

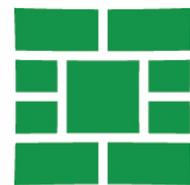
ONE CITY. ONE DIRECTION: FORWARD



2019
PROPOSED BUDGET
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

Special recognition is given to the following individuals for their assistance in preparation of the 2019 Service Program and Budget and the 2019-2023 Capital Improvement Program.

Executive Staff

Rob Hernandez	City Manager
Marty Johnston	Chief Operations Officer
Heath Lloyd	Chief Infrastructure & Development Officer
Taffanye Young	Chief Community Services Officer
Chief Roy Minter	Police Chief
Chief Charles Middleton	Fire Chief

Office of Management and Budget Staff

Melissa D. Carter	Chief Budget Officer
Monisha Johnson	Assistant Chief Budget Officer
Gardenia Campbell	Principal Budget Analyst
Yul Anderson	Senior Budget Analyst
Victoria Keller	Senior Budget Analyst
Karen Franklin	Budget Analyst
Thaieast Pittman	Budget Analyst
James Johnson	Project Manager
Angelica Alfonso	Sr. Administrative Assistant

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LEGISLATIVE BODY

MAYOR AND CITY COUNCIL 2016-2020

EDDIE DELOACH
Mayor



CAROLYN BELL
Mayor Pro Tem - Post 1 At-Large



BRIAN FOSTER
Post 2 At-Large



VAN R. JOHNSON, II
District 1



BILL DURRENCE
District 2



JOHN HALL
District 3



JULIAN MILLER
District 4



DR. ESTELLA EDWARDS SHABAZZ
District 5



TONY THOMAS
District 6



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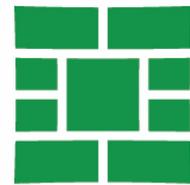
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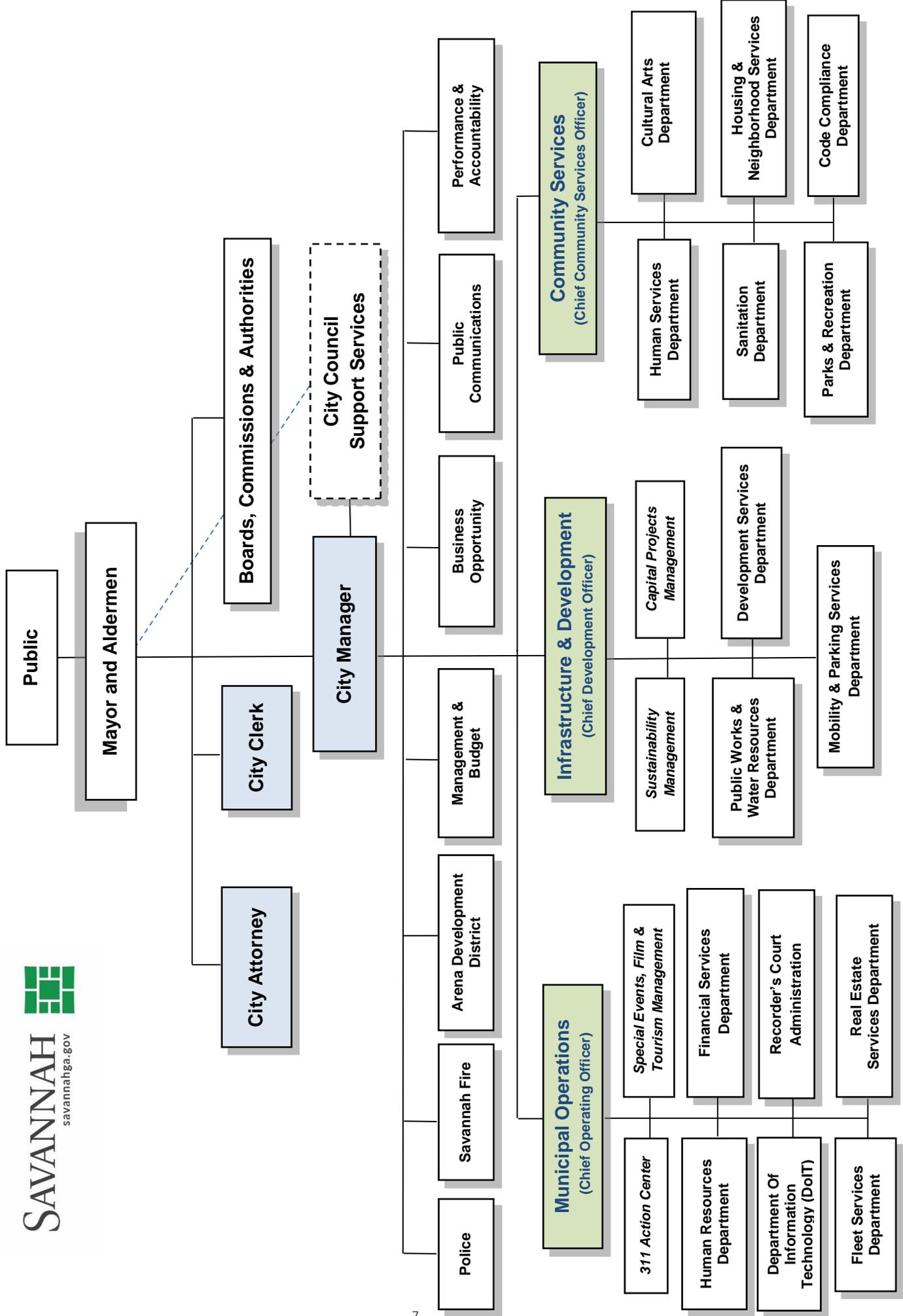
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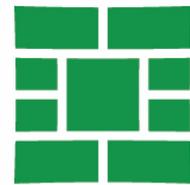
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CITY OF SAVANNAH ORGANIZATIONAL STRUCTURE



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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 focus 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.



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PUBLIC SAFETY



INFRASTRUCTURE



NEIGHBORHOOD REVITALIZATION



ECONOMIC STRENGTH & POVERTY REDUCTION



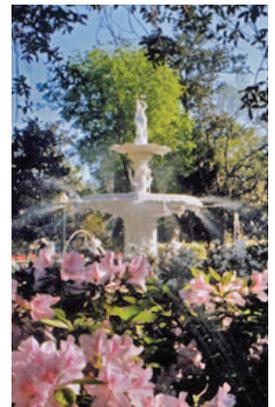
GOOD GOVERNMENT

VISION:

Savannah, an extraordinary place to live, learn and prosper.

MISSION:

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.





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.





GOALS

- 1.1. **CALL RESPONSE** By 2021, 95% of all Priority 1 calls will be responded to within seven minutes or less.

- 1.2. **REDUCTION IN PART 1 VIOLENT CRIMES** By 2022, residents will experience a reduction in Part 1 violent crimes from 1,121 to 817. (27% reduction; 1,121 is the average of years 2015 and 2016.)

- 1.3. **RESIDENTS FEELING SAFE IN THEIR NEIGHBORHOODS** By 2025, 75% of residents will report that they feel safe in their neighborhoods.

- 1.4. **MEDICAL 911 BLS AND ALS SUPPORT SERVICES** By 2023, Savannahians making 911 calls for an emergency medical incident will receive first responder or higher level services within five minutes or less, at least 90% of the time.

- 1.5. **FIRE RESCUE DEPARTMENT ADVANCED LIFE SUPPORT SERVICES** By 2025, the Fire Rescue Department shall provide an advanced life support (ALS) response within eight minutes at least 90% of the time.



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.





GOALS

- 2.1. **RESURFACING SAVANNAH STREETS** By 2022, Savannah streets will be on a 20-year resurfacing rotation.
-
- 2.2. **SIDEWALKS** By 2025, 60% of high traffic roadways and streets, including routes to schools, in Savannah will have sidewalks on at least one side of the road.
-
- 2.3. **BUILDING FLOODING** By 2025, the City of Savannah will reduce by 25% structure flooding resulting from a 25-year rain event (8 inches of rain within a 24-hour period).
-
- 2.4. **STREET FLOODING** By 2025, the City of Savannah will experience a 5% reduction in street flooding resulting from a 25-year rain event (4.9" inches of rain within a 2-hour period).
-
- 2.5. **CITY FACILITIES** By 2023, 50% of City facilities will meet or exceed City or applicable agency established standards.
-
- 2.6. **INTERNET COMMUNICATIONS CONDUIT** By 2020, right of way work that takes place in the City of Savannah will include a requirement to install internet communications conduit.



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 focus 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.





GOALS

- 3.1. REESTABLISH AND PRESERVE NEIGHBORHOODS** By 2022, the City of Savannah, working in partnership with our neighborhood associations and residents, will reestablish and preserve vibrant, livable, sustainable neighborhoods where Savannahians live with pride.
-
- 3.2. CITY-OWNED PROPERTIES** By 2019, the City of Savannah will meet or exceed its own standards for maintaining City-owned properties. (i.e.: streets, sidewalks, trails, etc.)
-
- 3.3. MOBILITY AND NEIGHBORHOOD CONNECTIVITY** By 2023, the residents of Savannah will experience improved and safe multi-modal mobility and neighborhood connectivity as evidenced by the following:
- I. Work with CAT to fill public transportation service gaps within the City to ensure that all neighborhoods are within $\frac{1}{4}$ mile of a transit stop where appropriate
 - II. 75% of neighborhoods are connected to walking and biking infrastructure (i.e.: trails, routes, sidewalks, lanes)
 - III. 75% of pedestrians shall feel safe walking along and through streets and intersections in the City
-
- 3.4. ACCESS TO RECREATION** By 2021, 75% of Savannah residents and youth will have access to well-maintained playing fields, facilities and recreational programs within $\frac{3}{4}$ mile of their neighborhoods.
-
- 3.5. ACCESS TO QUALITY HOUSING** By 2025, the City of Savannah will provide 2,800 households (approximately 350 per year) with access to improved housing.



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.





GOALS

- 4.1. POVERTY REDUCTION** The City will lead a multi-jurisdictional, integrated, multi-year initiative to lift Savannahians out of poverty and break the inter-generational cycle of poverty and crime:
- I. By 2021, the poverty rate will be reduced by 1% every four years until Savannah's poverty rate is at or below the state-wide level.
 - II. By 2025, there will be a 20% reduction in the number of Savannahians experiencing food insecurity.
-
- 4.2. COMMERCIAL CORRIDORS** By 2022, Savannah will complete an assessment of its commercial corridors.
-
- 4.3. SOFT SKILLS & WORK READINESS TRAINING FOR SAVANNAH YOUTH** By 2022, 50% of Savannah high school age youth will receive soft skills and work readiness training.
-
- 4.4. SOFT SKILLS & WORKFORCE TRAINING FOR UNEMPLOYED & UNDEREMPLOYED** By 2022, 15% of unemployed and underemployed Savannah adults will complete soft skills and workforce training.
-
- 4.5. EMPLOYMENT ASSISTANCE** By 2022, 25% of graduates from City and partner workforce training programs will secure employment in living wage jobs as calculated for a single individual.
-
- 4.6. RESILIENT DIVERSIFIED ECONOMY** By 2025, Savannah will have a resilient economy, diversified among the following (or new identified sectors): Military; Tourism; Manufacturing; Health; Education; Film; High Tech; Aerospace; Financial Services; Arts and Culture.



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.





GOALS

- 5.1. ONLINE DASHBOARD** By 2020, residents will have access to an online dashboard to obtain information on the City's performance in regards to implementation of the Strategic Plan's priorities, goal strategies, action items and performance measures.
-
- 5.2. ORGANIZATIONAL CULTURE** The City's organizational culture will be recognized as customer-focused, responsive and proactive through the following:
- I. By 2019, Savannah residents will have an opportunity to participate in a regularly scheduled, statistically valid customer survey.
-
- 5.3. PERFORMANCE BASED BUDGET** By the end of 2020, 100% of the City budget will be attached to measurable results developed in Department Strategic Business Plans.
-
- 5.4. EFFICIENT GOVERNMENT OPERATIONS - ENERGY EFFICIENT** By 2023, City government will be consciously committed to efficient government operations as evidenced by:
- I. 15% of City's vehicle fleet will be powered by alternative fuels or hybrid technology.
 - II. 30% of City facilities will be certified per the Energy STAR Program.
-
- 5.5. EMPLOYEE RECOGNITION & PERFORMANCE** By 2021, Savannah City employees will be recognized and acknowledged as a high performing organization as evidenced by:
- I. 100% of employee performance will be aligned to performance measures in their Department Strategic Business Plans.
 - II. 100% of employee classifications will be considered competitive with benchmarked communities.
-
- 5.6. CITY CODE UPDATE & REVIEW** Beginning in 2018, the City of Savannah will review and update its Code of Ordinances every five years.
-
- 5.7. AAA BOND RATING** By 2030, Savannah will obtain a AAA Bond Rating.

Proposed Strategic Investments

During the FY19 Budget Process, Business Units requested the following investments to better meet the Strategic Goals outlined by Council:



PUBLIC SAFETY

Strategic Priority	Strategic Goal	Details	Amount Requested
Public Safety	Reduction in Part 1 Violent Crimes	50 Patrol Rifles w/ Magazines (General Fund)	\$81,263
Public Safety	Reduction in Part 1 Violent Crimes	1 Ford F150 Truck 1 Ford Escape for Forensics (General Fund)	\$78,189
Public Safety	Reduction in Part 1 Violent Crimes	Mobile Crime Scene Processing Vehicle / Command Post for Criminal Investigation Division (General Fund)	\$162,280
Public Safety	Residents Feeling Safe in their Neighborhoods	500 Ballistic Helmets Universal Fit (General Fund)	\$105,000
Public Safety	Residents Feeling Safe in their Neighborhoods	1 Ford Transit Van (General Fund)	\$26,642
Total			\$453,374



GOOD GOVERNMENT

Strategic Priority	Strategic Goal	Details	Amount Requested
Good Government	Organizational Culture	Industrial Pre-Treatment Technician to Regulate Industries & Dental Facilities in Accordance with Georgia Environmental Protection Division Standards (Water & Sewer Fund)	\$93,930
Good Government	Organizational Culture	All Terrain Vehicle - Needed for Staff to Maneuver Crowds During Large Events (General Fund)	\$20,000
Good Government	Efficient Government Operations	Film Service Coordinator (General Fund)	\$44,937
Good Government	Online Dashboard	Audit Software With Data Integrity (General Fund)	\$22,750
Good Government	Organizational Culture	Open Records Software Solution (General Fund)	\$10,000
Good Government	Organizational Culture	2 Additional Staff Members (Customer Services Representatives) (311 Unit – General Fund)	\$85,345
Total			\$276,962



INFRASTRUCTURE

Strategic Priority	Strategic Goal	Details	Amount Requested
Infrastructure	City Facilities	Replace Current Outdated GPS (Global Positioning System) (Water & Sewer Fund)	\$11,000
Infrastructure	City Facilities	1 Electronic Control Technician for Lift Station Maintenance Activity (2552) (Water & Sewer Fund)	\$98,396
Infrastructure	City Facilities	Laboratory Equipment Needed for New Laboratory and for Additional New Testing (I&D Fund)	\$552,000
Infrastructure	City Facilities	Request for Transportation for Staff and Tools for the Management & Operation of the Newly Completed Raw Water Impoundment (I&D Fund)	\$34,500
Infrastructure	City Facilities	Create Microbiologist Position (I&D Fund)	\$74,217
Infrastructure	City Facilities	Create Laboratory Technician Position (I&D Fund)	\$42,867
Infrastructure	City Facilities	Create Laboratory Administrator Position (I&D Fund)	\$91,800
Infrastructure	City Facilities	Request for a Plant Operator for Management & Operations of the Newly Completed Raw Water Impoundment (I&D Fund)	\$51,678
Infrastructure	Street Flooding	Storm and Sewer Television Inspection Truck (Water & Sewer Fund)	\$354,000
Infrastructure	Street Flooding	Sr. Television Inspector to Video Underground Infrastructure (Sewer And Storm Pipes) (Water & Sewer Fund)	\$62,594
Infrastructure	Street Flooding	Fats, Oil and Grease (FOG) Inspector to Investigate Grease Traps, Bins, & Sewer Overflows (Water & Sewer Fund)	\$103,114
Total			\$1,476,166



NEIGHBORHOOD REVITALIZATION

Strategic Priority	Strategic Goal	Details	Amount Requested
Neighborhood Revitalization	Access To Recreation	Capital Outlay for Minor Repairs and Improvements to Parks, Playgrounds, Pools & Landscape (General Fund)	\$127,565
Neighborhood Revitalization	Access To Recreation	Extended Hours - Summer Program (General Fund)	\$240,788
Neighborhood Revitalization	Access To Recreation	New 2019 Cos Summer Youth Basketball Program (General Fund)	\$44,500
Enighborhood Revitalization	Access to Recreation	2019 CoS Winter Youth Basketball Program Expenaison (General Fund)	107,048
Neighborhood Revitalization	City Owned Properties	Addition of 2 Park Litter Crews (4 Maintenance Workers) (General Fund)	\$206,539
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	3 Additional Small Trucks (Ford Ranger) to Equip All Code Compliance Officers with a Vehicle (General Fund)	\$81,000
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Savannah Shines Public Property Improvements (General Fund)	\$1,000,000
Neighborhood Revitalization	Access to Recreation	PARC Operation Staff – 7 Personnel to Manage & Implement Senior & Youth Recreational Programs and Services at the Newly Constructed Pennsylvania Avenue Resource Center (General Fund)	\$302,666
Neighborhood Revitalization	City Owned Properties	Addition of 1 Maint. Worker and 1 Sr. Maint. Worker for Downtown Cleanliness Crews for Pressure Washing of City Owned Properties in Designated Area (General Fund)	\$133,380
Neighborhood Revitalization	City Owned Properties	Outside Contract for Downtown Cleanliness Crews for Litter Pickup for Designated Area (General Fund)	\$170,620
Total			\$2,414,106



ECONOMIC STRENGTH & POVERTY REDUCTION

Strategic Priority	Strategic Goal	Details	Amount Requested
Economic Strength and Poverty Reduction	Economic Strength	Building/Electrical Maintenance Technician-Responsible for Performing Maintenance & Repair Tasks as Required; Assist with all Maintenance and/or Building Service Requests During Events in the New Cultural Arts Center (General Fund)	\$70,686
Economic Strength and Poverty Reduction	Economic Strength	1.5 Customer Service Representatives to Greet Patrons & Provide Information about Products & Services to Patrons Entering the Cultural Arts Center to Help Service the Needs of Visitors in the Facility During Operating Hours (General Fund)	\$43,402
Economic Strength and Poverty Reduction	Economic Strength	Performing Arts Manager - Manage & Oversee the Operations of the Theatre & Performing Arts Programming for the New Cultural Arts Center (General Fund)	\$88,503
Economic Strength and Poverty Reduction	Economic Strength	Technical Coordinator - Manage Lights, Audio & Sound Equipment for the Theatre, Performing Arts Room and any other Technical Needs for Events in the New Cultural Arts Center (General Fund)	\$62,874
Total			\$265,465

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Public Safety	Reduction in Part 1 Violent Crimes	Savannah Connect	\$30,000
Public Safety	Reduction in Part 1 Violent Crimes	(1) Cargo Van	\$42,202
Public Safety	Reduction in Part 1 Violent Crimes	Digital Asset Management System (also known as digital evidence management)	\$500,000
Public Safety	Reduction in Part 1 Violent Crimes	Records Management System (RMS)	\$3,200,000
Public Safety	Reduction in Part 1 Violent Crimes	ABC Unit-Police Officer Investigator (Three FTE Positions)	\$194,970
Public Safety	Residents Feeling Safe in their Neighborhoods	(5) Segway Vehicles / Helmets/Equipment	\$47,481
Public Safety	Residents Feeling Safe in their Neighborhoods	Commercial Grade Weather Station	\$8,900
Public Safety	Residents Feeling Safe in their Neighborhoods	TAC Supervisor (Teletype)	\$75,413
Public Safety	Residents Feeling Safe in their Neighborhoods	Administrative Secretary for Fire Prevention Office	\$44,626
Public Safety	Residents Feeling Safe in their Neighborhoods	Emergency Management Coordinator	\$103,031
Public Safety	Residents Feeling Safe in their Neighborhoods	Community Risk Reduction Specialist	\$86,468
Public Safety	Residents Feeling Safe in their Neighborhoods	Management Projects Coordinator	\$74,432
Public Safety	Medical 911 BLS and ALS Support Services	Professional consulting services for Emergency Medical Services Implementation Plan	\$190,000
Public Safety	Medical 911 BLS and ALS Support Services	Fire Medical Services Officer	\$182,180

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Public Safety	Residents Feeling Safe in their Neighborhoods	One Mobility Services Permit Coordinator To Oversee Traffic Permit	\$66,177
Infrastructure	Resurfacing Savannah Streets	Replace New Holland Motor Grader #7268 With Two Tracked Skid Steer Loaders To Increase Redundancy, Diversity, & Efficiency In Our Grading Schemes In Lanes And Right Of Ways	\$205,000
Infrastructure	Resurfacing Savannah Streets	Superintendent Of Streets Maintenance To Support The Administrator, Supervisors, And Expanding Infrastructure Repairs	\$72,748
Infrastructure	Resurfacing Savannah Streets	3 Positions: Heavy Equipment Operator, Medium Equipment Operator, Senior Maintenance Worker To Ensure Public Safety/Up Productivity In Grading Programs	\$134,868
Infrastructure	Building Flooding	Stormwater Personnel For Annual Maintenance To 44.12 Miles Of Hand Ditches	\$264,655
Infrastructure	Building Flooding	Stormwater Increase Machine Ditch Maintenance	\$2,183,818
Infrastructure	City Facilities	Electrician (Facilities Maintenance)	\$85,388
Infrastructure	City Facilities	Maintenance Worker (Facilities Maintenance)	\$68,795
Neighborhood Revitalization	Access To Recreation	Recreation Maintenance Services	\$279,886
Neighborhood Revitalization	Access To Recreation	Provide School Break Camps	\$55,010
Neighborhood Revitalization	Access To Quality Housing	Savannah Affordable Housing	\$100,000
Neighborhood Revitalization	City Owned Properties	Addition Of (1) Park Maintenance Specialist	\$79,910

