3/4 Ton Pickup Crew 4x2	5504	6,068
Fire Chief	3/4 Ton Pickup Reg 4x2	5507	5,500
Fire Chief	3/4 Ton Pickup Reg 4x2	7507	5,500
Fire Chief	Mid-size Sedan	7553	3,966
Fire Chief	Mid Size SUV 4x4	7554	5,701
Fire Chief	1/2 Ton Pickup Reg 4x2	8559	4,409
Fire Chief	3/4 Ton Pickup Crew 4x2	9501	6,068
Fire Chief	Mid Size SUV 4x4	9502	5,701
Fire Chief	Flatbed W/ Gooseneck	2518	66,500
Fire Chief	Fire Unit-Rescue	2509	1,590,798
Fire Chief	Fire Apparatus	7510	1,590,798
<b>Fire Chief Total</b>			<b>\$3,354,508</b>
Haz-Mat	1 Ton Cab Chassis	8558	9,364
Haz-Mat	Truckster 6-Wheel All Terrain	1501	13,000
<b>Haz-Mat Total</b>			<b>\$22,364</b>
Police Chief	Mid-size Sedan	1469	3,966
Police Chief	Mid-size Sedan	1471	3,966
Police Chief	Mid-size Sedan	7403	3,966
<b>Police Chief Total</b>			<b>\$11,898</b>
Patrol	Mid-size Sedan	493	3,966
Patrol	3/4 Ton Van Cargo	1506	4,711
Patrol	Mid-size Sedan	2460	3,966
Patrol	Mid-size Sedan	4415	3,966
Patrol	Mid-size Sedan	5458	3,966
Patrol	Sedan-Marked Police Take Home	1436	36,485
Patrol	Sedan-Marked Police Take Home	1493	36,485
Patrol	Sedan-Marked Police Take Home	4422	36,485

Public Safety (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Patrol	Sedan-Marked Police Take Home	4423	36,485
Patrol	Sedan-Marked Police Take Home	4425	36,485
Patrol	Sedan-Marked Police Take Home	4438	36,485
Patrol	Sedan-Marked Police Take Home	4442	36,485
Patrol	Sedan-Marked Police Take Home	4443	36,485
Patrol	Sedan-Marked Police Take Home	4449	36,485
Patrol	Sedan-Marked Police Take Home	4456	36,485
Patrol	Sedan-Marked Police Take Home	4460	36,485
Patrol	Sedan-Marked Police Take Home	4468	36,485
Patrol	Sedan-Marked Police Take Home	4470	36,485
Patrol	Sedan-Marked Police Take Home	4481	36,485
Patrol	Sedan-Marked Police Take Home	4901	36,485
<b>Patrol Total</b>			<b>\$567,850</b>
Criminal Investigations	Mid-size Sedan	429	3,966
Criminal Investigations	Mid-size Sedan	1453	3,966
Criminal Investigations	Mid-size Sedan	1459	3,966
Criminal Investigations	Mid-size Sedan	1461	3,966
Criminal Investigations	Mid-size Sedan	1462	3,966
Criminal Investigations	Mid-size Sedan	1463	3,966
Criminal Investigations	Mid-size Sedan	1465	3,966
Criminal Investigations	Mid-size Sedan	1467	3,966
Criminal Investigations	Mid-size Sedan	1468	3,966
Criminal Investigations	Mid-size Sedan	1472	3,966
Criminal Investigations	Mid-size Sedan	1473	3,966
Criminal Investigations	Mid-size Sedan	1475	3,966
Criminal Investigations	Mid-size Sedan	1476	3,966
Criminal Investigations	Mid-size Sedan	1479	3,966
Criminal Investigations	Mid-size Sedan	2454	3,966
Criminal Investigations	Mid-size Sedan	2457	3,966
Criminal Investigations	Mid-size Sedan	2458	3,966
Criminal Investigations	Mid-size Sedan	2459	3,966
Criminal Investigations	Mid-size Sedan	2461	3,966
Criminal Investigations	Mid-size Sedan	2462	3,966
Criminal Investigations	Mid-size Sedan	2463	3,966
Criminal Investigations	Mid-size Sedan	2464	3,966
Criminal Investigations	Mid-size Sedan	2465	3,966
Criminal Investigations	Mid-size Sedan	2466	3,966
Criminal Investigations	Mid-size Sedan	2467	3,966
Criminal Investigations	Mid-size Sedan	2471	3,966

Public Safety (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Criminal Investigations	Mid-size Sedan	2472	3,966
Criminal Investigations	Mid-size Sedan	2468	3,966
Criminal Investigations	Mid-size Sedan	2473	3,966
Criminal Investigations	Mid-size Sedan	2476	3,966
Criminal Investigations	Mid-size Sedan	2478	3,966
Criminal Investigations	Mid-size Sedan	2479	3,966
Criminal Investigations	Mid-size Sedan	2480	3,966
Criminal Investigations	1/2 Ton Pickup Quad 4x4	2481	5,728
Criminal Investigations	Mid-size Sedan	4936	3,966
Criminal Investigations	Mid-size Sedan	5486	3,966
Criminal Investigations	Mid-size Sedan	5903	3,966
Criminal Investigations	Mid-size Sedan	7905	3,966
Criminal Investigations	Mid-size Sedan	8440	3,966
Criminal Investigations	3/4 Ton Van Cargo	8466	4,711
Criminal Investigations	Mid-size Sedan	8476	3,966
Criminal Investigations	Full-size Van-Passenger	8607	5,548
<b>Criminal Investigations Total</b>			<b>\$170,661</b>
Mounted Patrol	3/4 Ton Pickup Reg 4x2	4999	5,500
<b>Mounted Patrol Total</b>			<b>5,500</b>
Support Services	Mid-size Sedan	421	3,966
Support Services	Mid-size Sedan	426	3,966
Support Services	Mid-size Sedan	454	3,966
Support Services	Mid-size Sedan	456	3,966
Support Services	Mid-size Sedan	457	3,966
Support Services	Mid-size Sedan	460	3,966
Support Services	Mid-size Sedan	488	3,966
Support Services	Mid-size Sedan	492	3,966
Support Services	Mid-size Sedan	496	3,966
Support Services	Mid-size Sedan	1481	3,966
Support Services	Mid-size Sedan	2470	3,966
Support Services	Full-size Van-Passenger	3301	5,548
Support Services	Mid-size Sedan	5492	3,966
Support Services	3/4 Ton Van Cargo	6413	4,711
Support Services	1/2 Ton Pickup Reg 4x2	7490	4,409
Support Services	Mid-size Sedan	8430	3,966
Support Services	Mid-size Sedan	8433	3,966
Support Services	Mid-size Sedan	8469	3,966
Support Services	Mid-size Sedan	8470	3,966
Support Services	Mid-size Sedan	8472	3,966

Public Safety (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Support Services	Mid-size Sedan	8475	3,966
Support Services	Mid-size Sedan	8477	3,966
Support Services	Mid-size Sedan	8480	3,966
Support Services	Mid-size Sedan	8481	3,966
<b>Support Services Total</b>			<b>\$97,954</b>
Training & Recruitment	1/2 Ton Pickup Reg 4x2	2475	4,409
Training & Recruitment	Mid-size Sedan	8471	3,966
Training & Recruitment	3/4 Ton Pickup Reg 4x2	9419	5,500
<b>Support Services Total</b>			<b>\$13,875</b>
SARIC	3/4 Ton Pickup Reg 4x2	1401	5,500
SARIC	Mid-size Sedan	2456	3,966
SARIC	Mid-size Sedan	8473	3,966
<b>SARIC Total</b>			<b>\$13,432</b>
Canine	Utility Truck- 1/2 Ton SUV	3429	36,000
Canine	Full Size SUV	3439	36,000
<b>Canine Total</b>			<b>\$72,000</b>
Strategic Investigative	Mid-size Sedan	1455	3,966
Strategic Investigative	Mid-size Sedan	1460	3,966
Strategic Investigative	Mid-size Sedan	1466	3,966
Strategic Investigative	Mid-size Sedan	2477	3,966
Strategic Investigative	1/2 Ton Pickup Reg 4x2	7618	4,409
Strategic Investigative	Sedan-Marked Police Hot Seat	5490	36,485
<b>Strategic Investigative Total</b>			<b>\$56,758</b>
Traffic Division	3/4 Ton Pickup Reg 4x2	2446	5,500
Traffic Division	3/4 Ton Van Cargo	3403	4,711
Traffic Division	1/2 Ton Pickup Reg 4x2	9411	4,409
Traffic Division	Sedan-Marked Police Take Home	4430	36,485
<b>Traffic Total</b>			<b>\$51,105</b>
Community Services			
Code Enforcement	1/2 Ton Pickup Reg 4x2	726	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	2310	4,409
Code Enforcement	Mid-size Sedan	5322	3,966
Code Enforcement	1/2 Ton Pickup Reg 4x2	6281	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	6324	4,409
Code Enforcement	Mid-size Sedan	7321	3,966
Code Enforcement	Mid-size Sedan	7322	3,966
Code Enforcement	1/2 Ton Pickup Reg 4x2	7330	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	7331	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	8303	4,409

Community Services (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Code Enforcement	1/2 Ton Pickup Reg 4x2	8307	4,409
Code Enforcement	Mid-size Sedan	9311	3,966
Code Enforcement	1/2 Ton Pickup Reg 4x2	9725	4,409
<b>Code Enforcement</b>			<b>\$55,545</b>
Parks & Recreation Administration	Mid-size Sedan	8617	3,966
<b>Parks &amp; Recreation Administration Total</b>			<b>\$3,966</b>
Recreation & Leisure Services	3/4 Ton Van Cargo	8609	4,711
Recreation & Leisure Services	3/4 Ton Van Cargo	8610	4,711
Recreation & Leisure Services	3/4 Ton Van Cargo	8611	4,711
<b>Recreation &amp; Leisure Services Total</b>			<b>\$14,133</b>
Recreation Services	Full-size Van-Passenger	607	5,548
Recreation Services	Full-size Van-Passenger	6606	5,548
Recreation Services	Mid-size Sedan	7616	3,966
Recreation Services	Mid-size Sedan	7619	3,966
Recreation Services	1/2 Ton Pickup Reg 4x2	8315	4,409
Recreation Services	1/2 Ton Pickup Reg 4x2	8819	4,409
<b>Recreation Services Total</b>			<b>\$27,846</b>
Therapeutic Recreation	Full-size Van-Passenger	106	5,548
<b>Therapeutic Recreation Total</b>			<b>\$5,548</b>
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2612	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2616	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2619	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	6621	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	9613	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	9614	4,409
<b>Recreation Maintenance Total</b>			<b>\$26,454</b>
Commercial Refuse	3/4 Ton Pickup Reg 4x2	2842	5,500
Commercial Refuse	1 Ton Cab Chassis	5266	9,364
Commercial Refuse	1/2 Ton Pickup Reg 4x2	6322	4,409
<b>Commercial Refuse Total</b>			<b>\$19,273</b>
Residential Refuse	1/2 Ton Pickup Reg 4x2	2730	4,409
Residential Refuse	IRI-Refuse Compactor With Flipper	1711	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	1712	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	1713	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	4722	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	4724	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	4725	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	4726	328,374
Residential Refuse	IRI-Refuse Compactor With Flipper	4727	328,374

Community Services (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Residential Refuse	IRI-Refuse Compactor With Flipper	4728	328,374
Residential Refuse	Side Loading Refuse Compactor	1714	390,000
<b>Residential Refuse Total</b>			<b>\$3,349,775</b>
Refuse Disposal	1/2 Ton Pickup Quad 4x4	2728	5,728
Refuse Disposal	1/2 Ton Pickup Ext 4x4	5724	5,145
Refuse Disposal	1/2 Ton Pickup Quad 4x4	7723	5,728
Refuse Disposal	Roll-Off Container Truck	4714	198,543
Refuse Disposal	Roll-Off Container Truck	4715	198,543
<b>Refuse Disposal Total</b>			<b>\$413,687</b>
Street Cleaning	1/2 Ton Pickup Reg 4x2	2720	4,409
Street Cleaning	1/2 Ton Pickup Reg 4x2	2722	4,409
Street Cleaning	1/2 Ton Pickup Reg 4x2	9831	4,409
Street Cleaning	Dump Truck - 13.5/15.2 Cubic Yard	2701	148,041
Street Cleaning	Sweeper-3 Wheel Mechanical	4717	274,277
Street Cleaning	Sweeper-3 Wheel Mechanical	5733	274,277
<b>Street Cleaning Total</b>			<b>\$709,822</b>
Recycling & Litter Services	IRI-Refuse Compactor W/O Flipper	3733	237,000
Recycling & Litter Services	IRI-Refuse Compactor With Flipper	4720	328,374
Recycling & Litter Services	IRI-Refuse Compactor With Flipper	4721	328,374
<b>Recycling &amp; Litter Services Total</b>			<b>\$893,748</b>
Infrastructure & Development			
Signals, Street Lights, Signs, & Markings	Mid-size Sedan	200	3,966
Signals, Street Lights, Signs, & Markings	Mid-size Sedan	4232	4,409
Signals, Street Lights, Signs, & Markings	1/2 Ton Pickup Reg 4x2	5247	4,409
Signals, Street Lights, Signs, & Markings	1/2 Ton Pickup Reg 4x2	5310	3,966
Signals, Street Lights, Signs, & Markings	3/4 Ton Pickup Reg 4x2	5487	5,500
Signals, Street Lights, Signs, & Markings	Flatbed-Non Dumping 1 Ton	9262	48,081
Signals, Street Lights, Signs, & Markings	Flatbed-Non Dumping 1 Ton	9263	48,081
Signals, Street Lights, Signs, & Markings	Truck Mounted Bucket-30 FT HD	9223	100,571
Signals, Street Lights, Signs, & Markings	Truck Mounted Bucket-30 FT HD	9245	100,571
<b>Signals, Street Lights, Signs, &amp; Markings Total</b>			<b>\$319,554</b>
Stormwater Management Division	1/2 Ton Pickup Reg 4x2	2241	4,409
Stormwater Management Division	1/2 Ton Pickup Reg 4x2	6282	4,409
Stormwater Management Division	1/2 Ton Pickup Reg 4x2	8800	4,409
Stormwater Management Division	1/2 Ton Pickup Reg 4x2	9230	4,409
Stormwater Management Division	1/2 Ton Pickup Reg 4x2	9231	4,409

Infrastructure & Development (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Stormwater Management Division	Dump Truck - 13.5/15.2 Cubic Yard	8248	148,041
<b>Stormwater Management Total</b>			<b>\$170,086</b>
Parks Maintenance	3/4 Ton Pickup Reg 4x2	1816	5,500
Parks Maintenance	Compact Pick Up	1826	4,507
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2231	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2615	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2617	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2841	4,409
Parks Maintenance	1 Ton Cab Chassis	3202	9,364
Parks Maintenance	1 Ton Cab Chassis	5268	9,364
Parks Maintenance	1 Ton Cab Chassis	5270	9,364
Parks Maintenance	1/2 Ton Pickup Reg 4x2	6722	4,409
Parks Maintenance	1/2 Ton Pickup Quad 4x4	9265	5,728
Parks Maintenance	Flatbed-Dumping 1 Ton	1604	51,258
Parks Maintenance	Flatbed-Dumping 1 Ton	1605	51,258
Parks Maintenance	Flatbed-Dumping 3/4 Ton	8253	50,000
Parks Maintenance	Flatbed-Dumping 2 1/2 Ton	8623	85,000
<b>Parks Maintenance Total</b>			<b>\$303,388</b>
Urban Forestry	Flatbed-Dumping 2 1/2 Ton	2030	100,170
Urban Forestry	Forestry Truck-50 Ft Bucket	1211	89,000
Urban Forestry	1/2 Ton Pickup Reg 4x2	6280	4,409
Urban Forestry	1/2 Ton Pickup Reg 4x2	7862	4,409
Urban Forestry	1/2 Ton Pickup Reg 4x2	8217	4,409
Urban Forestry	3/4 Ton Pickup Reg 4x2	8232	5,500
<b>Urban Forestry Total</b>			<b>\$207,897</b>
Right of Way Maintenance	1 Ton Cab Chassis	108	9,364
Right of Way Maintenance	3/4 Ton Pickup Reg 4x2	811	5,500
Right of Way Maintenance	1/2 Ton Pickup Ext 4x2	4864	4,519
Right of Way Maintenance	3/4 Ton Pickup Reg 4x2	5128	5,500
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	5129	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	5613	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	7617	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	9254	4,409
Right of Way Maintenance	Flatbed-Dumping 1 Ton	7218	51,258
Right of Way Maintenance	Flatbed-Dumping 1 Ton	9229	51,258
<b>Right of Way Maintenance Total</b>			<b>\$145,035</b>
Water Distribution & Conveyance	3/4 Ton Pickup Ext 4x4	1801	6,461
Water Distribution & Conveyance	Compact SUV 4x2	2817	4,405
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	2829	4,409



Infrastructure & Development (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	2830	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	2833	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	2834	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	2835	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	4846	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	4851	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	4852	4,409
Water Distribution & Conveyance	1/2 Ton Pickup Reg 4x2	9832	4,409
Water Distribution & Conveyance	1 Ton Cab Chassis	9856	9,364
Water Distribution & Conveyance	Utility Truck-1 Ton	8891	54,000
Water Distribution & Conveyance	Utility Truck-1 Ton	8890	54,000
Water Distribution & Conveyance	Flatbed-Dumping 2 1/2 Ton Crew	2851	85,000
Water Distribution & Conveyance	Utility Truck-C/Cab Super Duty	6808	87,000
Water Distribution & Conveyance	Hydraulic Boom Truck	5847	296,172
<b>Water Distribution &amp; Conveyance Total</b>			<b>\$636,083</b>
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	2839	4,409
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	8117	4,409
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	9823	4,409
<b>Water Resources Planning &amp; Engineering Total</b>			<b>\$13,227</b>
Water Supply & Treatment	3/4 Ton Pickup Reg 4x2	1818	5,500
Water Supply & Treatment	1/2 Ton Pickup Reg 4x2	2822	4,409
Water Supply & Treatment	Full-size Van-Passenger	8815	5,548
<b>Water Supply &amp; Treatment Total</b>			<b>\$15,457</b>
Water Resources Administration	Mid-size Sedan	1809	3,966
<b>Water Resources Administration Total</b>			<b>\$3,966</b>
Sewer Maintenance	1/2 Ton Pickup Reg 4x2	818	4,409
Sewer Maintenance	1/2 Ton Pickup Reg 4x2	2837	4,409
Sewer Maintenance	3/4 Ton Pickup Reg 4x2	5801	5,500
Sewer Maintenance	1/2 Ton Pickup Reg 4x4	7280	5,238
<b>Sewer Maintenance Total</b>			<b>\$19,556</b>
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	215	4,409
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	1817	5,500
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	2821	5,500
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2825	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2826	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2827	4,409
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	3802	5,500
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4848	4,409



Infrastructure & Development (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4849	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4850	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4861	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4862	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4863	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	8130	4,409
Lift Station Maintenance	3/4 Ton Pickup Crew 4x2	9729	6,068
<b>Lift Station Maintenance Total</b>			<b>\$71,067</b>
President Street Plant	1/2 Ton Pickup Reg 4x2	2824	4,409
President Street Plant	1/2 Ton Pickup Reg 4x2	9232	4,409
President Street Plant	1/2 Ton Pickup Reg 4x2	9828	4,409
<b>President Street Plant Total</b>			<b>\$13,227</b>
Industrial & Domestic Water Plant	Mid Size SUV 4x4	2801	5,701
Industrial & Domestic Water Plant	Compact SUV 4x2	2819	4,405
Industrial & Domestic Water Plant	3/4 Ton Pickup Reg 4x2	3815	5,500
Industrial & Domestic Water Plant	3/4 Ton Pickup Reg 4x2	4834	5,500
Industrial & Domestic Water Plant	1/2 Ton Pickup Reg 4x2	8894	4,409
Industrial & Domestic Water Plant	1/2 Ton Pickup Reg 4x2	9824	4,409
Industrial & Domestic Water Plant	Dumptruck-13.5/15.2 Cubic Yard	5828	148,041
<b>Industrial &amp; Domestic Water Plant Total</b>			<b>\$177,965</b>
Street Maintenance	1/2 Ton Pickup Reg 4x2	2239	4,409
Street Maintenance	1/2 Ton Pickup Reg 4x2	2240	4,409
Street Maintenance	3/4 Ton Pickup Reg 4x2	8852	5,500
Street Maintenance	1/2 Ton Pickup Reg 4x2	9214	4,409
Street Maintenance	Dumptruck-13.5/15.2 Cubic Yard	0202	102,000
<b>Street Maintenance Total</b>			<b>\$120,727</b>
Parking Management	Mid-size Sedan	7126	3,966
Parking Management	Mid-size Sedan	7128	3,966
Parking Management	3/4 Ton Pickup Reg 4x2	8126	5,500
Parking Management	Compact Pick Up	9111	4,507
<b>Parking Management Total</b>			<b>\$17,939</b>
Parking Facilities	Mid-size Sedan	7127	3,966
Parking Facilities	1/2 Ton Pickup Reg 4x2	8127	4,409
Parking Facilities	1/2 Ton Pickup Reg 4x2	9112	4,409
<b>Parking Facilities Total</b>			<b>\$12,784</b>
Development Services	1/2 Ton Pickup Reg 4x2	314	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2311	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2312	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2315	4,409

Infrastructure & Development (Continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost <sup>1</sup>
Development Services	1/2 Ton Pickup Reg 4x2	2725	4,409
Development Services	3/4 Ton Van Cargo	3302	4,711
Development Services	1/2 Ton Pickup Reg 4x2	6323	4,409
Development Services	1/2 Ton Pickup Reg 4x2	8314	4,409
Development Services	Mid-size Sedan	8612	3,966
Development Services	1/2 Ton Pickup Reg 4x2	8625	4,409
Development Services	1/2 Ton Pickup Reg 4x2	9101	4,409
Development Services	1/2 Ton Pickup Reg 4x2	9301	4,409
<b>Development Services Total</b>			<b>\$52,767</b>
Capital Projects Management	Mid-size Sedan	260	3,966
Capital Projects Management	1/2 Ton Pickup Reg 4x2	5319	4,409
Capital Projects Management	1/2 Ton Pickup Reg 4x2	6615	4,409
Capital Projects Management	Mid-size Sedan	7606	3,966
<b>Capital Projects Management Total</b>			<b>\$16,750</b>
Greenscapes	1/2 Ton Pickup Reg 4x2	7129	4,409
Greenscapes	1/2 Ton Pickup Reg 4x2	7270	4,409
<b>Greenscapes Total</b>			<b>\$8,818</b>
<b>Total</b>			<b>12,482,188</b>

Components			
Business Unit	Component Type	ID #	Total Cost <sup>1</sup>
Parking Facilities	Alto	5132	28,000
<b>Parking Facilities Total</b>			<b>\$28,000</b>
Fleet Maintenance	Daewo	1108	43,000
<b>Fleet Maintenance Total</b>			<b>\$43,000</b>
Stormwater Management	Kaiser	7243	249,000
<b>Stormwater Management Total</b>			<b>\$249,000</b>
Streets Maintenance	Wanco	4238	6,300
Streets Maintenance	ATLCP	21208	11,200
<b>Streets Maintenance Total</b>			<b>\$17,500</b>
Greenscapes	Band	4236	22,000
Greenscapes	Cargo Mate	6272	5,300
<b>Greenscapes Total</b>			<b>\$27,300</b>
Parks Maintenance	VERMR	1802	11,000
Parks Maintenance	John Deere	7615	26,000
<b>Parks Maintenance Total</b>			<b>\$37,000</b>
Sewer Maintenance	Tow Master	5855	17,000
<b>Sewer Maintenance Total</b>			<b>\$17,000</b>

Components (Continued)			
Business Unit	Component Type	ID #	Total Cost
Lift Station Maintenance	ACME	9818	41,000
<b>Lift Station Maintenance Total</b>			<b>\$41,000</b>
Industrial & Domestic Water Plant	Toyota	4820	33,000
<b>Industrial &amp; Domestic Water Plant Total</b>			<b>\$33,000</b>
Fire Chief	Wind-Dancer	2507	6,000
<b>Fire Chief Total</b>			<b>\$6,000</b>
Athletic Services	Kubot	5627	18,000
<b>Athletic Services Total</b>			<b>\$18,000</b>
City Cemeteries	Cargo Craft	3214	5,200
<b>City Cemeteries Total</b>			<b>\$5,200</b>
Recreation Maintenance	Cargo Mate	6616	5,300
Recreation Maintenance	Cargo Mate	6617	5,300
<b>Recreation Maintenance Total</b>			<b>\$10,600</b>
<b>Total</b>			<b>\$532,600</b>
<b>Grand Total</b>			<b>\$13,014,788</b>

# Fee Changes

Listed below are the 2021 rate changes. Rate changes are included for certain revenue sources within the General Fund.