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Neighborhood Revitalization	City Owned Properties	Addition Of (1) Landscape Specialists, (1) Maintenance Workers	\$123,555
Neighborhood Revitalization	City Owned Properties	Addition Of One Medium Equipment Operator	\$77,698
Neighborhood Revitalization	City Owned Properties	Addition Of (1) Maintenance Worker And (1) Sr Maintenance Worker	\$80,181
Neighborhood Revitalization	City Owned Properties	Forestry #1 : Forestry Inspector To Manage Tree Pruning And Tree Removals Contracts	\$93,677
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Recycling & Litter Abatement Division Resource Augmentation	\$1,405,360
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Personnel Request For A Management Projects Coordinator	\$158,844
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Sanitation Supervisor - Street Cleaning	\$120,929
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Recycling & Litter Abatement Division Resource Augmentation	\$1,405,360
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Growth Program Coordinator, Oversee Development And Implementation Of Initiatives Related To Poverty And Food Deserts	\$66,121
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Two Additional Knuckleboom Loaders To Service Newly Annexed / Developed Areas Within The City And Western Chatham County	\$659,452
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	Six New Refuse Collection Crews To Assure Timely Coverage Timely Coverage To Service Newly Annexed / Developed Areas Within The City And Western Chatham County	\$2,919,521
Neighborhood Revitalization	Reestablish And Preserve Neighborhoods	One Supervisor For New Refuse Collection Crews To Assure Timely Coverage To Service Newly Annexed / Developed Areas Within The City And Western Chatham County	\$126,958

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Neighborhood Revitalization	Reestablished and Preserve Neighborhoods	The Neighborhood Improvement Program Grant Will Fund Resident Driven Projects Implemented By Certified Neighborhood Associations That Will Result In Physical Improvements To The Neighborhood	\$50,000
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Services Fees Associated With Issuing 39 Radios From SPD To Code Compliance Department	\$351,000
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Capital Projects Manager To Manage Office Of Community Services Parks & Recreation And Neighborhood Improvement Projects	\$75,268
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Provide Professional Planner To Support Planning & Urban Design Department	\$63,610
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Request For New Technician Position	\$53,545
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Personnel request for a Management Projects Coordinator	\$158,845
Economic Strength And Poverty Reduction	Poverty Reduction	Passenger Van Needed To Support New Program Operations At The Pennsylvania Avenue Resource Center (PARC)	\$39,000
Economic Strength And Poverty Reduction	Poverty Reduction	Contract Compliance Specialist	\$74,000
Economic Strength And Poverty Reduction	Resilient Diversified Economy	One Target Industry Program Coordinator To Oversee Development, Grant Writing, Partnerships And Implementation Of Initiatives Related To Fostering A Diversified Economy	\$66,121
Economic Strength And Poverty Reduction	Soft Skills And Work Readiness Training	One Workforce Training Technician To Oversee The Partnership Development, Data Gathering, Project Management, And Reporting Compliance	\$47,157

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Economic Strength and Poverty Reduction	Soft Skills and Workforce Training	Workforce Program Specialist (Military Services Coordinator)	\$44,368
Good Government	Efficient Government Operations	Legislative Services Contract	\$60,000
Good Government	Efficient Government Operations	One Sr. Admin Asst - Revenue Department Efficiency Enhancement	\$51,951
Good Government	City Code Update And Review	To Migrate The City's Entire Code Of Ordinance Into An On-Line Content Management Codification And Code Publishing System	\$79,490
Good Government	Efficient Government Operations-Energy	Additional External Air Card	\$456
Good Government	Efficient Government Operations-Energy	One IT Auditor To Expand Department Capabilities	\$65,866
Good Government	Efficient Government Operations-Energy	Streets Cleaning Services For New Developments In Annexation Areas	\$390,550
Good Government	Employee Recognition And Performance	Memberships To ICMA And GCCMA	\$300
Good Government	Organizational Culture	Community Engagement Website Extension	\$20,000
Good Government	Organizational Culture	Laptops And Phones For Staff	\$8,867
Good Government	Organizational Culture	Online Training And Learning Management System	\$65,000

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Good Government	Organizational Culture	Travel And Training	\$3,000
Good Government	Organizational Culture	Additional Personnel – Office of Public Communications	\$93,458
Good Government	Organizational Culture	Additional Customer Service Representative To Adequetly Staff Call Center for Development Services	\$40,629
TOTAL			\$17,516,095

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 2019.

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

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

OPERATING BUDGET is organized and presented by Service Center and then by Business Unit. Each Service Center section begins with a mission statement and overview of that Center's personnel, revenue sources, and expenditures.

BUSINESS UNIT pages follow, and contain an overview of linkages to the strategic plan as well as core services and responsibilities. Revenue and expenditure information and position details are provided for each Business Unit.

Service Centers include:

- **GOVERNANCE**
- **STRATEGIC SERVICES**
- **PUBLIC SAFETY**
- **MUNICIPAL OPERATIONS**
- **INFRASTRUCTURE AND DEVELOPMENT**
- **COMMUNITY SERVICES**

Business Units are funded by the following funds:

- **GENERAL FUND** – Accounts for all revenues and expenditures which are not accounted for in specific purpose funds.
- **PUBLIC SAFETY COMMUNICATIONS FUND** – Accounts for collection of enhanced emergency telephone services fees (E-911) from telephone, wireless, and Voice over Internet Protocol (VoIP) from subscribers whose billing address is in Savannah and is used to support law enforcement dispatching.
- **HAZARDOUS MATERIAL TEAM FUND** – Accounts for revenues that come from area facilities which manufacture, use or store hazardous materials and is used to protect life, property, and the environment from intentional or accidental release of hazardous materials manufactured, used, and stored in the City of Savannah and Chatham County.
- **SANITATION FUND** – Accounts for revenues collected and used to provide the following services: residential and commercial collection, refuse disposal, street sweeping, recycling and litter services, collection/disposal of construction and demolition waste, and property maintenance enforcement.

- **CIVIC CENTER FUND** – Accounts for revenues collected to provide a venue for a variety of cultural, business, social, and sporting events.
- **WATER FUND** – Accounts for revenues collected to produce safe potable water to meet the needs of the Savannah community and other surrounding areas.
- **SEWER FUND** – Accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah residents.
- **INDUSTRIAL & DOMESTIC (I&D) WATER FUND** – Accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.
- **MOBILITY & PARKING SERVICES FUND** – Accounts for revenues collected to operate the City's parking management program that consists of on-street parking, off-street parking, and parking garages.
- **COMMUNITY DEVELOPMENT FUND** – Accounts for revenues derived primarily from the Community Development Block Grant and other federal and state grants and used to address Savannah's distressed neighborhoods.
- **GRANT FUND** – Accounts for revenues received from federal and state sources and used for a designated purpose.
- **INTERNAL SERVICES FUND** – Accounts for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

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

OTHER FUNDS includes the Risk Management Fund, Debt Service Fund, Computer Purchase Fund, Vehicle Purchase Fund, Hotel/Motel Tax Fund, and the Auto Rental Tax Fund. Each are shown within the All Funds Summary. The Debt Service Fund and Risk Management Fund include further details in this section.

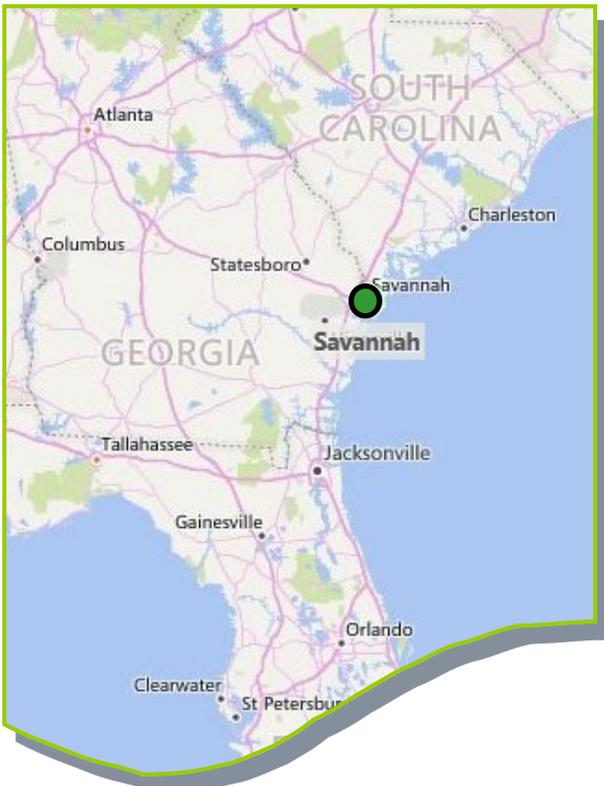
BUDGET ORDINANCE is adopted by Council. It summarizes the adopted budget and annotates any changes between the proposed budget and the adopted budget.

APPENDIX includes an overview of the Debt Service Fund, 2019 Vehicle Replacement List, Classifications and Pay Grade, 2019 Salary Grade Table, List of Acronyms, and Glossary of Key Terms.

SAVANNAH AT A GLANCE



CITY HALL
SAVANNAH, GA



ESTABLISHED

February 12, 1733

GOVERNMENT

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

COUNTY

Chatham County

<http://www.chathamcounty.org/>

SCHOOL DISTRICT

Savannah Chatham - County School District

<https://spwww.sccps.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

146,449 City of Savannah

387,543 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 146,444 in 2017. This represents an 11.4 percent increase since 2000. The Savannah Metropolitan Statistical Area (MSA) population in 2017 is estimated to be 387,543 ; a 32.3 percent increase since 2000.



Area Population Trends	2000	2010	2017
Savannah	131,510	137,534	146,444
Savannah, MSA	293,000	348,739	387,543

EDUCATIONAL ATTAINMENT

From the Savannah College of Art and Design, which offers more degree programs and specializations than any other art and design university; to Savannah Technical College, named in 2014 as the #1 technical college in the state of Georgia; to Savannah State University, the oldest public historically black college or university in the state; to Georgia Southern University, one of America's best colleges , the Savannah region provides a highly skilled, educated workforce.

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

MEDIAN HOUSEHOLD INCOME

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

Median Household Income	
City of Savannah	\$42,869
Savannah, MSA	\$56,610



City of Savannah	Number of Households	Percentage
Under \$35,000	22,071.93	41.10%
\$35,000 to \$49,000	7,733.23	14.40%
\$50,000 to \$74,999	8,109.15	15.10%
\$75,000 - Above	15,788.68	29.40%

Savannah, MSA	Number of Households	Percentage
Under \$35,000	41,805.33	29.40%
\$35,000 to \$49,000	20,618.28	14.50%
\$50,000 to \$74,999	24,884.13	17.50%
\$75,000 - Above	54,887.27	38.60%

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

SAVANNAH AT A GLANCE

ECONOMY

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

Source: SEDA



City of Savannah Principal Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equip.	9,878
Memorial Health University Medical Center	Hospital	5,000
Savannah-Chatham County Board of Education	Public Schools	4,808
Ft. Stewart /Hunter Army Airfield	Civilian Personnel	4,637
St. Joseph's/Candler Health System	Hospital	3,304
City of Savannah	Government	2,487
Savannah College of Art & Design	Education	1,590
Chatham County	Government	1,587
Georgia Ports Authority	Ship Terminal Operation	988
International Paper	Education	661
Total		34,939

SAVANNAH AT A GLANCE

Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	40,428	23.36%
Leisure and Hospitality	25,530	14.75%
Education and Health Services	24,821	14.34%
Government	23,185	13.39%
Professional and Business Services	19,873	11.48%
Manufacturing	17,691	10.22%
Construction	7,933	4.58%
Financial Activities	5,775	3.34%
Other Services	5,204	3.01%
Information	2,027	1.17%
Unclassified	362	0.21%
Natural Resources, Mining, and Agriculture	257	0.15%
Total	173,086	100.00%



City of Savannah Major Taxpayers

Taxpayer	Type of Business	2017 Taxable Assessed Value	% of Total Taxable Assessed Value
Georgia Power	Electric Utility	\$74,996,864	1.39%
International Paper Co.	Paper Manufacturer	\$42,689,480	0.79%
Home Depot	Distribution Center	\$42,405,157	0.78%
Gulfstream	Aircraft Manufacturer	\$39,462,743	0.73%
Oglethorpe Mall LLC	Regional Shopping Mall	\$31,691,398	0.59%
Columbia Properties	Marriott Hotel	\$28,000,000	0.52%
CWT Savannah	Weston Hotel	\$27,600,000	0.51%
HH Savannah LLC	Hyatt Hotel	\$26,400,000	0.49%
Savannah Hotel Associates	Hilton Hotel	\$17,780,302	0.33%
Chatham Parkway Apts.	Apartments	\$16,045,373	0.30%
Total		\$347,071,317	6.43%

SAVANNAH AT A GLANCE

PARKS, RECREATION & COMMUNITY CENTERS



Facility	Total
Athletic Fields	16
Basketball Courts	21
Community Centers	15
Golden Age Centers	2
Parks and Squares	107
Playgrounds	54
Spray Pools and Swimming Pools	17
Tennis Courts	5

PUBLIC SAFETY



Savannah Police	Total	Savannah Fire	Total
Police Stations	4	Fire Stations	15
Sworn Police Personnel	540	Sworn Fire Personnel	333
Police Vehicles	500	Fire Engine Companies	16
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 Ya'll 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

Commission on Fire Accreditation International (CFAI) Accredited Metropolitan Fire Department
Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the fiscal year ended 2016

SAVANNAH ACCOLADES

"9 Best St. Patrick's Day Celebrations in Georgia" (#1) TripsToDiscover.com, February 2018

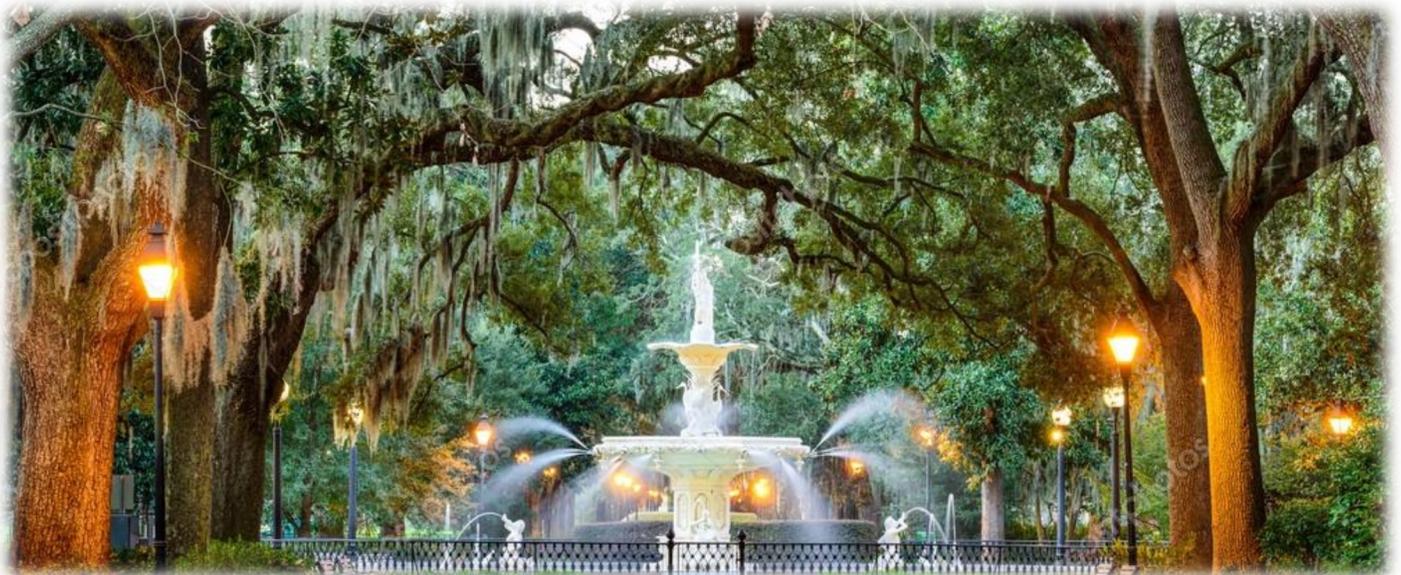
"Best Midsized Cities for Business Meetings" (#1 South Atlantic) RewardExpert.com, April 2018

"The South's Friendliest Cities" (#2) *Southern Living*, March 2018

"Top U.S. Cities" (#3) *Travel & Leisure*, July, 2018

"World's Greatest Places 2018 " (The Grey Restaurant) *TIME*, 2018

"The Best Parks & Gardens " (Bonaventure Cemetery & Forsyth Park) Tripsavvy Editors' Choice Award's, October, 2018



Budget Process

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

POLICIES AND PROCESS

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

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

BUDGET POLICIES

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

Operating Budget Policies

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

- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced. Revenues are derived from four sources: current revenue charges, increases in

existing revenue charges, new revenue sources, and unallocated reserves carried forward from prior years.

- All requests for allocations are considered in conjunction with measurable performance criteria and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of workload, efficiency, and effectiveness measures.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Mobility and Parking 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 unallocated fund reserve. At the end of 2017, the unassigned fund reserve totaled \$35.5 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures, as well as contributes to the City's favorable bond rating.
- In addition to the unallocated fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid dipping into its reserves. As of the end of 2017, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2017 or planned in the 2018 budget.

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

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
 - Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the budgeted revenue for sales taxes. The 2019 sales tax revenue budget is \$43,600,465 thus the maximum growth target is currently \$10,900,116.
 - 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, if necessary. The Sales Tax Stabilization Fund may also be used to account 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.

Capital Expenditure Policies

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

- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources.

- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be included in the 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.

Revenue Policies

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

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

Financial Accounting Policies

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

disposition, reliability of financial records for preparing financial statements, and maintenance of accountability for assets.

The internal audit function is the responsibility of the Office of Performance and Accountability which is organized separately from, and operates independently of, the Financial Services Department. The Director of the Office of Performance and Accountability directly reports to the City Manager. The office operates a full program of routine and special internal audits.

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

Budgetary Controls: The City also maintains budgetary controls to ensure compliance with legal provisions. The Office of Management and 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 Financial Services Department.

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

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

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

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

Collateralization: Collateralization is used to:

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

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

The fund also contains a combined cash account from which all disbursements are made and all receipts are deposited.

Debt Policies

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. As of December 31, 2017, the City had outstanding general obligation bonded debt totaling \$4,000,000. To maintain this favorable position and the current AA+ bond rating, the following debt policies are in place:

- Total long-term debt and major contractual obligations will not exceed 8% of assessed valuation.
- Long-term borrowing will be restricted to capital improvements 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 a new dedicated stream of revenues 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 will continue.

BUDGET PROCESS

The annual budget is a fiscal plan which presents the programs and services to be provided to the community and describes the resources needed to perform those activities. Key policies which guide this process are described in the following section.

Budget Preparation

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

1. The City of Savannah holds community meetings throughout the City as well as launches an online survey to gather citizen feedback on community priorities.
2. The Savannah City Council meets to set strategic priorities and results for the Fiscal Year.
3. 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.

4. The Office of Management and 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.

5. The City Manager and Chief Operating Officers meet to review current staffing levels. Broad-based changes are recommended, and are then incorporated into the Base Budget.

6. The Office of Management and Budget, with direction and guidance from the City Manager, develops base budget expenditure levels for departments and City-wide revenue projections for the current and upcoming fiscal year. Strategic Plan Implementation Groups and City Departments submit Service Enhancement Proposals to recommend the enhancement of a current activity, establish an activity, and/or obtain equipment associated with an activity. These proposals are reviewed and changes made as necessary to present a balanced budget to the City Manager.

7. A *Five-Year Capital Plan* is prepared and presented to Council. The first year of the plan is incorporated into the *Service Program and Budget*.

8. 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 Chief Budget Officer and an executive leadership team to lead discussion and guide decision making for the budget process. Feedback gained through all budget discussions is then used to prepare the City Manager's preliminary budget recommendation to the Council.

5. The Council conducts a series of workshops and public hearings before making a final decision on the City Manager's budget recommendations. After careful and thorough consideration, the Mayor and Aldermen adopt the *Service Program and Budget* by December 31st.

Budget Execution

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

Budget Amendment

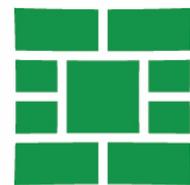
As conditions change or circumstances are altered, the budget process allows for amendments. Because the Budget is an ordinance adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other ordinances. A majority positive vote by Council at two meetings is required.

BUDGET PREPARATION SCHEDULE

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

ACTIVITY	DATE
Office of Budget & Management communicates the 2019 budget development procedures to Business Units	August 27, 2018
Outside Agencies' Budget Requests due	September 28, 2018
Business Units submit performance data and projected revenues	September 28, 2018
Executive Team Meeting with City Manager to discuss Budget Retreat agenda (draft), presentations and expectations	October 13 -19, 2018
City Council Work Session	October 26, 2018
City Council Meeting	October 26, 2018
City Manager meetings by business unit to discuss budget highlights, unresolved issues and service improvement requests	October 26 - November 7, 2018
Public advertisement of 2019 proposed budget hearings	November 11, 2018
Distribution of 2019 proposed budget documents to City Manager, City Council and Public	November 13, 2018
Budget Retreat	November 15 -16, 2018
City Council Meeting - First Reading and Public Hearing	November 20, 2018
City Council Meeting - Budget Adoption	December 6, 2018

SAVANNAH
savannahga.gov



Financial Structure

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

FUND STRUCTURE

GOVERNMENTAL FUNDS

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

- **General Fund:** The General Fund accounts for resources traditionally associated with government that are not required to be accounted for in another fund. This fund has a greater number of revenue sources, and therefore is used to finance more activities than any other fund. It is often the chief operating fund of a municipal government. The General Fund provides for services such as Public Safety, Community Services, Streets Maintenance, Parks and Recreation Services, etc.
- **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 revenue sources are legally restricted for specified purposes other than debt service or capital projects. The Community Development Fund, Hazardous Material Team Fund, Public Safety Communications Fund, Property Acquisition Fund, Grant Fund, Hotel/Motel Tax Fund, Auto Rental Tax Fund, OPEB Reserve Fund, Confiscated Assets Fund, Economic Development Fund, and Recorder's Court Technology Fund are considered special revenue funds.
- **Debt Service Fund:** The 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:** The Capital Improvement Projects Fund is used to account 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. All proprietary funds utilize a flow of economic resources as the measurement focus. As such, the accounting objectives focus on the determination of operating income, changes in net assets, financial position, and cash flow. Two types of proprietary funds utilized by the City are:

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

The following Enterprise Funds are maintained by the City:

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

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

ACCOUNTING BASIS

Governmental Funds are accounted for using the current financial resources measurement focus incorporated in the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual or when they become measurable and available. Likewise, expenditures are recorded as liabilities 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 taxes, property taxes, 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 Funds and the Internal Services Fund, 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 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 collecting and tracking workmen'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 adopts annual budgets for the City's General Fund, Special Revenue Funds, and Debt Service Funds. Budgets for Capital Improvement funds are adopted based on project length.

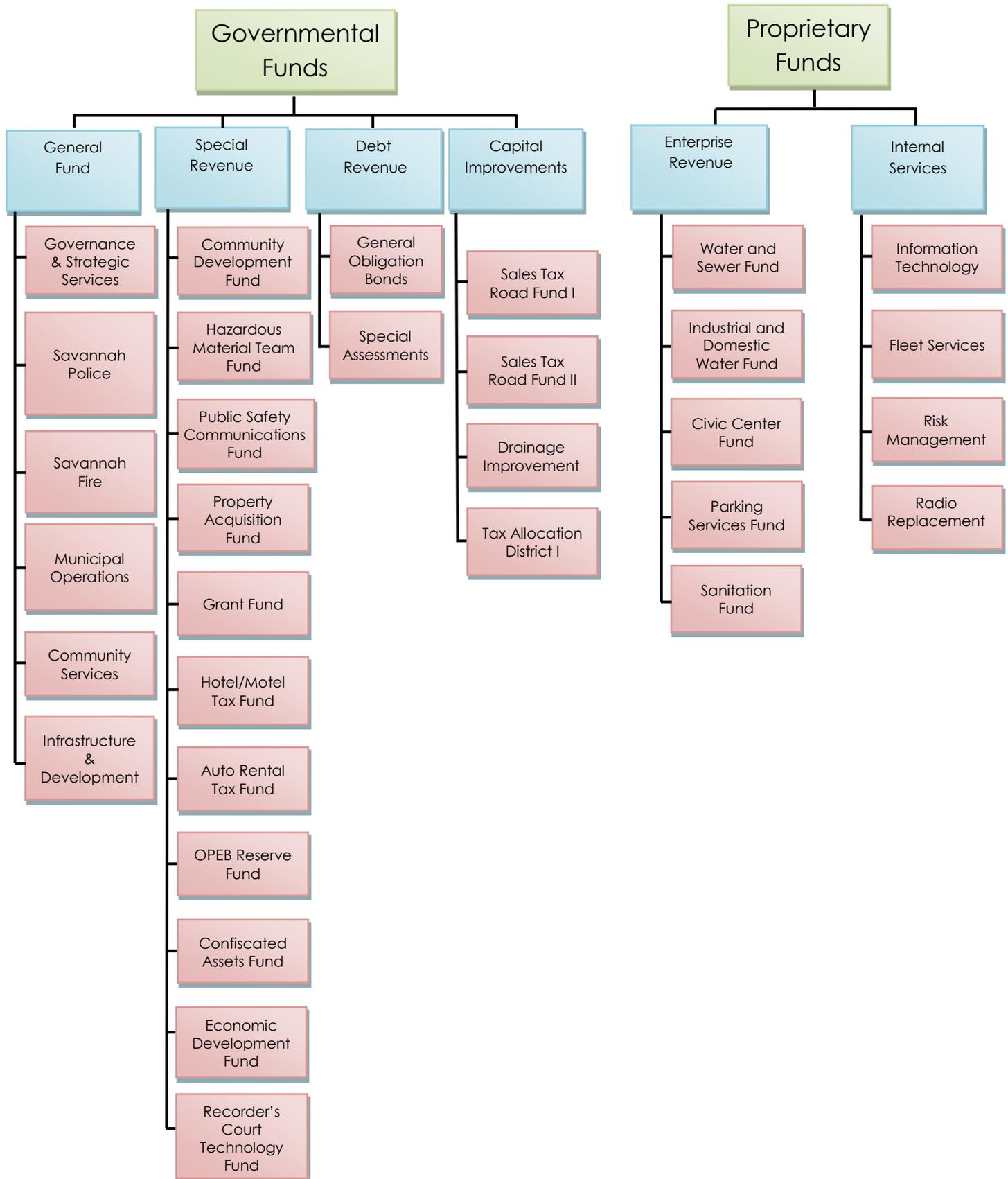
Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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

The legal level of control at which expenditures may not exceed the budget is the Department 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 Chief Budget Officer.

Appropriations lapse at year-end with two exceptions: 1) In the Capital 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 Outlook

NATIONAL, STATEWIDE, AND LOCAL ECONOMIC OUTLOOK

The **U.S. national economy** continues to modestly expand through 2018 at a pace that leads to further tightening of the labor market. The Congressional Budget Office updated 2018 GDP growth to 3.1 percent, the rate is 0.6 percent than 2017. The GDP rate is expected to slow to 2.4 percent in 2019 and by 1.6 percent each year from 2020 to 2022.

Consumer spending and capital investment by businesses are major drivers to drive GDP growth. Inflation picked up late in 2017 and the first half of 2018. The CBO expects the Federal Reserve to continue to raise interest rates over the next few years in response to excess demand and inflationary pressures on the economy.

The CBO projects residential investment to slow from 3.8 percent in 2017 to 2.5 percent in 2018 and by 5 percent in 2019 averaging 4.1 percent from 2020 to 2022. Real imports are expected to grow faster on average than exports in 2018 and 2019. The unemployment rate continues to drop from 4 percent in the first half of 2018 to about 3.3 percent by the end of 2019 rising to about 4.6 percent in 2020 – 2022. The tight labor market and demand for increase wages and compensation slows employment growth and by 2022 diminishes the positive employment gap (See www.cbo.gov/publications/54318).

The **State of Georgia economy** is linked to the national economy. The Selig Center for Economic Growth increased Georgia's GDP forecast up 1 percent from 2.5 percent to 3.5 percent and 2019 GDP at 3.0 percent. Georgia's economy, like most states, is linked to the national economy. Georgia's GDP rates for 2020 to 2022 are still projected to be higher than the national GDP rate.

Georgia GDP will grow faster than the national economy as of the time of this writing. There will be some headwinds: The strong, but weakening, dollar will make it difficult for our exporters. Tight labor markets will temper job growth. The Georgia unemployment rate will be relatively flat with 2017's five percent due to the in-migration of workers from other states, increases in labor force participation, and the slowdown in job growth predicted. Major employment sectors in Georgia are: trade, transportation, and utilities; government; professional and business services; education and health services; and leisure and hospitality. Georgia is considered a top state for business. The metro Atlanta area represents a significant portion of the State's economy.

The **Savannah area economy** consists of a diverse mix of industries and services including tourism, the port, healthcare, education, manufacturing, real estate development, and the military which contributes to economic stability. The Savannah MSA unemployment rate decreased from 5.0% in 2016 to an annualized rate of 4.5% (in data available through September 2017), falling below the Georgia unemployment rate of 4.9%. For 2019, strength in port activity, real estate development, capital investment, and tourism should set the stage for growth that is above average for employment and the overall economy. Many of the leisure/hospitality and business/professional service enterprises are small, locally grown firms and their growth reflects substantial business confidence in the underlying economy. The support services offered by firms in business/professional services represent an important source of new demand for labor based on growth meeting the growing needs of other regional businesses and consumers. Savannah's long-term growth prospects are good, as it is an attractive place to live, work, retire, and visit.

FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly with lasting effects, a snapshot of the City's financial future accomplishes two important goals: (1) It allows identification of challenges early; and (2) provides 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 *Financial Trend Indicators* which consider 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.

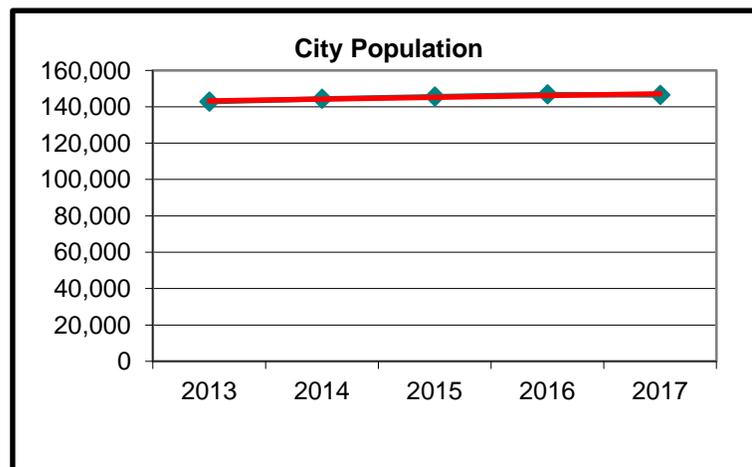
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

FINANCIAL TREND INDICATORS

Adoption of policies that will stimulate economic growth, enhance attractiveness of the City, and address quality of life issues is an integral part of the financial planning process. The following presents key fiscal and economic indicators to examine trends which may affect the City's financial health:

CITY POPULATION

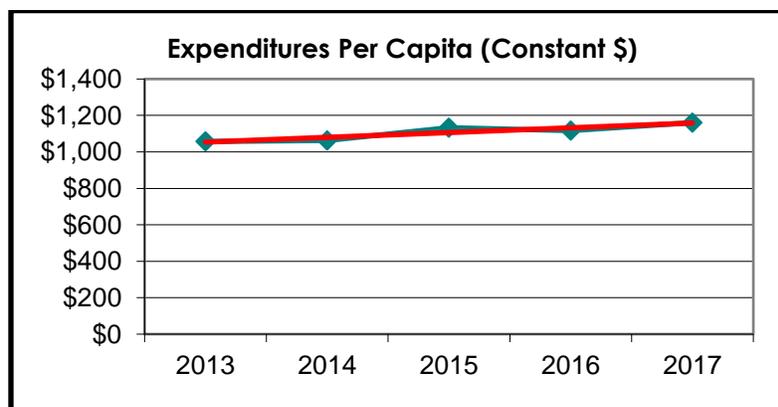
Population change can affect governmental revenues and service demand. According to the U.S. Census Bureau, the City of Savannah's 2017 population estimate was 146,444. The trend during the five-year period from 2013–2017 reflects slow and steady population increase. The estimates show population increased by 3,672 people during this time period.



EXPENDITURES PER CAPITA

Services provided to meet the needs of City of Savannah residents, businesses, and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis increased during the 2013–2017 period.

Expenditures rose in 2015 in part due to a \$3.1 million property acquisition and significant contributions to CIP projects. Expenditures per capita adjusted for inflation were \$1,161 in 2017 when General Fund expenditures are reduced by actual Chatham County reimbursements to the City for providing police services to unincorporated area population.

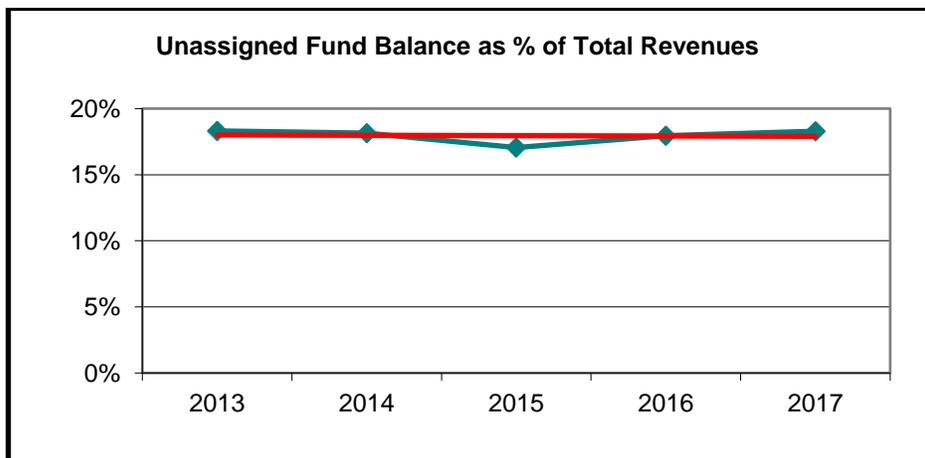


Expenditures generally increase and decrease as revenues increase and decrease. Expenditure growth can, in part, be controlled through the budget process.

UNASSIGNED FUND BALANCE

The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. The Government Finance Officers Association (GFOA) recommends, at a minimum, that governments maintain an unrestricted fund balance in their general fund of no less than two months (16.7%) of regular general fund operating revenues or expenditures. The unassigned fund balance for the General Fund at the end of 2017 was \$35,508,358 or 18.28% of total General Fund revenue for the year.

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 2017, this reserve totaled \$5,501,000. There is no planned draw from the reserves anticipated in 2018.



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.

Five Year Forecast

GENERAL FUND

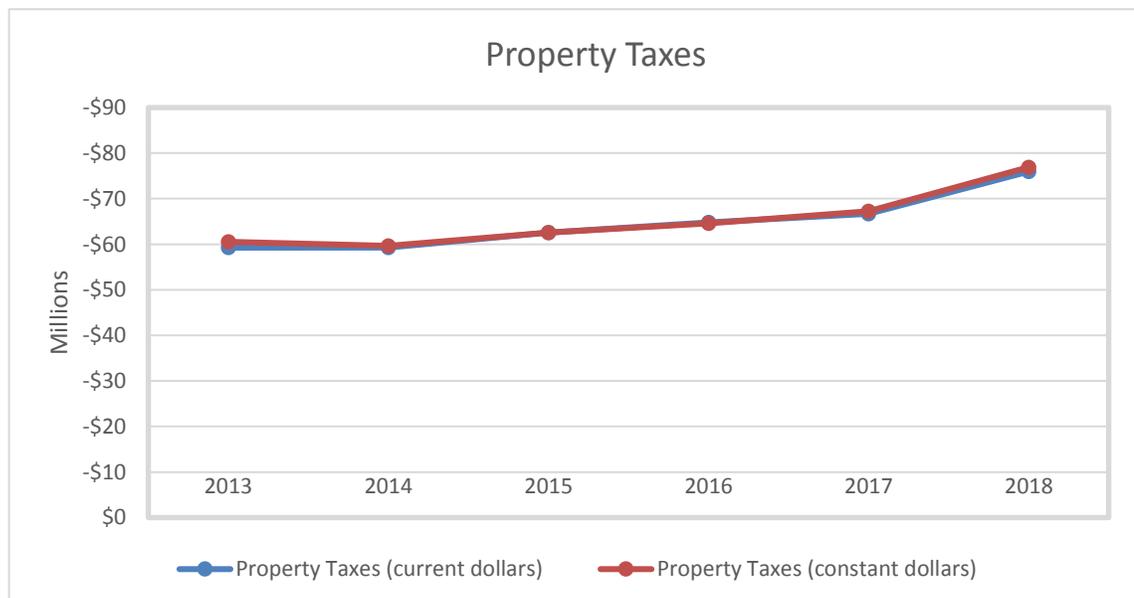
By following the City's financial principles, looking back at various trends, and projecting forward five years to prepare for challenges on the horizon, the City's legislative and administrative authorities have been able to work together to make financial adjustments where necessary. The City's financial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

PROPERTY TAXES

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

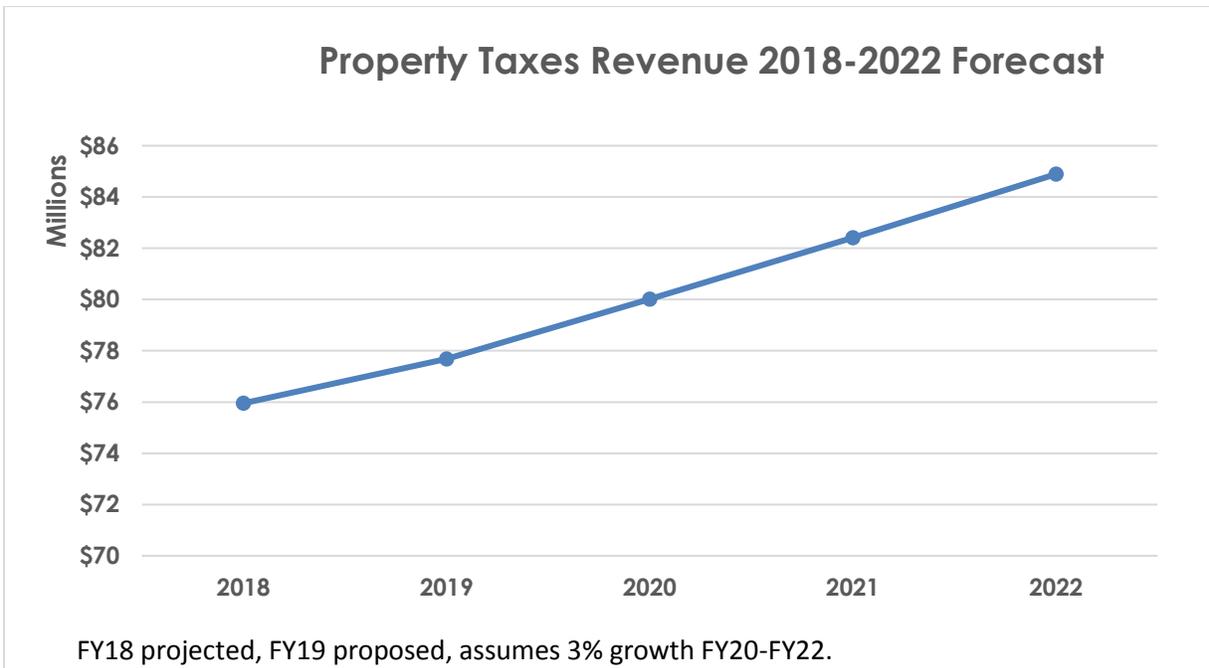
Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Property tax revenue over the prior six-year period is shown in the graph below (2018 is the projected amount). The City's millage rate increased from 12.48 to 13.40 mills during this period. The lingering effects of the economic recession on the housing market and property values impacted property tax revenue toward the beginning of this time frame. In 2013, state tax reform legislation began phasing out the ad valorem vehicle property tax in favor of a vehicle title fee, which negatively impacts the property tax revenue category. 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 projection is from higher anticipated collection rates of current and delinquent real property taxes.



The 2018 projection is favorable due to higher than anticipated collection rates on current and delinquent real property taxes and a recent millage rate increase from 12.48 to 13.40 mills associated with the repeal of the Special Revenue Fund for Fire Services.

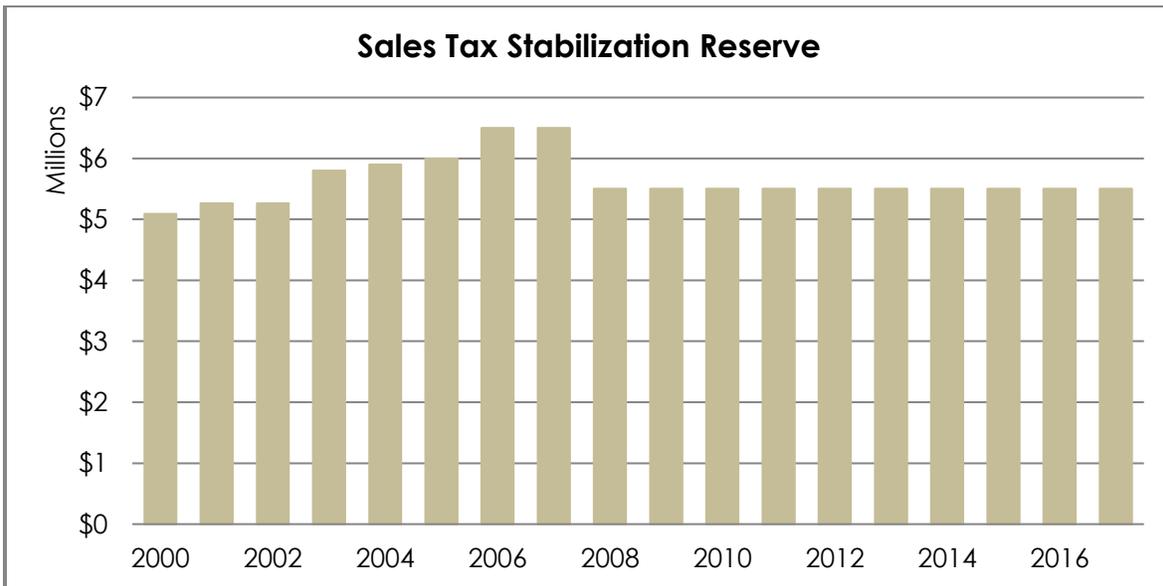
The following graph shows the five-year forecast for property tax revenue. Revenue is anticipated to rise due to projected growth in the tax digest, including new growth and development. Projections include the continued phase-in of the Freeport tax exemption.