General Fund	2020	2021
<b>Development Fees<sup>1</sup></b>		
Center Permits	\$110.00	\$150.00
HDBR, Cost of Scope of Work: (\$0-\$2,500)	\$25.00	\$25.00
HDBR, Cost of Scope of Work: (\$2,501-\$5,000)	\$25.00	\$50.00
HDBR, Cost of Scope of Work: (\$5,001-\$25,000)	\$50.00	\$75.00
HDBR, Cost of Scope of Work: (\$25,001-\$50,000)	\$100.00	\$100.00
HDBR, Cost of Scope of Work: (\$50,001-\$100,000)	\$150.00	\$150.00
HDBR, Cost of Scope of Work: (\$100,001-\$500,000)	\$200.00	\$200.00
HDBR, Cost of Scope of Work: (\$500,001-\$1,000,000)	\$300.00	\$300.00
HDBR, Cost of Scope of Work: (\$1,000,001-\$5,000,000)	\$500.00	\$500.00
HDBR, Cost of Scope of Work: (\$5,000,001-\$10,000,000)	\$500.00	\$1,000.00
HDBR, Cost of Scope of Work: (Over \$10,000,00)	\$500.00	\$1,500.00
HDBR, Demolition of Contributing Building	\$250.00	\$500.00
HDBR, Appeal of a Staff Decision	\$200.00	\$250.00
HDBR, Special Exception Request, Single/Two Family Residential	\$120.00	\$120.00
HDBR, Special Exception Request, All Others	\$350.00	\$350.00
HPC, Cost of Scope of Work: (\$0-\$2,500)	\$—	\$25.00
HPC, Cost of Scope of Work: (\$2,501-\$5,000)	\$—	\$50.00
HPC, Cost of Scope of Work: (\$5,001-\$25,000)	\$—	\$75.00
HPC, Cost of Scope of Work: (\$25,001-\$50,000)	\$—	\$100.00
HPC, Cost of Scope of Work: (\$50,001-\$100,000)	\$—	\$150.00
HPC, Cost of Scope of Work: (\$100,001-\$500,000)	\$—	\$200.00

<sup>1</sup> Tentative effective date April 1, 2021 (pending council review)

General Fund	2020	2021
<b>Development Fees (Continued)</b>		
HPC, Cost of Scope of Work: (\$500,001-\$1,000,000)	\$—	\$300.00
HPC, Cost of Scope of Work: (\$1,000,001-\$5,000,000)	\$—	\$500.00
HPC, Cost of Scope of Work: (\$5,000,001-\$10,000,000)	\$—	\$1,000.00
HPC, Cost of Scope of Work: (Over \$10,000,000)	\$—	\$1,500.00
HPC, Demolition of a Contributing Building	\$—	\$500.00
HPC, Contributing Building Determination	\$—	\$150.00
HPC, Appeal of a Staff Decision	\$—	\$250.00
HPC, Special Exception Request, Single/Two Family Residential	\$120.00	\$120.00
HPC, Special Exception Request, All Others	\$350.00	\$350.00
HSMC, Monument	\$—	\$500.00
HSMC, All Others	\$—	\$50.00

# 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. 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 2021 Community Partnerships Program allocations process began on July 10, 2020 with the release of Request for Proposals to reflect City Council priorities that encompass their vision for Savannah. Workshops were held on July 22, July 25 and August 5 during which written guidelines, the program application and scoring criteria were provided to assist applicants 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 July 10, 2020 and completed applications were submitted electronically by 5:00 p.m. on August 10, 2020.

## Investment Impacts

The Community Partnerships Evaluation Committee reviewed 59 applications from 39 local agencies with an aggregate of \$1,857,853 requested in funding. It remains a goal of the City to provide assistance for needed social services in the community and support for the program has been adopted to continue in 2021 with an allocation of \$638,000 for Community Services programs and \$195,000 for Homeless Continuum of Care Management Service.

## Review Criteria & Indicators

### **Ability to Address Community Needs - 15 Points**

Programs clearly demonstrate the ability to assist the City of Savannah in addressing community needs as outlined in the Community Partnership Program Request for Proposal.

### **Budget/Financials - 25 Points**

The organization's budget reflects diverse funding sources and a strong capacity to manage resources. 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 program budget and provide complete program budgets with expenses in line with services provided. Additionally, the organization's budget should show no unexplained or unjustified surpluses or deficiencies.

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

The program or service must result in outcomes that addresses community needs. Agencies must demonstrate knowledge of the specific local conditions and needs that the program will address; provide quantitative data on the number of people in Savannah who are experiencing these conditions; provide references for data sources; and indicate the number of persons/families served by the program.

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

The program/service must be fully developed and well-defined. Successful proposals provide a clear program narrative, describe key program features, detail the program location and hours and include outreach strategies to inform and engage the public in the program.

**Cost per Program Participant - 10 Points**

This ratio is determined by dividing the total 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 residents.

**Operational Capacity and Program Experience - 15 Points**

Agencies must demonstrate the capacity to deliver the 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 success, if applicable. Consideration will also be given to the adequacy of planned program staffing, program oversight, and other support.

**Collaborations/Partnerships - 5 Points**

Collaborations and partnerships with other agencies, community organizations and/or City departments that benefit program participants and connect participants to additional resources is a City priority. 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.

**Total - 100 Points****Purchasing Strategies**

The 2021 Community Partnership Program purchases services which align with the City Council's priorities for their vision for Savannah. Additionally, funds are set aside to support local Homeless Continuum of Care Management.

## Community Partnerships Program 2021 Adopted Budget

Agency Name - Program Name Description	2021 Requested Funding	2021 Adopted Funding
<b>Homeless Continuum of Care Services</b>		
<b>Chatham Savannah Authority for the Homeless (Continuum of Care)</b> coordinates 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>Established Nonprofit Organizations</b>		
<b>American Red Cross (Crisis Response and Recovery Program)</b> assists residents during times of crisis and disasters by providing immediate financial and emotional support, health services and resources to aid families on their road to recovery from a disaster.	\$24,000	\$22,440
<b>America's Second Harvest (Senior Hunger Initiative)</b> addresses seniors' access to food assistance including the Brown Bag for the Elderly program which provides groceries at the end of each month to low-income seniors.	\$25,000	\$23,375
<b>Coastal Children's Advocacy Center (Forensic Interviewing and Crisis Intervention)</b> invests in the underwriting the cost of forensic interviews and crisis intervention.	\$35,000	\$18,700
<b>Coastal Georgia Council Boys Scouts of America (Exploring Program)</b> provides career mentoring, leadership and job skills development programs for boys and girls ages 12-19.	\$10,000	\$5,000
<b>Economic Opportunity Authority for Savannah-Chatham County Area, Inc. (EOA Foster Grandparent Program)</b> offers low income seniors 55 years and older the opportunity to serve as mentors and tutors for children with special and literacy needs through an intergenerational program. The program's dual purpose enables seniors to help children while receiving a stipend to supplement their income.	\$50,000	\$5,000
<b>Economic Opportunity Authority for Savannah-Chatham County Area, Inc. (EOA Workforce Development Triple "E" Training Program)</b> is designed to offer soft skills training, referrals to educational training programs and referrals to entrepreneurship programs. The Triple "E" is centered around providing training to youth and adults in an effort to prepare them for the workforce.	\$50,000	\$9,350
<b>Economic Opportunity Authority for Savannah-Chatham County Area, Inc. (EOA Relatives As Parents Program)</b> 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. Program goals are accomplished through client assistance, educational seminars, caregiver support groups and counseling.	\$25,000	\$5,000
<b>Forsyth Farmers Market (Farm Truck 912)</b> partners with Wholesome Wave Georgia, 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 any item on the truck.	\$12,000	\$7,480



**Community Partnerships Program 2021 Adopted Budget (Continued)**

Agency Name (Program Name) - Description	2021 Requested Funding	2021 Adopted Funding
<b>Established Nonprofit Organizations (Continued)</b>		
<b>Frank Callen Boys &amp; Girls Club (Quality Recreation for Healthy Futures)</b> 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 fun and daily physical activities and strengthen their ability to engage in positive relationships.	\$5,000	\$5,000
<b>Frank Callen Boys &amp; Girls Club (Youth Upward Mobility: Academic Success, Career Readiness)</b> addresses the risk factors that contribute to youth 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 become upwardly mobile by entering and competing in the 21 <sup>st</sup> century workplace.	\$15,000	\$5,000
<b>Frank Callen Boys and Girls Club (Gang Prevention Through Targeted Outreach)</b> engages children and youth that display risky, antisocial and delinquent behavior and recruits them to participate in Frank Callen Boys and Girls Club activities.	\$15,000	\$14,025
<b>Georgia Legal Services (Home Ownership Protection)</b> provides critical legal services in cases involving homeownership, rehabilitation and retention of owned property.	\$50,000	\$42,075
<b>Greenbriar Children's Center (Early Childhood Education)</b> provides a structured daily curriculum 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	\$25,245
<b>MedBank Foundation (Prescription Assistance)</b> assists with processing medication refills and program renewals; provides services to uninsured or under insured and low-income persons; and operates out of J.C. Lewis Health Clinic.	\$25,000	\$9,350
<b>Mediation Center of the Coastal Empire Inc (Public Safety-Conferencing &amp; Dialogue Circles)</b> provides Community Conferencing to communities, families, and youth in conflict. Accepts referrals from community members, law enforcement, the school system or court and helps reduce crime from an intervention perspective, repair communities and restore relationships.	\$25,000	\$9,350
<b>Rape Crisis Center (Prevention Education)</b> provides prevention education to elementary, middle and high school youth in the public school system.	\$10,000	\$14,960
<b>Rape Crisis Center (SANE Program)</b> provides one-on-one crisis intervention through the Sexual Assault Nurse Examiners (SANE) program at St. Joseph's/ Candler Hospital and Memorial hospitals and supports the advocacy department, nurse contractors and victim assistance.	\$15,000	\$5,000

## Community Partnerships Program 2021 Adopted Budget (Continued)

Agency Name (Program Name) - Description	2021 Requested Funding	2021 Adopted Funding
<b>Established Nonprofit Organizations (Continued)</b>		
<b>Royce Learning Center (Adult and Community Education)</b> provides individualized instruction to adults in need of academic support in learning to read, General Education Development Diploma, Commercial Driver's License, Armed Services Vocational Assessment Battery, or other educational needs.	<b>\$10,000</b>	<b>\$5,000</b>
<b>Royce Learning Center (Summer Programs At Royce)</b> address 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.	<b>\$10,000</b>	<b>\$5,000</b>
<b>Savannah Center for Blind and Low Vision (Vision Screenings Health Initiative)</b> 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 are offered in convenient locations throughout the Savannah community such as the Moses Jackson Advancement Center, the Pennsylvania Avenue Resource Center, retirement facilities and group homes and civic functions promoting health initiatives.	<b>\$20,000</b>	<b>\$9,350</b>
<b>Senior Citizens (Meals on Wheels)</b> 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 1/3 of the recommended daily nutritional requirement for seniors.	<b>\$20,000</b>	<b>\$14,025</b>
<b>Senior Citizens (Adult Daytime Care)</b> 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.	<b>\$16,000</b>	<b>\$10,285</b>
<b>Senior Citizens (Care Navigators)</b> provides care management including guardianship and acts as the point staff for investigating suspected elder abuse/neglect and coordinating with Adult Protective Services and law enforcement. Assigned Care Navigators provide information and linkage to any service that will fill unmet needs for seniors and accompany the senior to the service(s) they need.	<b>\$15,000</b>	<b>\$9,350</b>
<b>Senior Citizens (In-Home Services)</b> provides support to help seniors with home services by providing homemaker, personal care, sitting and nursing services. Services make a profound difference in a senior's ability to remain independent and continue to live outside of a nursing home.	<b>\$12,000</b>	<b>\$6,545</b>
<b>Senior Citizens (Senior Companions)</b> serves two segments of the senior community. This program hires seniors who are healthy, have a desire/need to work and with income below the Federal poverty level and assigns them to provide peer to peer support to other seniors in need of companionship and assistance. Companions perform light housekeeping, run errands, assist with personal grooming, laundry and prepare meals.	<b>\$12,000</b>	<b>\$6,545</b>

## Community Partnerships Program 2021 Adopted Budget (Continued)

Agency Name (Program Name) - Description	2021 Requested Funding	2021 Adopted Funding
<b>Established Nonprofit Organizations (Continued)</b>		
<b>Small Business Assistance Corporation (Personal and Business Credit Building Program)</b> provides credit-rebuilding program for individuals and businesses including financial literacy, money management and one-on-one credit counseling.	<b>\$23,000</b>	<b>\$21,505</b>
<b>Step Up Savannah (Asset Building and Economic Mobility)</b> 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.	<b>\$50,000</b>	<b>\$37,400</b>
<b>Step Up Savannah (Chatham Apprentice Program)</b> provides jobs skills training, resume writing, financial education literacy and behavior modification therapy.	<b>\$50,000</b>	<b>\$37,400</b>
<b>Step Up Savannah (Collaborative Work)</b> collaborates to manage the Working Families Network, 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.	<b>\$50,000</b>	<b>\$16,830</b>
<b>The Creative Coast (Innovation Hub formerly The Labs)</b> hosts events focused on mentoring, networking, and education in business incubation.	<b>\$50,000</b>	<b>\$35,530</b>
<b>The Savannah Country Day School (Horizons Savannah Youth Program)</b> provides educational support to low-income students in grades K-through high school. The program is designed to fuel learning through high-quality academics with arts, sports, cultural enrichment and confidence-building challenges, particularly swimming.	<b>\$15,000</b>	<b>\$13,090</b>
<b>West Broad Street YMCA (STEAM Neighborhood Enrichment Program)</b> provides enriching after-school engagement of children and their families through the delivery of programs which incorporate science, technology, engineering arts, math, physical fitness programs, social and emotional skill building.	<b>\$50,000</b>	<b>\$5,000</b>
<b>Total Established Nonprofits</b>	<b>\$844,000</b>	<b>\$459,205</b>

## Community Partnerships Program 2021 Adopted Budget

Agency Name (Program Name) - Description	2021 Requested Funding	2021 Adopted Funding
<b>Established Nonprofit Organizations - New Programs</b>		
<b>Beyond The Bell, Inc. (Literacy Program)</b> provides a reading program based on the Institute for Multi-Sensory Education for third to fifth grade students in the City of Savannah.	<b>\$30,250</b>	<b>\$10,000</b>
<b>Chatham County Safety Net Planning Council (Oral Health Adult Free Dental Day)</b> seeks to improve adult oral health in Chatham County on a sustainable basis, focusing on uninsured and under insured, vulnerable individuals. Free dental services provided to City of Savannah adult residents who are older than 18 years of age.	<b>\$30,765</b>	<b>\$10,000</b>
<b>Chatham County Safety Net Planning Council (Trauma Drama for Youth and Adolescents)</b> promotes mental health and emotional well-being for youth and adolescents with complex trauma experiences.	<b>\$25,000</b>	<b>\$10,000</b>
<b>Chatham Savannah Citizen Advocacy</b> (Making and Supporting Citizen Advocacy Relationships) matches citizen advocates with persons at increased risk of abuse, neglect and social exclusion due to society's response to persons with developmental disabilities.	<b>\$5,000</b>	<b>\$5,000</b>
<b>Consumer Credit Counseling Service of the Savannah Area, Inc. (Financial Wellness for Savannah Families)</b> focuses on counseling and education services which include credit improvement, debt reduction, foreclosure intervention and homeownership.	<b>\$50,000</b>	<b>\$10,000</b>
<b>COPE For Change (COPE Strong Summer Camp)</b> gives students the tools and information to develop a lifetime of achievable healthy habits through a series of fun and interactive educational classes.	<b>\$20,000</b>	<b>\$5,000</b>
<b>Economic Opportunity Authority for Savannah-Chatham County Area, Inc. (EOA Homebuyer Program)</b> provides basic knowledge and information to consumers on the steps required to become a homeowner through a four week educational course.	<b>\$50,000</b>	<b>\$5,000</b>
<b>Forsyth Farmers' Market (912 Food Farmacy)</b> is a USDA-funded program that partners with four local health clinics to serve low-income individuals who have or are at risk for diet-related chronic diseases. Participants attend six monthly sessions where they receive health screenings, nutrition classes, and 26 weeks of prescription vouchers to shop at the Food Farmacy.	<b>\$12,000</b>	<b>\$5,000</b>
<b>George Leile Visions, Inc./FAB (Workforce Development)</b> provides on-the-job training (OJT) and soft-skills training, case management and job development services that assist individuals in obtaining permanent employment.	<b>\$50,000</b>	<b>\$10,000</b>
<b>Mercy House South East (COVID-19 Rental Assistance Program)</b> provides help to maintain housing stability among residents who are un- or under-employed as a result of COVID-19. Rental assistance is needed to supplement families whose economic stability, health, or health of a loved one have suffered as a result of the pandemic.	<b>\$50,000</b>	<b>\$10,000</b>

## Community Partnerships Program 2021 Adopted Budget (Continued)

Agency Name (Program Name) - Description	2021 Requested Funding	2021 Adopted Funding
<b>Established Non-Profit Organizations - New Programs (Continued)</b>		
<b>Park Place Outreach Youth Emergency Services (Family Preservation for Teens)</b> provides youth, ages 11-17, and their parents/families with prevention services to help teens remain safely in their homes to sustain and maintain family stability.	<b>\$15,000</b>	<b>\$5,000</b>
<b>Savannah Center for Blind and Low Vision (Diabetes Management and Maintenance Training for the Visually Impaired)</b> provides vision impaired persons with Diabetic retinopathy with devices needed to make the most of their remaining vision. Devices range from magnification devices to CCTVs (Closed Circuit Televisions) that help enlarge and expand the visual field. The program also offers glasses with strengths unavailable in drug stores or optometry shops.	<b>\$35,000</b>	<b>\$10,000</b>
<b>Savannah Chatham CASA (Foster Care Transition)</b> provides services to support youth transitioning successfully out of foster care. Funding will provide the capacity to incorporate the Fostering Futures model to recruit and train an additional 60 volunteers and support an additional advocacy coordinator to train and support volunteers working specifically with children 14 years and older. Savannah/Chatham CASA will serve at least 100 additional youth in foster care with this funding.	<b>\$20,338</b>	<b>\$10,000</b>
<b>The West Broad Street Young Men's Christian Association, Inc. (Youth Sports Program)</b> provides soccer and basketball programs that develop self-esteem, muscular strength, agility, and a whole host of other attributes among youth whose parents cannot afford to pay for sports leagues at local clubs or the community.	<b>\$20,000</b>	<b>\$5,000</b>
<b>West Broad Street YMCA (Senior Citizens Program)</b> provides much needed social interaction for seniors following the stay-at-home order required for COVID-19 during 2020. Seniors will participate in numerous class offerings such as cooking, exercise and crafting.	<b>\$20,000</b>	<b>\$5,000</b>
<b>YMCA of Coastal Georgia (Before and Afterschool Enrichment Program)</b> provides a safe, supportive and enriching environment for elementary and middle school students through out-of-school programming.	<b>\$45,000</b>	<b>\$5,000</b>
<b>Hostess City Non-Profit Aviators (Young Eagles Program)</b> encourages qualified pilots to share their passion for aviation with youth, ages 8-17, by offering them their first free ride in an airplane. The program offers 50 to 100 hours of flight time annually.	<b>\$10,500</b>	<b>\$5,000</b>
<b>Total Established Non-Profits</b>	<b>\$538,853</b>	<b>\$130,000</b>

**Community Partnerships Program 2021 Adopted Budget**

<b>Agency Name (Program Name) - Description</b>	<b>2021 Requested Funding</b>	<b>2021 Adopted Funding</b>
<b>Developing Non-Profit Organizations - New Programs</b>		
<b>Loop It Up Savannah, Inc. (Mindfulness Zone Program)</b> is a multi-layered program that uses mindfulness practice, trauma-informed yoga for youth, and expressive arts to foster wellness and well-being in at-risk second through fifth grade students attending Title I schools in Savannah.	<b>\$30,000</b>	<b>\$10,000</b>
<b>ReNForce (Transitional Job Training Program)</b> is a pilot program which provides transitional job services to select individuals post incarceration.	<b>\$50,000</b>	<b>\$10,000</b>
<b>Star Charter School (Our Boys Can't Wait/Growing Into Manhood Program)</b> addresses the social, emotional and academic development of males between the ages of 11-17.	<b>\$50,000</b>	<b>\$10,000</b>
<b>Savannah Youth City, Inc. (Teen CERT Program)</b> offers community emergency response education, support and resources to prepare youth for an emergency or natural disaster through after-school programming.	<b>\$50,000</b>	<b>\$8,795</b>
<b>Savannah Youth City, Inc. (Ignite Savannah Program)</b> provides essential services and resources to neighborhood youth between the ages of 8-18 through community outreach and engagement program.	<b>\$50,000</b>	<b>\$5,000</b>
<b>Savannah Youth City, Inc. (Action Leadership Camp)</b> leadership training camp to equip youth with skills, support and mentors to help them develop self awareness.	<b>\$50,000</b>	<b>\$5,000</b>
<b>Total Developing Nonprofits</b>	<b>\$280,000</b>	<b>\$48,795</b>
<b>Special Appropriations</b>		
<b>Parent University (Parent University 2021)</b> supports operational expenses and technology for the traditional Parent University as well as Early Learning College.	<b>\$50,000</b>	<b>\$25,000</b>
<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.	<b>\$0</b>	<b>\$50,000</b>
<b>Total Community Partnership</b>	<b>\$1,907,853</b>	<b>\$908,000</b>



# Cultural Contributions

## Overview

The City of Savannah is a key investor in local cultural and arts programs and events. The 2021 Arts and Cultural Enrichment Program (ACE) recognizes the importance of art and culture as contributors to the vibrancy of Savannah's neighborhoods. The City supports opportunities for art and culture to enhance and enrich the quality of life for Savannah residents and guests. Arts, history, culture, and creativity are recognized as vital contributors to the City's economic growth and community enrichment, as well as essential components in the development of Savannah's unique identity.

The City of Savannah awards contracts through the ACE Program to nonprofit organizations and institutions of higher learning to provide high quality, innovative and creative art and cultural services. These services improve the quality of life by expanding access to new and diverse audiences; increasing appreciation and exposure to art and multiculturalism; inspiring and engaging youth; growing and nurturing local talent; and increasing Savannah's vitality in measurable and sustainable ways.

The Cultural Affairs Commission (CAC), appointed by City Council, attends the programs and events of contracted agencies throughout the year to evaluate effectiveness and ensure contract compliance.

## Investment Impacts

The CAC served as a review panel for the 2021 ACE program, evaluating submitted applications and participating in a one-day review panel deliberation meeting on September 12, 2020., during which they scored 16 proposals from 16 organizations with an aggregate funding request of \$910,000. The review panel recommended City investment for 13 of the 16 organizations. Based on the assumption that the program funding allocation would remain level from 2020 to 2021, the panel proposes investments of \$635,000 for the ACE program; \$22,400 for Technical Assistance; and \$23,000 for the Weave-A-Dream (WAD) program, resulting in a total recommendation of \$680,400 for Cultural Contributions. The CAC recommends investment in programs and events that strategically position the disciplines of the creative sector to address the following City priorities in measurable ways:

- Increase economic growth through skill-building, employment and entrepreneurship
- Improve the aesthetics of built environments through creative projects
- Expand art and cultural experiences to new and diverse audiences and participants
- Build and reinforce a strong sense of community throughout Savannah by bringing people together to enjoy and experience art and culture in an environment of fellowship
- Engage, develop and inspire young people through imaginative and innovative approaches
- Reestablish, enrich and/or preserve vibrant neighborhoods and the quality of life in Savannah
- Increase access to art and culture in close proximity to where residents live
- The recommended ACE allocations are based on a scoring rubric.

## Criteria & Indicators

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

### **Organization Management and Experience – 15 Points**

- Well-articulated organization mission and goals
- Effective administration, years in operation, and leadership among paid/volunteer staff
- Level of experience delivering proposed or similar programming
- Adequacy of program oversight and other planned support
- Satisfactory service outcomes and compliance with terms of past City contracts (if applicable)
- Overall quality of application preparation/completeness of information
- Ability to sustain program/service with limited or no City funding support

**Program/Project Design – 20 Points**

- Clear program/project goals and objectives
- Carefully planned with a realistic execution strategy
- Innovative and creative programming
- Focus on artistic quality
- Effective and engaging programming
- Utilization of appropriately skilled artists/educators and paid/volunteer support
- Documented collaborations with Savannah's creative and social service agencies, businesses, education and/or community development sectors
- Effective marketing strategy to reach a wide segment of the Savannah community and visitors

**Community Benefits/City Priorities – 25 Points**

- Includes clear and specific benefits to program participants/audiences as well as general benefits to the community as a whole
- Enhances and fosters vibrant neighborhoods and enriches the quality of life
- Expands art and cultural experiences to new and more diverse audiences and participants
- Builds and reinforces a strong sense of community throughout Savannah by bringing people together to enjoy and experience art and culture in an environment of fellowship
- Develops and inspires young people through imaginative and innovative approaches and engages them as program audience, program stewards and artists/performers
- Increases access to art and cultural programming to new areas of the City
- Strengthens Savannah's reputation as a cultural destination
- Improves the aesthetics of built environments through creative projects
- Increases economic growth through skill-building, creative sector jobs and entrepreneurship
- Integrates strategies to ensure equitable access to programming regardless of income or ability
- Defines barriers to community engagement and present a clear plan to address barriers and effectively reach and engage diverse audiences/participants

**Performance Outcomes – 20 Points**

- Clear delineation of the number and type of specific services to be provided
- Clear definitions for free and fee-based programs
- Programs/activities that reach/extend to multiple aldermanic districts
- Clear evaluation methods and indicators to measure program/project effectiveness and determine if program goals were met

**Budget Planning & Management – 20 Points**

- Accuracy of budget and itemization
- Appropriate and reasonable program costs based on the services to be delivered and the planned outcomes/results to be achieved
- Practicality/feasibility of budget projections for proposed activities and overall operations
- Diversified revenue stream with emphasis on other sources of contributed and earned revenue

**Total - 100 Points**



## Cultural Contributions 2021 Adopted Budget

Organization - Program(s)	Adopted Investment
<b>Savannah Jazz Association - Savannah Jazz Festival</b>	<b>\$68,225</b>

Savannah Jazz Association provides educational, entertainment and cultural services to meet the City of Savannah's strategic goals. Services include the Annual Savannah Jazz Festival, monthly public concerts, educational programming, support of the Savannah Jazz Orchestra and development of the Savannah Jazz History and Hall of Fame Exhibit. Savannah Jazz's programming has broad multi-cultural and generational appeal, reaching a diverse audience from all Savannah-area communities and throughout the nation. Savannah Jazz Festival attracts loyal regional and national visitors who support the local economy.

In 2021, Savannah Jazz anticipates 15-20 live music performances during the 40th Annual Savannah Jazz Festival and 10 Master Classes for students. The programming will feature world-class musical artists and rising stars. Savannah Jazz's recent tradition features younger, but accomplished groups and promotes groups led by women. Savannah Jazz's reach extends to international and ethnic audiences by featuring Latin and cross-over acts related to jazz including blues, gospel, funk, and zydeco - which blends blues, rhythm and blues, and music indigenous to the Louisiana Creoles and the Native people of Louisiana. The musical programming often mirrors the diversity of the audience. The educational programs will continue with Masters Classes to Savannah-Chatham County Public School System (SCCPSS) and regional colleges; topics will range from jazz history to musical techniques and professional practices.

District(s) Served	1,2	% of Target Audience	%
# of Services	28	Young Children (0-5)	1
# of Participants	50,000	Children (6-13)	6
# of Visitors/Tourists	20,000	Teens (14-17)	10
# of Artists Participating	95	Young Adults (18-20)	28
# of Artists Partnerships	22	Adults (21-59)	35
		Seniors (over 60)	20
		% of Project Budget Requested from City	39
		% Non-City Income (Earned/Contributed) toward Project	61

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
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### Savannah Book Festival - SBF@Schools

**\$7,249**

The Savannah Book Festival provides opportunities for Savannah citizens and visitors that expand their world view through the art of reading and allow them to embrace the art of writing through the author's eyes. Featured authors represent various ethnicities with a myriad of viewpoints; range from from local to international and compose fiction and non-fiction.

The 2021 SBF@Schools program will work with authors who have agreed to volunteer with the local school system. Savannah Book Festival will collaborate with Savannah-Chatham County Public Schools (SCCPSS) to match authors with classrooms and align their material with the classroom current subject matter. Savannah Book Festival will utilize local, independent bookseller, E. Shaver Bookseller, to purchase books for classrooms and students. Authors will speak about the writing life, how they became authors, the research process, content of the book, origin of ideas and other topics related to their subject matter and occupations.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	20	Young Children (0-5)	—
# of Participants	1,000	Children (6-13)	22
# of Visitors/Tourists	—	Teens (14-17)	69
# of Artists Participating	20	Young Adults (18-20)	5
# of Artists Partnerships	3	Adults (21-59)	4
		Seniors (over 60)	—
		% of Project Budget Requested from City	36
		% Non-City Income (Earned/Contributed) toward Project	64

### Mountainfilm on Tour Savannah - Movies that Matter

**\$19,901**

Mountainfilm on Tour Savannah is a documentary film festival, featuring short films about conservation, environmental protection, social justice, adventure and the indomitable human spirit. Each January, Mountainfilm hosts a four-day festival in Savannah that includes three evening programs that are ticketed and open to the public and three days of student programming called Movies that Matter.

Movies that Matter brings award-winning documentary films to Savannah-Chatham County Public School System (SCCPSS) students. Throughout the three days of Movies that Matter, seven education programs are hosted and attended by almost 5,000 students. After the documentary films, personalities from the films join students for Q&A sessions. Educational materials about the films are designed to be used in the classroom before and after the screenings. The materials, developed by Mountainfilm's education consultant, include interviews with filmmakers, suggested talking points, and discussion topics with links to additional reading materials and films. In 2021, Mountainfilm's goal is to host nine events and screen films with two on-site school screenings; five screenings at Trustees Theatre and Lucas Theatre; a family matinee at Trustees Theater; and a free screening in Forsyth Park.

District(s) Served	1,2,3	% of Target Audience	%
# of Services	9	Young Children (0-5)	—
# of Participants	5,400	Children (6-13)	40
# of Visitors/Tourists	—	Teens (14-17)	34
# of Artists Participating	7	Young Adults (18-20)	15
# of Artists Partnerships	9	Adults (21-59)	10
		Seniors (over 60)	1
		% of Project Budget Requested from City	29
		% Non-City Income (Earned/Contributed) toward Project	71

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Savannah Music Festival - Musical Explorers, SMF Jazz Academy, SMF</b>	<b>\$85,176</b>

Founded in 1989, Savannah Music Festival has grown over the last three decades into one of Savannah's most important cultural institutions - beloved not only for its critical acclaim and eclectic programming, but also for its significant economic impact and commitment to providing cost-free year-round music education programs to the local community. The annual springtime festival presents a diverse selection of music genres, including classical, jazz and American and international roots music presented in a range of venues in Savannah's downtown Historic District. Each year the festival presents, on average, 90 concerts with more than 600 artists from across the United States and the world. Savannah Music Festival provides free music education to more than 10,000 local students through its education programs.

Now in its seventh academic year, the Musical Explorers program is designed to serve every K-2 student in the greater Savannah region, with a special focus on schools that are struggling academically and financially, including Title I schools that lack robust arts education opportunities. All Musical Explorers curricula, classroom resources, professional development and concerts are provided cost-free to teachers, students, families and school systems.

The Savannah Music Jazz Academy is a cost-free, after-school jazz program for students beginning in fifth grade. Enrolled students receive high-quality musical instruction and academic support. All program elements are free for participants, including instruments, weekly private and group lessons, semester-end performances, materials for at-home practice, academic support, daily snacks and dinner and transportation to and from the program site.

The Savannah Music Festival Family Roadshow builds on the success and popularity of Musical Explorers by bringing the most popular artists into different neighborhoods throughout Savannah. Through a series of four concerts throughout the City, Savannah Music Festival aims to bring generations together by bringing the music out of the classroom and out of the concert hall.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	181	Young Children (0-5)	32
# of Participants	12,765	Children (6-13)	58
# of Visitors/Tourists	1,406	Teens (14-17)	1
# of Artists Participating	45	Young Adults (18-20)	1
# of Artists Partnerships	5	Adults (21-59)	5
		Seniors (over 60)	4
		% of Project Budget Requested from City	19
		% Non-City Income (Earned/Contributed) toward Project	81

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Deep Center, Inc. - Savannah Stories</b>	<b>\$84,968</b>

Deep Center uses writing, art and culture to fuel the creativity and leadership of Savannah's young people, their families and their communities, helping them connect their learning to their lives, their lives to history and current events and their actions to transformational change. Deep works with adults in the community (teachers, police, probation officers and etc.) to make sure youth are seen in their full humanity and to identify and advocate for administrative and legislative policies that make Savannah a just and equitable place.

In 2021, Deep will sustain and deepen Savannah Stories, an award-winning sequential youth arts, learning and leadership program. Savannah Stories aims to help 678 (538 in Savannah) underserved youth improve their learning capacity; increase their positive experiences with writing, art, community and education; and provide them with opportunities to share their stories and perspectives. Savannah Stories' sequential tiers begins with the introductory Youth Author Project (YAP) which provides free, fun and rigorous creative writing workshops for underserved public school youth, connecting youth with a thriving community of mostly volunteer creative-writing mentors - local authors, poets, and journalists - to help them share their stories and amplify their voices. The intermediate Block-by-Block (BxB) program serves high school-aged YAP alumni and has a place-based community engagement focus, while the advanced Youth Leadership Team (YLT) serves 16 BxB graduates (aged 16-18) who join one of two teams: Action Research Team (ART) or Slam Team. YLT youth provide feedback to staff; engage in advanced writing on critical issues; co-facilitate community conversations; perform their writing in at least five community settings; and go on leadership trips to perform, share and engage with national peers.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	575	Young Children (0-5)	3
# of Participants	1,678	Children (6-13)	13
# of Visitors/Tourists	34	Teens (14-17)	12
# of Artists Participating	80	Young Adults (18-20)	15
# of Artists Partnerships	14	Adults (21-59)	40
		Seniors (over 60)	17
		% of Project Budget Requested from City	14
		% Non-City Income (Earned/Contributed) toward Project	86

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Savannah Philharmonic - Education and Outreach Series</b>	<b>\$79,739</b>

Savannah Philharmonic is an orchestra of musicians and chorus that provides educational programs for youth and community events. Savannah Philharmonic produces Picnic in the Park, traditionally a free-one day event in Forsyth Park featuring young performers, military bands, and a professional orchestra. Savannah Philharmonic's mission is to inform, instruct and enrich the community through orchestral and choral performances and to promote and increase community knowledge and appreciation of the arts. In 2021, Savannah Philharmonic will produce Savannah's largest outdoor annual musical event. Picnic in the Park gives our entire community an opportunity to come together, creating camaraderie over a shared cultural experience: music performance.

Savannah Philharmonic will offer their educational programming, Link Up, a collaboration with Carnegie Hall's Weill Music Institute to bring the program to nearly 6,000 Savannah-Chatham County Public School System (SCCPSS) students. Savannah Philharmonic will work with third to fifth grade students in predominately Title-I schools. The curriculum will teach students how to vocalize, perform on their very own recorder flutes, learn to compose musical selections and include history about the composers the students are studying.

Savannah Philharmonic's District Band Clinic will also partner with SCCPSS music teachers to provide advanced instruction which will positively impact students who do not have access to private instruction outside of the school setting. The District Band Clinic will host sessions for each musical instrument, give audition times and work with students on their scales and sight-reading, covering all bases for advanced auditions, which are not always taught in class.

Savannah Philharmonic's Keep the Music Playing program works with the Friends of Ben Tucker to present workshops to elementary through high school students in Savannah. The Friends of Ben Tucker organization accepts instrument donations, has instruments repaired and gives them to music students at SCCPSS Title-I schools. Savannah Philharmonic's musicians visit the schools to present workshops comprised of sectionals on how to play, clean, maintain and care for the donated instruments.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	40	Young Children (0-5)	1
# of Participants	21,000	Children (6-13)	8
# of Visitors/Tourists	2,000	Teens (14-17)	17
# of Artists Participating	165	Young Adults (18-20)	18
# of Artists Partnerships	8	Adults (21-59)	46
		Seniors (over 60)	10
		% of Project Budget Requested from City	31
		% Non-City Income (Earned/Contributed) toward Project	69

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
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### Savannah State University - Savannah Black Heritage Festival

**\$72,697**

Savannah Black Heritage Festival is a multi-disciplinary festival which exposes, educates and provides cross-cultural/cross-generational experiences for Savannah's citizens, youth and visitors to enhance awareness and appreciation for contributions by African Americans to this country's history and culture. Presented through a variety of performing and visual arts, educational and cultural events, all of which are free of charge and open to the public, the Savannah Black Heritage Festival reaches underserved communities and populations of diverse age, socioeconomic, ethnicity, ability with an aim to develop cultural literacy and instill intrinsic values.

Utilizing the 2021 theme, "Reflect, Reform, Rejoice", Savannah Black Heritage Festival proposes to present virtual and/or social-distanced programs and workshops with two dedicated virtual performances of the Hiplet Ballerinas and Sons of Mystro Hip-Hop violinists, performances of Future of Jazz, the SSU Chorale, the Gospel Concert, Youth Talent Extravaganza, Readers Theatre, Obsidian Dance Ensemble, and Storytelling: "I Will Not Be Moved", programs of the Second City Improv Party, W.W. Law Lecture, Low Country Artists Crafts Exhibition, Authors' Corner, Courageous Conversation: "The Young Generation Awakening", and "At the Feet of the Elders" and many other programs within all six aldermanic districts.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	32	Young Children (0-5)	2
# of Participants	28,000	Children (6-13)	20
# of Visitors/Tourists	4,000	Teens (14-17)	15
# of Artists Participating	140	Young Adults (18-20)	18
# of Artists Partnerships	33	Adults (21-59)	25
		Seniors (over 60)	20
		% of Project Budget Requested from City	23
		% Non-City Income (Earned/Contributed) toward Project	77

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Telfair Museum, Inc. - Art in Our Neighborhoods</b>	<b>\$84,614</b>

Founded in 1886 and today consisting of three unique sites in the Historic District, the Telfair Academy, Owens-Thomas House and Slave Quarters, and the Jepson Center for the Arts, Telfair Museums presents public exhibitions and tours of art and history to more than 250,000 visitors each year from every state and more than 50 countries. Additionally, since the 1920s, Telfair has presented hundreds of free outreach programs to the Savannah community each year, from local students to veterans, seniors, therapeutics patients, and more. These free outreach programs reach more than 15,000 Savannahians annually. One-third of participants live in poverty and two-thirds are classified as economically disadvantaged.

In 2021, Telfair will present Art in Our Neighborhoods, one program consisting of 286 free sessions including educational tours, summer youth outreach, senior center outreach, health and social services outreach, veterans art workshops, youth STEAM (science, technology, engineering, arts and math) after-school program, free lectures and family free entrance days. Telfair is deeply committed to presenting high-quality programming as demonstrated throughout longtime partnership with the City, local schools and other organizations throughout the community. Art in Our Neighborhoods is administered by professional curators, educators and artists with high-level graduate degrees and multiple years of combined experience presenting arts and outreach programs in Savannah and around the world.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	286	Young Children (0-5)	3
# of Participants	19,000	Children (6-13)	38
# of Visitors/Tourists	2,500	Teens (14-17)	12
# of Artists Participating	57	Young Adults (18-20)	4
# of Artists Partnerships	12	Adults (21-59)	23
		Seniors (over 60)	20
		% of Project Budget Requested from City	16
		% Non-City Income (Earned/Contributed) toward Project	84

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>American Traditions Vocal Competition - ATC Outreach/Junior ATC/Give Back</b>	<b>\$6,936</b>

The American Traditions Vocal Competition celebrates and preserves all types of classic American music. American Traditions celebrates its 28<sup>th</sup> year as part of a community-driven service and initiative. The organization provides musical education, exposure and performances for Savannah locals of all ages. The American Traditions Vocal Competition was born of the desire to foster and preserve traditions of musical expression, which have been significant in the culture of the United States, both in past eras and at the present time. In contrast to many music competitions that focus on European repertoire, the American Traditions Competition celebrates the repertoire that represents both the art and the popular cultures of our country.

The American Traditions Vocal Competition presents a vast offering of community outreach in public schools, private schools and senior communities. American Traditions' artists visit schools and senior communities to educate about the power and beauty of classic American music, to perform, entertain and inspire their audiences, and to promote the Junior American Traditions Vocal Competition program. The Junior American Traditions program is a specialized musical opportunity for local high school students that provides performance opportunities for participants; allows students access to one-on-one feedback; time and critiques with professional vocalists from around the country; and provides the top three participants a chance to record professionally. The American Traditions program will develop an established curriculum using American music/Johnny Mercer as the backdrop. The school visits will provide students with new musical knowledge through live performance and engage students in critical thinking activities designed for active listening. Each student vocalist will learn the skills of independent focus and adapting to various feedback and points of view, all with the goal of enriching each student's musical and personal experience. American Traditions has begun an initiative, "Give Back to Savannah," which will provide free concerts in downtown Savannah during 2021, allowing anyone residing in or visiting Savannah to enjoy a live performance of American music traditions.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	39	Young Children (0-5)	—
# of Participants	1,500	Children (6-13)	10
# of Visitors/Tourists	500	Teens (14-17)	70
# of Artists Participating	12	Young Adults (18-20)	—
# of Artists Partnerships	9	Adults (21-59)	10
		Seniors (over 60)	10
		% of Project Budget Requested from City	50
		% Non-City Income (Earned/Contributed) toward Project	50



## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Historic Savannah Foundation - Annual Harvest Lecture Series</b>	<b>\$5,630</b>

Historic Savannah Foundation has been at the forefront of the Preservation movement since 1955. Using all the tools at their disposal to protect and save endangered historic buildings, Historic Savannah Foundation takes tough positions on public policy, serves as an advocate, educates the public and provides technical and design assistance for property owners. Historic Savannah Foundation's crown jewel is its Davenport House Museum. Each year, Davenport House welcomes more than 47,000 visitors to the 1820 historic site. The Museum offers special programming throughout the year, serving regional schools for field trips and educational sessions, alongside programs specific to the 1820s time period, such as the Yellow Fever in Savannah, celebrations of holidays and social customs and neighborhood walking tours.

Each fall, Historic Savannah Foundation hosts a Harvest Lecture Series with a focus on local history of the 1800s including Savannah's role in the Atlantic Slave Trade. From the 1400s through the 1800s, the transatlantic slave trade claimed an estimated 12.5 million Africans and involved the entire east coast of the Americas and the Caribbean. Over the course of forty-eight years, Savannah played an integral role in the Atlantic Slave Trade. The Port of Savannah has historical transnational importance as a receiver of enslaved West Africans during the late eighteenth century. The enslaved people carried with them only recollections of their former way of life and the culture and traditions they once enjoyed. The melding of West African peoples, languages, and customs resulted in the vibrant Gullah Geechee culture of our community. Many of the enslaved people (and thus numbers of their ancestors) remained in the Savannah area, retaining and replicating this important culture and these traditions, many of which still exist in our community today. This three-day program aims to recognize the cultural impact the enslaved people have on the culture of Savannah and recognize the individuals who lived and worked at the three host sites (Andrew Low House Museum, Davenport House Museum and Ships of the Sea Maritime Museum) before freedom came.

District(s) Served	1,2,3	% of Target Audience	%
# of Services	9	Young Children (0-5)	5
# of Participants	600	Children (6-13)	15
# of Visitors/Tourists	50	Teens (14-17)	10
# of Artists Participating	10	Young Adults (18-20)	10
# of Artists Partnerships	4	Adults (21-59)	30
		Seniors (over 60)	30
		% of Project Budget Requested from City	50
		% Non-City Income (Earned/Contributed) toward Project	50

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Savannah Children's Choir - Choral Foundations/Come Sing Y'All</b>	<b>\$28,717</b>

Savannah Children's Choir is a nonprofit, community supported, choral organization whose mission is to unite, mentor and transform Savannah's children into responsible, creative and confident leaders through excellence in choral performance and music education. Savannah Children's Choir has created an inclusive and welcoming community environment centered on education and team building that fosters social and musical skill development as well as leadership and communication enrichment. Savannah Children's Choir welcomes children beginning at age 5 through high school age to participate in its challenging graduated series of choirs, advancing in age and ability.

The Choral Foundations program is an after-school program that will be open for free to all interested Savannah fourth and fifth graders. In coordination with local schools, expert choral instructors will visit school sites for scheduled after-school introductory choral program instruction. Sites are specifically chosen to accommodate accessibility concerns for those students identified as having the greatest need to overcome barriers. During program visits, students will enjoy making music with their peers, learning along the way not only musical skills, but also developing creativity, collaboration, team-building, social interaction, goal-setting/achievement, accountability/responsibility and concentrated life skills. Savannah Children's Choir will also present the Come Sing Y'All Choir program in which Choral Foundation students join at one location for a combined choral rehearsal to build upon the skills learned during the Choral Foundations sessions. At the end of each semester, students sing a performance for their peers, parents and the Savannah community.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	40	Young Children (0-5)	—
# of Participants	1,000	Children (6-13)	100
# of Visitors/Tourists	—	Teens (14-17)	—
# of Artists Participating	300	Young Adults (18-20)	—
# of Artists Partnerships	4	Adults (21-59)	—
		Seniors (over 60)	—
		% of Project Budget Requested from City	40
		% Non-City Income (Earned/Contributed) toward Project	60

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Savannah Ballet Theatre - Dance for Everyone</b>	<b>\$51,695</b>

Savannah Ballet Theatre is the only classical ballet company in coastal Georgia that provides both dancers and audience members with a full season (35 weeks) of professionally staged performances and outreach programming. The organization showcases the talents of local artists and honors the traditions and history of Savannah and the South. Savannah Ballet Theatre is known for its superior production of *The Nutcracker*, but is also known throughout the Southeast for its innovative, original adaptations of *The Little Mermaid*, *The Lion, the Witch, and the Wardrobe*, *Jack the Ripper*, *The Wizard of Oz* and *Sleepy Hollow*. Savannah Ballet Theatre has dedicated itself to educating dancers in the studio and in the classroom. Since its founding in 1998, more than 60,000 students have attended a performance by Savannah Ballet Theatre.

The organization has created specialized programming to introduce dance to underserved students, nurturing the next generation of artists. Savannah Ballet Theatre's Dance for Everyone is a year-long program that provides performance, outreach and educational opportunities for people of all ages, genders, and socioeconomic backgrounds. Throughout the year, Savannah Ballet Theatre will be educating students in underserved/Title-I schools, offering dance therapy to disabled adults in assisted living centers, introducing dance and basic ballet to kids in community centers and providing people with autism of all ages the opportunity to attend a performance in a safe space. Dance for Everyone is an ambitious program that is designed to reach 5,500 participants within Savannah's communities.

District(s) Served	1,2,3,4,5,6	% of Target Audience	%
# of Services	84	Young Children (0-5)	10
# of Participants	5,500	Children (6-13)	55
# of Visitors/Tourists	200	Teens (14-17)	3
# of Artists Participating	180	Young Adults (18-20)	2
# of Artists Partnerships	2	Adults (21-59)	10
		Seniors (over 60)	20
		% of Project Budget Requested from City	50
		% Non-City Income (Earned/Contributed) toward Project	50

## Cultural Contributions 2021 Adopted Budget (Continued)

Organization - Program(s)	Adopted Investment
<b>Loop It Up Savannah, Inc. - Looping Literacy Together</b>	<b>\$39,453</b>

Loop It Up Savannah is a youth arts and enrichment nonprofit, providing school-day, after-school and summer workshops for over 10,000 young people each year. Programming includes visual and performing arts, school gardens, early literacy, mindfulness-based practice, and creative entrepreneurship throughout Savannah. Loop It Up aims to foster strong relationships, greater academic success, the sense of ownership and pleasure in learning, and greater emotional stability among those they serve. Loop It Up Savannah was founded in 2008. What began as a children's knitting and crochet class at the West Broad Street YMCA quickly grew to include a broad spectrum of weekly arts and enrichment classes for children throughout Savannah's urban neighborhoods. In 2015, Loop It Up became a nonprofit organization, giving greater ability to foster creative partnerships throughout Savannah.

Loop It Up's programs include After School Creative Arts at schools and community centers across Chatham County and the City of Savannah; Early Learning Center Creative Arts in community centers and pre-K classes within the public school system to give young students exposure to a variety of art media, while supporting age-appropriate fine motor, cognitive, and social development; School Residency Programs that provide classrooms specific art projects connected to at least one of their current academic subjects; Creative Arts in the Streets bringing art to the streets through community festivals and events; and The Beloved Community Project in which families are connected with Loop It Up's community partners to make sure that basic needs of students and their families are being met. Looping Literacy Together is a multi-faceted program that fosters literacy in pre-kindergarten and kindergarten students. The program focuses on establishing age appropriate reading and comprehension levels for the children that are served, readying them to read and improving their performances in school using culturally relevant material and arts-based projects. Through music, movement, art, storytelling, and creative writing, Loop It Up hopes to inspire enthusiasm for acquiring basic skills through engaging creative projects.

District(s) Served	1,2,3	% of Target Audience	%
# of Services	414	Young Children (0-5)	95
# of Participants	1,050	Children (6-13)	5
# of Visitors/Tourists	0	Teens (14-17)	—
# of Artists Participating	4	Young Adults (18-20)	—
# of Artists Partnerships	5	Adults (21-59)	—
		Seniors (over 60)	—
		% of Project Budget Requested from City	50
		% Non-City Income (Earned/Contributed) toward Project	50

## Cultural Contributions 2021 Adopted Budget (Continued)

### City of Savannah Cultural Resource Department

#### Technical Assistance

**\$22,400**

The Cultural Arts Division 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. The 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. (25 Services, 700 participants)

#### Weave-a-Dream

**\$23,000**

Weave-A-Dream (WAD) is a flexible project-based program that promotes innovative programming to strengthen, diversify, and expand Savannah's creative sector. With WAD support and a rolling deadline, small and emerging organizations and creative individuals place creative initiatives in specific locations and neighborhoods throughout the year. Recipient nonprofits are required to invest non-City financial contributions and secure community partnerships to support their projects and initiatives. 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. Performance measures include the number of youth served and partnerships formed and track skill development. Projects engage youth who have limited access to creative programs and reach communities encompassing all of the City of Savannah aldermanic districts.

**Total Services Purchased:**

**1,757**

**Total Audience Served:**

**148,493**

**Total Adopted Investment - Arts and Cultural Enrichment Program**

**\$680,400**

# 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** - Funds that are 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 measurable (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 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
CAD	Computer Aided Design
CALEA	Communications Assistance for Law Enforcement Act
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CCF	Centum Cubic Feet equates to 100 cubic feet or 748 gallons of water
CCSO	Chief Community Services 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
CY	Cubic Yard
CPP	Community Partnerships Program
DBE	Disadvantaged Business Enterprise
DCA	Department of Community Affairs
DFRL	Dean Forest Road Landfill
EVG	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, Infrastructure and Development
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
SCCPSS	Savannah-Chatham County Public School System
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	WorkSource Coastal
YFA	Youth Futures Authority

# Capital Improvement Program

2021-2025

SAVANNAH 





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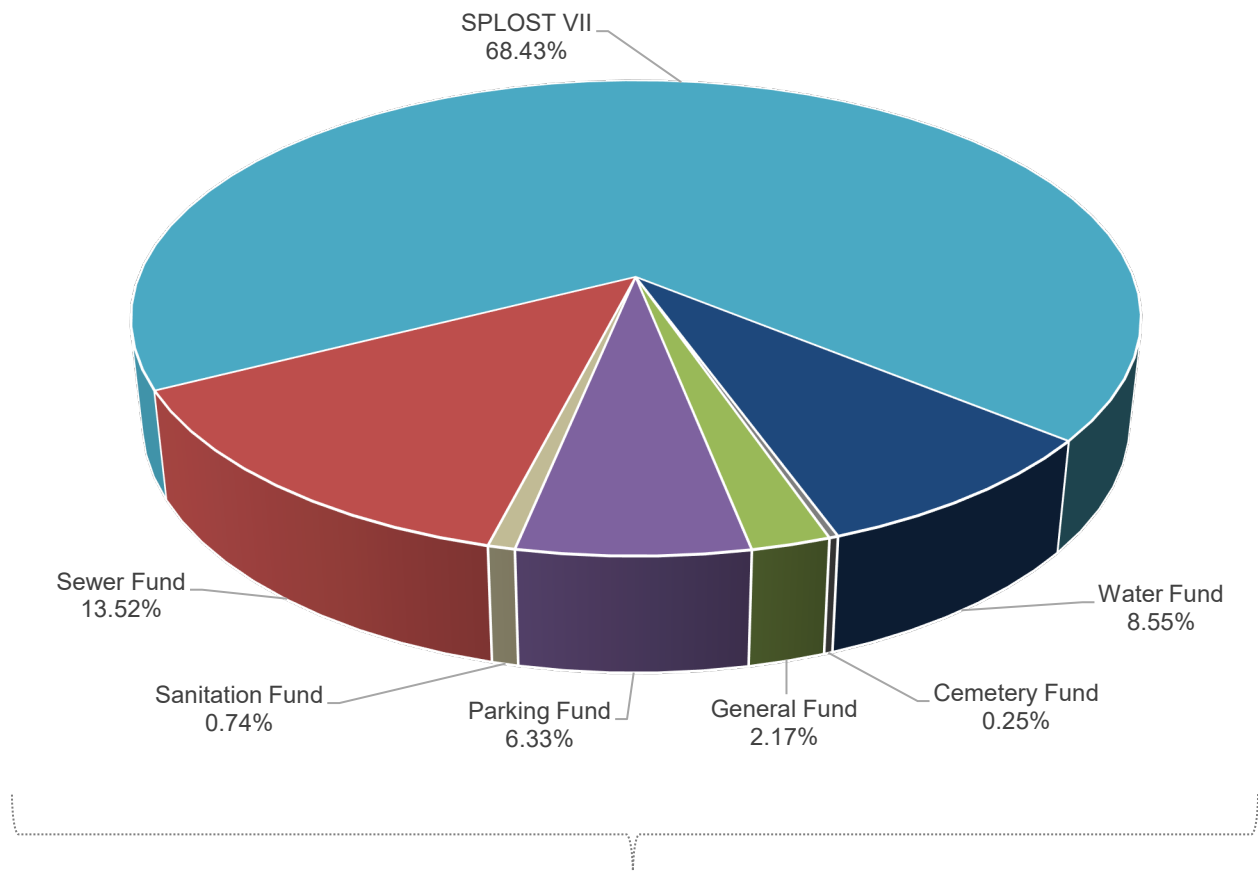
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# Capital Improvement Planning

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 CIP encompassing FY21 through FY25 totals \$337 million. The first year of the five-year plan, which is formally adopted by the City Council, totals approximately \$91 million for FY21.