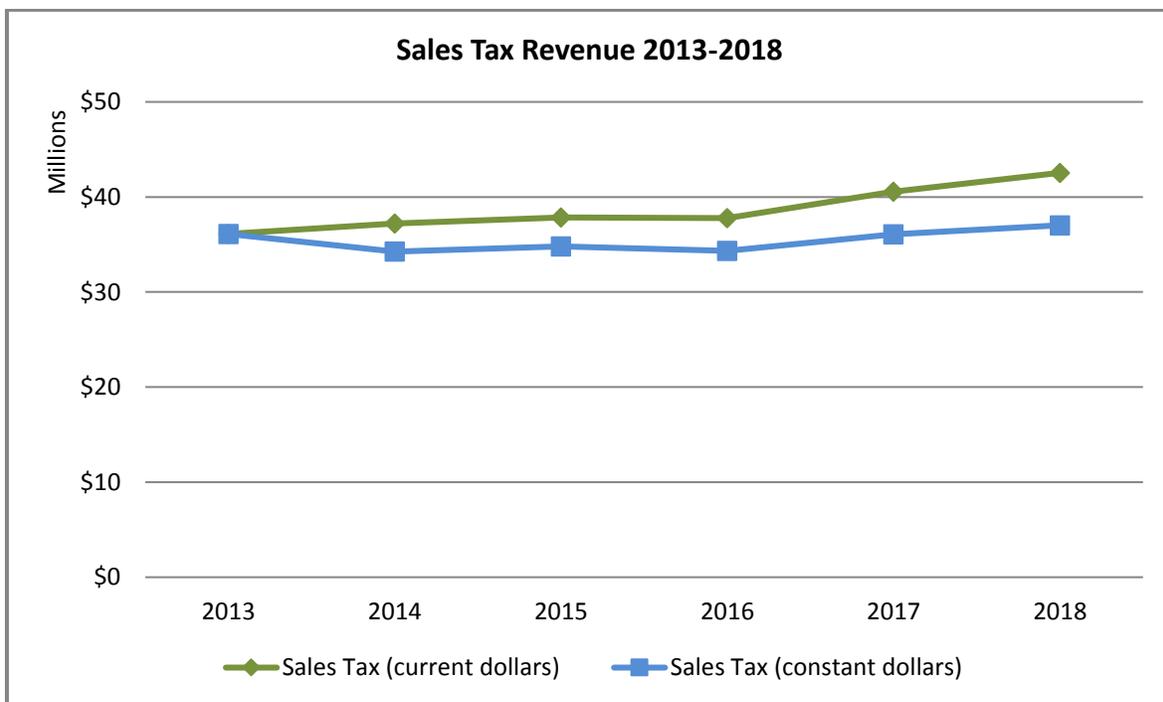
SALES TAX

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%.

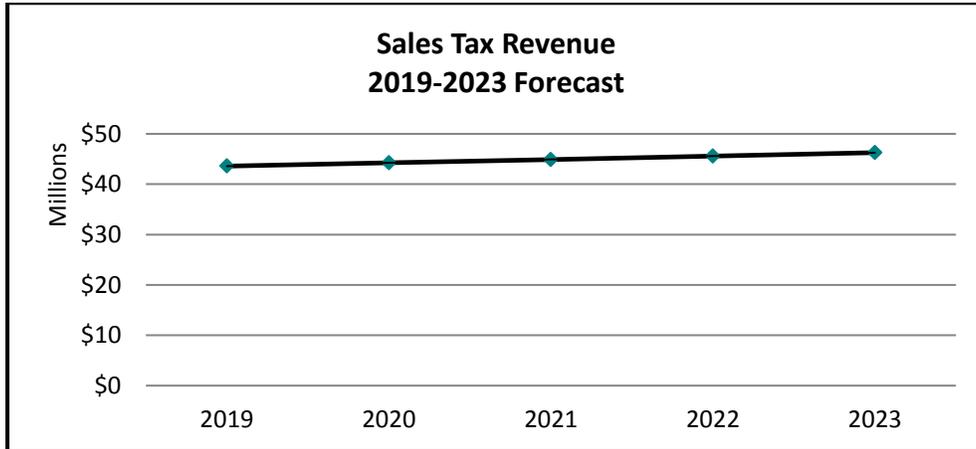
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. As of the end of 2017, the sales tax stabilization reserve totaled \$5,501,000. No draw from this reserve is planned in 2018.



Sales tax revenue over a six-year period is shown in the following graph. At the end of 2017, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2017 or planned in the 2018 budget. The decline in 2013 was due to the renegotiated LOST allocation agreement, as well as state tax reform legislation which impacted sales tax on vehicles by implementation of a vehicle title fee. This revenue source is projected to be up just over 7% in 2017 based on actual receipts. This increase is due primarily to strong growth in the spring and summer months, partially attributed to increased tourism.



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



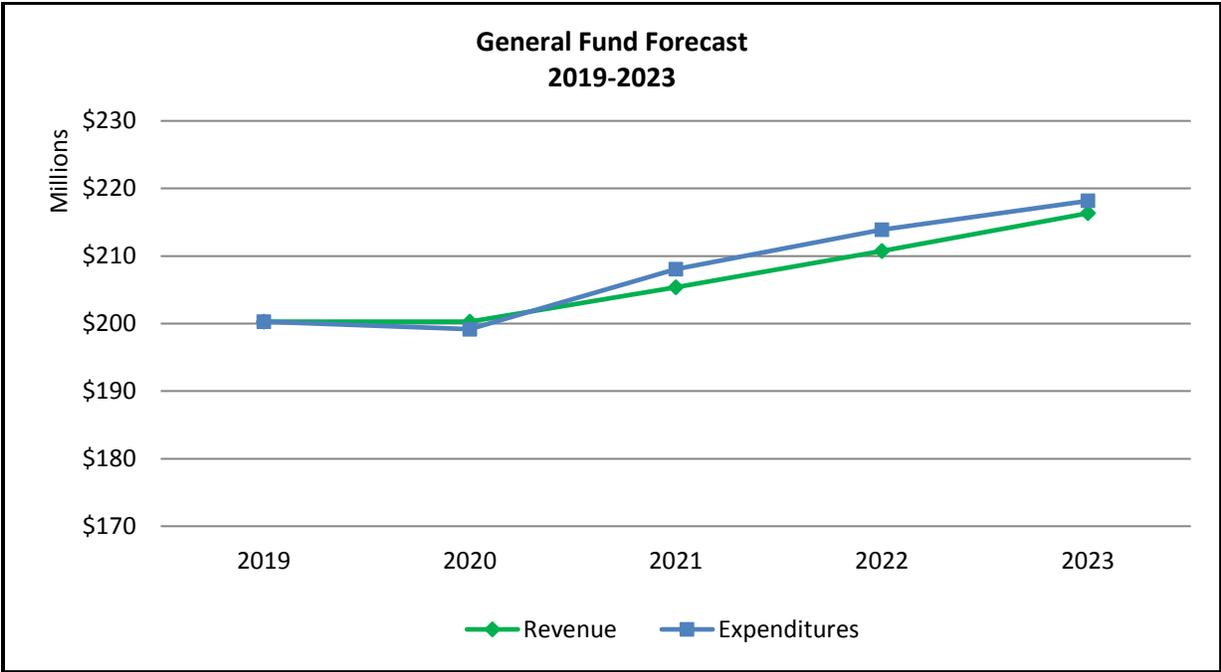
FIVE YEAR PLAN FORECAST

General Fund revenue is projected to decline in 2019, but rise modestly over the forecast period, as alternative funding streams are explored. Improving economic conditions should positively impact the property tax digest and sales tax revenue. The tourism sector of Savannah's economy, which affects a variety of revenue sources, is expected to remain strong.

General Fund expenditures increased in 2019 primarily due to the reversal of relocating all Fire Service expenses to the Fire Service Fund and Fire Personnel services carry forward to 2020, and trend upward due primarily to inflation. The forecast includes a slight drop in expenditures in 2020 related to the demerger of the Metropolitan Police Force. Increases in personnel expenditures will have a major impact as salaries and benefit costs are projected to trend upward in outlying years as government wages struggle to remain competitive among rapidly growing private sector wages. Expenses for commodities and contractual services are anticipated to increase as a result of inflation. Spending for infrastructure projects is also planned to remain as a significant expenditure, ranging from \$5M to \$8M within the forecast period.

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

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



	2019	2020	2021	2022	2023
Revenue	200,279,213	200,277,353	205,117,870	210,487,688	216,100,344
Expenditures	200,279,213	199,372,615	208,042,307	213,911,905	218,157,670

WATER AND SEWER RATE CHANGES

FUTURE RATE PROJECTION

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 2019-2023 Capital Improvement and Maintenance Plan. The rates forecasted in the projection for 2019 result in an average monthly increase for the median customer of \$1.95.

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

WATER AND SEWER FUTURE RATE PROJECTION TABLE

Year	Water and Sewer Rate Change History and Projection					
	Monthly Increase in Combined Bill			Percentage Increase in Combined Bill		
	15CCF*	25CCF	35CCF	15CCF*	25CCF	35CCF
2011 (actual)	0.75	1.25	1.75	2.27%	2.44%	2.52%
2012 (actual)	1.50	2.50	3.50	4.44%	4.76%	4.92%
2013 (actual)	1.50	2.50	3.50	4.25%	4.55%	4.69%
2014 (actual)	1.50	2.50	3.50	4.08%	4.35%	4.48%
2015 (actual)	1.50	2.50	3.50	3.92%	4.17%	4.29%
2016 (actual)	1.50	2.50	3.50	3.77%	4.00%	4.11%
2017 (actual)	1.65	2.75	3.85	4.00%	4.00%	4.23%
2018 (actual)	1.12	1.87	2.62	2.62%	2.77%	2.84%
2019	1.95	3.25	4.55	4.43%	4.67%	4.78%
2020	1.95	3.25	4.55	4.24%	4.46%	4.56%
2021	1.95	3.25	4.55	4.07%	4.07%	4.27%
2022	1.95	3.25	4.55	3.91%	4.10%	4.18%
2023	1.95	3.25	4.55	3.93%	4.01%	3.76%
Average (last 5 years)	\$1.95	\$3.25	\$4.55	4.11%	4.26%	4.31%

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

SANITATION UTILITY RATE CHANGES

RATE CHANGES FOR 2019

Revenue projections for 2019 assume that the rates for residential and commercial service will be increased from 2018 by 1.0%. Residential refuse rates for 2018 are \$34.51 per month. The recommended rate for 2019 is \$34.86, which is an increase of 1.0% or \$4.20 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 be increased from \$4.58/cy to \$4.63/cy (1.0%), and that commercial collection rates are raised from an average of \$4.43/cy to \$4.48/cy (1.0%).

FUTURE RATE CHANGES

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

Service	2018	2019	2020	2021	2022
Residential Service (Monthly basis)	\$34.51	\$34.86	\$35.21	\$35.56	\$35.92
Commercial Disposal Fee (\$/cu. yd.)	\$4.58	\$4.63	\$4.67	\$4.72	\$4.77
Commercial Collection Fees (\$/cu.yd.)					
River Street	\$6.33	\$6.39	\$6.46	\$6.52	\$6.72
Downtown Lanes	\$5.92	\$5.98	\$6.04	\$6.10	6.28
2-15 CY	\$4.02	\$4.06	\$4.10	\$4.14	4.27
16-47 CY	\$3.55	\$3.59	\$3.62	\$3.66	3.77
48-95 CY	\$3.14	\$3.17	\$3.20	\$3.24	3.33
96 + CY	\$2.47	\$2.50	\$2.53	\$2.55	2.63

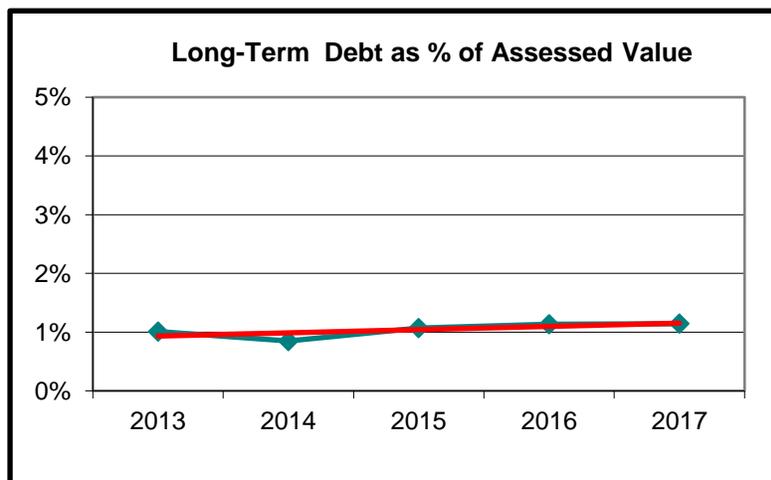
Debt Service Fund

LEGAL DEBT MARGIN

State statutes limit the amount of general obligation bonded debt a governmental entity may issue up to 10% of its total assessed valuation. The 2017 debt limitation for the City was \$5,404,507,519. As of December 31, 2017, the City had outstanding general obligation bonded debt totaling \$4,000,000.

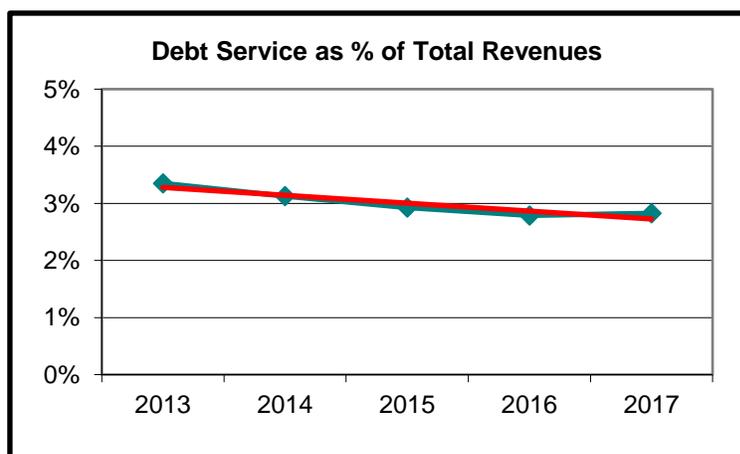
DEBT AS A PERCENT OF ASSESSED VALUE

The debt policy of the City is that total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below illustrates long-term liabilities as a percentage of total assessed value of taxable property. Included are general obligation bonds, contractual obligations, as well as Sanitation and Civic Center debt. Excluded are parking services and water/sewer system debt because these are fully self-supporting enterprise activities. In 2017, the City's long-term debt/contractual obligations were only 1.14% of assessed value as measured by this indicator.



DEBT SERVICE AS A PERCENT OF TOTAL REVENUES

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 is included because these funds are historically subsidized by the General Fund. During the 2013-2017 period, the percentage remained below 5%. Increasing debt service reduces flexibility by adding to expenditure requirements.



BOND RATINGS

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

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

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

DEBT ISSUES

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

New bond projections are as follows:

- General Fund/Debt Service Fund – Issue final \$2.0 million for the construction of streetscape improvements for Broughton Street, River Street and Bay Street. The \$2.0 million GO issue in 2018 will complete the requested \$14.0 million in total funding for this project.
- General Fund/Debt Service Fund – Issue of \$14.095 million for the construction of the Riverwalk extension and hardscape improvements to west River Street.
- Sanitation Fund – Issue \$11.0 million for the expansion of the Dean Forest Landfill.
- Parking Fund – Issue \$30.0 million for the construction of the Eastern Wharf Garage.

SUMMARY OF OUTSTANDING DEBT ISSUES AND 2019

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2018	2019 Debt Service Requirement
<u>General Fund Supported Obligations</u>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage improvements	\$37,000,000	9/17/2009	8/1/2032	\$8,270,000	\$467,018
DSA* Series 2014	Refunding a portion of the DSA Series 2009B Bonds which funded storm drainage improvements	9,970,000	4/21/2014	8/1/2025	6,105,000	1,011,150
DSA* Series 2015	TAD district improvements	19,950,000	7/1/2015	8/1/2035	17,385,000	1,265,839
DSA* Series 2016	Streetscape Improvements for downtown corridors	8,000,000	8/30/2016	8/1/2029	8,000,000	162,400
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	14,095,000	1,003,073
General Obligation Series 2016	Streetscape Improvements for downtown corridors	2,000,000	9/8/2016	8/1/2025	2,000,000	39,400
General Obligation Series 2017	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	2,000,000	36,800
<u>Water and Sewer Revenue Obligations</u>						
Series 2014	Refund Water and Sewer Revenue Bonds Series 2003 and certain maturities of the Water and Sewer Revenue Bonds Series 2009R	17,690,000	5/19/2014	12/1/2029	10,685,000	1,154,300
Series 2016	Refund Water and Sewer loans received through GEFA	21,255,000	1/6/2016	8/1/2029	16,360,000	2,113,160
<u>Sanitation Fund Supported Obligations</u>						
RRDA***Series 2013	Refund RRDA Revenue Bonds Series 2003	12,950,000	11/21/2013	8/1/2019	3,075,000	3,167,250
RRDA***Series 2018	Expand the Dean Forest Landfill Facility	11,085,000	8/2/2018	8/1/2029	11,085,000	327,205
<u>Parking Service Fund Supported Obligations</u>						
DSA* Series 2013	Refund DSA Series 2003 which in part funded parking facilities and fund the Liberty Street Garage	6,485,000	12/30/2013	8/1/2019	575,000	586,500
DSA* Series 2015	Whitaker Street Garage	25,055,000	7/1/2015	8/1/2032	25,055,000	1,750,168
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	1,019,398
<u>Community Development Fund Supported Obligations</u>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	8/1/2020	200,000	104,500
Total		<u>\$259,385,000</u>			<u>\$194,740,000</u>	<u>\$15,583,298</u>

* DSA - Downtown Savannah Authority contractual obligation

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

*** RRDA - Resource Recovery Development Authority contractual obligation

DEBT SERVICE SUMMARY

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

2019-2046

As of December 31, 2018

Year	General Obligation Bonds		Revenue Bonds		Tax Supported Contractual		Non Tax Supported		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2018	\$ -	\$ 70,476	\$ 845,000	\$ 311,200	\$ 3,770,000	\$ 1,655,831	\$ 5,960,000	\$ 2,587,164	#####
2019	-	76,200	860,000	294,300	1,735,000	2,331,861	6,370,000	3,811,437	15,478,798
2020	315,000	76,200	875,000	277,100	2,960,000	2,062,468	4,205,000	3,807,937	14,578,705
2021	710,000	69,995	890,000	259,600	3,600,000	1,984,459	4,320,000	3,711,539	15,545,593
2022	725,000	56,508	910,000	241,800	3,670,000	1,877,925	5,935,000	3,619,033	17,035,266
2023	735,000	42,739	940,000	214,500	3,785,000	1,750,487	6,125,000	3,428,757	17,021,483
2024	750,000	28,780	965,000	186,300	3,915,000	1,618,736	6,335,000	3,231,263	17,030,079
2025	765,000	14,531	990,000	157,350	4,045,000	1,482,023	6,545,000	3,026,032	17,024,936
2026			1,020,000	127,650	4,225,000	1,340,346	6,770,000	2,812,224	16,295,220
2027			1,050,000	97,050	4,320,000	1,186,155	7,010,000	2,608,178	16,271,383
2028			1,075,000	65,550	4,425,000	1,026,682	7,255,000	2,395,345	16,242,577
2029			1,110,000	33,300	4,525,000	876,388	7,000,000	2,174,929	15,719,617
2030					3,735,000	719,678	4,905,000	1,970,355	11,330,033
2031					3,070,000	576,579	5,105,000	1,802,710	10,554,289
2032					3,150,000	446,498	5,310,000	1,623,156	10,529,654
2033					2,080,000	311,369	3,015,000	1,431,384	6,837,753
2034					2,150,000	241,682	3,130,000	1,317,606	6,839,288
2035					2,225,000	168,045	3,255,000	1,197,855	6,845,900
2036					910,000	91,813	3,380,000	1,072,280	5,454,093
2037					940,000	62,237	3,510,000	940,799	5,453,036
2038					975,000	31,688	3,645,000	801,872	5,453,560
2039							3,795,000	657,166	4,452,166
2040							1,580,000	506,048	2,086,048
2041							1,645,000	442,057	2,087,057
2042							1,710,000	375,435	2,085,435
2043							1,780,000	306,180	2,086,180
2044							1,850,000	234,090	2,084,090
2045							1,925,000	159,165	2,084,165
2046							2,005,000	81,203	2,086,203

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 2017 actual, 2018 projected, and 2019 proposed revenues and expenses.

City-wide proposed revenue total for 2019 is \$398,883,830. This is a decrease of \$9,725,441 or 2.4% over the 2018 projected amount.

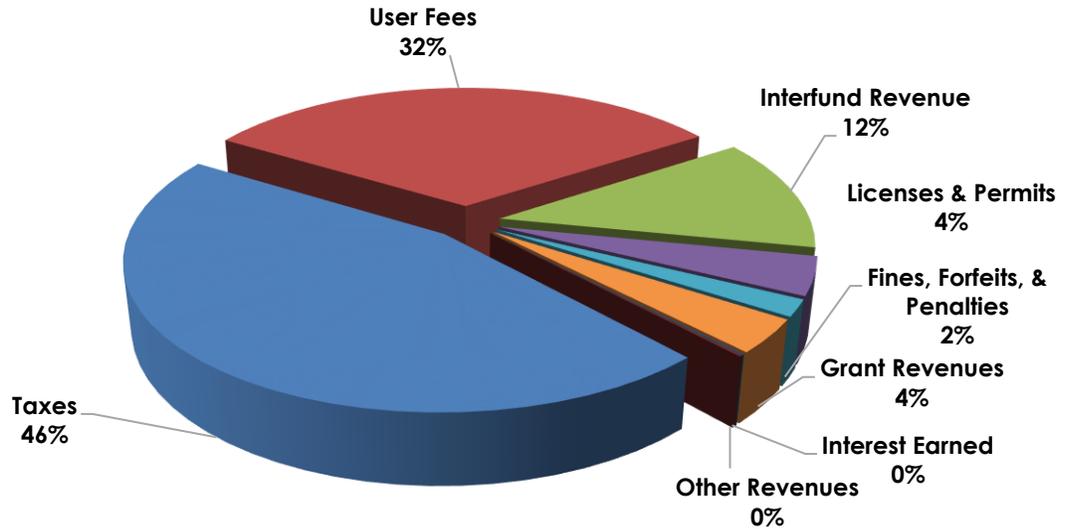
REVENUE SOURCE	2017 ACTUAL	2018 PROJECTED	2019 PROPOSED	% Change 2018-2019
Taxes	\$154,270,911	\$179,511,149	\$170,318,739	1.1
User Fees	134,084,247	129,598,051	127,844,370	(1.4)
Interfund Revenue	42,360,136	49,526,854	49,531,080	0.0
Licenses & Permits	15,696,536	16,497,276	16,621,553	0.8
Fines, Forfeits, & Penalties	6,588,131	6,274,363	7,694,529	22.6
Grant Revenues	18,799,795	15,248,648	14,500,401	(4.5)
Interest Earned	746,384	453,900	512,400	12.9
Other Revenues	6,360,672	11,499,029	11,860,757	3.6
Total Revenue	\$378,906,811	\$408,609,271	\$398,883,830	0.4

After adjusting for transfers between funds, total proposed expenses for 2019 are \$345,526,498. This is a decrease of \$8,320,212 or 2.4% below the 2018 projected expenses.