Below is the breakdown of the FY21 capital budget by revenue source. The following pages discuss the Capital Budget preparation process, strategies, funding history details and highlights of FY21 projects as well as the five-year plan overview.



**TOTAL FY21 CAPITAL BUDGET**  
**\$90,607,753**



# 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 2021-2025 Capital Improvements Program seek to:

- Prioritize the City's limited resources to fund legally mandated projects
- Maintain infrastructure and capital assets to protect the public and avoid future financial liabilities
- Program SPLOST VII allocations over the collection period with attention to priority, revenue projections, as well as project schedules and readiness

Future Capital Planning actions will include:

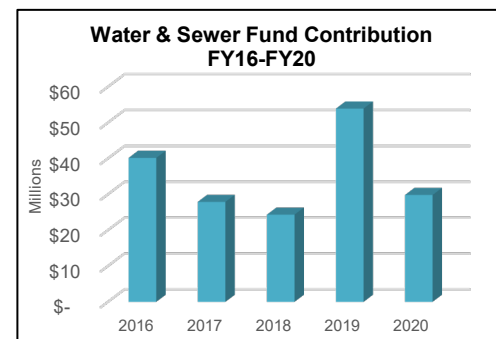
- Evaluation of the five-year plan and project review process to ensure alignment with updates to the City's strategic vision and priorities
- Focus on equitable capital investment City-wide, engaging the public and utilizing professional structural assessments for effective prioritization
- Annual review of available funding sources for critical capital needs

## Historical Capital Funding

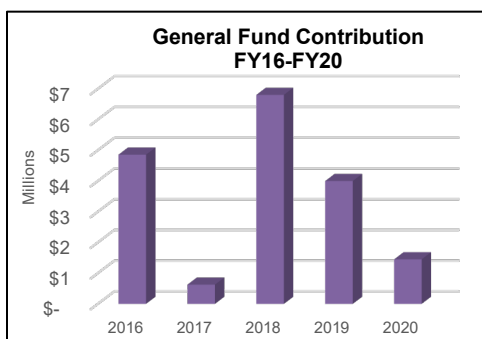
In the last five years, the City has invested more than \$330 million in capital projects for the community. Historical contributions to capital investments from key funding sources are highlighted below.

### Water & Sewer Fund

Water and sewer rates are projected five years into the future in order to anticipate growing needs for operation and maintenance of the water and sewer infrastructure while minimizing impact to user rates. The graph to the right shows budgeted historical capital investments from the Water & Sewer fund. Ranging from approximately \$24 million up to nearly \$54 million annually in the last five-year period, the Water & Sewer Fund consistently contributes a significant appropriation to the capital fund.



### General Fund



General Fund revenue supports general government projects such as public safety facilities and equipment, community services and recreation projects, technology improvements, as well as drainage and stormwater infrastructure management. Over the last five years, General Fund capital investment levels have often been lower than recommended due to funding constraints. The graph to the left shows budgeted contributions from the General Fund during the period 2016-2020.

# Capital Budget Overview

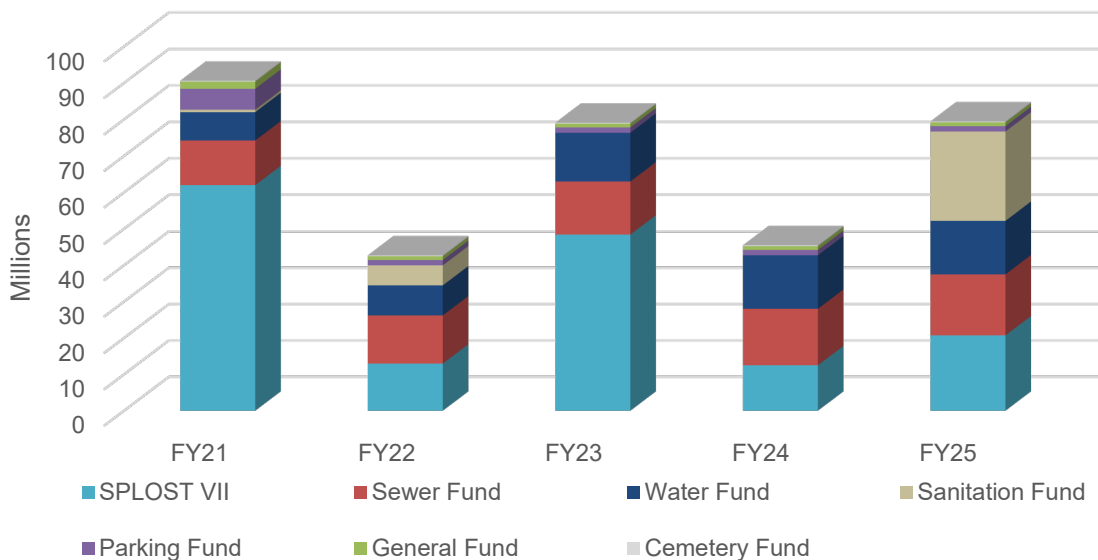
## 2021-2025 Capital Budget Overview

The Five-Year Capital Improvement Program revenue sources are projected to total \$337,341,684. The table below provides a breakdown of allocations by year. The Capital Improvement Program is supported by a number of different funding sources, including debt, cash and various other revenues, some of which have restricted usage.

Current funding highlights include:

- SPLOST VII allocations comprise just over half of the five-year plan revenue sources, funding major drainage improvements, mobility infrastructure investment, neighborhood revitalization initiatives, community and recreational facility improvements, public safety technology and equipment, as well as economic development and general administration projects.
- General Fund revenue projections continue to be limited. SPLOST VII provides some offset for the shortfalls, but SPLOST funds are highly restricted leaving little flexibility to address deferred capital maintenance or new initiatives.
- The five-year plan includes approximately \$31 million from the Sanitation Fund in support of initiatives to ensure standardized service City-wide, environmental protection, and completion of the new Sanitation Headquarters facility.

### Five-year Revenue Projections by Fund



Funding Source	FY21	FY22	FY23	FY24	FY25	5-Year Total
General Fund	1,970,000	1,050,000	1,050,000	1,050,000	1,050,000	6,170,000
SPLOST VII	61,999,984	12,970,000	48,450,000	12,500,000	20,724,931	156,644,915
Cemetery Fund <sup>1</sup>	225,000	225,000	225,000	225,000	225,000	1,125,000
Parking Fund	5,737,769	1,470,000	1,470,000	1,470,000	1,470,000	11,617,769
Sanitation Fund	675,000	5,500,000	-	-	24,500,000	30,675,000
Sewer Fund	12,250,000	13,250,000	14,540,000	15,534,000	16,775,000	72,349,000
Water Fund	7,750,000	8,250,000	13,360,000	14,700,000	14,700,000	58,760,000
<b>Total</b>	<b>\$90,607,753</b>	<b>\$42,715,000</b>	<b>\$79,095,000</b>	<b>\$45,479,000</b>	<b>\$79,444,931</b>	<b>\$337,341,684</b>

<sup>1</sup> 40% of cemetery lot sales revenue is budgeted to support capital cemetery improvements.

## Funding by Improvement Category

Improvement Category	FY21	FY22	FY23	FY24	FY25	5-Year Total
Cemetery	225,000	225,000	225,000	225,000	225,000	1,125,000
Community Development	6,500,000	3,300,000	5,000,000	2,000,000	2,000,000	18,800,000
Drainage	28,820,000	2,850,000	37,850,000	850,000	850,000	71,220,000
Public Buildings	3,395,200	1,470,000	1,470,000	4,470,000	3,470,000	14,275,200
Recreation	1,250,000	500,000	-	1,000,000	4,420,000	7,170,000
Sanitation	675,000	5,500,000	-	-	24,500,000	30,675,000
Sewer	12,250,000	13,250,000	14,540,000	15,534,000	16,775,000	72,349,000
Squares & Monuments	2,000,000	-	-	-	-	2,000,000
Streets & Sidewalks	12,642,553	5,070,000	5,150,000	5,200,000	5,379,931	33,442,484
Traffic	1,000,000	1,000,000	1,000,000	1,000,000	500,000	4,500,000
Water	7,750,000	8,250,000	13,360,000	14,700,000	14,700,000	58,760,000
Other	14,100,000	1,300,000	500,000	500,000	6,625,000	23,025,000
<b>Total</b>	<b>\$90,607,753</b>	<b>\$42,715,000</b>	<b>\$79,095,000</b>	<b>\$45,479,000</b>	<b>\$79,444,931</b>	<b>\$337,341,684</b>

## 2021 Capital Plan Highlights

Funds are allocated to cover a variety of project categories as permitted by revenue source and availability. Project categories align closely with the type of infrastructure or improvement being acquired or constructed.

**Community Development & Recreation** projects constitute \$7,750,000 of FY21 capital allocations in support of pool rehabilitations, replacement of the Grant Community Center, Waters Avenue Corridor Revitalization, and Blighted Property Acquisition & Redevelopment as part of the City's multi-faceted approach to neighborhood revitalization and economic recovery. The \$2,000,000 **Squares & Monuments** project to extend the riverwalk further enhances public development and recreation opportunities as well.

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 \$28,820,000 of year-one capital funding due to significant SPLOST VII investment in Casey South and Springfield Canal improvement projects in addition to annual stormwater infrastructure investment.

The **Public Buildings** category accounts for \$3,395,200 of planned capital funding for community center and municipal building structural assessments, as well as investment in existing parking structure rehabilitation to ensure maximum useful life of revenue generating assets.

**Sanitation Improvements** comprise \$675,000 of the FY21 capital plan, funded entirely by the Sanitation fund to support route management planning systems. Proposed fleet equipment investment to ensure equitable service delivery as the City grows both in population and service area has been deferred due to reduced revenue projections.

**Traffic, Streets & Sidewalk Improvements** account for \$13,642,553 of planned FY21 capital funding for mobility improvements throughout the City. The majority of projects in this category will be funded by SPLOST VII, including \$8 million to complete Broughton Street Streetscape Phase II, with \$200,000 from the General Fund to replenish Bridge Repair reserves. SPLOST VI allocations for street repaving, in conjunction with continued Local Maintenance & Improvement Grant (LMIG) funding will advance the City toward its goal of a 20-year repaving cycle.

**Cemetery Improvements** account for \$225,000 of capital funding and are most commonly funded by the Cemetery Fund, but can be subsidized by the General 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. These improvements will enhance preservation, restoration and maintenance of City cemeteries while playing an important role in creating the signature

atmosphere of Savannah. Projects include conservation, land development, improvements and expansion of customer service initiatives.

**Water and Sewer Improvements** account for \$20,000,000 of planned capital investments. Many 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 \$14,100,000 of FY21 allocations to implement public safety equipment acquisition and technology upgrades such as electronic records management system and fire truck replacement. The category also includes general administration projects to retire General Obligation Bond debt.

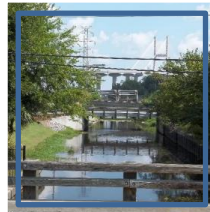
## FY21 Project Details

The following project pages give an overview of capital improvement projects funded in FY21.

Project pages include information such as:

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

Projects are grouped by FY21 funding source. Each section begins with a description of the funding source, five-year capital contribution projections and a list of projects included in year-one allocations. For currently active project information and quarterly updates, visit <https://public.sagis.org/cip/>.

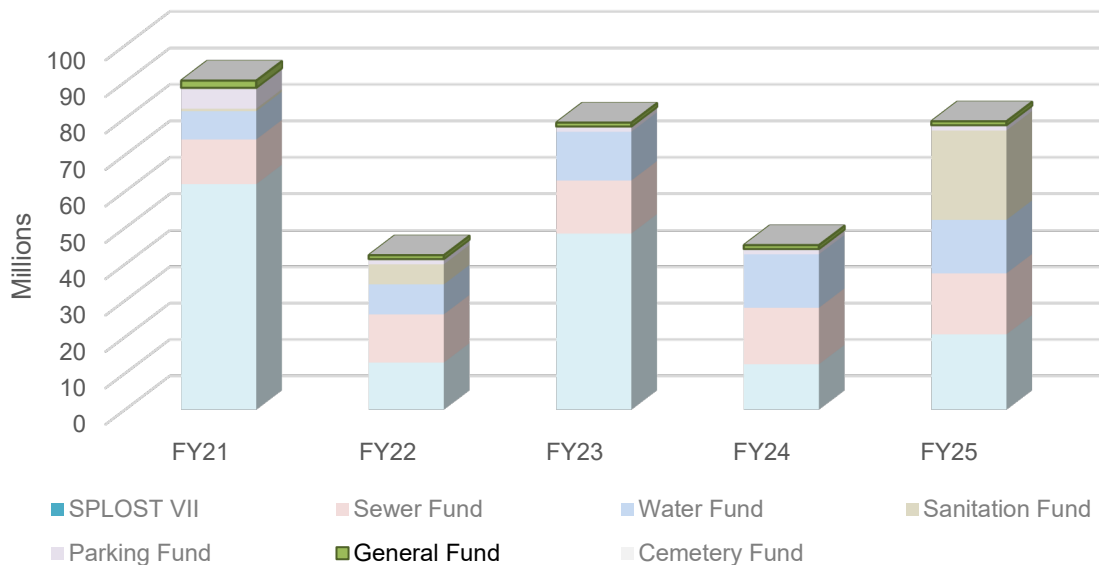


# General Fund

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 2021 consist of drainage improvements, facility projects, bridge rehabilitation, and general governmental administration.

Funding Source	2021	2022	2023	2024	2025	5-Year Total
General Fund	1,970,000	1,050,000	1,050,000	1,050,000	1,050,000	\$ 6,170,000

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
Bridge Preservation	Streets & Sidewalks	\$ 200,000
City Lot Relocation	Public Building	\$ 50,000
Community Centers Structural Assessment	Public Building	\$ 200,000
General Facilities Structural Assessment	Public Building	\$ 200,000
Storm Sewer Rehabilitation	Drainage	\$ 820,000
Tricentennial Master Plan	Other	\$ 500,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Bridge Preservation	<b>Project Start Year</b>	2020
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Annual inspections, rehabilitation, and preservation of 40+ bridges within the City's inventory.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To keep the annual bridge maintenance current; to inspect and schedule repairs; to keep the bridge infrastructure in good working order and safe for motorists and pedestrians.
<b>Benefits</b>	Motorist/pedestrian safety, preserves traffic flows, reduced liabilities.
<b>Scope/Comments</b>	Inspections, repairs, rehabilitation and preservation of bridges City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

General Fund	\$	1,200,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 1,200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 275,000	\$ 275,000	\$ 250,000	\$ 150,000	\$ 250,000	\$ 1,200,000	\$ 1,200,000



Bridge Work



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational impacts anticipated. This project invests in extending the life of existing capital assets and infrastructure. Operating expenses are already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	City Lot Relocation	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Real Estate Services	<b>Strategic Priority</b>	Operational Requirement
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Relocation of City personnel, files, and equipment from various locations to centralized complex upon facility construction completion.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To safely, efficiently and effectively relocate City units to centralized facility complex.
<b>Benefits</b>	Maximization of service continuity and minimization of cost.
<b>Scope/Comments</b>	Bid out to a moving company.
<b>Related Projects</b>	Facilities at Interchange Court, Arena Construction

### FUNDING SOURCE(S)

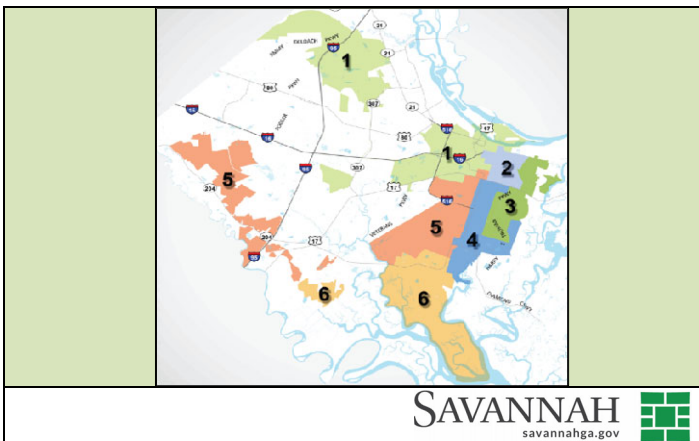
General Fund	\$	50,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000



### LOCATION

<b>Address</b>	City Lot
<b>Council District</b>	1
<b>Neighborhood</b>	West Savannah

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impact anticipated from relocation. Operating impact from new facility considered with the facility capital project.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Community Centers Assessment	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Professional structural community center facilities assessment to prioritize facility repair, capital planning and investment.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To determine the highest priority community center repair & rehabilitation needs, as well as gather estimate information for budgeting purposes.
<b>Benefits</b>	Provides professional guidance for limited resource allotment in a tiered priority structure.
<b>Scope/Comments</b>	Third party professional assessment of condition of facilities, including structure, deferred maintenance and priorities.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

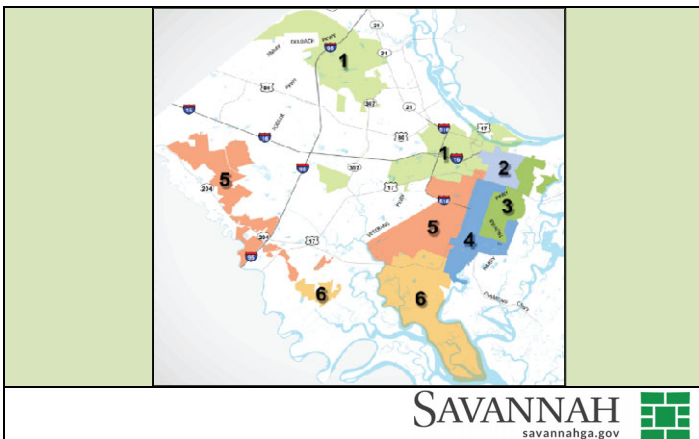
General Fund	\$	200,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No impact anticipated from the assessment stage.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	General Facilities Assessment	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Professional facilities assessment to evaluate facility conditions to inform prioritization of facility repair, capital planning and investment.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To develop a facility capital master plan.
<b>Benefits</b>	Provides professional guidance for limited resource allotment in a tiered priority structure.
<b>Scope/Comments</b>	Third party professional assessment of condition of facilities, including structure, deferred maintenance and priorities.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

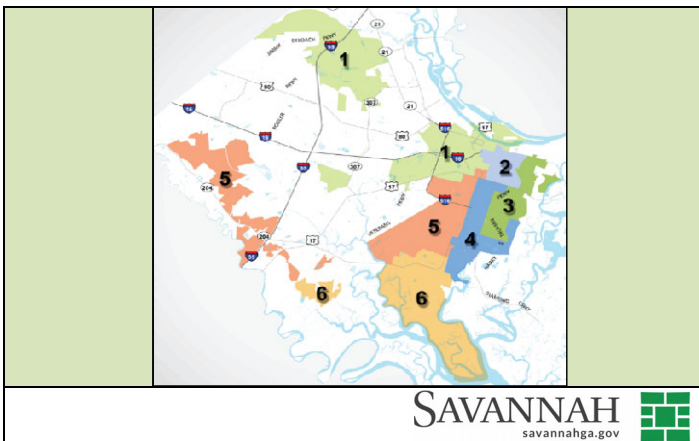
General Fund	\$	200,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Assessment may include bringing facility asset management software online with annual L&M costs, but that expense is uncertain, amount unknown and some cost has already been included in 5-year operating projections.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Storm Sewer Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Drainage	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Recurring capital maintenance project used for repairing storm drainage infrastructure identified most often due to cave-ins within streets.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To 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>	Repair and rehabilitation of storm drainage infrastructure.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

General Fund	\$	4,220,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 820,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,220,000	\$ 4,220,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 820,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,220,000	\$ 4,220,000



Storm Drainage Junction Box Repair



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Recurring repair and reinvestment in existing capital assets - no additional impact to the operating budget.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Tricentennial Master Plan	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	City Manager	<b>Strategic Priority</b>	Operational Requirement
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	City contribution to Community Tricentennial Master Plan.		

### 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
	FY21	FY22	FY23	FY24	FY25		
\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

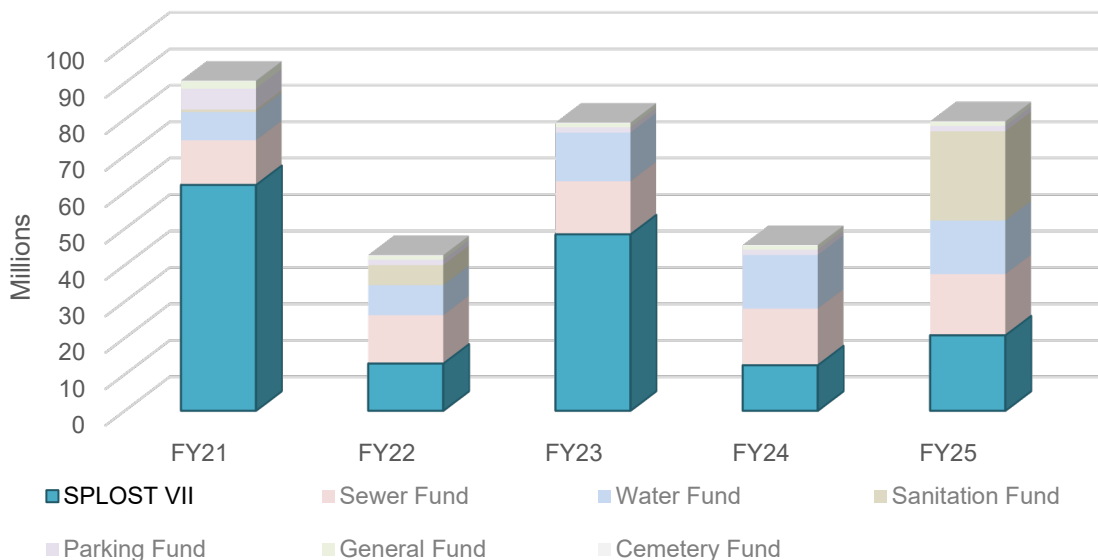
# SPLOST VII

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 VII collection period began in 2020 and continues into 2026.

SPLOST VII projects comprise nearly 70% of the FY21 capital allocations and almost half of the total 5-year projections. 2021 SPLOST VII allocations support a wide variety of project categories including significant drainage improvements, mobility infrastructure investment, recreational improvements and public development aligned to strategic initiatives.

Funding Source	2021	2022	2023	2024	2025	5-Year Total
SPLOST VII	61,999,984	12,970,000	48,450,000	12,500,000	20,724,931	\$ 156,644,915

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
Broughton Street Streetscape Phase II	Streets & Sidewalks	\$ 8,000,000
Waters Avenue Revitalization	Community Development	\$ 2,000,000
Riverwalk Extension	Streets & Sidewalks	\$ 2,000,000
Downtown Streetscapes GOB Retirement <sup>2</sup>	Other	\$ 6,700,000
City-wide Blighted Property Acquisition & Redevelopment	Community Development	\$ 2,000,000
Casey South Drainage Improvements Phase II	Drainage	\$ 22,000,000
Springfield Canal Drainage Improvements	Drainage	\$ 6,000,000
Fire Truck Replacement	Other	\$ 2,000,000
Police Records Management System Replacement	Other	\$ 2,400,000

<sup>2</sup> Financial allocation – no capital project assigned.

<b>Project Name</b>	<b>Project Category</b>	<b>2021 Adopted</b>
Grant Community Center Replacement	Community Development	\$ 2,500,000
Haven Swimming Pool Rehabilitation	Recreation	\$ 500,000
Shuman Swimming Pool Rehabilitation	Recreation	\$ 500,000
W.W. Law Swimming Pool Rehabilitation	Recreation	\$ 250,000
Local Maint & Impr Grant (LMIG) Resurfacing Match	Streets & Sidewalks	\$ 49,984
Sidewalk Replacement & New Installations	Streets & Sidewalks	\$ 1,100,000
Street Paving & Paving Rehabilitation	Streets & Sidewalks	\$ 3,000,000
Traffic Safety & Calming	Traffic Management	\$ 1,000,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Broughton Street Streetscape Phase II	<b>Project Start Year</b>	2021
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Completion of the construction of the remaining portion of the Broughton Streetscapes project from Drayton Street to East Broad Street.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide better pedestrian access and improve the appearance of Broughton Street for residents & guests.
<b>Benefits</b>	Increased pedestrian safety and walkability, aesthetic appeal, economic and tourism enhancement.
<b>Scope/Comments</b>	Project includes new sidewalk, crosswalks, landscaping, handicap ramps, hardscapes, and lighting.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	8,000,000
Bonds	\$	12,304,889
General Fund	\$	30,884

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 12,335,773	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	\$ 20,335,773

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 12,372,327	\$ 7,963,446	\$ -	\$ -	\$ -	\$ -	\$ 7,963,446	\$ 20,335,773



Broughton Streetscape Rendering



### LOCATION

<b>Address</b>	Broughton Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Minimal operational impacts are expected. Contractuals include estimated increases due to improved and additional lighting.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ 12,000
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 12,000</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Waters Avenue Corridor Revitalization (Phase III)	<b>Project Start Year</b>	2019
<b>Category</b>	Community Development	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Phase III of the Waters Avenue Streetscape project is located between 37th Street and Victory Drive. Improvements include sidewalk with brick branding, Americans with Disabilities Act (ADA) ramps, stamped concrete crosswalks and decorative lighting.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To revitalize Waters Avenue.
<b>Benefits</b>	To create economic opportunity while fostering community spirit.
<b>Scope/Comments</b>	Project scope includes sidewalk with brick branding, Americans with Disabilities Act (ADA) ramps, stamped concrete crosswalks, and decorative lighting.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

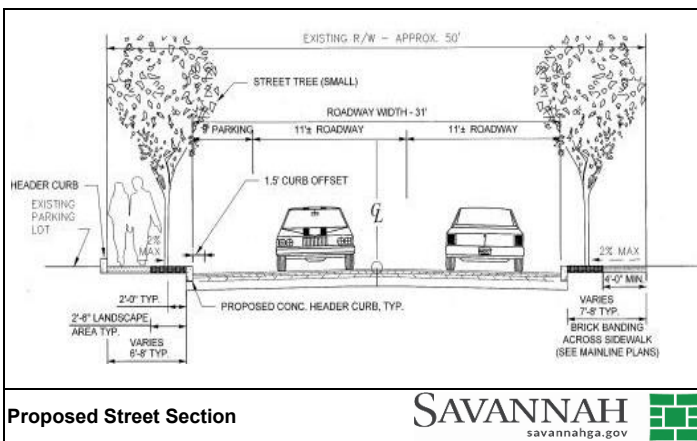
SPLOST VII	\$	2,000,000
SPLOST-Prev Collection Prd	\$	4,617,831
General Fund	\$	500,000
Other Funding Source	\$	163,200

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 5,281,031	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 7,281,031

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 5,098,970	\$ 2,182,061	\$ -	\$ -	\$ -	\$ -	\$ 2,182,061	\$ 7,281,031



### LOCATION

<b>Address</b>	37th Street to Victory Dr.
<b>Council District</b>	2
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Minimal operational impacts are expected. Contractuals include estimated increases due to improved and additional lighting.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ 11,400
		Commodities \$ -
		Other \$ -
		<b>Total \$ 11,400</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Riverwalk Extension	<b>Project Start Year</b>	2021
<b>Category</b>	Squares & Monuments	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Installation of a new Riverwalk to connect the Easter Wharf Riverwalk to Rousakis Plaza.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To connect the Rousakis Plaza Riverwalk to the Eastern Wharf Riverwalk.
<b>Benefits</b>	This Riverwalk section will provide full pedestrian connectivity from Rousakis Plaza to the Eastern Wharf Riverwalk.
<b>Scope/Comments</b>	Construction of a 12' wide Riverwalk in front of the Marriott. The Riverwalk will be a pile supported structure with a brick walkway. The Riverwalk will ramp up and tie into the Marriott's Riverwalk.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

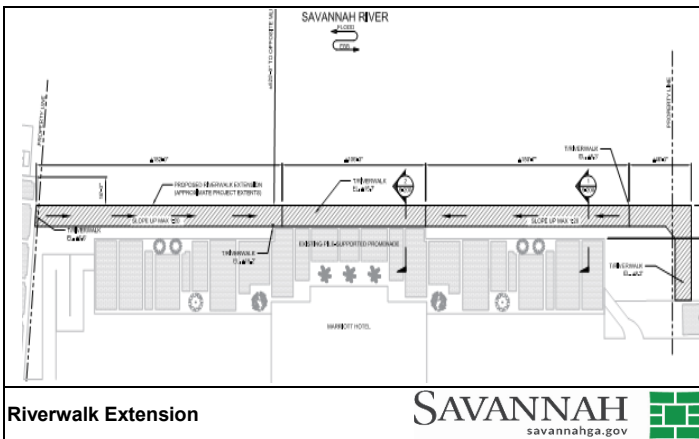
SPLOST VII	\$	2,000,000
SPLOST VI	\$	1,536,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,536,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 3,536,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 283,390	\$ 2,586,404	\$ 666,206	\$ -	\$ -	\$ -	\$ 3,252,610	\$ 3,536,000



### LOCATION

<b>Address</b>	General McIntosh Blvd.
<b>Council District</b>	1
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	With the exception of lighting, operational impacts are expected to be minimal.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ 6,000
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 6,000</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	City-wide Blighted Property Acquisition & Redevelopment	<b>Project Start Year</b>	2019
<b>Category</b>	Community Development	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Housing & Neighborhood Services	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Multi-faceted approach including redevelopment partnerships and 1k-in-10 investment strategy to address the City's blighted property and affordable housing challenges.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To increase affordable housing stock and return blighted properties to the tax rolls.
<b>Benefits</b>	Increased affordable housing stock, increased tax revenue, decreased City service cost.
<b>Scope/Comments</b>	Acquire and redevelop blighted properties City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	10,000,000
General Fund	\$	1,000,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 11,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	\$ 11,000,000	\$ 11,000,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No immediate impact anticipated, but long-term reductions in Public Safety, Code Enforcement and Recorder's Court service expenses can be expected. In addition, alleviating depreciation costs to neighboring properties as well as revenue increases as blighted properties are rehabilitated and returned to the tax base can be estimated to result in the net return on investment shown by 2025. Current annual cost of blighted properties estimated at approximately \$1.3 million.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ (206,250)
		<b>Total</b>	<b>\$ (206,250)</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Casey South Drainage Improvements Phase II-A	<b>Project Start Year</b>	2021
<b>Category</b>	Drainage	<b>Est. Project Complete Year</b> (N/A for recurring)	2023
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Project includes drainage improvement infrastructure for Abercorn Street, Habersham Road (Habersham Village), Columbus Drive, Atlantic and 56th Street to Harmon Street. Infrastructure is designed for 100-year conveyance, but will require Phase II-B to provide 100-year conveyance from Abercorn Street to Casey Canal.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide drainage relief to chronically flooded areas with currently undersized drainage infrastructure within a highly urbanized residential and commercial section of mid-town Savannah.
<b>Benefits</b>	Increased resident health and safety via improved drainage, stormwater flood damage and hazard mitigation, as well as reduced economic liabilities.
<b>Scope/Comments</b>	Design and construction of heavy civil drainage infrastructure including water main replacement, green infrastructure and low impact development concepts (i.e. bioretention cells and pervious pavers).
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	22,000,000
SPLOST-Prev Collection Prd	\$	18,220,814
General Fund	\$	3,712

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 18,224,526	\$ 22,000,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000,000	\$ 40,224,526

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 1,927,485	\$ 15,000,000	\$ 20,000,000	\$ 3,297,041	\$ -	\$ -	\$ 38,297,041	\$ 40,224,526



### LOCATION

<b>Address</b>	Casey Canal
<b>Council District</b>	4
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No ongoing impact to the operating budget. Infrastructure would have a minimum of a 50 to 100 year plus service life.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Springfield Canal Drainage Improvements	<b>Project Start Year</b>	2005
<b>Category</b>	Drainage	<b>Est. Project Complete Year</b> (N/A for recurring)	2023
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Canal widening within the lower Springfield Canal Basin. Springfield Canal lower basin improvements will allow for future adjacent neighbor and upper basin drainage improvements.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide 100-year storm drainage conveyance within the lower Springfield Canal drainage basin.
<b>Benefits</b>	Drainage improvements mitigating stormwater hazards to human and property safety, as well as creating increased development opportunities.
<b>Scope/Comments</b>	Canal expansion for designed 100-year storm conveyance from I-16 to the Savannah River. The stormwater drainage system is interconnected and benefits will ultimately be City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	45,000,000
SPLOST IV	\$	1,000,000
General Fund	\$	77,150

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,077,150	\$ 6,000,000	\$ 2,000,000	\$ 37,000,000	\$ -	\$ -	\$ 45,000,000	\$ 46,077,150

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 500,687	\$ 6,000,000	\$ 2,576,463	\$ 37,000,000	\$ -	\$ -	\$ 45,576,463	\$ 46,077,150



Historic Railroad Arch bridge  
Springfield Canal at Louisville and West Boundary



### LOCATION

<b>Address</b>	Springfield Canal I-16 to Savannah River
<b>Council District</b>	1
<b>Neighborhood</b>	City-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Ongoing operating budget impacts will include occasional canal dredging and mowing of canal right of way as currently performed and included in annual operating budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Fire Truck Replacement	<b>Project Start Year</b>	2021
<b>Category</b>	Other	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Fire Rescue	<b>Strategic Priority</b>	Public Safety
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	To purchase three (3) fire engines in order to stay on track with the apparatus replacement plan established in 2016.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure proper vehicle resources in accordance with City vehicle replacement schedule.
<b>Benefits</b>	Continuous, uninterrupted emergency fire response service for citizens City-wide.
<b>Scope/Comments</b>	Purchase of (3) fire engines.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	2,000,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000



Savannah Fire Trucks



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Vehicles replace units currently in the City fleet. Operating expenses such as fuel and internal services (Fleet Maintenance) are already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Police Records Management System Replacement	<b>Project Start Year</b>	2019
<b>Category</b>	Other	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Police	<b>Strategic Priority</b>	Public Safety
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Replace the Police Records Management System (RMS) in coordination with Chatham County.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To replace the Police Records Management System.
<b>Benefits</b>	Reduced administrative costs, streamlined coordination with Chatham County.
<b>Scope/Comments</b>	Replace RMS/CAD system. Project also currently includes e-ticketing initiatives, but will likely be divided into separate projects.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

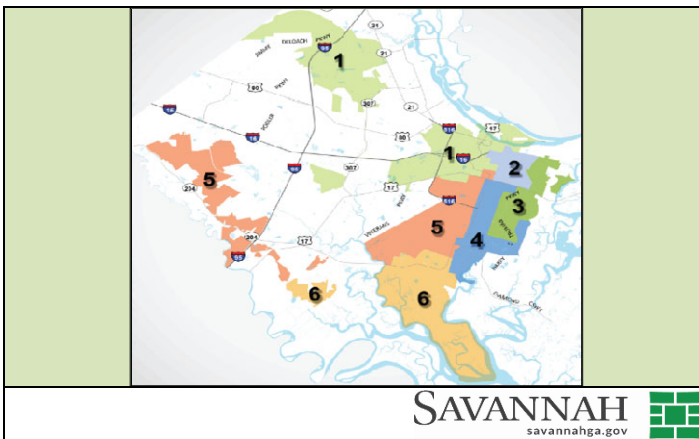
SPLOST VII	\$	3,200,000
General Fund	\$	1,000,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,000,000	\$ 2,400,000	\$ 800,000	\$ -	\$ -	\$ -	\$ 3,200,000	\$ 4,200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ 4,200,000	\$ 4,200,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	OBI cannot be estimated in planning stage, but when vendor is selected ongoing costs expected in annual software/hardware L&M and cellular/wireless communications charges. Costs anticipated to be offset by savings in administrative expenses and increased efficiencies.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Grant Community Center Replacement	<b>Project Start Year</b>	2021
<b>Category</b>	Community Development	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	A new gymnasium with a full-size basketball court to be constructed behind the existing Moses Jackson Center on the corner of West Street and Barnes Drive. Two large underutilized storage rooms in west end of Moses Jackson Building to be renovated into a fitness room and weight room.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To create a full-size high school regulation basketball court to replace the existing half-court Grant Center.
<b>Benefits</b>	Provides a new full-size basketball court facility for use by our local youth teams in West Savannah adjacent to the existing Moses Jackson Center and created synergies between the facilities.
<b>Scope/Comments</b>	New gym building with locker rooms, public restrooms, office, concession area, lobby and storage with covered walkway connecting to Moses Jackson building, as well as renovation of west end of Moses Jackson into fitness and weight rooms.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	2,500,000
SPLOST VI	\$	2,000,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,000,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 4,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 101,376	\$ 4,398,624	\$ -	\$ -	\$ -	\$ -	\$ 4,398,624	\$ 4,500,000



### LOCATION

<b>Address</b>	1410 Richards St.
<b>Council District</b>	1
<b>Neighborhood</b>	West Savannah

### OPERATING BUDGET IMPACT

<b>Description</b>	New building replaces existing center and is expected to have the same operating expenses as are currently included in annual operating budgets.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Haven Swimming Pool Rehabilitation	<b>Project Start Year</b>	2021
<b>Category</b>	Recreation	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Perform various needed improvements to the existing swimming pool at the Haven facility to include pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal and replacement of dated fixtures in restroom and dressing room areas, as well as other miscellaneous improvements necessary to comply with ADA and Health Department requirements. Improvements will be aligned with the Recreation Re-imagined planning effort.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To modernize and upgrade the Haven Pool Facility.
<b>Benefits</b>	Increased accessibility and improved community amenity.
<b>Scope/Comments</b>	Pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal/replacement of dressing/restroom fixtures, ADA/Health Dept improvements.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000



### LOCATION

<b>Address</b>	511 Dillon Ave.
<b>Council District</b>	5
<b>Neighborhood</b>	Tatemville

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational budget impacts expected. Improvements will be investments in rehabilitating existing capital assets with similar operating expense as is already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Shuman Swimming Pool Rehabilitation	<b>Project Start Year</b>	2021
<b>Category</b>	Recreation	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Perform various needed improvements to the existing swimming pool at the Shuman facility to include pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal and replacement of dated fixtures in restroom and dressing room areas, as well as other miscellaneous improvements necessary to comply with ADA and Health Department requirements. Improvements will be aligned with the Recreation Re-imagined planning effort.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To modernize and upgrade the Shuman Pool Facility.
<b>Benefits</b>	Increased accessibility and improved community amenity.
<b>Scope/Comments</b>	Pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal/replacement of dressing/restroom fixtures, ADA/Health Dept improvements.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000



Shuman Swimming Pool



### LOCATION

<b>Address</b>	425 E Goebel Ave
<b>Council District</b>	3
<b>Neighborhood</b>	Hillcrest Area

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational budget impacts expected. Improvements will be investments in rehabilitating existing capital assets with similar operating expense as is already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	W.W. Law Swimming Pool Rehabilitation	<b>Project Start Year</b>	2021
<b>Category</b>	Recreation	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Chief Infrastructure & Development Officer	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Perform various needed improvements to the existing swimming pool at the W.W. Law facility to include pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal and replacement of dated fixtures in restroom and dressing room areas, as well as other miscellaneous improvements necessary to comply with ADA and Health Department requirements. Improvements will be aligned with the Recreation Re-imagined planning effort.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To modernize and upgrade the W.W. Law Pool Facility.
<b>Benefits</b>	Increased accessibility and improved community amenity.
<b>Scope/Comments</b>	Pool resurfacing, deck repairs, replacement/upgrade of pool equipment, removal/replacement of dressing/restroom fixtures, ADA/Health Dept improvements.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	250,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000



### LOCATION

<b>Address</b>	900 E Bolton St.
<b>Council District</b>	2
<b>Neighborhood</b>	Eastside

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational budget impacts expected. Improvements will be investments in rehabilitating existing capital assets with similar operating expense as is already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Local Maintenance & Improvement Grant (LMIG) Resurfacing	<b>Project Start Year</b>	2021
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Annual Local Maintenance & Improvement Grant (LMIG) street resurfacing City-wide.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve City infrastructure (asphalt streets) by resurfacing roadways.
<b>Benefits</b>	Improves neighborhoods, reduces liabilities, adds value, and makes travel safer.
<b>Scope/Comments</b>	This project would address road defects, curbing, and standing water issues.
<b>Related Projects</b>	SP0610 - Street Paving and Pavement Rehabilitation

### FUNDING SOURCE(S)

SPLOST VII	\$	2,269,984
SPLOST-Prev Collection Prds	\$	470,016
Local Maint & Impr Grant	\$	9,066,667

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,220,000	\$ 2,220,000	\$ 2,383,333	\$ 2,383,333	\$ 2,600,000	\$ 11,806,667	\$ 11,806,667

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,220,000	\$ 2,220,000	\$ 2,383,333	\$ 2,383,333	\$ 2,600,000	\$ 11,806,667	\$ 11,806,667



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Resurfacing and pavement rehabilitation is capital investment and has little or no impact on operating budgets. However, increasing capital needs do indirectly require additional revenue sources or reduced annual operating costs in order to properly maintain infrastructure assets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sidewalk Replacement & New Installations	<b>Project Start Year</b>	2021
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	New installation of sidewalk infrastructure, including full capital replacement of significant sections beyond operating maintenance and repair.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To install new sidewalk infrastructure City wide, expanding safe pedestrian mobility.
<b>Benefits</b>	Increased pedestrian safety, ADA accessibility, neighborhood connectivity, access to opportunities and green mobility.
<b>Scope/Comments</b>	Replacement & rehabilitation of existing sidewalk infrastructure, as well as installation of new sidewalks where none currently exist.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	5,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 5,500,000	\$ 5,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 5,500,000	\$ 5,500,000



New Sidewalk Installation

**SAVANNAH**  
savannahga.gov



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Maintenance and rehabilitation of sidewalk infrastructure is most often capital reinvestment with little or no operating budget impact, but new installations are evaluated for impact on an individual basis in planning phases.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Street Paving & Paving Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	City-wide street resurfacing per pavement condition assessment recommendations to achieve 20-year resurfacing cycle.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To plan for and conduct City wide street resurfacing on a 20-year cycle.
<b>Benefits</b>	Improves neighborhoods, reduces liabilities, adds value and makes travel safer.
<b>Scope/Comments</b>	This project would address road defects, curbing, and standing water issues.
<b>Related Projects</b>	Local Maintenance & Improvement Grant (LMIG) Resurfacing

### FUNDING SOURCE(S)

SPLOST VII	\$	16,379,931
General Fund	\$	622,872

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 622,872	\$ 3,000,000	\$ 3,250,000	\$ 3,300,000	\$ 3,350,000	\$ 3,479,931	\$ 16,379,931	\$ 17,002,803

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 295,377	\$ 3,327,495	\$ 3,250,000	\$ 3,300,000	\$ 3,350,000	\$ 3,479,931	\$ 16,707,426	\$ 17,002,803



Resurfacing Operation

**SAVANNAH**  
savannahga.gov



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Resurfacing and pavement rehabilitation is capital investment and has little or no impact on operating budgets. However, increasing capital needs do indirectly require additional revenue sources or reduced annual operating costs in order to properly maintain infrastructure assets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Traffic Safety & Calming	<b>Project Start Year</b>	2021
<b>Category</b>	Traffic Management	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Planning, design and installation of traffic calming measures approved by the City's Traffic Calming Committee and supported by residents as required by City policy as a means to improve safety for road users in residential neighborhoods.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve quality of life and increase safety on neighborhood streets by reducing the impact of vehicular traffic via safety improvements identified by staff and supported by data.
<b>Benefits</b>	Reduced vehicle speeds, reduction in cut-through traffic volumes, reduced collisions, and improved safety for all road users.
<b>Scope/Comments</b>	Project would continue to provide traffic safety and calming plan design, engineering and construction.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

SPLOST VII	\$	4,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 500,000	\$ 4,500,000	\$ 4,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 500,000	\$ 4,500,000	\$ 4,500,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Traffic engineering solutions are evaluated for OBI as they are considered on an individual basis. Most represent little or no increase over existing street/sidewalk/traffic control maintenance costs, but may result in savings from reduced accident damage.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

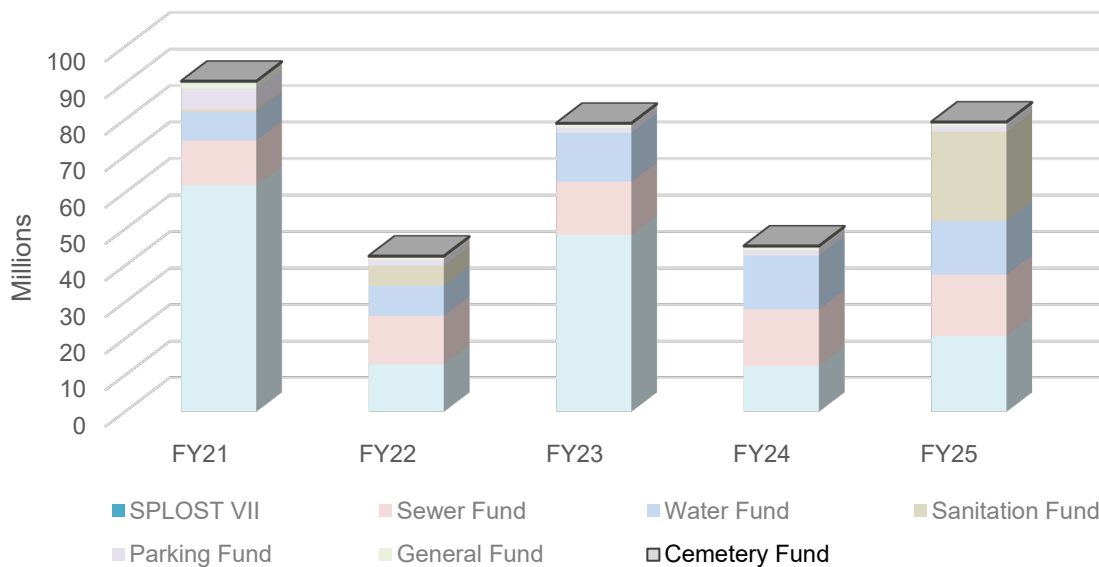


# Cemetery Fund

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 Fund, however the FY21 allocations listed below are entirely funded by the Cemetery Fund. Projects include conservation, other improvements and land development initiatives.

Funding Source	2021	2022	2023	2024	2025	5-Year Total
Cemetery Fund	225,000	225,000	225,000	225,000	225,000	\$ 1,125,000

**Five-year Revenue Projections by Fund**



Project Name	Project Category	2021 Adopted
Cemetery Monument Conservation	Cemetery Improvement	\$ 30,000
Cemetery Roadway Improvements	Cemetery Improvement	\$ 15,000
Greenwich Expansion	Cemetery Improvement	\$ 180,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Monument Conservation	<b>Project Start Year</b>	2018
<b>Category</b>	Cemetery	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Real Estate Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Preservation/conservation of dilapidated monuments within the municipal cemeteries that meet the 70-yr. abandoned lot criteria.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To preserve/conserv the many dilapidated structures within City cemeteries that meet the abandoned lot criteria.
<b>Benefits</b>	Improves the appearance of the City cemeteries and preserves the culture and history of the City of Savannah.
<b>Scope/Comments</b>	Restore/repair cemetery monuments and other historic structures throughout the municipal cemeteries.
<b>Related Projects</b>	Historic Building Maintenance

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	309,683
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 119,683	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 190,000	\$ 309,683

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 21,007	\$ 79,338	\$ 89,338	\$ 40,000	\$ 40,000	\$ 40,000	\$ 288,676	\$ 309,683



Broughton Mausoleum Restoration  
Laurel Grove North Cemetery



### LOCATION

<b>Address</b>	Municipal Cemeteries
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating budget impact is anticipated.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Cemetery Roadway Improvements	<b>Project Start Year</b>	2021
<b>Category</b>	Cemetery	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Real Estate Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Cemetery roadway improvements throughout the municipal cemeteries.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To improve & maintain cemetery roadways.
<b>Benefits</b>	Increases visitor safety, site appeal and accessibility.
<b>Scope/Comments</b>	Project will include the repair of existing paved roads, improvements to gravel roadways to include but not limited to paving, curbing, and drainage improvements. Project will also fund materials used for the routine maintenance of cemetery roadways.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	618,161
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 543,161	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	\$ 618,161

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 522,310	\$ 35,851	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 95,851	\$ 618,161



### LOCATION

<b>Address</b>	Municipal Cemeteries
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating budget impact is anticipated. All expenses will be covered using capital funds.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Greenwich Expansion	<b>Project Start Year</b>	2020
<b>Category</b>	Cemetery	<b>Est. Project Complete Year</b> (N/A for recurring)	2027
<b>Department</b>	Real Estate Services	<b>Strategic Priority</b>	Operational Requirement
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	The development of the remaining sections of Greenwich Cemetery.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide additional lot inventory for sale.
<b>Benefits</b>	Provides the customers an affordable cemetery lot and generates revenue for the City.
<b>Scope/Comments</b>	Develop the remaining 10.5 acres of undeveloped property in Greenwich Cemetery to create additional lot inventory.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

40% Cemetery Fund	\$	500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 40,000	\$ 180,000	\$ -	\$ -	\$ 130,000	\$ 150,000	\$ 460,000	\$ 500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 36,251	\$ 183,749	\$ -	\$ -	\$ -	\$ 280,000	\$ 463,749	\$ 500,000



Greenwich Cemetery



### LOCATION

<b>Address</b>	330 Greenwich Rd.
<b>Council District</b>	3
<b>Neighborhood</b>	Bonaventure Cemetery

### OPERATING BUDGET IMPACT

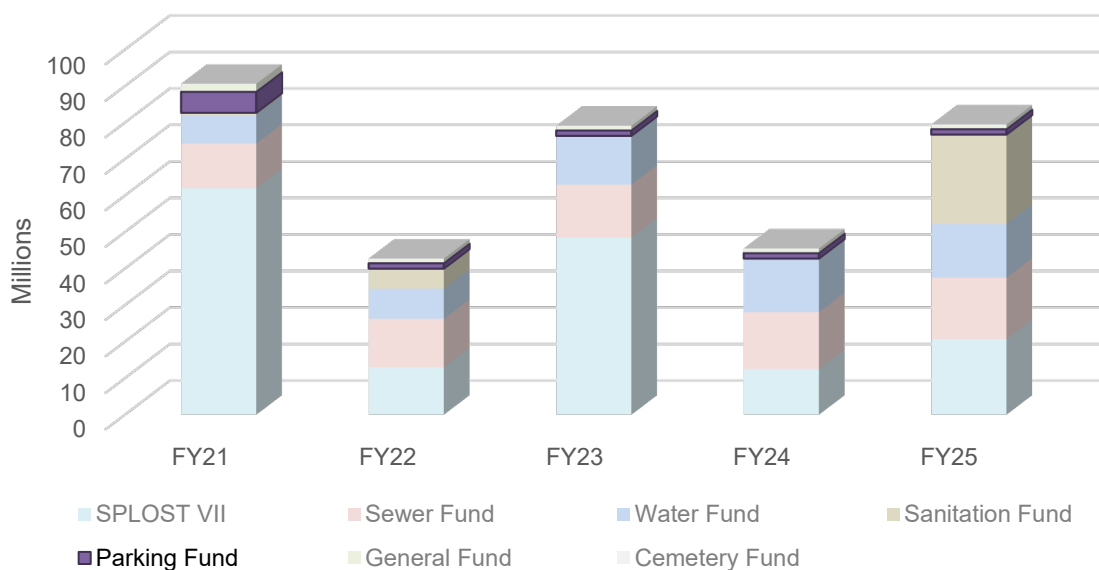
<b>Description</b>	Ongoing annual budget impacts include additional maintenance costs due to the development of additional acreage. These costs primarily consist of contracted grounds maintenance.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ 6,630
		Contractuals	\$ 39,000
		Commodities	\$ 5,600
		Other	\$ -
		<b>Total</b>	<b>\$ 51,230</b>

# 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 2021, a main focus of Parking Fund revenue projects is establishing planned capital maintenance programming to ensure public safety and maximize the life of the City's asset investments.