EXPENSES BY TYPE	2017 ACTUAL	2018 PROJECTED	2019 PROPOSED	% Change 2018-2019
Personnel Services	\$168,930,897	\$164,750,692	\$166,684,899	1.2
Outside Services	46,008,990	53,203,816	56,590,914	6.4
Commodities	17,193,343	18,304,502	20,019,430	9.4
Interfund Services	34,889,046	36,944,631	40,281,260	9.0
Capital Outlay	890,324	20,027,834	8,694,610	(56.6)
Debt Service	11,300,183	11,252,336	13,944,834	23.9
Interfund Transfers	33,455,407	71,149,243	59,198,607	(16.8)
Other Expenses	44,474,024	32,976,217	33,469,277	1.5
SUBTOTAL	\$357,142,214	\$408,609,271	\$398,883,830	(2.4)
Less Transfers Between Funds	(45,176,585)	(54,762,561)	(53,357,332)	(2.6)
Total Expenses	\$311,965,629	\$353,846,710	\$345,526,498	(2.4)

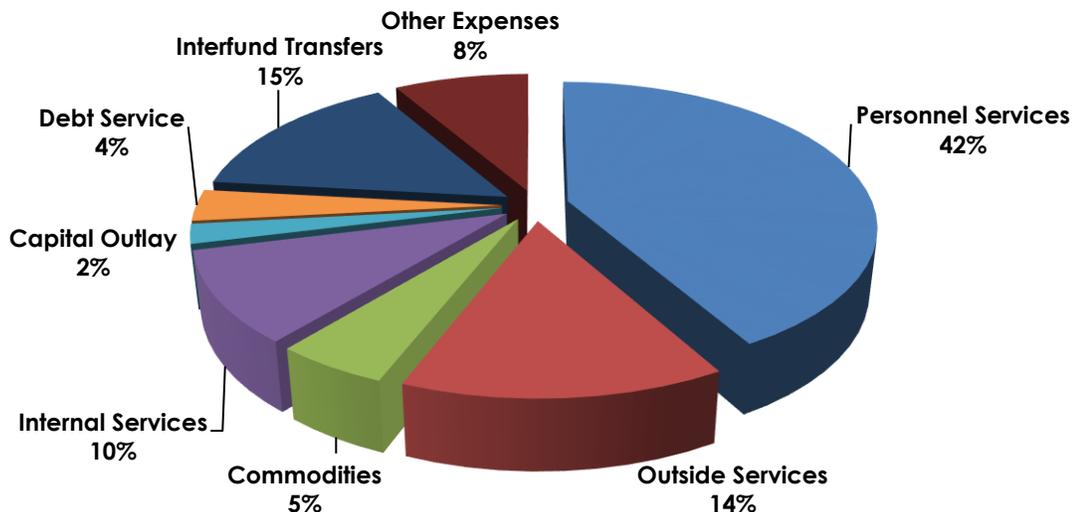
ALL FUNDS REVENUE

The graph below presents a breakdown by category of total revenues for 2019. **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, Fire Service Fees, 9-1-1 Fees, Haz-Mat Services, Water Services, Sewer Services, Industrial & Domestic (I&D) Water Services, Sanitation Services, Mobility and Parking Services, and Civic Center Services. **Interfund Revenues** include Interfund Services, Internal Services Charges, and General Fund Contributions.



ALL FUNDS EXPENSES

The graph below presents total expenditures by major code for 2019 prior to adjusting for transfers between funds. Of 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** will be used to provide direct services to citizens.



CITY-WIDE ALL FUNDS SUMMARY REVENUES

<u>Revenue Source</u>	<u>2017 ACTUAL</u>		<u>2018 PROJECTED</u>		<u>2019 PROPOSED</u>		<u>% Change</u> <u>2017-2018</u>
<u>Taxes</u>							
Property Taxes	\$	66,095,764	\$	75,597,629	\$	77,333,108	2.3
Sales Tax	\$	40,546,599	\$	42,537,039	\$	43,600,465	2.5
Other Taxes	\$	47,628,548	\$	61,376,481	\$	61,078,516	-0.5
Subtotal	\$	154,270,911	\$	179,511,149	\$	182,012,089	1.4
<u>User Fees</u>							
Special Events & Recreation Fees	\$	895,117	\$	1,083,099	\$	1,320,300	21.9
Inspections Fees	\$	3,009,176	\$	3,418,113	\$	3,355,450	-1.8
Fees for Other Services - General Fund	\$	18,136,166	\$	9,082,199	\$	5,001,705	-44.9
9-1-1 Fees	\$	6,399,336	\$	5,098,636	\$	2,400,000	-52.9
Hazardous Material Services	\$	273,175	\$	274,000	\$	274,000	0.0
Water Services	\$	24,364,056	\$	25,058,744	\$	25,850,252	3.2
Sewer Services	\$	39,612,756	\$	42,318,358	\$	44,062,426	4.1
Industrial & Domestic Services	\$	7,402,459	\$	6,605,774	\$	8,107,778	22.7
Sanitation Services	\$	21,202,893	\$	21,093,812	\$	21,622,717	2.5
Mobility and Parking Services	\$	10,921,376	\$	14,331,350	\$	14,336,442	0.0
Civic Center Services	\$	1,810,724	\$	1,233,966	\$	1,453,300	17.8
Subtotal	\$	134,027,234	\$	129,598,051	\$	127,784,370	-1.4
<u>Interfund Revenues</u>							
Interfund Services	\$	28,576,612	\$	33,642,757	\$	33,110,799	-1.6
Internal Service Charges	\$	10,887,867	\$	13,146,523	\$	14,152,754	7.7
General Fund Contribution	\$	2,895,657	\$	2,737,574	\$	2,267,527	-17.2
Subtotal	\$	42,360,136	\$	49,526,854	\$	49,531,080	0.0
Licenses & Permits	\$	15,696,536	\$	16,497,276	\$	16,621,553	0.8
Fines, Forfeits, & Penalties	\$	6,588,131	\$	6,274,363	\$	7,294,529	16.3
Grant Revenues	\$	18,856,807	\$	15,248,648	\$	14,560,401	-4.5
Interest Earned	\$	746,384	\$	453,900	\$	512,400	12.9
Other Revenues	\$	6,376,324	\$	11,499,029	\$	567,407	-95.1
Draw from Reserves	\$	-	\$	-	\$	-	0.0
TOTAL	\$	378,922,463	\$	408,609,271	\$	398,883,830	-2.4

Proposed Fee Changes

Listed below are the 2019 proposed rate changes. Rate changes are included for certain revenue sources within the Cemetery Fund, General Fund, Water and Sewer Fund and Sanitation Fund.

Cemetery Fund Fee changes for revenue sources within the Cemetery Fund are as follows:

Cemetery Fund		
Cemetery Fees	2018	2019
Perpetual Care	\$ 16.00	\$ 19.00

General Fund Fee changes for revenue sources within the General Fund are as follows:

General Fund		
Cemetery Fees	2018	2019
Burial Instruction Recording	\$ 10.00	\$ 20.00
Cremation Space	\$ 510.00	\$ 520.00
Filming Fee - Student	\$ -	\$ 50.00
Interment Fee - Adult, Prime Rate	\$ 600.00	\$ 750.00
Interment Fee - Adult, Standard Rate	\$ 850.00	\$ 950.00
Interment Fee - Amputated Limb, Prime Rate	\$ 350.00	\$ 450.00
Interment Fee - Amputated Limb, Standard Rate	\$ 450.00	\$ 550.00
Interment Fee - Amputated Limb, Sunday/Holiday Rate	\$ 600.00	\$ 700.00
Interment Fee - Ashes/Cremains, Prime Rate	\$ 400.00	\$ 450.00
Interment Fee - Ashes/Cremains, Standard Rate	\$ 500.00	\$ 550.00
Interment Fee - Child (2 - 10), Prime Rate	\$ 400.00	\$ 450.00
Interment Fee - Child (2 - 10), Standard Rate	\$ 550.00	\$ 600.00

Cemetery Fees (continued)	2018	2019
Interment Fee - Child (2 - 10), Sunday/Holiday Rate	\$ 750.00	\$ 800.00
Interment Fee - Infant (0 - 2), Prime Rate	\$ 350.00	\$ 400.00
Interment Fee - Infant (0 - 2), Standard Rate	\$ 500.00	\$ 550.00
Interment Fee - Infant (0 - 2), Sunday/Holiday Rate	\$ 700.00	\$ 750.00
Inurnment Fee - Ashes/Cremains, Prime Rate	\$ -	\$ 350.00
Inurnment Fee - Ashes/Cremains, Standard Rate	\$ -	\$ 450.00
Inurnment Fee - Ashes/Cremains, Sunday/Holiday Rate	\$ -	\$ 650.00
Lot, Single Space	\$ 910.00	\$ 1,120.00
Lot, 2 Space Lot (Standard)	\$ 2,300.00	\$ 2,410.00
Lot, 2 Space Lot (Intermediate)	\$ 2,530.00	\$ 2,620.00
Lot, 2 Space lot (Prime)	\$ 2,810.00	\$ 2,820.00
Lot, 4 Space	\$ 3,600.00	\$ 4,220.00
Lot, 6 Space	\$ 5,320.00	\$ 6,020.00
Lot, 7 Space	\$ 5,890.00	\$ 5,900.00
Lot, 12 Space	\$ 10,630.00	\$ 11,540.00
Niche (Standard)	\$ 1,340.00	\$ 1,420.00
Niche (Prime)	\$ 1,500.00	\$ 1,620.00
Recording Fee	\$ 10.00	\$ 20.00
Licenses & Permit Fees	2018	2019
Application Fee - Professional	\$ -	\$ 25.00
Application Fee - Student	\$ -	\$ 25.00 (per submission)
Bowles Ford Pavilion - Non-Resident	\$ 40.00	\$ 60.00
Bowles Ford Pavilion - Resident	\$ 40.00	\$ 50.00
Building Inspection Fees (Residential Construction Value)	\$ 80.00 (per sq. ft. or contract option)	\$ 80.00 (per sq. ft.)
Building Inspection Fees (Master Home Plan Fees)	\$ 150.00	\$ 200.00

Licenses & Permit Fees (continued)	2018	2019
Building Inspection Fees - Permit (Master Home Plan Fees)	\$ -	\$ 50.00
Daffin Park Pavilion – Non-Profit	\$ -	\$ 60.00
Daffin Park Pavilion	\$ 150.00	\$ 175.00
Drone Permit Fee	\$ 100.00	\$ 125.00
Ellis Square - Non-Profit	\$ -	\$ 200.00
Expedited Permit Fee (<72 Hours)	\$ 100.00	\$ 75.00
Expedited Permit Fee (<48 Hours)	\$ 100.00	\$ 100.00
Expedited Permit Fee (<24 Hours)	\$ 100.00	\$ 300.00
Film Permit Amendment - Low Impact	\$ -	\$ 25.00 (per location)
Film Permit Amendment - Medium Impact	\$ -	\$ 50.00 (per location)
Film Permit Amendment - High Impact	\$ -	\$ 75.00 (per location)
Forsyth Park Band Shell	\$ 500.00	\$ 600.00
Forsyth Park North/Fragrance Garden/Daffin Mall Area/Squares - Non-Profit	\$ -	\$ 100.00
Forsyth Park North/Fragrance Garden/Daffin Mall Area/Squares - Resident	\$ 300.00	\$ 325.00
Forsyth Park North/Fragrance Garden/Daffin Mall Area/Squares - Non-Resident	\$ 450.00	\$ 475.00
Hull Park - Non-Resident	\$ 40.00	\$ 65.00
Hull Park - Resident	\$ 40.00	\$ 50.00
Lot Clearing Administration Fee	\$ 165.00	\$ 200.00
Menu Boards	\$ 50.00	\$ 100.00
Miscellaneous (License Class - Beer)	\$ 100.00	\$ 200.00
Miscellaneous (License Class - Liquor)	\$ 150.00	\$ 300.00

Licenses & Permit Fees (continued)	2018	2019
Miscellaneous (License Class - Wine)	\$ 100.00	\$ 150.00
Miscellaneous Advertisement	\$ 15.00	\$ 20.00
Miscellaneous Sign Posting Fee	\$ 5.00	\$ 10.00
Mobile Food Service Unit Application	\$ -	\$ 150.00
Mobile Food Service Unit Annual Fee	\$ 150.00	\$ 165.00
Mobile Food Service Unit Permit - Food Truck Rodeo Fees (set maximum amt)	\$ 160.00	\$ 500.00
Daily On-site Services Fee (per location)	\$ -	\$ 100.00 (up to \$300 daily max)
Private Development Fees (Site Plan Review) Commercial per acre	\$ 125 min, 12,000 max	\$ 875 min, 12,000 max
Private Development – Addt'l Flat Fee (Site Plan Review) Commercial	\$ -	\$ 750.00
Private Development Fees - Subdivision Construction Plan Review (per lot)	\$ 200.00	\$ 250.00
Private Development – Addt'l Flat Fee (Subdivision Construction Plan Review)	\$ -	\$ 750.00
Professional Film Permit Fee (per location)	\$ 200.00	\$ 250.00
Rousakis Plaza Arbor	\$ 250.00	\$ 275.00
Rousakis Plaza Harbourside Piazza	\$ 125.00	\$ 150.00
Sidewalk Café (1-9 Chairs)	\$ 200.00	\$ 100.00 (per table)
(10-15 Chairs)	\$ 300.00	\$ 50.00
(16-20 Chairs)	\$ 400.00	(per bench)
(21+ Chairs)	\$ 500.00	\$ 25.00 (per chair)
		\$ 25.00 (per other)
Street Performer Identification Badge	\$ -	\$ 10.00
Street Performer Badge Replacement	\$ -	\$ 5.00
4 hours Rental of Ellis Square – Non-Resident	\$ 250.00	\$ 375.00
4 hours Rental of Ellis Square - Resident	\$ 250.00	\$ 325.00

Recreation Fees	2018	2019
Additional Facility Supervision (per hour)	\$ 20.00	\$ 30.00
Arts Program Fees	\$ -	\$ 45.00 - \$55.00
Arts Workshop - Non-Resident	\$ 100.00	\$ 125.00
Arts Workshop - Resident	\$ 90.00	\$ 100.00
Birthday Parties	\$ -	\$ 150.00 - \$175.00
Center Permits (per hour)	\$ 75.00 - \$100.00	\$ 85.00 - \$110.00
Ceramics Studios - Resident (8 week/person)	\$ 145.00	\$ 175.00
Ceramics Studios – Non-Resident (8 week/person)	\$ 165.00	\$ 190.00
Classroom	\$ 55.00	\$ 75.00
Classroom - Non-Profit	\$ -	\$ 60.00
Gallery (per hour, per event)	\$ 55.00	\$ 80.00
Gallery – Non-Profit (per hour, per event)	\$ -	\$ 65.00
Kitchen/Concessions	\$ 50.00	\$ 75.00
Maintenance/Cleaning Fee (per classroom)	\$ 30.00	\$ 50.00
Maker's Space Workshop Non-Profit	\$ -	\$ 200.00
Maker's Space Workshop	\$ -	\$ 250.00
Meeting Room Non-Profit	\$ -	\$ 60.00
Meeting Rooms	\$ 55.00	\$ 75.00
Metals/Glass Studios (8 week/person - Resident)	\$ 145.00	\$ 175.00
Metals/Glass Studios (8 week/person – Non-Resident)	\$ 165.00	\$ 190.00
Performing Arts Studio (per performance - 2 hours)	\$ 175.00	\$ 250.00
Performing Arts Studio Non-Profit (per performance - 2 hours)	\$ -	\$ 235.00
Performing Arts Studio (per rehearsal - 2 hours)	\$ 100.00	\$ 175.00
Performing Arts Studio Non-Profit (per rehearsal - 2 hours)	\$ -	\$ 150.00

Recreation Fees (continued)	2018	2019
Rental Tables	\$ -	\$ 10.00
Rental Chairs	\$ -	\$ 7.00
Spring/Summer Camps	\$ 145.00	\$ 175.00
Summer Camp	\$ 65.00-105.00 (4-week session)	\$ 40.00-60.00 (per week)
Theatre Rental per performance (3 hours)	\$ -	\$ 900.00
Theatre Rental per performance (3 hours) - Non-Profit	\$ -	\$ 750.00
Theatre Rental per rehearsal (3 hours)	\$ -	\$ 750.00
Theatre Rental per rehearsal (3 hours) - Non-Profit	\$ -	\$ 600.00
Visual Arts Classrooms - Resident	\$ 145.00	\$ 175.00
Visual Arts Classrooms - Non-Resident	\$ 165.00	\$ 190.00
Youth Art Summer Camp - Resident	\$ 145.00	\$ 165.00
Youth Art Summer Camp - Non-Resident	\$ 160.00	\$ 185.00
Afterschool Program	\$ 15.00-20.00	\$ 20.00-25.00
Athletic Fees (per team)	\$ 75.00-100.00	\$ 100.00-125.00
College Soccer or Lacrosse	\$ 100.00	\$ 1,000.00
High School Football Varsity	\$ -	\$ 200.00
High School Football Junior Varsity	\$ -	\$ 75.00
High School Soccer and Lacrosse	\$ -	\$ 75.00
Professional All Sports	\$ 100.00	\$ 250.00
Tennis Team Annual Fee	\$ 187.00-200.00	\$ 197.00-210.00
Tennis Team Individual Fee	\$ 49.00-54.00	\$ 54.00-59.00
Tennis Pro Fee (per hour)	\$ 10.00	\$ 15.00

Water & Sewer Fund Fee changes for revenue sources within the Water and Sewer Fund are as follows:

Water & Sewer Fund		
Water & Sewer Fees	2018	2019
5/8 - 3/4" Short Side (Plumber Installed – AMR)	\$ 300.00	\$ 450.00
5/8 - 3/4" Long Side (Plumber Installed – AMR)	\$ 500.00	\$ 850.00
1" Short Side (Plumber Installed – AMR)	\$ 350.00	\$ 500.00
1" Long Side (Plumber Installed – AMR)	\$ 550.00	\$ 600.00
1 1/2 Short Side (Plumber Installed – AMR)	\$ 500.00	\$ 650.00
1 1/2 Long Side (Plumber Installed – AMR)	\$ 700.00	\$ 850.00
5/8 - 3/4" Short Side (City Installed – AMR)	\$ 350.00	\$ 500.00
5/8 - 3/4" Long Side (City Installed – AMR)	\$ 550.00	\$ 700.00
1" Short Side (City Installed – AMR)	\$ 400.00	\$ 550.00
1" Long Side (City Installed – AMR)	\$ 600.00	\$ 675.00
1 1/2 Short Side (City Installed – AMR)	\$ 550.00	\$ 700.00
1 1/2 Long Side (City Installed – AMR)	\$ 750.00	\$ 900.00
5/8 - 3/4" Short Side (City Installed – AMI)	\$ -	\$ 525.00
5/8 - 3/4" Long Side (City Installed – AMI)	\$ -	\$ 725.00
1" Short Side (City Installed – AMI)	\$ -	\$ 575.00
1" Long Side (City Installed – AMI)	\$ -	\$ 700.00

Water & Sewer Fees (continued)	2018	2019
1 1/2 Short Side (City Installed – AMI)	\$ -	\$ 725.00
1 1/2 Long Side (City Installed – AMI)	\$ -	\$ 925.00
5/8 - 3/4" Customer Request AMR (Same Size)	\$ -	\$ 200.00
1" Customer Request AMR (Same Size)	\$ -	\$ 250.00
1 1/2" Customer Request AMR (Same Size)	\$ -	\$ 375.00
5/8 - 3/4" Customer Request AMR (Next Size)	\$ -	\$ 250.00
1" Customer Request AMR (Next Size)	\$ -	\$ 375.00
5/8 - 3/4" Customer Request AMI (Same Size)	\$ -	\$ 225.00
1" Customer Request AMI (Same Size)	\$ -	\$ 275.00
1 1/2" Customer Request AMI (Same Size)	\$ -	\$ 400.00
5/8 - 3/4" Customer Request AMI (Next Size)	\$ -	\$ 275.00
1" Customer Request AMI (Next Size)	\$ -	\$ 400.00
2 - Inch AMR	\$ 1,335.00	\$ 1,350.00
3 - Inch AMR	\$ 1,595.00	\$ 1,600.00
4 - Inch AMR	\$ 2,495.00	\$ 2,500.00
6 - Inch AMR	\$ 3,475.00	\$ 3,500.00
8 - Inch AMR	\$ 5,535.00	\$ 5,550.00
2 - Inch AMI	\$ -	\$ 1,400.00
3 - Inch AMI	\$ -	\$ 1,650.00
4 - Inch AMI	\$ -	\$ 2,550.00
6 - Inch AMI	\$ -	\$ 3,550.00
8 - Inch AMI	\$ -	\$ 5,600.00
4" ULFM-AMR	\$ 4,490.00	\$ 4,500.00
6" ULFM-AMR	\$ 7,000.00	\$ 6,000.00
8" ULFM-AMR	\$ 6,200.00	\$ 7,500.00

Water & Sewer Fees (continued)	2018	2019
4" ULFM-AMI	\$ -	\$ 4,550.00
6" ULFM-AMI	\$ -	\$ 6,000.00
8" ULFM-AMI	\$ -	\$ 7,500.00

Sanitation Fund Fee changes for revenue sources within the Sanitation Fund are as follows:

Sanitation Fund		
Sanitation Fees	2018	2019
Sweeper Parking Citations	\$ 25.00	\$ 30.00

Water, Sewer and Sanitation Utility Rates

Utility Rates The proposed Water and Sewer base charge for 2019 is unchanged from 2018; only the consumption charge is proposed to increase. The impact of the 2019 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:

Water and Sewer Fund	
	2019 over 2018
Monthly Increase in Combined Water & Sewer Bill	\$1.95
Percentage Increase	4.4%

The 2018 and 2019 water and sewer rate schedules are as follows:

Water Rates	2018	2019
Water, Inside City:		
Base Charge (bi-monthly)	\$11.06	\$11.06
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.07	\$1.13
Over 15 CCFs	\$1.25	\$1.31
Water, Outside City:		
Base Charge (bi-monthly)	\$16.59	\$16.59

Water Rates	2018	2019
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.60	\$1.69
Over 15 CCFs	\$1.87	\$1.96

Sewer Rates	2018	2019
Sewer, Inside City:		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.48	\$3.68
Over 15 CCFs	\$3.86	\$4.06
Sewer, Outside City:		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$5.22	\$5.52
Over 15 CCFs	\$5.79	\$6.09

The 2018 and 2019 sanitation rate schedules are as follows:

Sanitation Rates	2018	2019
Residential Service:		
Base Charge (monthly)	\$34.51	\$34.86
Commercial Disposal Fee (per cu. yd.):	\$4.58	\$4.63
Commercial Collection Fee (per cu. yd.):		
River Street	\$6.33	\$6.39
Downtown Lanes	\$5.22	\$5.52
2-15 cu. yd.	\$4.02	\$4.06
16-47 cu. yd.	\$3.55	\$3.59
48-95 cu. yd.	\$3.14	\$3.17
96+ cu. yd.	\$2.47	\$2.50

The increases are necessary to fund anticipated increases in the operation and maintenance cost of the systems, and to fund the water and sewer systems' Capital Improvement/Capital Maintenance Plan.