Funding Source	2021	2022	2023	2024	2025	5-Year Total
Parking Fund	5,737,769	1,470,000	1,470,000	1,470,000	1,470,000	\$ 11,617,769

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
Arena Surface Parking Lot	Other	\$ 2,500,000
Garage CCTV Upgrade	Public Building	\$ 225,200
Liberty/Wheaton Bike Lane Installation	Other	\$ 292,569
Bryan Street Garage Floor Repairs	Public Building	\$ 220,000
Liberty Street Garage Floor Repairs	Public Building	\$ 520,000
Liberty Street Garage Exterior Wall Repairs	Public Building	\$ 100,000
Liberty Street Garage Elevator Replacement	Public Building	\$ 475,000
Liberty Street Garage Water Intrusion	Public Building	\$ 200,000
Parking Garage Control Booth Renovations	Public Building	\$ 375,000
Robinson Garage Exterior Wall Repairs	Public Building	\$ 100,000
Robinson Garage Floor Repairs	Public Building	\$ 320,000
State Street Garage Floor Repairs	Public Building	\$ 260,000
Whitaker Garage Repairs	Public Building	\$ 150,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Arena Surface Parking Lot	<b>Project Start Year</b>	2020
<b>Category</b>	Other	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Economic Strength and Poverty Reduction
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Design and construction of a 2,000 space temporary gravel parking lot on Gwinnett Street supporting the new Savannah Arena and Canal District development activities.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure adequate parking as more permanent and alternative mobility solutions are evolve in the community.
<b>Benefits</b>	Traffic control, encourages economic development in the area, and offers a parking solution aligned with other project construction timelines.
<b>Scope/Comments</b>	Asphalt parking lot with entrance from West Gwinnett Street, to include environmental remediation, storm drainage, lighting, and landscape planters.
<b>Related Projects</b>	Arena and Pedestrian Bridge projects

### FUNDING SOURCE(S)

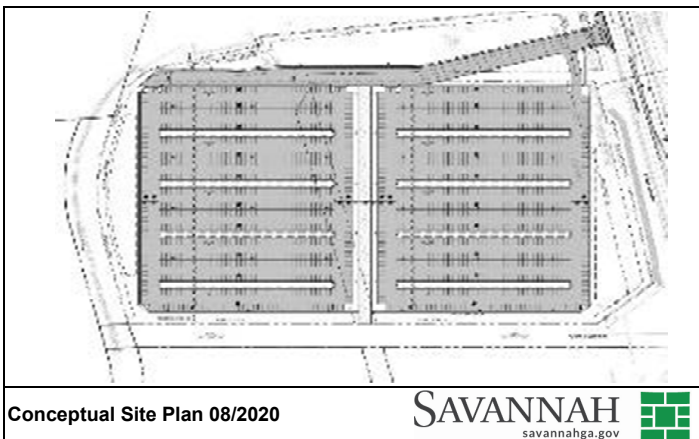
Parking Fund	\$	7,625,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 5,125,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 7,625,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 130,902	\$ 6,869,098	\$ 625,000	\$ -	\$ -	\$ -	\$ 7,494,098	\$ 7,625,000



### LOCATION

<b>Address</b>	Gwinnett Street
<b>Council District</b>	1
<b>Neighborhood</b>	Canal District

### 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.	Estimated Ongoing Annual Impact	
		Personnel	\$ 63,633
		Contractuals	\$ 784,800
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 848,433</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Garage CCTV Upgrade	<b>Project Start Year</b>	2018
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Public Safety
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Upgrade the video and camera systems in City-owned parking garages.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure an effective and efficient garage monitoring system in order to provide a safe environment for customers.
<b>Benefits</b>	Increased system reliability, effectiveness and efficiency.
<b>Scope/Comments</b>	Repair/replace out dated cameras and equipment in the parking garages.
<b>Related Projects</b>	Sub-project Robinson Parking Garage upgrade completed and on-line as of October 12, 2020.

### FUNDING SOURCE(S)

Parking Fund	\$	725,200
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 500,000	\$ 225,200	\$ -	\$ -	\$ -	\$ -	\$ 225,200	\$ 725,200

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 94,838	\$ 630,362	\$ -	\$ -	\$ -	\$ -	\$ 630,362	\$ 725,200



Security Cameras



### LOCATION

<b>Address</b>	Multiple
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Maintenance plan for five (5) garages - \$25,200	<b>Estimated Ongoing Annual Impact</b>	
	Some cost offsets can be expected but not quantified at this time. New systems are likely to be more energy efficient than the existing. Increased security resulting from a more reliable system can also result in tangible and intangible public safety savings/benefits.	Personnel	\$ -
		Contractuals	\$ 25,200
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ 25,200</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Liberty/Wheaton Bike Lane Installation	<b>Project Start Year</b>	2021
<b>Category</b>	Streets & Sidewalks	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Neighborhood Revitalization
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Paint the bike lane along Liberty Street to Wheaton Street to enhance safety, mobility and neighborhood connectivity.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide a physical barrier between the cyclists and the automobiles using bike lane paint.
<b>Benefits</b>	A painted bike lane separates and defines space for cyclists and vehicles, reducing chances of accidents, increasing safety as well as green mobility, recreation and neighborhood connectivity.
<b>Scope/Comments</b>	Paint the bike lane green in accordance with Federal Highway Administration (FHWA) rules, guidance and regulations.
<b>Related Projects</b>	Price Street Bike Lane Project

### FUNDING SOURCE(S)

Parking Fund	\$	402,541
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 109,972	\$ 292,569	\$ -	\$ -	\$ -	\$ -	\$ 292,569	\$ 402,541

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 109,972	\$ 292,569	\$ -	\$ -	\$ -	\$ -	\$ 292,569	\$ 402,541



### LOCATION

<b>Address</b>	400 block of Liberty to Wheaton Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impact anticipated. Lane paint is long-lasting and does not require annual maintenance. Periodic re-marking anticipated to be conducted in conjunction with long-term street infrastructure management activities such as repaving, resurfacing, pothole repairs and traffic engineering changes.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Bryan Street Garage Floor Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repair/replace floor sealant on each floor level throughout the garage as well as the architectural sealant at all doors, walls and openings.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize the service life of the parking structure by implementing a planned asset maintenance program.
<b>Benefits</b>	Maximize patron safety, reduced repair costs, service disruptions and longer asset life creating increased opportunity for return on investment.
<b>Scope/Comments</b>	Removal of the existing coating and joints on all floors of the garage including minor demolition of the existing deck, new traffic coating, new joints, the entire garage will be restriped and all sealants leading to stairwells will be replaced.
<b>Related Projects</b>	Bryan St Garage Floor Repairs, Liberty St Garage Floor Repairs, Whitaker Garage Repairs, Robinson Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	1,100,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 1,100,000	\$ 1,100,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 1,100,000	\$ 1,100,000



### LOCATION

<b>Address</b>	100 East Bryan Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts not anticipated as this is investment extending the life of an existing capital asset. Savings can be expected in future repairs, but not quantified at this time.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Liberty Street Garage Floor Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2031
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repair/replace floor sealant on each floor level throughout the garage.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide and maintain a garage floor surface without bumps, rough spots, or voids.
<b>Benefits</b>	Maximize patron safety, reduced repair costs, service disruptions and longer asset life creating increased opportunity for return on investment.
<b>Scope/Comments</b>	Removal of the existing coating and joints on all floors of the garage including minor demolition of the existing deck, new traffic coating, new joints, the entire garage will be restriped and all sealants leading to stairwells will be replaced.
<b>Related Projects</b>	Bryan St Garage Floor Repairs, Liberty St Garage Floor Repairs, Whitaker Garage Repairs, Robinson Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	2,600,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 2,600,000	\$ 2,600,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 2,600,000	\$ 2,600,000



Liberty Street Parking Garage



### LOCATION

<b>Address</b>	301 West Liberty Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts not anticipated as this is investment extending the life of an existing capital asset. Savings can be expected in future repairs, but not quantified at this time.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Liberty Street Garage Exterior Wall Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repairs to the concrete cornices around the windows of the Liberty Street Garage.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure the safety of the public and the facility is maintained at City standards.
<b>Benefits</b>	Hazard mitigation from falling objects and improved aesthetics.
<b>Scope/Comments</b>	Inspection of the remaining concrete cornices and repairing or replacing as required, as well as replacing any cornices already removed.
<b>Related Projects</b>	Robinson Parking Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	100,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000



Side View of Liberty Street Parking Garage



### LOCATION

<b>Address</b>	401 W. Liberty Street.
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impacts anticipated. Replacements will be similar to existing assets, and any general upkeep costs would comparable to what is already included in the annual budget and workplan.	Estimated Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Liberty Street Garage Elevator Replacement	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Liberty Street Parking Garage elevator modernization and replacement.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure the safe and efficient operation of the elevators at the Liberty Street Garage.
<b>Benefits</b>	Increased safety, improved service delivery and customer satisfaction, reduced downtime and maintenance/repair costs.
<b>Scope/Comments</b>	Modernizing the elevators include refurbishing the motors, updating the controls, adding vandal proof buttons, cleaning out the elevator pits, and upgrading the fire alarms.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Parking Fund	\$	475,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ 475,000	\$ 475,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ 475,000	\$ 475,000



### LOCATION

<b>Address</b>	401 W. Liberty St.
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	No significant operating impacts anticipated related to modernization of existing elevators.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Liberty Street Garage Water Intrusion	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repairing the drainage underneath the garage to allow the bottom floor of the garage to drain.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To prevent water from ponding in the bottom floor of the Liberty Street Garage
<b>Benefits</b>	Improved drainage, mitigated water damage and reduced hazards.
<b>Scope/Comments</b>	Repairing the garage drainage lines along with their connections to the City Stormwater line currently run under Liberty Street Garage.
<b>Related Projects</b>	Bryan St Garage Floor Repairs, Liberty St Garage Floor Repairs, Whitaker Garage Repairs, Robinson Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	200,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000



Pooled Water at Liberty Street Garage



### LOCATION

<b>Address</b>	401 W. Liberty St.
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational expenses anticipated. This project may reduce expenses, mitigating water damage by improving drainage, connecting to existing infrastructure without creating additional maintenance requirements.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Parking Garage Control Booth Renovations	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Short Description</b>	Renovate and replace parking control booth structures and equipment at multiple City garage and lot locations.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maintain City facilities within standards, modernize equipment and improve operational flow.
<b>Benefits</b>	Increased service delivery and work flow efficiency.
<b>Scope/Comments</b>	Replacement of existing booths with prefabricated booths, as well as interior renovations addressing damage, built-in and electronic upgrades, as well as layout improvements.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Parking Fund	\$	375,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000



Liberty Street Parking Control Booth



### LOCATION

<b>Address</b>	Multiple
<b>Neighborhood</b> (select from drop-down)	North Historic District
<b>Council District</b>	2

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget savings are anticipated but cannot be quantified at this time. Workflow efficiencies expected to improve the effectiveness of personnel costs, some improvements may result in energy efficient contractual reductions. Improved customer service and effective turnover/booth administration could result in increased Parking revenue.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Robinson Garage Exterior Wall Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Replacement of the decorative window cornices at the Robinson Garage.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure the safety of the public and the facility is maintained at City standards.
<b>Benefits</b>	Hazard mitigation from falling objects and improved aesthetics.
<b>Scope/Comments</b>	Removal and replacement of all of the stucco cornices on the Robinson Garage.
<b>Related Projects</b>	Robinson Garage Exterior Repair, Liberty St Garage Exterior Repair

### FUNDING SOURCE(S)

Parking Fund	\$	100,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000



Robinson Garage Window Cornices



### LOCATION

<b>Address</b>	132 Montgomery Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impacts anticipated. Replacements will be similar to existing assets, and any general upkeep costs would comparable to what is already included in the annual budget and workplan.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Robinson Garage Floor Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repair/replace floor sealant on each floor level throughout the garage as well as the architectural sealant at all doors, walls and openings.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize the service life of the parking structure by implementing a planned asset maintenance program.
<b>Benefits</b>	Maximize patron safety, reduced repair costs, service disruptions and longer asset life creating increased opportunity for return on investment.
<b>Scope/Comments</b>	Removal of the existing coating and joints on all floors of the garage including minor demolition of the existing deck, new traffic coating, new joints, the entire garage will be restriped and all sealants leading to stairwells will be replaced.
<b>Related Projects</b>	Bryan St Garage Floor Repairs, Liberty St Garage Floor Repairs, Whitaker Garage Repairs, Robinson Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	1,600,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 1,600,000	\$ 1,600,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 1,600,000	\$ 1,600,000



### LOCATION

<b>Address</b>	132 Montgomery Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts not anticipated as this is investment extending the life of an existing capital asset. Savings can be expected in future repairs, but not quantified at this time.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	State Street Garage Floor Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Repair joint sealant at construction joints in the slab and at the exterior precast facade.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize the service life of the parking structure by implementing a planned asset maintenance program.
<b>Benefits</b>	Maximize patron safety, reduced repair costs, service disruptions and longer asset life creating increased opportunity for return on investment.
<b>Scope/Comments</b>	Removal of the existing coating and joints on all floors of the garage including minor demolition of the existing deck, new traffic coating, new joints, the entire garage will be restriped and all sealants leading
<b>Related Projects</b>	Bryan St Garage Floor Repairs, Liberty St Garage Floor Repairs, Whitaker Garage Repairs, Robinson Garage Exterior Repairs

### FUNDING SOURCE(S)

Parking Fund	\$	1,300,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,300,000	\$ 1,300,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,300,000	\$ 1,300,000



Precast Façade Sealant



### LOCATION

<b>Address</b>	100 East State Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts not anticipated as this is investment extending the life of an existing capital asset. Savings can be expected in future repairs, but not quantified at this time.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Whitaker Garage Repairs	<b>Project Start Year</b>	2021
<b>Category</b>	Public Building	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Parking & Mobility Services	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Address significant infrastructure repairs to the underground parking garage from the exterior building, extending the life of the capital asset.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure the structural integrity and maximize the useful life of the capital asset.
<b>Benefits</b>	Increased opportunity for return on investment, decreased repair costs & service interruption and data collection for structural assessment calculations for the garage loading.
<b>Scope/Comments</b>	Cracks will be pressure injected or chipped out and repaired depending on size. Analysis to be conducted/continued regarding loading on top of the garage and crack gauge monitoring/reporting.
<b>Related Projects</b>	Robinson Garage Exterior Repair, Liberty St Garage Exterior Repair

### FUNDING SOURCE(S)

Parking Fund	\$	850,000
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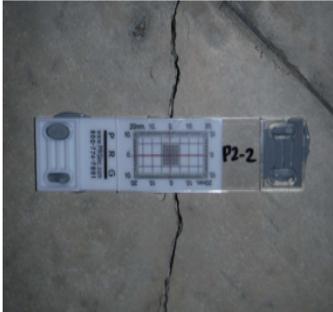
### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	\$ 850,000

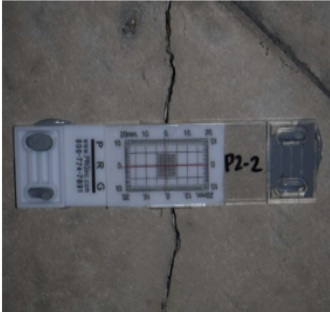
### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 100,000	\$ 143,750	\$ 100,000	\$ 168,750	\$ 168,750	\$ 168,750	\$ 750,000	\$ 850,000


**6-30-2020**



**8-17-2020**



**Crack Monitoring at Whitaker Garage**



**SAVANNAH**  
savannahga.gov

### LOCATION

<b>Address</b>	7 Whitaker Street
<b>Council District</b>	2
<b>Neighborhood</b>	North Historic District

### OPERATING BUDGET IMPACT

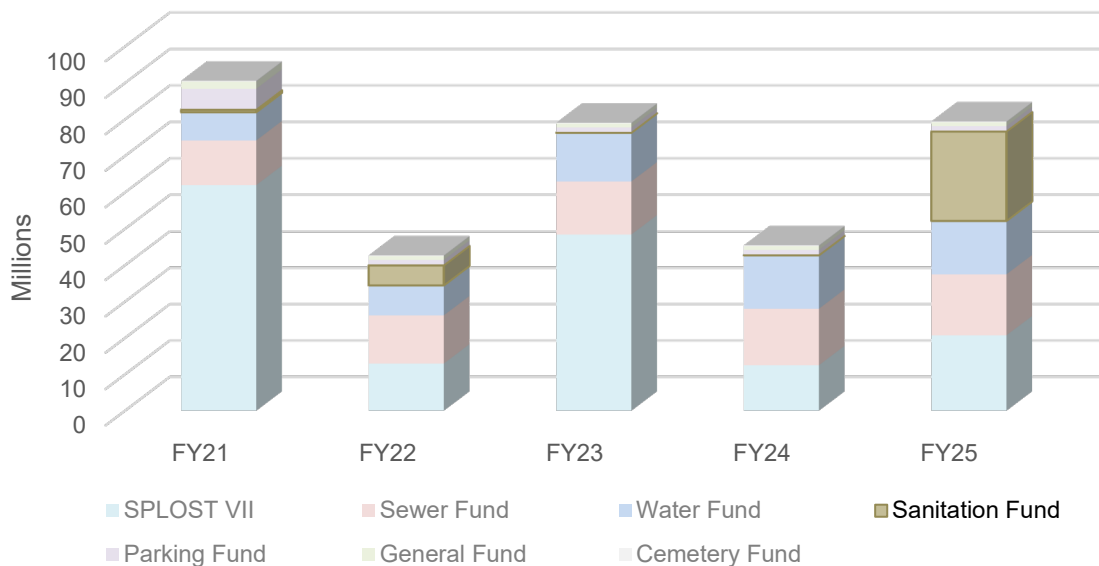
<b>Description</b>	Operating budget impacts not anticipated as this is investment extending the life of an existing capital asset. Savings can be expected in future repairs, but not quantified at this time.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

# 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. Incremental utility rate increases may be recommended in advance of large-scale construction and expansion needs to ensure consumer rate and service stability. FY21 allocations support route management program acquisition to increase efficiency and support equitable service throughout an expanding geographic area.

Funding Source	2021	2022	2023	2024	2025	5-Year Total
Sanitation Fund	675,000	5,500,000	-	-	24,500,000	\$ 30,675,000

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
Rubicon Route Management System	Sanitation Improvement	\$ 550,000
Street Cleaning Route Management System	Sanitation Improvement	\$ 125,000



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Rubicon Route Management System	<b>Project Start Year</b>	2021
<b>Category</b>	Sanitation Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Sanitation	<b>Strategic Priority</b>	Operational Requirement
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	This project integrates state of the art solid waste collection system technology with regular Sanitation operations including residential garbage, recycling, yard waste and bulk item collection, as well as commercial including compactor, roll-off container and dumpster services. It incorporates near real time route progression data, vehicle operation monitoring and service delivery exception documentation.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize Sanitation service delivery quality, efficiency and customer satisfaction.
<b>Benefits</b>	Improved operational understanding and control, collection system optimization, enhanced customer response times, improved management and supervision of staff and higher quality service.
<b>Scope/Comments</b>	Implement a solid waste route management system.
<b>Related Projects</b>	SA0704 Street Cleaning Route Management

### FUNDING SOURCE(S)

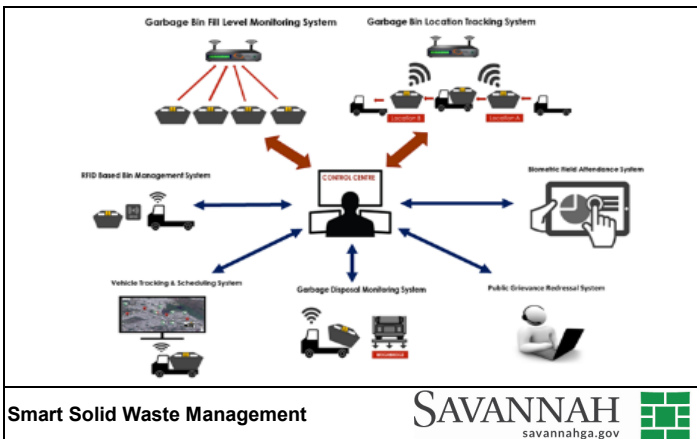
Sanitation Fund	\$	550,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Estimated operating budget impacts include contractals (i.e. annual software/hardware maintenance) and commodities (i.e. replacement parts/equipment). Direct personnel savings cannot be quantified at this time, but decreases in overtime and temporary labor costs are anticipated due to increased route efficiency.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractals	\$ 7,500
		Commodities	\$ 3,500
		Other	\$ -
		<b>Total</b>	<b>\$ 11,000</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Street Cleaning Route Management System	<b>Project Start Year</b>	2021
<b>Category</b>	Sanitation Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Sanitation	<b>Strategic Priority</b>	Operational Requirement
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	The project integrates state of the art street cleaning route management system technology with regular Sanitation street sweeping operations. It incorporates near real time route progression data, vehicle operation monitoring, and service delivery exception documentation.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize Sanitation street cleaning service delivery quality, efficiency, customer satisfaction and condition equity.
<b>Benefits</b>	Improved operational understanding and control, sweeping system optimization, enhanced efficiency, improved management and supervision of staff, as well as higher overall quality of service.
<b>Scope/Comments</b>	Procure and implement a street sweeping route management system.
<b>Related Projects</b>	SA0703 Sanitation Collection Route Management

### FUNDING SOURCE(S)

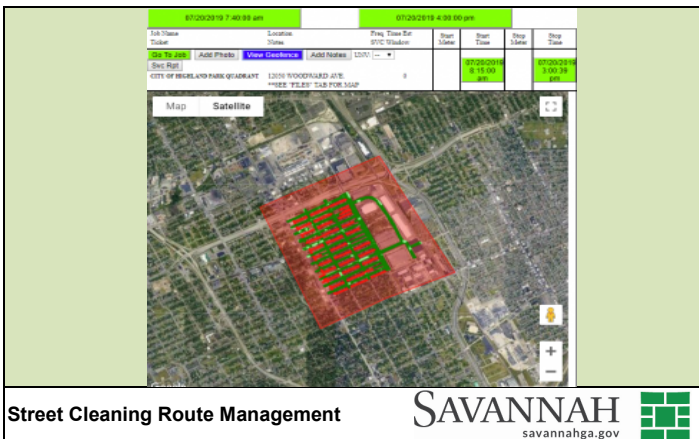
Sanitation Fund	\$	125,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

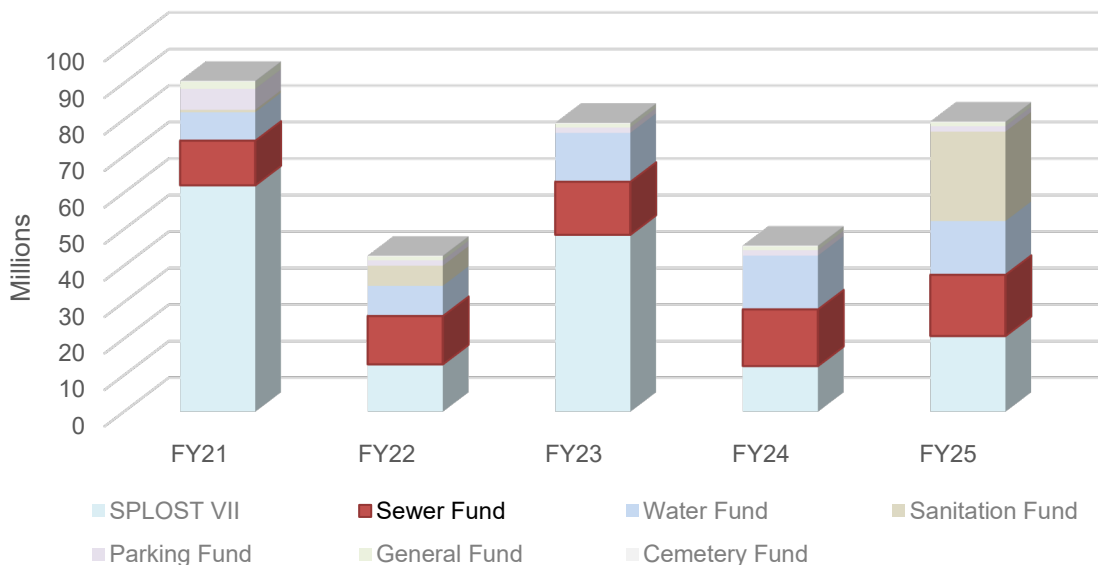
Description	Estimated operating budget expenses include contractals (i.e. annual software/hardware maintenance) and commodities (i.e. replacement parts/equipment). Direct personnel savings cannot be quantified at this time, but decreases in overtime and personnel costs are anticipated due to increased route sweeping efficiency.	Estimated Ongoing Annual Impact	
		Personnel	\$ -
		Contractals	\$ 5,500
		Commodities	\$ 1,000
		Other	\$ -
		<b>Total</b>	<b>\$ 6,500</b>

# 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	2021	2022	2023	2024	2025	5-Year Total
Sewer Fund	12,250,000	13,250,000	14,540,000	15,534,000	16,775,000	\$ 72,349,000

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
Chatham Pump Stations-Engineering	Sewer Improvement	\$ 225,000
Developer Oversizing	Sewer Improvement	\$ 210,000
Extension of Sewer Lines	Sewer Improvement	\$ 90,000
Force Main Pigs	Sewer Improvement	\$ 95,000
Georgetown Nutrient Removal	Sewer Improvement	\$ 500,000
Large Tract Infrastructure	Sewer Improvement	\$ 295,000
Lift Station 166 Forcemain Upsizing	Sewer Improvement	\$ 800,000
Lift Station 38/39 Forcemain	Sewer Improvement	\$ 700,000
Lift Station Rehabilitation	Sewer Improvement	\$ 1,300,000
Operational & Capital Masterplan	Sewer Improvement	\$ 750,000

<b>Project Name</b>	<b>Project Category</b>	<b>2021 Adopted</b>
President Street Diffusers	Sewer Improvement	\$ 500,000
President Street Second Line	Sewer Improvement	\$ 300,000
Regional Plant Generator Upgrade	Sewer Improvement	\$ 500,000
Sewer Line Rehabilitation	Sewer Improvement	\$ 2,500,000
Sewer Portion of Ogeechee W&S Agreement	Sewer Improvement	\$ 1,700,000
Sewer Share of Paving	Sewer Improvement	\$ 50,000
Sewer Stormwater Separation	Sewer Improvement	\$ 130,000
Supervisory Control & Data Acquisition (SCADA) Upgrade	Sewer Improvement	\$ 106,000
Treatment Plant Capital Improvements	Sewer Improvement	\$ 500,000
Treatment Plant Capital Maintenance	Sewer Improvement	\$ 400,000
Treatment Plant Expansion	Sewer Improvement	\$ 400,000
President Street TMDL Improvements	Sewer Improvement	\$ 9,000
Wilshire TMDL Improvements	Sewer Improvement	\$ 190,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Chatham Pump Stations-Engineering	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Commission concept plan, engineering design, and construction administration services to analyze existing pump stations and design the best alternative.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To commission and select a design engineering plan for Chatham Pump Stations.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and water and sewer revenue.
<b>Scope/Comments</b>	Includes lift stations along Chatham Parkway from Ogeechee Road to West Savannah (171, 116, 115, 114 & 75). Corridor experiencing rapid growth.
<b>Related Projects</b>	Developer Oversizing (Water & Sewer)

### FUNDING SOURCE(S)

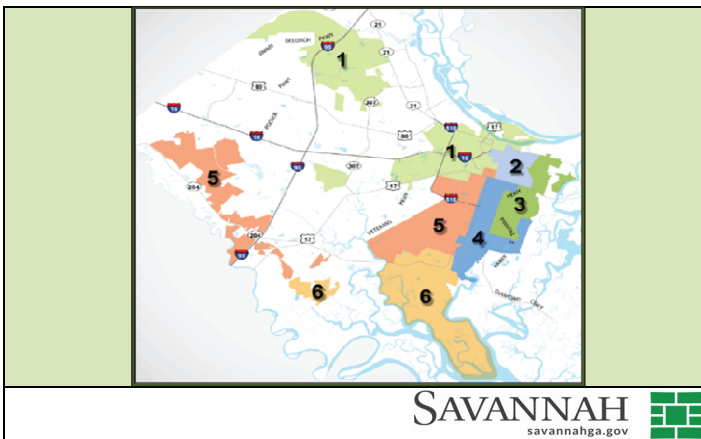
Sewer Fund	\$	501,664
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 276,664	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 501,664

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 151,664	\$ 350,000	\$ -	\$ -	\$ -	\$ 501,664	\$ 501,664



### LOCATION

<b>Address</b>	Chatham Parkway
<b>Council District</b>	1
<b>Neighborhood</b>	Chatham Parkway

### OPERATING BUDGET IMPACT

<b>Description</b>	Project would likely expand existing lift station(s). Operating and maintenance cost of new forcemain(s) to be offset by additional fees and revenue generated by new service connections, reduced electrical costs, and extending life of existing mains.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Developer Oversizing	<b>Project Start Year</b>	2019
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Oversize sewer mains or lift stations constructed for the immediate needs of new development to allow for future 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 new and future 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)

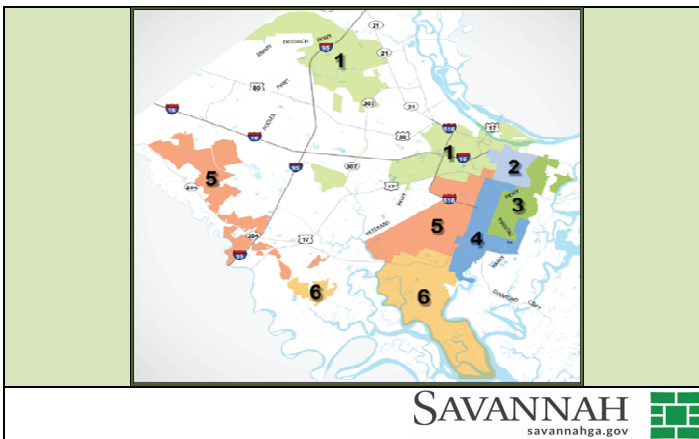
Sewer Fund	\$	1,194,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 144,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 1,050,000	\$ 1,194,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 143,300	\$ 210,140	\$ 210,140	\$ 210,140	\$ 210,140	\$ 210,140	\$ 1,050,700	\$ 1,194,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Oversizing the lines and pump stations does not significantly change the operating budget impact.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Extension of Sewer Lines	<b>Project Start Year</b>	2016
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Extend sanitary sewer service to areas where City Water Service is not currently available, such as sparsely populated areas within the distribution system that are presently served by septic tank.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure service is provided to all residents within City limits.
<b>Benefits</b>	Fulfillment of service obligation, offers residents a more reliable alternative to septic tanks and increased revenue opportunity.
<b>Scope/Comments</b>	Installation of water mains and associated infrastructure as needed by resident and development needs.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	1,240,707
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 670,707	\$ 90,000	\$ 90,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 570,000	\$ 1,240,707

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 574,957	\$ 125,750	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 665,750	\$ 1,240,707



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts estimated annually during budget development based upon infrastructure installed, including both new system operating expenses and revenue projections from expanded customer base.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Force Main Pigs	<b>Project Start Year</b>	2018
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Perform the maintenance force main pigging program to keep the force mains clear of inside build up and to assure proper system hydraulics and system capacity.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure system can function at design capacity.
<b>Benefits</b>	Continuous flows and pressure necessary for customer service needs.
<b>Scope/Comments</b>	Maintenance force main pigging program City-wide at 208 Lift Station Facilities.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

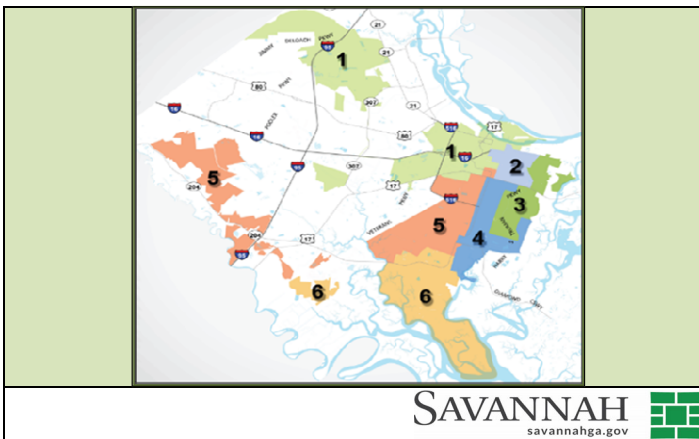
Sewer Fund	\$	1,345,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 750,000	\$ 95,000	\$ 200,000	\$ 300,000	\$ -	\$ -	\$ 595,000	\$ 1,345,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 91,714	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 253,286	\$ 1,253,286	\$ 1,345,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No impact anticipated - preventative capital maintenance program.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Georgetown Nutrient Removal	<b>Project Start Year</b>	2015
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	NA
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Preparation for major upgrades to the Georgetown 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>	To ensure continued compliance with legislated TMDL limits as they become more stringent.
<b>Benefits</b>	Avoidance of National Pollution Discharge Elimination System (NPDES) permit deviations and fees, maintain stable customer rates even when large-scale capital investment is required.
<b>Scope/Comments</b>	Planning and reserve funding for Wilshire Plant improvements in response to potential TMDL regulatory changes.
<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
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000



Ogeechee River-Georgetown Discharge

**SAVANNAH**  
savannahga.gov



### LOCATION

<b>Address</b>	14 Beaver Run Rd.
<b>Council District</b>	6
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No impact in planning and reserve stage.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Large Tract Infrastructure	<b>Project Start Year</b>	2015
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Construction and installation of sewer infrastructure to extend existing water system and service to newly annexed areas.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To facilitate development and ensure City sewer service is available to all residents.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and sewer revenue
<b>Scope/Comments</b>	Construction & installation of sewer infrastructure as required by residents and development.
<b>Related Projects</b>	Annexation projects

### FUNDING SOURCE(S)

Sewer Fund	\$	1,848,764
Sewer Fund	\$	3,000,000

### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 4,373,764	\$ 295,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 475,000	\$ 4,848,764

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 324,220	\$ 98,844	\$ 3,351,700	\$ -	\$ -	\$ 1,074,000	\$ 4,524,544	\$ 4,848,764



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station 166 Forcmain Upsizing	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2023
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Construct new parallel forcmain and forcmain extension to meet the needs of maturing service area.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To meet sewage pumping demands as mature service area approaches final build-out condition.
<b>Benefits</b>	Serve existing and future customers, support current and future tax revenue base and sewer revenues.
<b>Scope/Comments</b>	Concept includes 7,700 linear feet of 12" sewer force main and 8,700 LF of 16" sewer force main. Install by open trench, jack & bore, and horizontal directional drill.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

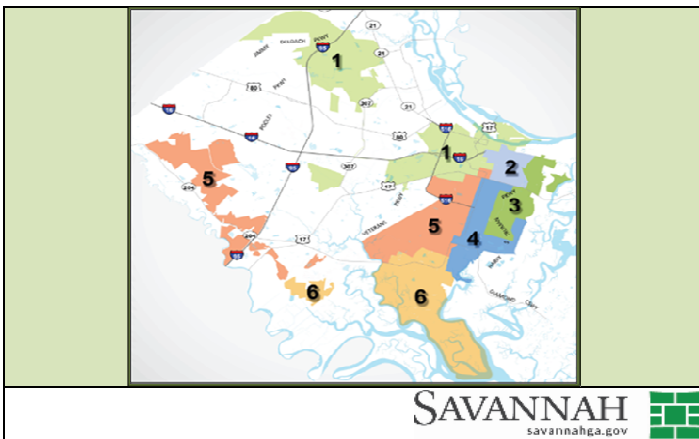
Sewer Fund	\$	3,425,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,625,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 3,425,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,357,000	\$ 1,000,000	\$ 1,068,000	\$ -	\$ -	\$ 3,425,000	\$ 3,425,000



### LOCATION

<b>Address</b>	62 Highlands Boulevard
<b>Council District</b>	1
<b>Neighborhood</b>	Crossroads Business Center

### OPERATING BUDGET IMPACT

<b>Description</b>	Expected to reduce current operation and maintenance budget as current forcmain is undersized and periodically requires manual operation of additional bypass pumps.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station 38/39 Forcemain	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2023
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Installation of a new forcemain to serve the existing Lift Station #39.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To serve existing development.
<b>Benefits</b>	Environmental compliance and reducing operating pressure on existing aged forcemain to extend its life.
<b>Scope/Comments</b>	Approximately 16,000 linear feet of PVC forcemain to be installed from Wilmington Island to Whitmarsh Island.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

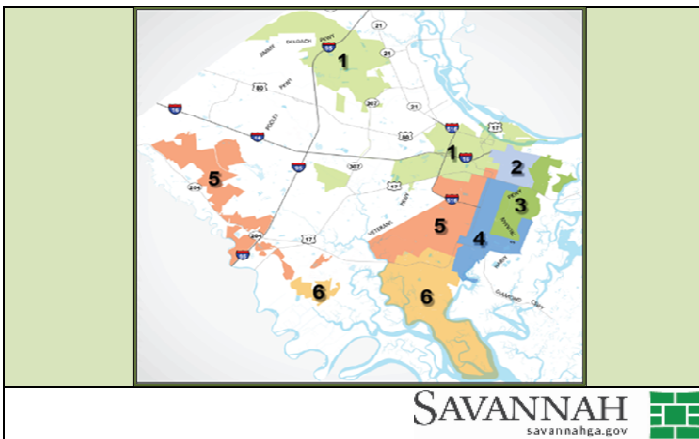
Sewer Fund	\$	3,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,800,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 3,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,900,000	\$ 1,500,000	\$ 100,000	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000



### LOCATION

<b>Address</b>	Wilmington Island
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operational and maintenance costs to be offset by reduced pumping costs, reduced repair costs, and reduced manpower (emergency pumping during wet weather events).	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Lift Station Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Lift Stations typically are designed for a 20-25 year service life if a sufficient capital maintenance plan is followed including periodic component rehabilitation and replacement (pumps, piping, wet well, etc.).		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize Lift Station service life.
<b>Benefits</b>	Reliable service that can meet customer demand and support growth and development.
<b>Scope/Comments</b>	Rehabilitation and replacement of Lift Station infrastructure and components City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	9,224,300
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 274,300	\$ 1,300,000	\$ 1,300,000	\$ 1,500,000	\$ 1,700,000	\$ 1,900,000	\$ 7,700,000	\$ 9,224,300

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 274,300	\$ 1,300,000	\$ 1,300,000	\$ 1,500,000	\$ 1,700,000	\$ 1,900,000	\$ 7,700,000	\$ 9,224,300



Lift Station Rehabilitation



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impact anticipated. Repairs and replacements are made to existing infrastructure and not likely to change expenses significantly.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Operational & Capital Masterplan	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	This is a one time expenditure to procure the services of an engineering consultant to lead the City through a strategic master plan effort for the sewer utility. Work consists of updates to GIS data, asset management data, hydraulic modeling, development of CIP needs, cost estimating, scheduling, and fiscal impact analysis for funding needs and rate recommendations.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To develop a master plan to serve as the sewer utility's operational plan for 5 -10 years.
<b>Benefits</b>	Allows for focused and strategic efforts to improve the level of service to the City.
<b>Scope/Comments</b>	This is a consultant service to be procured to lead the City staff and provide necessary engineering work to prepare the plan.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

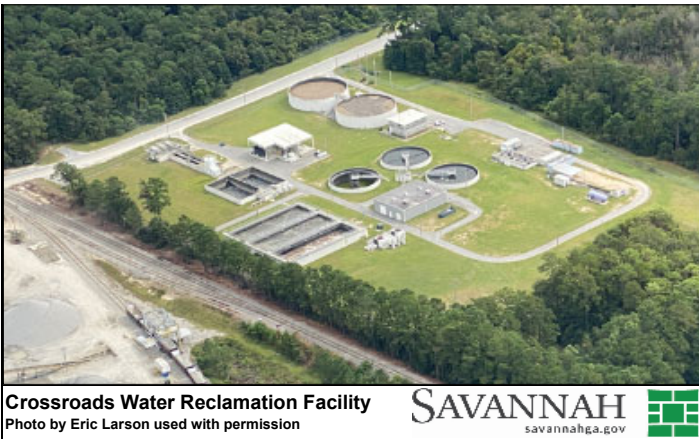
Sewer Fund	\$	750,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000



### LOCATION

<b>Address</b>	City Wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Development of the plan may result in recommendations with operating expense and savings impacts which will be considered and budgeted prior to implementation.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	President Street Diffusers	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Project is to secure funding over time to change out aeration basin diffusers at the President St. Water Reclamation Facility. Life expectancy of diffusers are roughly 5 to 7 years. This project helps keep customer rates stable by planning for significant capital replacement incrementally over several years.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure EPA water quality discharge standards while protecting customer rate stability.
<b>Benefits</b>	EPA permit compliance, user rate stability, equipment/facility standards maintained.
<b>Scope/Comments</b>	Replace President Street aeration basin diffusers.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	2,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 2,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000



Zone 3 of 6 Diffusers in #1 Aeration Basin



### LOCATION

<b>Address</b>	1400 E. President St.
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operational impact. This project replaces existing equipment. Operating expenses are already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	President Street Second Line	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2022
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Install a 60" gravity sewer main redundancy system to the City's main wastewater processing plant at President Street.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure continuous 60" gravity sewer main to President Street Water Reclamation Plant.
<b>Benefits</b>	Increased ability to isolate sections of President Street sewer main system for maintenance/repair without service interruption.
<b>Scope/Comments</b>	Jack & Bore or directional drill of 60" sewer main under East President Street with tie-ins on the north and south side to the existing lines / main.
<b>Related Projects</b>	N/A

### 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
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 300,000	\$ 3,200,000	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 300,000	\$ 3,200,000	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000



### LOCATION

<b>Address</b>	1401 East President St
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	The capital infrastructure has minimal operating impacts. Repairs and maintenance are scheduled in the capital budget.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Regional Plant Generator Upgrade	<b>Project Start Year</b>	2018
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Replacement and/or upgrades to generators at the regional water reclamation facilities.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure water reclamation facilities have reliable alternate power sources as mandated by the Environmental Protection Division.
<b>Benefits</b>	Prevention of backups, spills and public health hazards.
<b>Scope/Comments</b>	Replacement/upgrades of generators at facilities where equipment is aging.
<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
	FY21	FY22	FY23	FY24	FY25		
\$ 1,500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 2,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000



Regional Plant Generator

### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Non anticipated - replacement and/or upgrading of existing equipment. Operating expenses already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Line Rehabilitation	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Rehabilitation/replacement of sewer main sections of the City sanitary sewer system that have met their useful life and are in need of replacement.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure reliable, sound infrastructure for sanitary sewer conveyance and collection to the lift stations and water reclamation plants.
<b>Benefits</b>	Increased public, health and environmental safety as well as reduced infiltration and inflow, operation & maintenance costs and spills & cave-ins.
<b>Scope/Comments</b>	Trenchless, cured-in-place liner, pipe bursting, slip-lining, or traditional replacement on lines with a condition assessment indicating potential imminent failure system/City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	13,500,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,700,000	\$ 2,800,000	\$ 3,000,000	\$ 13,500,000	\$ 13,500,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,700,000	\$ 2,800,000	\$ 3,000,000	\$ 13,500,000	\$ 13,500,000



Accessing a Line



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New lines replace existing assets with comparable operating impact already budgeted. Savings are possible in reduced break, spill mitigation, stoppages and repair costs.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Portion of Ogeechee W&S Agreement	<b>Project Start Year</b>	2021
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2023
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Relocation of existing sewer mains as needed for GDOT to raise & widen north end of Ogeechee Road.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To relocate existing sewer mains to accommodate GDOT Ogeechee Road project.
<b>Benefits</b>	Eliminate flooding, reduce congestion, and promote safe travel via roadway improvements.
<b>Scope/Comments</b>	Relocation of existing sewer mains to accommodate GDOT Ogeechee Road project from I-516 to Victory Drive (Boundary of Districts 1 & 5).
<b>Related Projects</b>	Water Main Relocations

### FUNDING SOURCE(S)

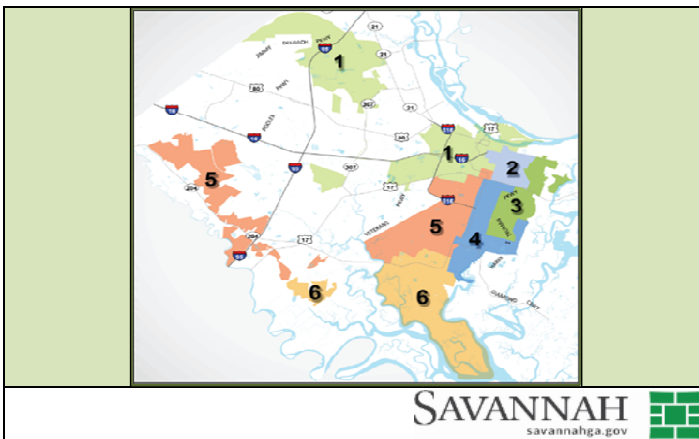
Sewer Fund	\$	1,700,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 1,700,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 700,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,700,000	\$ 1,700,000



### LOCATION

<b>Address</b>	Ogeechee Road
<b>Council District</b>	1
<b>Neighborhood</b>	Ogeecheeton/Dawes Avenue

### OPERATING BUDGET IMPACT

<b>Description</b>	Replacement of existing utilities. Newer construction should reduce operating and maintenance costs.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Share of Paving	<b>Project Start Year</b>	2015
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Replace sewer lines in areas that are being re-paved, capitalizing on opportunities when street asphalt is being removed and milled to access water lines for maintenance and replacement.		

### 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>	Repairing/replacing lines in areas where asphalt is being removed and access is available without making additional street cuts.
<b>Related Projects</b>	Street Paving & Resurfacing, Local Maintenance & Improvement Grant (LMIG) Resurfacing

### FUNDING SOURCE(S)

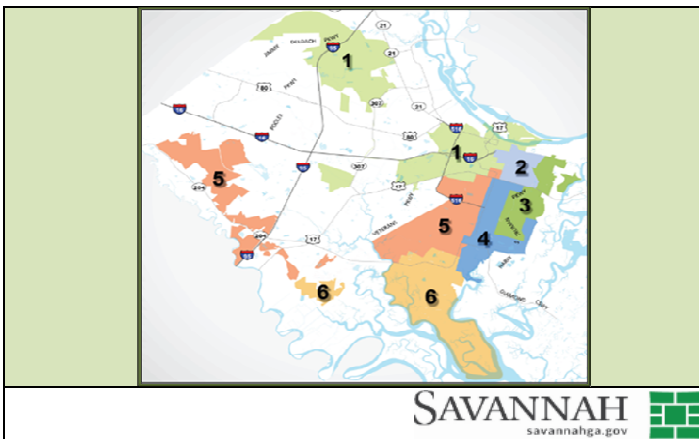
Sewer Fund	\$	1,466,934
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 266,934	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 516,934

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 251,763	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 65,171	\$ 265,171	\$ 516,934



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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, replacement and repair costs.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sewer Stormwater Separation	<b>Project Start Year</b>	2016
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Excavation, construction and pipe work to re-direct piping and disconnect storm and sanitary sewer systems as required per State Consent Order to prevent infiltration and inflow.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize system capacity, prevent stoppages and spills.
<b>Benefits</b>	Operational efficiency, maintenance and cleanup savings, environmental protection.
<b>Scope/Comments</b>	Excavation, construction, and pipework on the storm and sanitary sewer systems City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

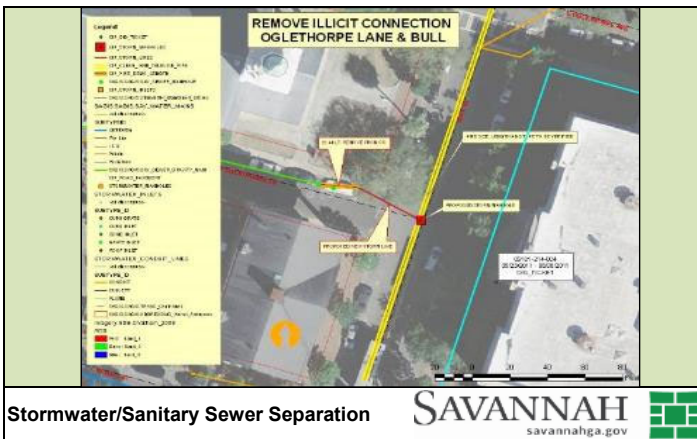
Sewer Fund	\$	1,567,481
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 917,481	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 650,000	\$ 1,567,481

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 274,524	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 192,957	\$ 1,292,957	\$ 1,567,481



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Investment to be made on existing infrastructure. Savings are possible in reduced spill and stoppage clean and repair costs, but cannot be estimated at this time.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Supervisory Control & Data Acquisition (SCADA) Upgrade	<b>Project Start Year</b>	2019
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Upgrade the Supervisory Control and Data Acquisition (SCADA) system hardware and software for the Treatment Plant and Sewer Lift Stations. These upgrades are coordinated through the Water Supply and Treatment SCADA manager who along with staff determines SCADA asset upgrade needs.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure continuous remote monitoring and control of wastewater conveyance & treatment systems.
<b>Benefits</b>	Ability to rapidly respond to system alerts and maintain safe, efficient system operations.
<b>Scope/Comments</b>	Upgrade SCADA hardware and software components system-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

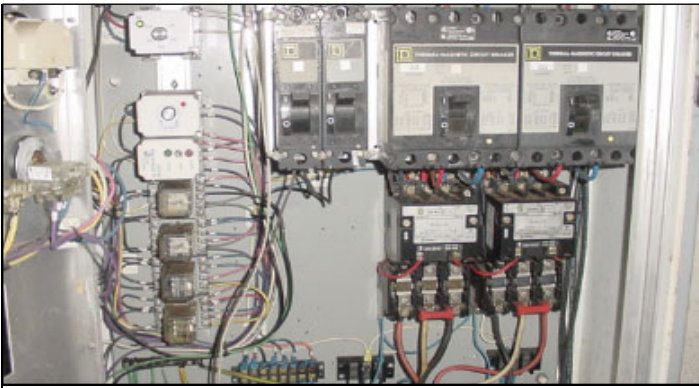
Sewer Fund	\$	1,521,879
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 741,879	\$ 106,000	\$ 156,000	\$ 181,000	\$ 156,000	\$ 181,000	\$ 780,000	\$ 1,521,879

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 434	\$ 250,000	\$ 250,000	\$ 300,000	\$ 350,000	\$ 371,445	\$ 1,521,445	\$ 1,521,879



SCADA Electronic Panel



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating impacts are estimated on a case-by-case basis as components are added or upgraded for potential operating expense increase or savings.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Capital Improvements	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Make various capital improvements as needed at the wastewater treatment plants.		