What Does A Property Owner Pay?

The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2019 budget is balanced with a City of Savannah millage rate of 13.40 mills, which is \$1.92 more per \$1,000 than the 2018 adopted rate.

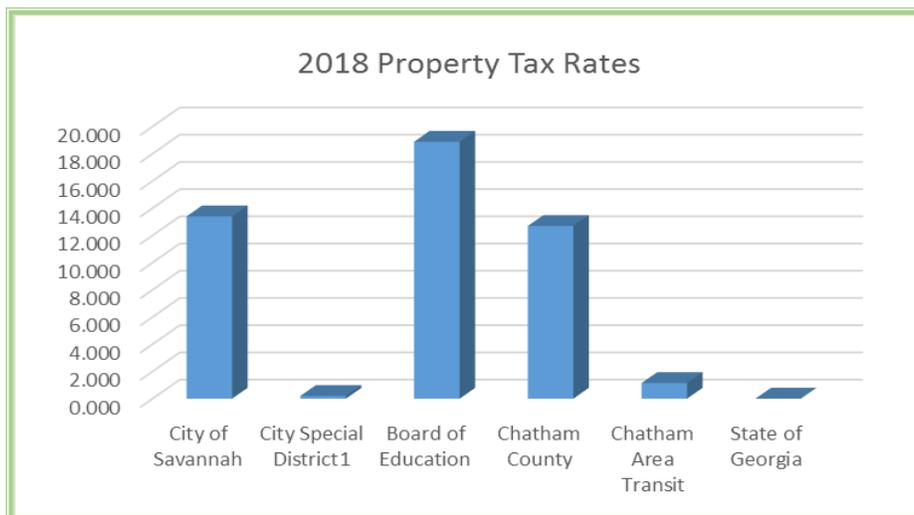
For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 13.40 mills for year 2018, the property tax would be \$536.00. This is \$13.40 for every \$1,000 of assessed value (or \$13.40 multiplied by 40).



<u>Property Value</u>	<u>Assessed Value</u>	<u>Millage</u>	<u>City Property Tax</u>
\$100,000	\$40,000	\$13.40 per \$1,000	\$536.00

The Savannah City Council will officially adopt a property tax rate for FY19 in the summer of 2019.

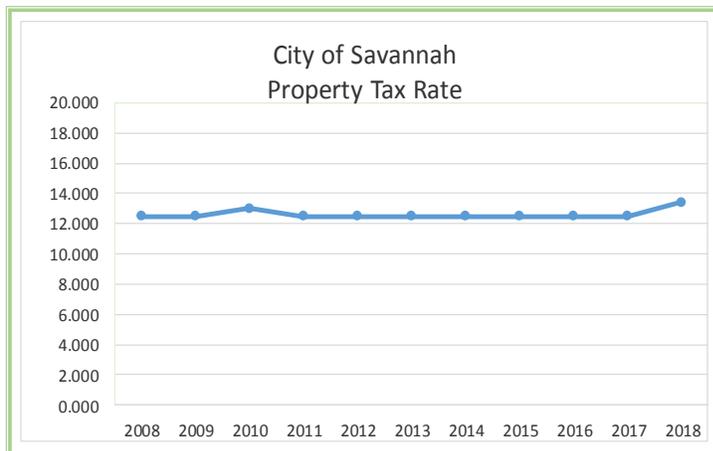
The graph below shows City of Savannah direct and overlapping property tax rates for year 2018. Overlapping rates are those of taxing jurisdictions that apply to property owners within the City of Savannah. Not all overlapping rates apply to all City of Savannah property owners (e.g., the rate for the special service district applies only to property owners whose property is located within the geographic boundaries of the special district).



The tables below show City of Savannah adopted millage rates and total assessed property values per the Chatham County Tax Assessor's Office for the years 1997-2018. Property in the county is reassessed annually. The following graph illustrates the City's adjustment of the tax rate to provide essential and expanded services within the City.

City of Savannah, Georgia
Property Tax Rates for Overlapping Governments
2008-2018 Actual
per \$1,000 of Assessed Value

Fiscal Year	City of Savannah	City Special District ¹	Board of Education	Chatham County	Chatham Area Transit	State of Georgia ²	Total
2008	12.500	0.200	13.404	11.357	0.820	0.250	37.511
2009	12.500	0.200	13.404	11.357	0.820	0.250	37.511
2010	13.000	0.200	14.131	11.357	0.820	0.250	38.738
2011	12.500	0.200	14.631	11.968	0.859	0.250	39.349
2012	12.500	0.200	14.631	11.968	0.859	0.200	39.299
2013	12.480	0.200	15.881	12.908	1.000	0.150	41.419
2014	12.480	0.200	15.881	12.543	1.000	0.100	41.004
2015	12.480	0.200	16.631	12.543	1.000	0.050	41.704
2016	12.480	0.200	16.631	12.543	1.000	0.000	41.654
2017	12.480	0.200	16.631	12.693	1.150	0.000	41.804
2018	13.400	0.200	18.881	12.693	1.150	0.000	44.974



City of Savannah			
Property Tax Rates & Total Assessed Values ³			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1997	16.93	2,079,467	6.50%
1998	16.50	2,208,079	6.20%
1999	14.80	2,417,831	9.50%
2000	13.70	2,643,372	9.30%
2001	13.50	2,740,865	3.70%
2002	13.30	2,899,254	5.80%
2003	13.30	3,027,851	4.40%
2004	13.10	3,288,480	8.60%
2005	12.90	3,593,557	9.30%
2006	12.70	4,102,072	14.20%
2007	12.50	4,610,615	12.40%
2008	12.50	4,986,597	8.20%
2009	12.50	5,010,250	0.50%
2010	13.00	4,768,480	-4.80%
2011	12.50	4,539,928	-4.80%
2012	12.50	4,535,627	-0.10%
2013	12.48	4,603,176	1.50%
2014	12.48	4,751,473	3.20%
2015	12.48	5,098,015	7.30%
2016	12.48	5,121,455	0.50%
2017	12.48	5,404,805	5.50%
2018	13.40	5,640,928	4.37%

¹ 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.
² Beginning January 2016, there is no state levy.
³ 2018 Assessed Value estimated.

CITY-WIDE EXPENDITURE DETAILS

<u>Expenses By Fund</u>	<u>2017 ACTUAL</u>	<u>2018 PROJECTED</u>	<u>2019 PROPOSED</u>	<u>% Change 2018-2019</u>
General Fund	\$ 192,072,965	\$ 200,291,563	\$ 200,279,213	(0.0)
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 592,136	\$ 410,034	\$ 474,668	15.8
Grant	9,909,887	8,593,464	7,900,304	(8.1)
Community Development	7,045,019	7,577,219	8,093,338	6.8
Public Safety Communications	6,789,907	7,702,308	2,400,000	(68.8)
Hotel Motel Tax	20,775,634	22,192,096	23,301,700	5.0
Subtotal	\$ 45,112,583	\$ 46,475,121	\$ 42,170,011	(9.3)
<u>Enterprise Funds</u>				
Sanitation	\$ 27,277,989	\$ 28,220,875	\$ 29,296,383	3.8
Civic Center	3,270,072	4,695,300	3,896,898	(17.0)
Water	18,533,184	29,152,253	29,385,619	0.8
Sewer	26,414,570	41,938,114	44,428,637	5.9
I & D Water	7,479,960	6,756,043	8,270,625	22.4
Mobility and Parking Services	16,585,558	17,335,848	17,386,823	0.3
Golf Course	253,145	0	0	0.0
Subtotal	\$ 99,814,478	\$ 128,098,433	\$ 132,664,984	3.6
<u>Internal Services Funds</u>				
Internal Services	\$ 11,983,891	\$ 13,146,523	\$ 14,152,754	7.7
Computer Purchase	271,289	761,145	860,147	13.0
Radio Replacement	1,341,742	334,000	630,000	88.6
Recorder's Court Technology	43,304	98,100	120,000	22.3
Vehicle Purchase	6,401,547	19,404,386	8,006,720	(58.7)
Subtotal	\$ 20,041,773	\$ 33,744,154	\$ 23,769,622	(29.6)
Subtotal	\$ 357,041,798	\$ 408,609,271	\$ 398,883,830	(2.4)
Less Transfers Between Funds	\$ (45,176,585)	\$ (54,762,561)	\$ (53,357,332)	(2.6)
TOTAL	\$ 311,865,214	\$ 353,846,710	\$ 345,526,498	(2.4)

City-Wide Expenditure Changes

City-wide expenditures total \$398,883,830 which is 2.4% below 2018 projected expenditures before adjusting for interfund transfers. City expenditures are divided into eight major categories, with significant changes in each highlighted below:

- **PERSONNEL SERVICES** represent 42% 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 \$1,934,206 or 1.2% above 2018 projected expenditure. Major changes are described as follows:

The 2019 workforce budget is built on a base of 2,420.1 authorized permanent positions, 67.5 less than in 2018. The change in the workforce is a result of multiple factors: continued right-sizing of the organization to align with Savannah Forward, a reduction in Savannah Fire staffing levels, and the transition of the E911 Communications Center Operation to Chatham County.

The budget continues the comprehensive medical benefits plan to employees, dependents, and retirees with an employer contribution of \$21,950,476 which is \$412,380 or 1.9% over the 2018 contribution.

The 2019 budget contains an allocation of \$3,473,441 in recognition of the City's cost of post-retirement medical benefits for employees. This is no change over the 2018 adopted budget.

Based on the latest actuarial study, the 2019 budget includes the recommended minimum pension contribution of \$9,162,826. This represents a decrease of \$63,238 or 0.7% from the 2018 contribution.

- **OUTSIDE SERVICES** are services the City receives primarily from outside companies and represent 14% of expenditures. Utilities make up the largest share of expenditures in this category. Other primary accounts include: professional purchased services, rentals, equipment, data processing equipment maintenance, temporary labor-agency, and other contractual services. Overall, funding for services in this category increased \$3,387,098 or 6.4% above 2018 projected expenditures. The increases in expenditures in this category are related to the implementation of strategic initiatives resulting from strategic planning outlined in 2018, including grounds-keeping, right-of-way mowing, and to preserve landfill capacity.
- **COMMODITIES** are items which, after use, are consumed or show material change in physical condition and are generally of limited value. Overall, this expenditure category increased \$1,714,928 or 9.4% compared to 2018 projected expenditures.
- **INTERNAL SERVICES** represent services provided to City departments on a cost reimbursement basis. This expenditure category represents 10% of the operating budget. The largest costs in these sections are: Services by Sanitation, Insurance by Risk Management, Computer Services, Vehicle Maintenance Services, and Services by the General Fund. Internal Services increased by \$3,336,629 or 9% over the 2018 projected budget due to enhanced recurring Information Technology security controls subsequent to a malware breach incurred in the first quarter of 2018.

- **CAPITAL OUTLAY** includes items costing more than \$5,000 each and having a useful life of more than one year. This category decreased \$11,333,224 or 56.6% over the 2018 projected budget due to reduced fleet replacement needs in 2019.
- **DEBT SERVICE** accounts for payments of principal and interest to lenders or creditors on outstanding debt. This area increased \$2,692,499 or 23.9% from 2018 projected expenditures based on debt service requirements.
- **INTERFUND TRANSFERS** are amounts transferred from one fund to another. Expenditures in this category represent 15% of the total budget and decreased \$11,950,636 or 16.8% over 2018 projected expenditures. The main reason for the decrease is due to enhanced fleet additions in 2018.
- **OTHER EXPENSES** are primarily payments and contributions to other city funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City. Planned 2019 funding increased \$493,059 or 1.5% in this category.

2019 Permanent Authorized Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
<u>GOVERNANCE</u>				
Mayor and Alderman	12.00	12.00	12.00	0.0
Clerk of Council	3.00	3.00	3.00	0.0
City Attorney	5.00	5.00	5.00	0.0
Governance Subtotal	20.00	20.00	20.00	0.0
<u>STRATEGIC SERVICES</u>				
City Manager	12.00	7.00	6.00	-1.0
Arena Development District	0.00	1.00	1.00	0.0
ACM, Utilities/Construction*	3.00	0.00	0.00	0.0
ACM, Administrative and Community Services*	3.00	0.00	0.00	0.0
Office of Public Communications	5.00	6.00	6.00	0.0
Office of Performance & Accountability	7.00	3.00	3.00	0.0
Office of Business Opportunity	0.00	6.00	6.00	0.0
Economic Development*	4.00	0.00	0.00	0.0
Entrepreneurial Center*	6.00	0.00	0.00	0.0
Office of Management and Budget	8.00	9.00	9.00	0.0
Strategic Services Subtotal	48.00	32.00	31.00	-1.0
<u>PUBLIC SAFETY</u>				
SavCommunications	104.00	103.00	6.00	-97.0
Savannah Police Department				
Police Chief	16.13	15.13	9.13	-6.0
Patrol and Special Operations	443.00	326.00	336.00	10.0
Criminal Investigations	91.00	81.25	84.25	3.0
SARIC	18.00	20.00	20.00	0.0
Traffic Unit	20.00	23.00	25.00	2.0
Mounted Patrol	7.00	7.00	7.00	0.0
Canine Unit	6.00	7.00	7.00	0.0
Support Services	14.00	15.00	12.00	-3.0
Training and Recruitment	12.00	13.00	14.00	1.0
Information Management Division	26.00	25.00	25.00	0.0
Counter Narcotics Team (CNT)	32.00	32.00	30.00	-2.0
Professional Standards and Training	9.00	9.00	9.00	0.0
Savannah Impact Program*	13.00	0.00	0.00	0.0
CrimeStoppers*	3.00	0.00	0.00	0.0
Savannah Impact Work Venture	2.00	0.00	0.00	0.0
Strategic Investigative Unit	15.00	30.00	30.00	0.0
HEAT Grant ¹	3.00	3.00	3.00	0.0
COP Grant ¹	15.00	15.00	15.00	0.0
Subtotal	745.13	621.38	626.38**	5.0
Savannah Fire Department				
Fire Chief	24.00	22.00	22.00	0.0
Emergency Planning	1.00	2.00	2.00	0.0
Fire Operations	341.00	323.00	308.00	-15.0
Hazardous Material Team	4.00	4.00	4.00	0.0
Subtotal	370.00	351.00	336.00	-15.0
Public Safety Subtotal	1219.13	1075.38	968.38	-106.0

MUNICIPAL OPERATIONS

Chief Operating Office				
Office of the Chief Operating Officer	2.00	3.00	3.00	0.0
311 Action Center Unit	3.00	3.00	5.00	2.0
Special Events, Film, & Tourism Unit	0.00	8.00	9.00	1.0
Human Resources	20.00	16.00	21.00	5.0
Film Services*	0.00	0.00	0.00	0.0
Subtotal	25.00	30.00	38.00	8.0

Financial Services

Accounting Services Division	13.00	14.00	14.00	0.0
Purchasing Division	6.00	11.00	11.00	0.0
Inventory Management*	5.00	0.00	0.00	0.0
Risk Management Division	6.00	6.00	6.00	0.0
Revenue Administration Division	19.00	20.00	22.00	2.0
Revenue Administration - Utility Services	24.00	34.00	33.00	-1.0
Subtotal	73.00	85.00	86.00	1.0

Fleet Services Department

Fleet Administration	5.0	5.0	5.0	0.0
Fleet Maintenance Division	37.0	38.0	38.0	0.0
Subtotal	42.0	43.0	43.0	0.0

Department of Information Technology

Information Technology	36.00	36.60	36.60	0.0
Mail and Municipal Building Services*	0.60	0.00	0.00	0.0
Subtotal	36.60	36.60	36.60	0.0

Real Estate Services

Real Estate Administration	0.00	2.00	2.00	0.0
Property Acquisition, Disposition and Management Division	0.00	7.00	9.00	2.0
Real Property Services*	6.00	0.00	0.00	0.0
Facility Maintenance & Operations Division	0.00	26.00	24.00	-2.0
Buildings & Electrical Maintenance*	18.00	0.00	0.00	0.0
Civic Center Operations Division	20.00	20.00	20.00	0.0
Civic Center Concessions	2.00	2.00	2.00	0.0
Cemeteries Division	23.63	23.63	23.63	0.0
River Street Hospitality Center Division	2.25	2.25	2.25	0.0
Subtotal	71.88	82.88	82.88	0.0

Recorder's Court Department

Recorder's Court Department	28.00	28.00	28.00	0.0
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Municipal Operations Subtotal**276.48 305.48 314.48 9.0****INFRASTRUCTURE & DEVELOPMENT****Chief Infrastructure & Development Office**

Office of the Chief Infrastructure & Development Officer	0.00	5.00	5.00	0.0
Environmental Services & Sustainability Division*	4.00	0.00	0.00	0.0
Office of Capital Projects Management Unit	0.00	8.00	8.00	0.0
Subtotal	4.00	13.00	13.00	0.0

Parking Services Department

Parking Management	32.00	29.00	31.00	2.0
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Parking Facilities Division	33.70	33.70	33.70	0.0
Subtotal	65.70	62.70	64.70	2.0
Mobility Services Department				
Mobility Management	0.00	10.00	11.00	1.0
Signals and Street Lights Unit / Signs & Markings Unit	31.00	22.00	22.00	0.0
Streets Maintenance Unit	48.00	31.00	31.00	0.0
Subtotal	79.00	63.00	64.00	1.0
Development Services Department				
Development Services Administration	55.00	49.00	48.00	-1.0
Subtotal	55.00	49.00	48.00	-1.0
Public Works & Water Resources Department				
Public Works & Water Resources Administration	4.00	5.00	5.00	0.0
Greenscapes Division	0.00	127.00	129.00	2.0
Public Works & Water Resource Bureau Chief*	4.00	0.00	0.00	0.0
Buildings & Grounds Maintenance*	44.00	0.00	0.00	0.0
Park & Tree*	71.00	0.00	0.00	0.0
Stormwater Management Division	60.00	50.00	50.00	0.0
Water Resources Planning & Engineering Division	18.00	18.00	18.00	0.0
Supply & Treatment Unit	26.00	26.00	26.00	0.0
Water Distribution Unit	54.00	54.00	54.00	0.0
Sewer Maintenance Unit	31.00	31.00	31.00	0.0
Lift Station Maintenance Unit	28.00	28.00	28.00	0.0
President Street Plant Unit	65.00	66.00	65.00	-1.0
Regional Plants Unit	15.00	14.00	14.00	0.0
I&D Water Distribution Unit	38.00	38.00	41.00	3.0
Subtotal	458.00	457.00	461.00	4.0
Infrastructure & Development Subtotal	661.70	644.70	650.70	6.0
<u>COMMUNITY SERVICES</u>				
Office of the Chief Community Services Officer	4.00	3.00	4.00	1.0
Arts, Cultural & Historical Resources Department				
Cultural Arts Division	8.00	7.00	10.50	3.5
Municipal Archives Division	2.00	3.00	3.00	0.0
Subtotal	10.00	10.00	13.50	3.5
Code Compliance Department				
Code Compliance Administration	0.00	5.00	5.00	0.0
Business Regulation	0.00	7.75	0.00	-7.75
Code Enforcement	0.00	36.00	39.00	3.0
Property Maintenance*	31.00	0.00	0.00	0.0
Tourism Management & Ambassadorship*	24.75	0.00	0.00	0.0
Subtotal	55.75	48.75	44.00	-4.75
Human Services Department				
Human Services Administration	6.0000	3.0000	4.0000	1.0
Grants & Contracts Administration	8.0000	4.0000	5.0000	1.0
Family & Community Services Unit	0.0000	12.0000	9.0000	-3.0
Resource & Success Centers Division	4.0000	4.0000	11.0000	7.0
Citizens' Office*	0.0000	0.0000	0.0000	0.0
WorkSource Coastal	0.0000	0.0000	0.0000	0.0