### 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, increase operational efficiency, ensure public health and safety.
<b>Scope/Comments</b>	Capital improvements to the wastewater treatment plants City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	3,000,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 3,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000	\$ 3,000,000



Improved equipment installation

### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Improvements are assessed as they are planned for operating budget impact including additional expense, potential savings and process efficiencies.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Capital Maintenance	<b>Project Start Year</b>	2020
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Perform capital maintenance including equipment replacement, redesign and reconfiguration to extend system life and meet permit discharge limits.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure compliance with higher EPD discharge limits.
<b>Benefits</b>	Safeguard public health and the environment, minimize repair costs and service disruptions, avoid fines.
<b>Scope/Comments</b>	Perform capital maintenance at wastewater treatment plants City-wide.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	2,350,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 350,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	\$ 2,350,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 470,000	\$ 470,000	\$ 470,000	\$ 470,000	\$ 470,000	\$ 2,350,000	\$ 2,350,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Most of the ongoing capital maintenance in this project involves scheduled repair or replacement of existing infrastructure, and the operating expense is already included in the operating budget.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Treatment Plant Expansion	<b>Project Start Year</b>	2004
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Expansion of City of Savannah's water reclamation facilities as service area and needs increase.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	Prepare for necessary expansion while maintaining stable customer rates.
<b>Benefits</b>	Ensures stable service delivery and customer rates, as well as opportunity for growth.
<b>Scope/Comments</b>	Expansion of wastewater treatment plant service capacity and capabilities as needed relative to City growth.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	6,254,445
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 4,254,445	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	\$ 6,254,445

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 464,415	\$ -	\$ -	\$ -	\$ -	\$ 5,790,030	\$ 5,790,030	\$ 6,254,445



President St. Water Reclamation Facility



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Reserve account to prevent sharp rate increases when large capital expansion is necessary to respond to area growth. Operating budget impact is estimated as expansion construction is scheduled.	Estimated Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	President Street TMDL Improvements	<b>Project Start Year</b>	2012
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Preparation for major upgrades to the President Street 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>	To ensure continued compliance with legislated TMDL limits as they become more stringent.
<b>Benefits</b>	Avoidance of National Pollution Discharge Elimination System (NPDES) permit deviations and fees, maintain stable customer rates even when large-scale capital investment is required.
<b>Scope/Comments</b>	Planning and reserve funding for Wilshire Plant improvements in response to potential TMDL regulatory changes.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	17,879,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 8,975,000	\$ 9,000	\$ 195,000	\$ 4,354,000	\$ 1,769,000	\$ 2,577,000	\$ 8,904,000	\$ 17,879,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ -	\$ -	\$ 8,939,500	\$ -	\$ 8,939,500	\$ 17,879,000	\$ 17,879,000



Savannah River



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No impact in planning and reserve stage.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Wilshire TMDL Improvements	<b>Project Start Year</b>	2012
<b>Category</b>	Sewer Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Preparation for major upgrades to the 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>	To ensure continued compliance with legislated TMDL limits as they become more stringent.
<b>Benefits</b>	Avoidance of National Pollution Discharge Elimination System (NPDES) permit deviations and fees, maintain stable customer rates even when large-scale capital investment is required.
<b>Scope/Comments</b>	Planning and reserve funding for Wilshire Plant improvements in response to potential TMDL regulatory changes.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Sewer Fund	\$	9,800,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,000,000	\$ 190,000	\$ 24,000	\$ 240,000	\$ 5,044,000	\$ 1,502,000	\$ 7,000,000	\$ 9,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ -	\$ -	\$ 4,500,000	\$ -	\$ 4,500,000	\$ 9,000,000	\$ 9,000,000



### LOCATION

<b>Address</b>	11015 Largo Drive
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

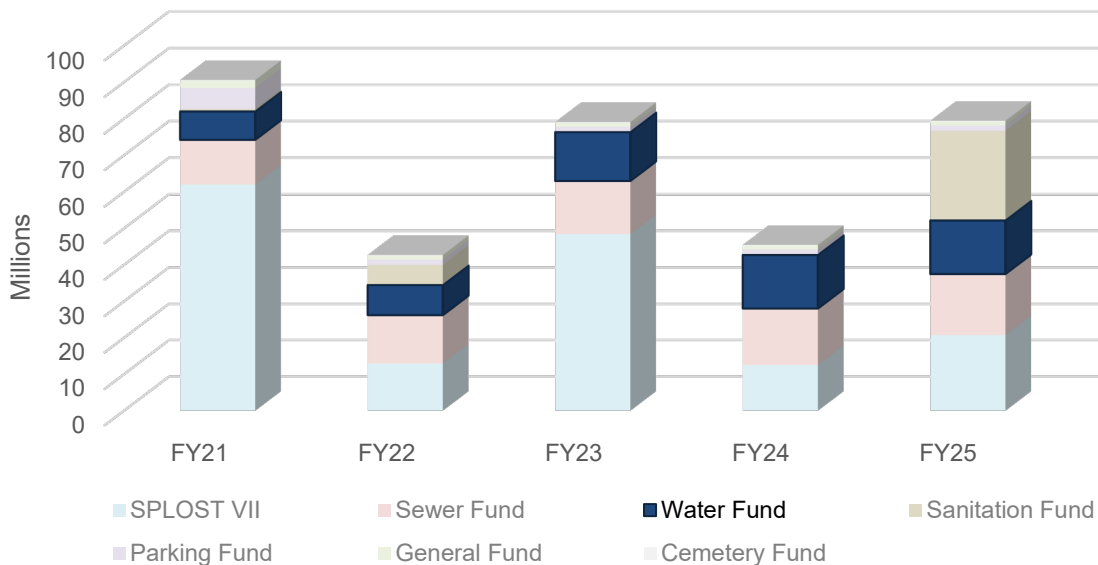
<b>Description</b>	No impact in planning and reserve stage.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

# 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	2021	2022	2023	2024	2025	5-Year Total
Water Fund	7,750,000	8,250,000	13,360,000	14,700,000	14,700,000	\$ 58,760,000

## Five-year Revenue Projections by Fund



Project Name	Project Category	2021 Adopted
48" Waterline Replacement	Water Improvement	\$ 2,250,000
Dean Forest 24" Line into New Hampstead Service Area	Water Improvement	\$ 3,000,000
Developer Oversizing	Water Improvement	\$ 85,000
Industrial & Domestic Water Plant Expansion Phase II	Water Improvement	\$ 50,000
Extension to Unserved Areas	Water Improvement	\$ 30,000
Fire Hydrant Replacement Program	Water Improvement	\$ 40,000
Large Tract Infrastructure	Water Improvement	\$ 75,000
Megasite New Hampstead	Water Improvement	\$ 500,000
Miscellaneous Water Line Improvements	Water Improvement	\$ 745,000
Pine Meadow Valve Vault	Water Improvement	\$ 60,000

<b>Project Name</b>	<b>Project Category</b>	<b>2021 Adopted</b>
Sludge Pond Dredging	Water Improvement	\$ 400,000
Water Meter Technology Replacement	Water Improvement	\$ 460,000
Water Share of Paving	Water Improvement	\$ 20,000
Well Preventative Maintenance	Water Improvement	\$ 35,000

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	48" Waterline Replacement	<b>Project Start Year</b>	2018
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Replacing sections of the 48" steel raw water line.		

### 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 in FY21.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

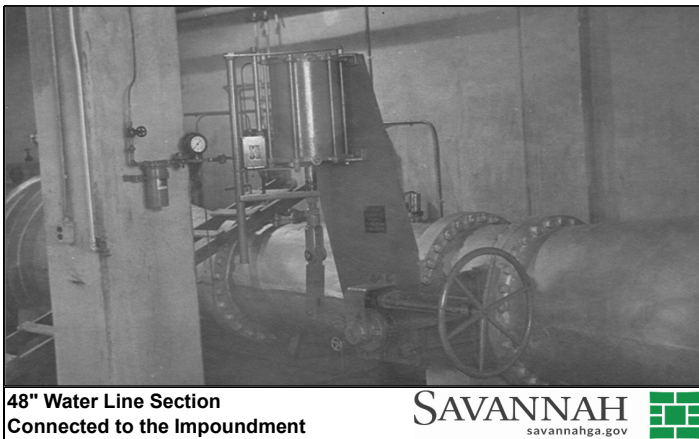
Water Fund	\$	10,000,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 4,500,000	\$ 2,250,000	\$ -	\$ -	\$ 2,000,000	\$ 1,250,000	\$ 5,500,000	\$ 10,000,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 111,115	\$ 4,991,320	\$ 1,647,565	\$ -	\$ 2,000,000	\$ 1,250,000	\$ 9,888,885	\$ 10,000,000



### LOCATION

<b>Address</b>	West of I-95
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

Description	None anticipated. Section replaces existing assets with comparable operating impact already budgeted. Savings are possible in reduced leak, break and repair costs.	Estimated Ongoing Annual Impact	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Dean Forest 24" Line into New Hampstead Service Area	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2024
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Installation of 24" Waterline from Dean Forest Road into New Hampstead.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To interconnect City water systems in the SW quadrant and Georgetown (Districts 1, 5 & 6).
<b>Benefits</b>	Looped water mains provide more flow & system resiliency, as well as facilitate future tie-ins to water systems on Ogeechee Rd & Georgetown.
<b>Scope/Comments</b>	Loop existing transmission main on Dean Forest Road into mains in the New Hampstead area.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	8,250,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,250,000	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 7,000,000	\$ 8,250,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 150,000	\$ 150,000	\$ 1,700,000	\$ 6,250,000	\$ -	\$ 8,250,000	\$ 8,250,000



### LOCATION

<b>Address</b>	New Hampstead
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Will result in increased O&M costs that can be offset by tying in new areas to water service, reduced flushing, and potentially reducing the number of on-line wells.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Developer Oversizing	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Oversize water main improvements constructed for the immediate needs of new development to allow for future 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 water service for new and future customers.
<b>Scope/Comments</b>	New developments only - year to year costs dependent on development trends.
<b>Related Projects</b>	Previous development oversizing projects, sewer line developer oversizing

### FUNDING SOURCE(S)

Water Fund	\$	2,475,445
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,050,445	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 2,475,445

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 13,981	\$ 572,000	\$ 500,000	\$ 500,000	\$ 450,000	\$ 439,464	\$ 2,461,464	\$ 2,475,445



Installing a 24" Ductile Iron Water Main



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Oversizing the lines does not significantly change the operating expenses.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Extension to Unserved Areas	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Extend water mains to areas where City Water Service is not currently available, such as sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To 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>	Installation of water mains and associated infrastructure as needed by resident and development needs.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

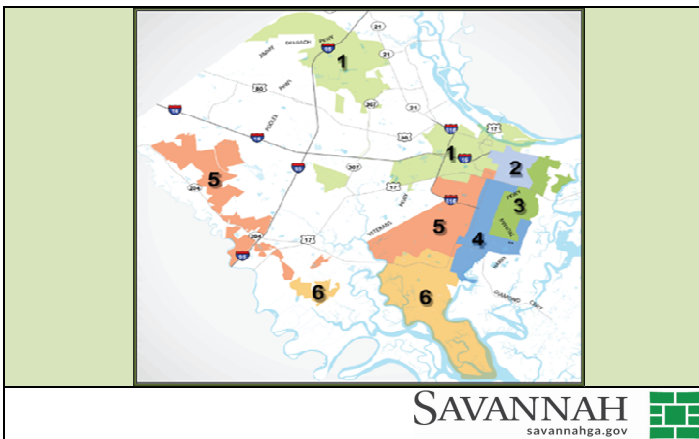
Water Fund	\$	2,074,578
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,924,578	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	\$ 2,074,578

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 8,168	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 366,410	\$ 2,066,410	\$ 2,074,578



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating budget impacts estimated annually during budget development based upon infrastructure installed, including both new system operating expenses and revenue projections from expanded customer base.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Fire Hydrant Replacement Program	<b>Project Start Year</b>	2016
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Public Safety
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Replacement of non-functioning and/or obsolete fire hydrants.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure both public safety and historic atmosphere are maintained.
<b>Benefits</b>	Maintenance of public safety and economic assets, as well as the City's ISO rating
<b>Scope/Comments</b>	Downtown/Historic District - hydrants primarily damaged by auto accidents
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	700,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 500,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000	\$ 700,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 291,458	\$ 100,000	\$ 83,542	\$ 75,000	\$ 75,000	\$ 75,000	\$ 408,542	\$ 700,000



Fire Hydrant Replacement

**SAVANNAH**  
savannahga.gov



### LOCATION

<b>Address</b>	Various
<b>Council District</b>	2
<b>Neighborhood</b>	Downtown/Historic Districts

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. New hydrants replace existing assets with comparable operating impact already budgeted.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Expand Industrial & Domestic Water Plant Phase II	<b>Project Start Year</b>	2021
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2025
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Second phase of I&D Water Plant to ensure the ability to continue meeting growing water supply demand.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure the ability to continue supplying water to customer needs.
<b>Benefits</b>	Reliable supply, pressure, and service.
<b>Scope/Comments</b>	Update and expand I&D Water Plant equipment and infrastructure as necessary to meet demand.
<b>Related Projects</b>	Expand I&D Water Plant Phase I

### FUNDING SOURCE(S)

Water Fund	\$	10,660,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,000,000	\$ 50,000	\$ 10,000	\$ 300,000	\$ 700,000	\$ 7,600,000	\$ 8,660,000	\$ 10,660,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 50,000	\$ 10,000	\$ 300,000	\$ -	\$ 10,300,000	\$ 10,660,000	\$ 10,660,000



Space in Existing Facility



### LOCATION

<b>Address</b>	I & D Facility
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating impacts are assessed as expansion steps are completed. Full expansion may involve not only increased contractuals such as repair and utility expenses, but also additional personnel needs.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Large Tract Infrastructure	<b>Project Start Year</b>	2015
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Construction and installation of water infrastructure to extend existing water system and service to newly annexed areas.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To facilitate development and ensure City water service is available to all residents.
<b>Benefits</b>	Increased economic development opportunities, tax revenue base and water service revenue.
<b>Scope/Comments</b>	Construction & installation of water infrastructure as required by residents and development.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	4,672,030
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 4,297,030	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000	\$ 4,672,030

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 259,474	\$ 3,025,388	\$ 261,889	\$ 425,420	\$ -	\$ 699,860	\$ 4,412,556	\$ 4,672,030



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Operating impacts estimated annually as part of budget development are based upon new development which varies year over year, including revenue projections for new customer accounts.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Megasite New Hampstead	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2028
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Build 36" water main line that connects the Megasite to the New Hampstead area.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To provide necessary infrastructure for growth in the area.
<b>Benefits</b>	Expanded service area and tax base.
<b>Scope/Comments</b>	Construct 36" water main from Megasite to New Hampstead
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	6,450,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 3,950,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 6,450,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 1,005,686	\$ 1,000,000	\$ 2,500,000	\$ 1,000,000	\$ -	\$ 944,314	\$ 5,444,314	\$ 6,450,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Miscellaneous Water Line Improvements	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Replacement of water main sections of the City Water Distribution system that have met their useful life and are in need of replacement.		

### 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>	N/A

### FUNDING SOURCE(S)

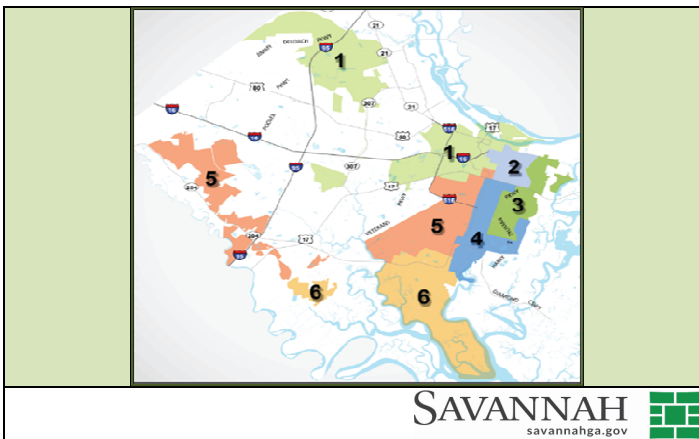
Water Fund	\$	5,304,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,579,000	\$ 745,000	\$ 745,000	\$ 745,000	\$ 745,000	\$ 745,000	\$ 3,725,000	\$ 5,304,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 527,116	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 776,884	\$ 4,776,884	\$ 5,304,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Pine Meadow Valve Vault	<b>Project Start Year</b>	2021
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2021
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Installation and replacement of the existing pressure regulating valve to control the water supply between the I & D system and the Southbridge Ground Water System. This valve will open to allow either the ground water from the Southbridge system to the I&D system or the I&D system to the Southbridge System when either system fails to meet the supply or pressure requirements		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure system reliability and consistent operation.
<b>Benefits</b>	System flexibility and dependable service delivery
<b>Scope/Comments</b>	Replacement of pressure regulating valve @ Dean Forest/Pine Meadow.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

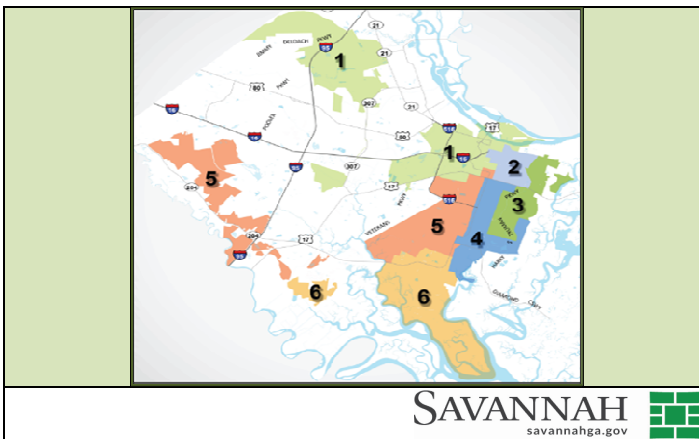
Water Fund	\$	60,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000



### LOCATION

<b>Address</b>	Dean Forest Rd/Pine Meadow
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Project replaces existing component in capital infrastructure. Operating costs are already included in annual budget.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Sludge Pond Dredging	<b>Project Start Year</b>	2013
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	To remove sludge from the pond and place in the drying bed for subsequent removal to a landfill.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To comply with the requirements of the NPDES discharge permit.
<b>Benefits</b>	Reduced environmental impacts and fine avoidance.
<b>Scope/Comments</b>	Sludge removal and hauling.
<b>Related Projects</b>	Preconstruction Sludge Hauling, Biosolids Handler

### FUNDING SOURCE(S)

Water Fund	\$	3,406,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 1,406,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000	\$ 3,406,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 320,994	\$ 400,000	\$ 500,000	\$ 685,006	\$ 750,000	\$ 750,000	\$ 3,085,006	\$ 3,406,000



Sludge Pond



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	None anticipated. Ongoing project with operating impacts already included in annual budgets.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>



## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Water Meter Technology Replacement	<b>Project Start Year</b>	2017
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	2030
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Non-Recurring		
<b>Project Description</b>	Purchase and installation of Advanced Metering Infrastructure (AMI) metering units. Meters with the AMI technology are the next generation of water meters and are read through the internet and the fiber network. These AMI units have a computer portal that will be able to be utilized by all customers.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To maximize operational efficiency and service delivery.
<b>Benefits</b>	Increased customer access to data, accurate billing and operating cost savings.
<b>Scope/Comments</b>	Installation of AMR/AMI meters, expanding the network, replacing direct read meters.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

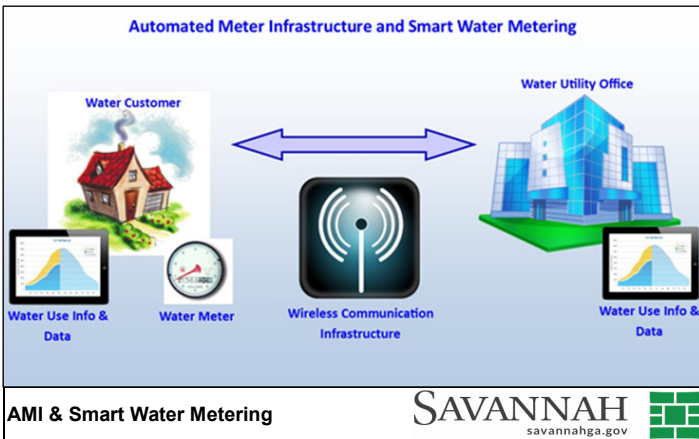
Water Fund	\$	5,240,000
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 2,100,000	\$ 460,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 3,140,000	\$ 5,240,000

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 782,414	\$ 1,550,000	\$ 407,586	\$ 1,000,000	\$ 1,000,000	\$ 500,000	\$ 4,457,586	\$ 5,240,000



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	Department estimates increase in communications expenses due to additional AMR/AMI installations annually during operating budget development based upon number of AMR/AMI installations. Accurate reads and billing can increase revenues while increasing customer control and transparency. Personnel costs may decrease when the full system is able to be implemented in reduced administrative and meter reading, but might be offset by other technical and skilled needs.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Water Share of Paving	<b>Project Start Year</b>	2020
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Replace water lines in areas that are being re-paved, capitalizing on opportunities when street asphalt is being removed and milled to access water lines for maintenance and replacement.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To 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>	Repairing/replacing lines in areas where asphalt is being removed and access is available without making additional street cuts.
<b>Related Projects</b>	Street Paving & Resurfacing, Local Maintenance & Improvement Grant (LMIG) Resurfacing

### FUNDING SOURCE(S)

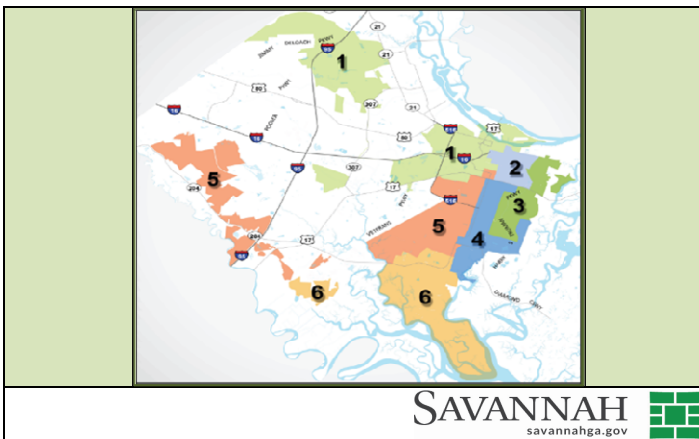
Water Fund	\$	723,338
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 623,338	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 723,338

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ -	\$ 200,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 123,338	\$ 723,338	\$ 723,338



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### 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, replacement and repair costs.	<b>Estimated Ongoing Annual Impact</b>
		Personnel \$ -
		Contractuals \$ -
		Commodities \$ -
		Other \$ -
		<b>Total</b> \$ -

## CIP Request Summary

### ADMINISTRATIVE INFORMATION

<b>Project Name</b>	Well Preventative Maintenance	<b>Project Start Year</b>	2019
<b>Category</b>	Water Improvements	<b>Est. Project Complete Year</b> (N/A for recurring)	N/A
<b>Department</b>	Water Resources	<b>Strategic Priority</b>	Infrastructure
<b>Recurring?</b>	Recurring		
<b>Project Description</b>	Planned capital preventative mechanical and electrical maintenance program for wells.		

### PROJECT DETAILS & NARRATIVE

<b>Objective</b>	To ensure wells are able to operate at design capacity 24/7.
<b>Benefits</b>	Reliably adequate flows and pressure for domestic use and fire protection, maximized system life, reduced repair costs & system downtime.
<b>Scope/Comments</b>	5 of the 41 City wells each year on a rotating basis.
<b>Related Projects</b>	N/A

### FUNDING SOURCE(S)

Water Fund	\$	1,112,914
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### FUNDING SCHEDULE

LTD Funding	Planned Funding Requests					5-Year Plan Total	Total Funding
	FY21	FY22	FY23	FY24	FY25		
\$ 937,914	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000	\$ 1,112,914

### EXPENSE SCHEDULE

LTD Expense	Planned Capital Expenses					5-Year Plan Total	Total Capital Expenses
	FY21	FY22	FY23	FY24	FY25		
\$ 102,814	\$ 400,000	\$ 250,000	\$ 160,000	\$ 100,099	\$ 100,000	\$ 1,010,099	\$ 1,112,914



### LOCATION

<b>Address</b>	City-wide
<b>Council District</b>	City-wide
<b>Neighborhood</b>	City or District-wide

### OPERATING BUDGET IMPACT

<b>Description</b>	No operating impact anticipated - project is a planned capital investment schedule on existing infrastructure. Operating costs are already included in annual budget.	<b>Estimated Ongoing Annual Impact</b>	
		Personnel	\$ -
		Contractuals	\$ -
		Commodities	\$ -
		Other	\$ -
		<b>Total</b>	<b>\$ -</b>

## Six-Year SPLOST VII Allocation Plan

Project Name	FY21	FY22	FY23	FY24	FY25	FY26	6-Year Total
Springfield Canal Drainage Improvements	6,000,000	2,000,000	37,000,000	-	-	-	45,000,000
LMIG Resurfacing	49,984	520,000	550,000	550,000	600,000	600,000	2,869,984
Street Paving & Pavement Rehab	3,000,000	3,250,000	3,300,000	3,350,000	3,479,931	3,500,000	19,879,931
Casey South Drainage Improvements (Phase 2B)	22,000,000	-	-	-	-	-	22,000,000
Traffic Safety and Calming	1,000,000	1,000,000	1,000,000	1,000,000	500,000	500,000	5,000,000
Sidewalk Replacement & New Installation	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000	6,500,000
Abercorn Streetscape (CNU)	-	-	3,000,000	-	-	-	3,000,000
City Hall Historic Renovation <sup>1</sup>	-	-	-	3,000,000	2,000,000	-	5,000,000
Grant Center Replacement	2,500,000	-	-	-	-	-	2,500,000
Grayson Stadium Improvements <sup>2,3</sup>	80,000	-	-	-	2,420,000	3,000,000	5,500,000
Riverwalk Extension	2,000,000	-	-	-	-	-	2,000,000
Waters Avenue Revitalization (Phase 3)	2,000,000	-	-	-	-	-	2,000,000
W. W. Law Swimming Pool Rehabilitation	250,000	-	-	-	-	-	250,000
Shuman Swimming Pool Rehabilitation	500,000	-	-	-	-	-	500,000
Haven Swimming Pool Rehabilitation	500,000	-	-	-	-	-	500,000
Southside Community Center	-	1,000,000	-	-	-	-	1,000,000
Tide to Town	-	-	-	1,000,000	-	-	1,000,000
Daffin Park Improvements	-	200,000	-	-	-	-	200,000
Daffin Park Pool Rehabilitation	-	300,000	-	-	-	-	300,000
Liberty City (Parking and Facility)	-	300,000	-	-	-	-	300,000
Blighted Property Acquisition & Redevelopment	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	10,000,000
Broughton Street Streetscape (Phase 2)	8,000,000	-	-	-	-	-	8,000,000
Eastside Early Learning Center	-	-	-	-	3,125,000	-	3,125,000
Police Records Management System Replacement	2,400,000	800,000	-	-	-	-	3,200,000
Public Safety Technology Improvements	-	500,000	500,000	500,000	500,000	500,000	2,500,000
Fire Truck Replacement	2,000,000	-	-	-	-	-	2,000,000
<i>Downtown Streetscape GO Bonds Retirement<sup>4</sup></i>	6,700,000	-	-	-	-	-	6,700,000
<i>Guy Minnick Park Improvements (Phase 3)<sup>5</sup></i>	-	-	-	-	2,000,000	-	2,000,000
<i>Fiber Optic Cable Replacement</i>	-	-	-	-	3,000,000	-	3,000,000
<b>Total</b>	<b>\$62,079,984</b>	<b>\$12,970,000</b>	<b>\$48,450,000</b>	<b>\$12,500,000</b>	<b>\$20,724,931</b>	<b>\$9,100,000</b>	<b>\$165,824,915</b>

<sup>1</sup> \$2m in FY25 only available if SPLOST VII collections exceed \$420m

<sup>2</sup> \$80,000 showing in FY21 was prefunded in FY20 to address locker room HVAC needs

<sup>3</sup> \$3m in FY26 only available if SPLOST VII collections exceed \$420m

<sup>4</sup> Not a capital project, but approved for SPLOST VII funding and included in budgeting to account for all allocations

<sup>5</sup> Allocations for Guy Minnick Park and Fiber Optic Cable Replacement available if SPLOST VII collections exceed \$420m.