Youthbuild GF	1.0000	1.0000	1.0000	0.0
Subtotal	19.0000	24.0000	30.0000	6.0
Housing & Neighborhood Services Department				
Housing and Neighborhood Services Administration	14.00	8.00	12.00	4.0
Neighborhood Services Division	0.00	7.00	9.00	2.0
Subtotal	14.00	15.00	21.00	6.0
Parks & Recreation Department				
Parks & Recreation Department Administration	0.00	5.50	5.50	0.00
Leisure Service Bureau Chief*	8.00	0.00	0.00	0.00
Athletic Services	13.25	10.75	10.75	0.00
Recreation Maintenance Division ³	0.00	12.50	16.50	4.00
Therapeutic Recreation	4.20	4.20	4.20	0.00
Recreation Services ⁴	62.36	58.09	60.73	2.64
Senior Services	27.26	27.26	27.36	0.10
Subtotal	115.07	118.30	125.04	6.74
Sanitation Department				
Sanitation Administration	7.00	8.00	8.00	0.0
Residential Refuse Division	101.00	101.00	101.00	0.0
Refuse Disposal Division	14.00	14.00	14.00	0.0
Street Cleaning Division	22.00	22.00	22.00	0.0
Commercial Refuse Division	13.00	13.00	17.00	4.00
Recycling & Litter Services Division	33.00	33.00	33.00	0.0
Sanitation Subtotal	190.00	191.00	195.00	4.00
Community Services Subtotal	407.82	410.05	432.54	22.49
TOTAL CITYWIDE	2633.13	2487.61	2420.10	-67.51

*Departments that have been removed, retitled or disbanded to other business units as part of the 2018 Organizational Re-structure

** Includes Management Services Division

¹Police Grant Funded Positions

²Total excludes positions for LandBank & Step-Up Savannah Partnerships

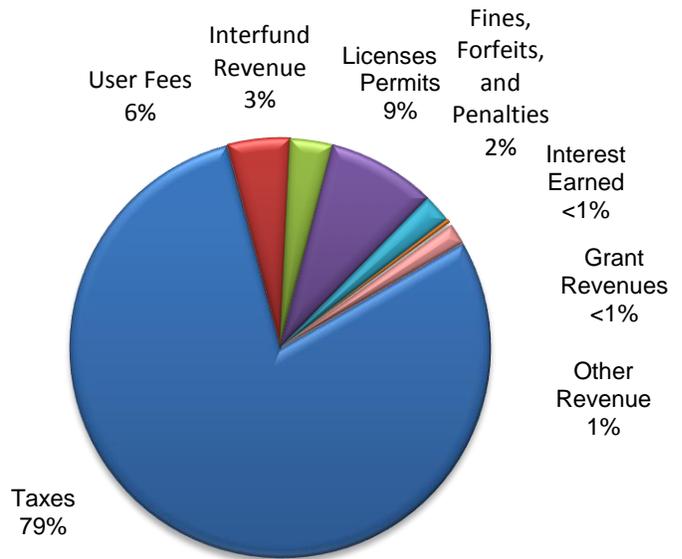
³ Formerly Athletic Maintenance Division

⁴ Formerly Youth Services Division

GENERAL FUND

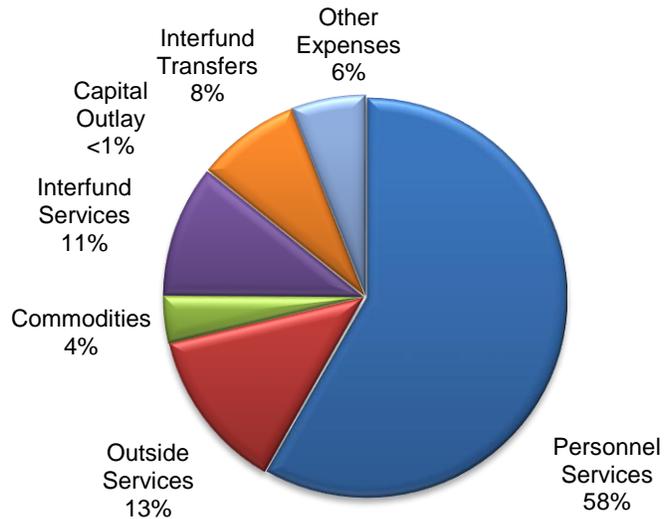
WHERE THE MONEY COMES FROM

Taxes	\$ 158,667,889
User Fees	9,737,455
Interfund Revenues	6,571,255
Licenses and Permits	16,621,553
Fines, Forfeits, and Penalties	4,377,029
Grant Revenues	641,617
Interest Earned	410,000
Other Revenues	3,252,414
Total	\$ 200,279,213



WHERE THE MONEY GOES

Personnel Services	\$ 119,228,613
Outside Services	28,502,082
Commodities	7,603,821
Interfund Services	21,609,750
Capital Outlay	372,913
Interfund Transfers	11,467,263
Other Expenses	11,494,771
Total	\$ 200,279,213



*2017 Total Expenses include departments that no longer exist due to restructuring.

REVENUES BY SOURCE

General Fund revenue is budgeted at \$200,279,213 for 2019. Rate adjustments/new fees are included for selected cemetery, recreation, licenses and permits, and property management revenue sources.

Highlights consist of the following:

- Property taxes. The revenue forecast includes growth in the tax digest and an adopted millage rate increase of .92 mills.
- Vehicle taxes. The annual ad valorem tax on vehicles continues to be phased out in the state of Georgia. Vehicle title fees were implemented as a replacement revenue stream when the phase-out began.
- Police demerger. The Chatham County police reimbursement declines due to the breakup of the Savannah-Chatham Metropolitan Police Department. Revenue projections include reimbursement for Chatham Narcotics Team (CNT) and remaining funds to be reimbursed due to the demerger.
- Hotel/Motel tax. Continued growth in the City's tourism sector is anticipated resulting in increased tax revenue as well as impacting other revenue sources.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
<u>Taxes</u>				
Property Taxes				
Real Property Tax (Current)	\$ 50,220,862	\$ 58,391,897	\$ 60,143,654	3.0
Personal Property Tax (Current)	7,412,404	8,731,622	8,993,571	3.0
Real Property Tax (Delinquent)	3,546,321	4,100,000	4,000,000	(2.4)
Personal Property Tax (Delinquent)	410,650	310,556	350,000	12.7
Mobile Home Tax	24,521	23,719	24,431	3.0
Industrial Area Tax	827,662	583,797	601,311	3.0
Vehicle Tax	687,369	518,654	350,000	(32.5)
Intangible Tax	1,402,285	1,465,687	1,350,000	(7.9)
Public Utility Tax	1,593,777	1,814,700	1,869,141	3.0
Railroad Equipment Tax	26,371	32,166	30,000	(6.7)
Blighted Property Levy Tax	0	12,631	13,000	2.9
Ferry SSD Tax	6,513	8,200	8,000	(2.4)
TAD Tax from City	(62,972)	(396,000)	(400,000)	1.0
Subtotal	\$ 66,095,764	\$ 75,597,629	\$ 77,333,108	2.3
 Sales Tax				
Sales Tax	\$ 40,546,599	\$ 42,537,039	\$ 43,600,465	2.5

*2017 Total Expenses include departments that no longer exist due to restructuring.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Other Taxes				
Beer Tax	\$ 2,078,286	\$ 2,078,286	\$ 2,086,599	0.4
Liquor Tax	453,829	488,692	503,352	3.0
Wine Tax	578,151	590,003	607,703	3.0
Mixed Drink Tax	1,420,148	1,623,227	1,716,562	5.7
Insurance Premium Tax	9,102,694	9,400,000	9,964,000	6.0
Vehicle Title Fees	4,698,168	4,721,659	4,750,000	0.6
Energy Excise Tax	924,778	1,296,365	700,000	(46.0)
Business Tax	4,215,062	4,415,250	4,415,250	0.0
Professional Licenses	211,662	220,000	220,000	0.0
Bank License Tax	402,559	400,000	400,000	0.0
Vacation Rental Registration Fees	280,950	250,000	250,000	0.0
Transfer from Hotel/Motel Tax Fund	10,387,817	11,096,048	11,650,850	5.0
Transfer from Auto Rental Tax Fund	454,597	470,000	470,000	0.0
Subtotal	\$ 35,208,701	\$ 37,049,530	\$ 37,734,316	1.8
Total General Fund Taxes	\$141,851,064	\$155,184,198	\$158,667,889	2.2
User Fees				
Leisure Services Fees				
Paulson Complex Concessions	\$ 100	\$ 5,355	\$ 1,000	(81.3)
Grayson Stadium	19,997	20,000	20,000	0.0
Tennis Fees	119,066	110,000	120,375	9.4
Athletic Fees	33,407	50,000	62,250	24.5
Softball Fees	6,062	13,811	10,000	(27.6)
Athletic Tournament Fees	13,944	22,000	22,000	0.0
Softball Tournament Fees	23,460	22,919	20,000	(12.7)
Cultural Arts	94,458	80,000	150,000	87.5
Neighborhood Centers	242,040	260,000	401,000	54.2
Golden Age Centers	26,090	21,000	24,000	14.3
Film Permit Fees	26,475	43,750	110,875	153.4
Coffee Bluff Marina	2,500	6,000	6,000	0.0
Adult Day Care	57,012	60,099	60,000	(0.2)
After-School Program	2,199	2,533	0	(100.0)
Park & Square Event Fees	285,321	425,731	372,800	(12.4)
Subtotal	\$ 952,130	\$ 1,143,198	\$ 1,380,300	20.7

*2017 Total Expenses include departments that no longer exist due to restructuring.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Inspection Fees				
Inspection Administrative Fees	\$ 15,890	\$ 15,000	\$ 15,000	0.0
Sign Inspection Fees	22,183	21,848	20,000	(8.5)
Zoning Hearing Fees	110,749	90,000	90,000	0.0
Building Inspection Fees	2,251,225	2,500,000	2,508,340	0.3
Electrical Inspection Fees	60,048	68,411	66,340	(3.0)
Plumbing Inspection Fees	34,018	25,290	26,340	4.2
Existing Building Inspection Fees	14,071	20,000	21,340	6.7
Traffic Engineering Fees	156,566	155,000	160,000	3.2
Expedited Plan Review Fees	1,400	2,000	2,000	0.0
Private Development Fees	274,619	444,772	373,750	(16.0)
Fuel Storage Tank Inspection Fees	400	1,000	1,000	0.0
Mechanical Inspection Fees	49,096	57,113	56,340	(1.4)
Fire Inspection Fees	18,909	17,679	15,000	(15.2)
Subtotal	\$ 3,009,176	\$ 3,418,113	\$ 3,355,450	(1.8)
Fees for Other Services				
Chatham County Police Reimbursement	\$ 14,391,965	\$ 5,490,000	\$ 1,300,000	(76.3)
Cemetery Tours and Special Event Fees	46,700	49,750	49,850	0.2
Burial Fees	355,009	334,190	392,950	17.6
Cemetery Lot Sales	201,483	180,820	242,730	34.2
Public Information Fees	167	100	100	0.0
Fell Street Box - County Share	0	20,000	20,000	0.0
Hotel Occupancy Fees	1,514,298	1,530,000	1,617,975	5.8
Alarm Registration	73,478	105,331	100,000	(5.1)
Police False Alarm Fees	7,577	7,500	2,500	(66.7)
Off-Duty Police Fees	268,225	170,000	230,000	35.3
Accident Reporting Fees	121,295	115,000	115,000	0.0
Fire Protection Fees	149,066	147,396	0	(100.0)
Building Demolition Fees	19,937	10,000	25,000	150.0
Building Boarding-Up Fees	27,198	32,000	30,000	(6.3)
Fire Incident Report Fees	942	1,417	1,000	(29.4)
Preservation Fees	810,284	726,370	720,000	(0.9)
Property Owners	0	1,598	500	(68.7)

*2017 Total Expenses include departments that no longer exist due to restructuring.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Fire Equipment User Fees	15,387	34,127	8,000	(76.6)
Tour Bus Rents	\$ 37,300	40,000	40,000	0.0
Motor Coach Fees	60,890	56,600	56,600	0.0
Lot Clearing Fees	34,964	30,000	49,500	65.0
Subtotal	\$ 23,195,852	\$ 20,514,586	\$ 17,839,554	(13.0)
Total General Fund User Fees	\$ 18,136,166	\$ 9,082,199	\$ 5,001,705	(44.9)
<u>Interfund Revenues</u>				
Services to Haz-Mat Fund	\$19,345	\$20,738	\$19,822	(4.4)
Services to Coastal Workforce	91,034	91,034	91,034	0.0
Services to Community Development Fund	458,976	444,484	514,078	15.7
Services to Sanitation Fund	871,338	909,759	898,044	(1.3)
Services to Water & Sewer Funds	2,542,230	2,613,366	2,588,157	(1.0)
Services to I & D Water Fund	189,550	193,494	193,600	0.1
Services to Civic Center Fund	246,824	234,568	236,946	1.0
Services to Mobility & Parking Services Fund	646,334	1,553,724	1,492,095	(4.0)
Services to Internal Services Fund	627,200	605,816	537,480	(11.3)
Subtotal	\$ 5,692,831	\$ 6,666,983	\$ 6,571,255	(1.4)
<u>Licenses & Permits</u>				
Business Application/Transfer Fees	\$ 24,447	\$ 27,373	\$ 27,373	0.0
Telecom Franchise Fees	19,809	18,000	18,000	0.0
Water & Sewer Franchise Fees	2,853,456	3,088,000	3,212,000	4.0
Electric Franchise Fees	8,092,575	8,500,000	8,500,000	0.0
Telephone Franchise Fees	298,268	280,000	270,000	(3.6)
Gas Franchise Fees	644,598	640,000	640,000	0.0
Cable Franchise Fees	1,773,253	1,765,000	1,765,000	0.0
Parking Franchise Fees	104,709	273,903	269,150	(1.7)
Insurance Business Licenses	106,950	110,000	110,000	0.0
Alcoholic Beverage Licenses	1,778,471	1,795,000	1,810,030	0.8
Subtotal	\$ 15,696,536	\$ 16,497,276	\$ 16,621,553	0.8

*2017 Total Expenses include departments that no longer exist due to restructuring.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
<u>Fine, Forfeits & Penalties</u>				
Recorder's Court Fines	\$ 2,311,976	\$ 2,443,750	\$ 2,810,313	15.0
Red Light Camera Fines	0	0	0	0.0
Execution Fees	727,880	500,000	850,000	70.0
Interest on Delinquent Taxes	185,835	264,630	300,000	13.4
Subtotal	260,796	396,502	416,716	5.1
<u>Grant Revenues</u>				
State Grant/Elderly	\$82,627	\$ 109,548	\$ 100,000	(8.7)
State Grant/CRDC	166,309	200,955	175,000	(12.9)
State Grant/Title B- Elderly	28,166	50,000	50,000	0.0
Poverty Reduction Initiative	291,598	311,326	316,617	1.7
Subtotal	\$ 568,700	\$ 671,829	\$ 641,617	(4.5)
<u>Interest Earned</u>				
General Investments	\$ 388,693	\$ 300,000	\$ 350,000	16.7
Cemetery	47,819	50,000	60,000	20.0
Subtotal	\$ 436,512	\$ 350,000	\$ 410,000	17.1
<u>Other Revenues</u>				
Recorder's Court - County Share	\$ 0	\$ 0	\$ 0	0.0
Miscellaneous Rents	737,546	500,000	500,000	0.0
Tower Rental Fees	52,854	103,000	105,000	1.9
Advertising Fees	1,344	1,595	1,000	(37.3)
Sale of Fixed Assets	0	0	0	0.0
Sale of Surplus Property	950	0	0	0.0
Discounts	0	13,058	0	(100.0)
Miscellaneous Revenue	0	0	0	0.0
Miscellaneous Accounts Receivable				
Uncollected Reserve	67,255	50,000	50,000	0.0
From Parking Services Fund	94,164	108,045	100,000	(7.4)
Payment in Lieu of Taxes	712,313	422,700	457,360	0
Chatham County	89,574	(50,000)	(50,000)	0.0
Donations from Private	0	940,000	770,990	(18.0)
CrimeStoppers Reimbursement	51,776	0	0	0.0

*2017 Total Expenses include departments that no longer exist due to restructuring.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Witness Fees				
Reimbursement	\$ 21,240	20,000	20,000	0.0
Home Town				
Relief Grant	25,205	0	0	0.0
State of Georgia	14,000	0	0	0.0
Subtotal	\$ 4,400,528	\$ 3,672,885	\$ 3,252,414	(11.4)
Total Revenues				
Subtotal	\$ 190,986,256	\$ 189,745,991	\$ 187,111,305	(1.4)
Draw from Reserves	\$ 0	\$ 0	\$ 0	100.0
TOTAL REVENUES	\$ 194,230,128	\$ 200,291,563	\$ 200,279,213	(0.0)

*2017 Total Expenses include departments that no longer exist due to restructuring.

EXPENDITURES BY TYPE

The 2019 General Fund expenditure budget of \$200,279,213 considers the effects of events that occurred during 2018, including the transfer of Public Safety Communications personnel and operations to Chatham County as well as a malware attack on the City's network that severely impacted operations.

Highlights include:

- Salary adjustments. The Public Safety division experienced a reduction in personnel due to Chatham County assuming 911 Communications in an intergovernmental agreement effective January 1, 2019 as well as the elimination of 15 FTEs in Savannah Fire.
- General Wage Increase. The City of Savannah is implementing a 3% general wage increase for all City employees. This will adjust salaries to market rates with a goal to attract and retain a quality workforce.
- Rentals. Expenses related to property leases increases due to the closure and sale of select City-owned buildings to include the movement of personnel to the Savannah Morning News building on Chatham Parkway. The City will also lease additional space for police precincts.
- Malware attack. The City's network was impacted by a malware attack in the beginning of 2018 that delayed operations and called for unexpected expenses to be incurred to remedy the situation. The Department of Information Technology is considering the purchases of enhanced anti-virus software and Cyber insurance to mitigate the costs of any future attacks.

<u>Expenditure Area</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Personnel Services	116,267,777	115,375,249	119,162,313	3.28
Outside Services	20,655,614	28,037,068	28,568,382	1.90
Commodities	6,260,001	7,494,067	7,603,821	1.46
Interfund Services	18,790,570	19,448,974	21,609,750	11.11
Capital Outlay	236,986	282,792	372,913	31.87
Interfund Transfers	17,447,743	18,576,634	11,467,263	(38.27)
Other Expenses	12,414,274	11,076,779	11,494,771	3.77
TOTAL	192,072,965	200,291,563	200,279,213	(0.01)

EXPENDITURES BY SERVICE CENTER

<u>Governance</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Mayor and Aldermen	790,211	847,139	864,507	2.05
Clerk of Council	282,768	308,743	445,460	44.28
City Attorney	996,323	1,035,257	1,117,388	7.93
Subtotal	2,069,302	2,191,139	2,427,354	0.10

*2017 Total Expenses include departments that no longer exist due to restructuring.

	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
<u>Strategic Services</u>				
City Manager's Office	2,022,569	1,145,754	947,305	-17.32
Arena Development District	131,270	144,355	0	-100.00
Office of Public Communications	453,403	605,369	660,213	(3.4)
Office of Performance and Accountability	447,132	284,209	364,365	7.2
Office of Business Opportunity	467,078	517,901	524,930	1.36
Office of Management and Budget	646,685	803,935	822,642	2.33
Subtotal	4,168,137	3,501,523	3,319,455	-0.05
<u>Municipal Operations</u>				
Chief Operations Officer	157,134	411,151	376,712	-8.38
Human Resources	1,487,200	1,642,694	2,172,609	32.26
Special Events, Film & Tourism	487	961,720	887,462	-7.72
311 Action Center	184,519	212,411	398,402	87.56
Finance Accounting Services	1,143,704	1,256,973	1,395,938	11.06
Purchasing	473,724	830,731	843,964	1.59
Revenue Administration	1,364,097	1,660,441	1,813,444	9.21
Risk Management	712,414	892,723	907,522	1.66
Real Estate Administration	0	2,108,684	1,827,717	-13.32
Property Acq., Disposition and Mgmt.	445,824	796,549	3,839,103	381.97
Coffee Bluff Marina	12,273	15,551	0	-100.00
Facility Maintenance and Ops	1,429,902	3,131,791	2,713,979	-13.34
City Cemeteries	1,775,792	2,006,592	2,033,906	1.36
River Street Hospitality CT	144,827	129,505	121,828	-5.93
Recorder's Court	2,128,589	2,401,507	2,457,694	2.34
Subtotal	11,460,487	18,459,023	21,790,281	0.15
<u>Infrastructure and Development</u>				
Signals & Street Markings Unit	6,689,782	6,504,498	6,680,094	2.70
Stormwater Management	5,611,095	5,546,344	5,866,805	5.78
Streets Maintenance	5,122,684	4,229,909	4,336,951	2.53
Development Services	4,295,910	3,974,997	4,107,251	3.33
Chief Infrastructure and Dev Office	0	965,979	949,288	-1.73
Office of Capital Projects Mgmt	0	524,636	0	-100.00

*2017 Total Expenses include departments that no longer exist due to restructuring.

	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Greenscapes	0	12,112,581	13,581,901	12.13
Mobility Management	0	810,439	821,024	1.31
Subtotal	21,719,470	34,669,381	36,343,314	0.05

Community Services

Municipal Archives				
Division	241,891	332,524	354,051	6.47
Chief Community Services	340,665	442,425	484,572	9.53
Human Services-Admin	454,300	893,908	2,054,685	129.85
Code Compliance Dept	0	432,961	604,632	39.65
Code Enforcement	0	2,706,463	3,107,216	14.81
Business Regulations	0	415,325	0	-100.00
Park and Recreation- Admin	754,091	479,487	549,745	14.65
Cultural Arts and Municipal Archive	733,560	715,684	907,503	26.80
Penn Ave Resource Center	0	0	0	100.00
Youth Services	4,091,327	4,384,819	4,570,391	4.23
Athletic Services	1,137,642	1,084,290	1,020,049	-5.92
Senior Services	2,033,975	2,116,118	2,251,069	6.38
Therapeutic Recreation	218,490	254,271	259,722	2.14
Athletic Maintenance Division	241,891	332,524	354,051	6.47
Subtotal	10,005,942	15,172,884	17,391,287	0.13

Public Safety

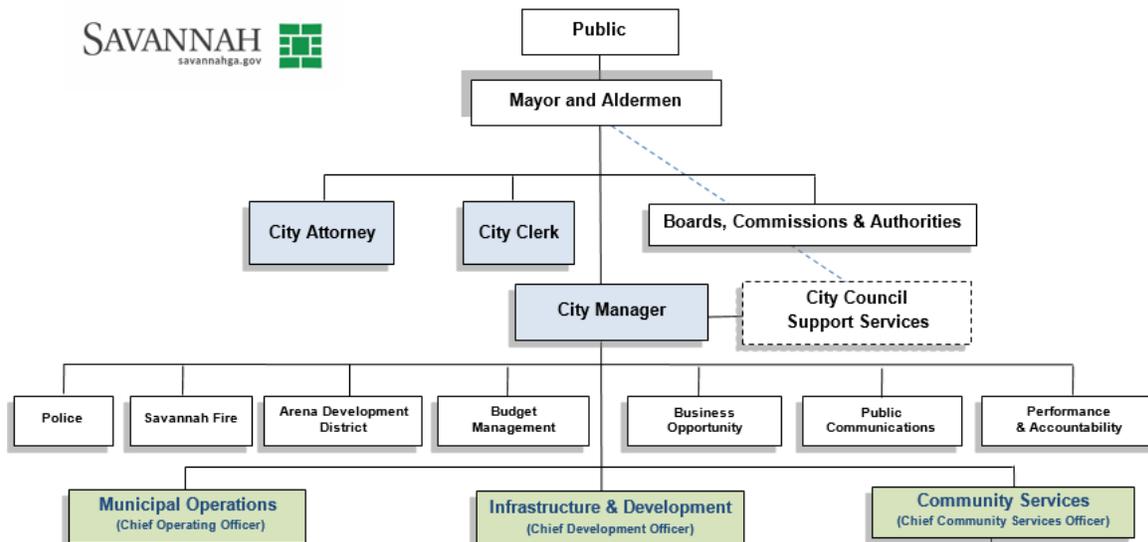
Police Chief	1,950,754	1,782,115	1,498,833	-15.90
Patrol and Special Ops	41,554,958	35,091,284	32,290,296	-7.98
Criminal Investigations	8,110,579	7,246,858	7,671,823	5.86
Sav Area Regional Intell Ctr	1,411,185	1,643,768	1,621,558	-1.35
Traffic Unit	1,736,361	2,159,758	2,301,148	6.55
Mounted Patrol	479,457	655,406	654,396	-0.15
Canine Unit	568,775	747,549	720,512	-3.62
Admin Services Div	2,517,360	3,289,929	2,301,781	-30.04
Training and Recruitment	1,646,836	1,883,082	1,912,638	1.57
Information Mgmt Div	1,406,923	1,541,840	1,524,470	-1.13
Counter Narcotics Team	2,347,715	2,545,242	1,967,101	-22.71
Prof Standards & Traini	748,107	929,804	831,156	-10.61
Savannah Impact	1,048,499	0	0	0.00
Crime Stoppers	184,029	100,726	2,875	-97.15
Sav Impact Work Venture	429,695	0	0	0.00
Strategic Investigative Unit	1,184,672	2,354,590	2,382,556	1.19
Management Services Division	0	0	1,271,827	100.00

*2017 Total Expenses include departments that no longer exist due to restructuring.

	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Fire Administration	7,063,335	8,788,275	9,349,508	6.39
City-Wide Emergency Plann	170,364	206,899	266,335	28.73
Fire Operations	22,153,676	23,991,349	22,662,200	-5.54
Subtotal	96,713,279	94,958,473	91,231,011	-0.04
<u>Outside Agencies</u>				
SBAC - GF	80,000	0	1,100	100.00
Land Bank Admin	19	2,441	2,641	8.21
Step-Up Program	291,598	311,351	315,783	1.42
Subtotal	371,617	313,792	319,524	1.7
<u>Interdepartmental</u>				
Serv Frm Civic Ctr Fund	135,000	135,000	135,000	0.00
Srvcs Frm Santn Fund	6,605,063	5,437,912	5,782,803	6.34
Other Dues and Membersh	217,173	226,846	226,846	0.00
Other Expenses	2,879,548	4,093,015	3,677,775	-10.15
Other Commnty Promotion	733,112	458,250	457,878	-0.08
Cultural Contributions	731,650	680,400	680,400	0.00
Social Contributions	645,773	833,177	0	-100.00
Youth Futures Authority	(7,911)	0	0	0.00
Coastal Heritage Society	736,909	0	0	0.00
Convntn & Vstrs Bur/Tca	1,520,811	1,559,678	1,311,886	-15.89
Metro Planning Commissi	1,408,405	1,377,911	1,440,453	4.54
Early Retirement Savings	0	1,644,526	2,546,897	54.87
Contingencies	0	0	1,000,000	100.00
Trans To Haz-Mat	143,299	68,034	132,668	95.00
Trans To E-Comm Fund	0	0	0	-185.82
Trans To CDBG Spec Revs	1,388,776	1,571,204	1,837,966	16.98
Trans To CIP Fund	10,140,850	4,783,908	4,890,000	2.22
Trans To Debt Serv Fund	2,340,531	2,989,492	1,505,721	-49.63
Trans To Civic Ctr Fund	0	1,016,603	0	-100.00
Trans to Parking Fund	679,801	2,079,801	0	-100.00
Transfer To TAD Fund	2,073,417	2,069,591	1,830,691	-11.54
Subtotal	32,372,207	31,025,348	27,456,984	-0.13
TOTAL EXPENSES	192,072,965	200,291,563	200,279,213	0.00

*2017 Total Expenses include departments that no longer exist due to restructuring.

Service Center Overview



In 2017, the City of Savannah launched **SAVANNAH FORWARD**, a city-wide initiative to transform the culture of the organization into one that focuses on producing better results for residents, businesses, and guests – in short, our customers. **SAVANNAH FORWARD** sets the direction for strategic, operational, resource, and policy decisions through 2025.

To deliver the expected outcomes of **SAVANNAH FORWARD**, the City performed a major reorganization in January 2018. This reorganization allows the City to become a strategically aligned organization that is linked to strategic priorities and desired results.

The City's updated organization links similar functions such as finance, revenue, and risk management; facility management and maintenance; code compliance; community services; and right-of-way and landscape maintenance. It also includes a renewed focus on public safety, customer service, performance and accountability, infrastructure and capital projects, energizing the Arena Development District, improving the permit approval process, and strengthening real estate management and maintenance.

The plan strategically organizes City functions under 6 key Service Centers:

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

These changes will help in the development of an organizational culture that focuses on the City Council's strategic results and moves Savannah forward.

Governance

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



Governance Overview

The Mayor and Council set policies and enact ordinances that govern various City functions and activities. The Mayor/Council staff facilitates communication among the public, city staff, council committees and the Mayor and Council.

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

The City Attorney, also appointed by the Mayor and City Council under the City Charter serves as the legal advisor and attorney for the City. Primary services to the municipality include: (1) support the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research, liens); (2) present and defend the City's legal interests and rights before all courts, legislative and administrative; and (3) prosecute complaints (misdemeanor traffic, municipal, criminal and superior courts.)

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 2,069,302	\$ 2,191,139	\$ 2,427,354
Total Revenue	\$ 2,069,302	\$ 2,191,139	\$ 2,427,354
Expenditures by Type			
Personnel Services	\$ 1,495,655	\$ 1,567,586	\$ 1,582,415
Outside Services	\$ 487,168	\$ 493,262	\$ 691,903
Commodities	\$ 50,881	\$ 41,130	\$ 48,737
Internal Service	\$ 35,598	\$ 89,161	\$ 104,299
Total Expenditures	\$ 2,069,302	\$ 2,191,139	\$ 2,427,354

Expenditures by Division			
Division	2017 Actual	2018 Projected	2019 Proposed
Mayor and Council	\$ 790,211	\$ 847,139	\$ 864,507
City Clerk's Office	\$ 282,768	\$ 308,743	\$ 445,460
City Attorney's Office	\$ 996,323	\$ 1,035,257	\$ 1,117,388
Total Expenditures	\$ 2,069,032	\$ 2,191,139	\$ 2,427,354

AUTHORIZED PERSONNEL

Governance - Position Detail	2018 FTE	2019 FTE	FY18-19 DIFFERENCE
Mayor and Council	12.00	12.00	0.00
Office of the Clerk of Council	3.00	3.00	0.00
Office of the City Attorney	5.00	5.00	0.00
Total	20.00	20.00	0.00

PERFORMANCE MEASURES



Good Government

Goal: Provide Exceptional Public Services to residents, Businesses and Guests

Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
City Code Supplements	3	2	Savannah City Code/Municode
Ordinances Submitted to Municode within 2 Weeks of Approval of Final City Council Minutes	--	100%	Savannah City Code/Municode
Petitions Received and Processed	500	500	Petition Log
Percent of Petitions Routed to Responding Departments within 2 Days or Less	--	100%	Petition Log

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, healthy and thriving community. Government that is committed to analyze and improve its own performance and tell taxpayers what they are getting 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 services.



Strategic Services Overview

The purpose of Strategic Services are to professionally implement all City Council policy decisions, efficiently direct the City's operations, and create an organizational culture that results in the delivery of excellent municipal services to residents of Savannah.

Working with the City's governing body, the community and City staff, the City Manager's Office professionally implements all City Council policy decisions and efficiently direct the City's operations and activities in accordance with sound management principles. These efforts strive to create an organizational culture that results in the delivery of excellent municipal services to Savannah residents, visitors and businesses. Reporting directly to the city manager are the Chief Operating Officer, Chief Infrastructure and Development Officer, Chief Community Services Officer, Public Safety departments, Arena Development District, Office of Management and Budget, Office of Business Opportunity, Office of Public Communications and the Office of Performance and Accountability.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Executive leadership
- ✓ Policy development and implementation
- ✓ Strategic planning and initiatives
- ✓ Special projects
- ✓ Legislative coordination
- ✓ City Council administrative services

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 4,036,867	\$ 3,501,523	\$ 3,319,455
Total Revenue	\$ 4,036,867	\$ 3,501,523	\$ 3,319,455
Expenditures by Type			
Personnel Services	\$ 3,115,683	\$ 2,997,762	\$ 2,718,336
Outside Services	\$ 715,027	\$ 271,602	\$ 335,235
Commodities	\$ 84,681	\$ 51,131	\$ 47,980
Internal Service	\$ 116,583	\$ 181,028	\$ 214,823
Other	\$ 4,892	\$ 0	\$ 3,082
Total Expenditures	\$ 4,036,867	\$ 3,501,523	\$ 3,319,455
Expenditures by Division			
City Manager's Office	\$ 2,022,569	\$ 1,145,754	\$ 947,305
Arena Development	\$ 0	\$ 144,355	\$ 0
Office of Business Opportunity	\$ 467,078	\$ 517,901	\$ 524,930
Office of Management & Budget	\$ 646,685	\$ 803,935	\$ 822,642
Office of Performance & Accountability	\$ 447,132	\$ 284,209	\$ 364,365
Office of Public Communications	\$ 453,403	\$ 605,369	\$ 660,213
Total Expenditures	\$ 4,036,867	\$ 3,501,523	\$ 3,319,455

AUTHORIZED PERSONNEL

Strategic Services – Position Detail	2018 FTE	2019 FTE	FY18-19 Difference
City Manager's Office	7.00	6.00	-1.00
Arena Development	1.00	1.00	0.00
Office of Business Opportunity	6.00	6.00	0.00
Office of Management & Budget	9.00	9.00	0.00
Office of Performance & Accountability	3.00	3.00	0.00
Office of Public Communications	6.00	6.00	0.00
Total Full Time Equivalents	32.00	31.00	-1.00

PERFORMANCE MEASURES



**Economic Strength
& Poverty Reduction**

Goal: Raise Savannah Residents Out of Poverty
Objective: Employment Assistance Improvement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Develop Recruitment Strategy to Train and Employ Local Workforce for Arena Area Construction	--	Min of 7 Neighborhood Assoc. Meetings Including one each in Carver Village, Hudson Hill, Cloverdale, Tremont, Ogeecheeton, Woodville & West Savannah	Neighborhood Association Meeting Minutes

Goal: Raise Savannah Residents Out of Poverty
Objective: Citizen Poverty Reduction

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Launch Healthy Food Financing Program	--	1	Staff Report

Goal: Raise Savannah Residents Out of Poverty
Objective: Assessment of Savannah Commercial Corridors

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Complete Assessment of Target Commercial Corridor	1	1	Staff Report
Conduct Developer Tour of Target Commercial Corridor	1	1	Staff Report

Goal: Raise Savannah Residents Out of Poverty
Objective: Resilient Diversified Economy Implementation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Help complete Economic Development Strategic Action Plan	N/A	1	Staff Report



Good Government

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: AAA Bond Rating Achievement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Design & Construct Arena on Schedule & within Budget	--	Guarantee Maximum Project Costs by July Commence Construction by August	Contract Field Report(s)

2019 PROPOSED BUDGET

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: AAA Bond Rating Achievement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Design & Construct Arena on Schedule & within Budget	--	Guarantee Maximum Project Costs by July Commence Construction by August	Contract Field Report(s)
Collaborate with Finance Dept. to Develop Funding Plan that Minimizes Issuance of General Obligation Bonds	--	\$40 Million Gap in Funding Gap Reduced by 10%	Financial Records

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: Performance Based Budget Development

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
GFOA Budget Rating Received	Distinguished	Distinguished	GFOA Award Notification
Conservative, Balanced Budget Prepared and Approved by City Council by December 31 st Deadline	1	1	Council Agenda Minutes Budget Document
Host Events for Civic Engagement in the Budget Process	1	3	Advertisements From Media Outlets CINC

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: Online Dashboard Development

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Create an Online Dashboard for the City Manager to Track Key Processes Using ACL	--	1	Accounting Software
Produce A Minimum Of Two Reviews Per Quarter	4	8	2019 Annual Plan
Perform a Risk Assessment	0	1	Risk Assessment Report
Achieve Team Certifications	0	1	Training Plan
Number of Mid-Year and Year End Reviews	1	2	HR Procedures

2019 PROPOSED BUDGET

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
The City's Organizational Culture will be Recognized as Customer Focused, Responsive and Proactive	News Releases Published: 177	News Releases Published: 200	Savannahga.Gov City News
	Video Story Features: 100 Videos +158,000 Views	Video Story Features: 175 +200,000 Views	Youtube.Com/City Of Savannah
	Facebook Posts: 529 Facebook Views Per Month: 3,417 Facebook Followers: 21,725 (+600) Twitter Posts: 126 Twitter Views Per Month: 2,775 Twitter Followers: 16.4k (+1,204)	Facebook Posts: 600 Facebook Views Per Month: 4,000 Facebook Followers: 22,000 Twitter Posts: 150 Twitter Views Per Month: 3,000 Twitter Followers: 17k	Facebook Analytics Twitter Analytics
	Website Pages Developed: 50 Updates: 3,425	Website Pages Developed: 50 Updates: 3,425	Civicplus.Com
	Printed Material Design & Production Created: 125 Graphics And Fliers	Printed Material Design & Production Created: 150 Graphics And Fliers	Savannahga.Gov
	Events Hosted: 24	Events Hosted: 40	Savannahga.Gov

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: Employee Recognition & Performance Development

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Savannah City Employees will be Recognized and Acknowledged as a High Performing Organization	85 Retirees Recognized at Jointly Organized Employee Dinner	85 Retirees Recognized at Jointly Organized Employee Dinner	Human Resources Invitation Postage
	SGTV Employee Profiles: 8 Staff Features	SGTV Employee Profiles: 12 Staff Features	Youtube.Com/City Of Savannah
	City Council Employee Recognition: 4	City Council Employee Recognition: 12	Agenda Savannahga.Gov



Infrastructure

Goal: Safe & Sound Infrastructure

Objective: Savannah Sidewalk Installation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Design New Sidewalks on Stiles Ave in Connection with Arena Area Project by Dec	--	1.5 Miles of New Sidewalks	Design Plan



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity

Objective: Access to Quality Housing Improvement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
New housing units created through Enterprise and Opportunity Zone Programs	60	150	Enterprise Zone Report and Opportunity Zone Report



Arena Development District

Overview

The Arena Development District is responsible for leading, directing and administering projects and activities related to the development of a new arena and the surrounding Canal District on Savannah's west side. As one of the largest projects to be undertaken by the City of Savannah, the new arena site presents the opportunity to redevelop the Canal District into a vibrant new center of activity in Savannah's core.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Real estate development
- ✓ Community redevelopment
- ✓ Project management

Core Responsibilities

- Oversee the completion of the City's new arena and real estate development projects within the Arena Development District from inception to completion.
- Develop and execute a comprehensive real estate development strategy for the Arena Development District to maximize the economic potential of City real estate assets, attract private financing and expand the tax base and share risk and expense.
- Manage real estate development activities including site development, site ownership and control, predevelopment, financing, public-private partnerships, design, construction, planning and community outreach within the Arena Development District.
- Interact and communicate with the public, elected officials and other stakeholders, including project architects, engineers and contractors, partners, financiers and construction managers to successfully complete real estate development projects on time and within established budgets.
- Propose and implement, when authorized by City Council, powers and duties pertaining to the following: business improvement district, redevelopment agency, tax allocation district and/or community improvement district.

FY19 RESOURCES

Revenue Source		2017 Actual	2018 Projected	2019 Proposed
General Fund	\$	0	\$ 144,355	\$ 0
SPLOST	\$	0	\$ 0	\$ 18,808
Total Revenue	\$	0	\$ 144,355	\$ 18,808
Expenditures by Type				
Personnel Services	\$	N/A	\$ 127,337	\$ (18,808)
Outside Services	\$	N/A	\$ 7,450	\$ 8,125
Commodities	\$	N/A	\$ 825	\$ 1,875
Internal Service	\$	N/A	\$ 8,744	\$ 8,808
Total Expenditures	\$	N/A	\$ 144,355	\$ 0

AUTHORIZED POSITIONS

Arena Development District - Position Detail	2019 FTE	Grade
Arena Development District Executive Director	1	125
Total Full Time Equivalent	1	



Office of Business Opportunity

Overview

The Office of Business Opportunity 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 Office 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

Core Services

- ✓ Economic and small business development
- ✓ Local small and disadvantaged business enterprise development
- ✓ Business advocacy
- ✓ Contract compliance
- ✓ Corridor revitalization

Core Responsibilities

- Coordinate the City's economic and small business development efforts with other public-private economic development organizations within the Savannah region.
- Encourage a diversity of economic and small business development activities in Savannah that promote a full range of employment and income opportunities for city residents; ensure that small and disadvantaged business enterprises have fair opportunities to participate in the city's economic development; establish annual goals and objectives for the City's economic and small business programs, evaluate performance and prepare an annual report on achievements; certify businesses as eligible to participate in the Savannah Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) certification programs; and develop, maintain and distribute a small and disadvantaged business enterprise directory.
- 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.
- 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.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 467,078	\$ 517,901	\$ 524,930
Total Revenue	\$ 467,078	\$ 517,901	\$ 524,930
Expenditures by Type			
Personnel Services	\$ 232,794	\$ 395,354	\$ 415,902
Outside Services	\$ 206,317	\$ 80,413	\$ 60,595
Commodities	\$ 2,909	\$ 3,160	\$ 3,680
Internal Service	\$ 23,219	\$ 38,974	\$ 44,679
Other	\$ 1,839	\$ 0	\$ 75
Total Expenditures	\$ 467,078	\$ 517,901	\$ 524,930

AUTHORIZED PERSONNEL

Office of Business Opportunity - Position Detail	2019 FTE	Grade
Director, Office of Business Opportunity	1.00	123
Administrative Coordinator	1.00	114
Contract Compliance Specialist	1.00	114
Program Coordinator	2.00	114
Community Project Technician	1.00	107
Total Full Time Equivalents	6.00	



Office of Management & Budget



Overview

This Office is responsible for preparing a fiscal plan that provides the resources needed to support City Council's strategic priorities and the service delivery needs of residents, businesses and guests; ensuring a diversified revenue base that includes securing grant funds to leverage the financing of services; updating the five-year capital plan to support a program of regular maintenance, replacement and growth of the City's infrastructure; researching grant-funded opportunities; managing grant awards and participating in various research projects.

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core Services

- ✓ Budget development and administration
- ✓ Performance measurement
- ✓ Capital budget development
- ✓ Grants research, administration and coordination
- ✓ Financial forecasting and analysis

Core Responsibilities

- Prepare a balanced operating budget and capital program in accordance with applicable laws; coordinate with the chief financial officer in matters related to administration of the budget.
- Analyze and assess fiscal impact of all budget and management policies for departments, divisions and other agencies of City government; assess and provide recommendations on the effectiveness and impact of programs through analysis and 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.
- Foster continuous research into systems and methods of improving budgetary and policy management.
- Coordinate and support the development and implementation of an organization-wide performance measurement and 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, streamline the submission process and act as liaison with funding agencies.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 646,685	\$ 803,935	\$ 822,642
Total Revenue	\$ 646,685	\$ 803,935	\$ 822,642
Expenditures by Type			
Personnel Services	\$ 579,846	\$ 706,429	\$ 716,892
Outside Services	\$ 28,175	\$ 33,751	\$ 38,040
Commodities	\$ 9,521	\$ 20,910	\$ 16,750
Internal Service	\$ 29,144	\$ 42,845	\$ 50,959
Total Expenditures	\$ 646,685	\$ 803,935	\$ 822,642

AUTHORIZED PERSONNEL

Office of Management and Budget - Position Detail	2019 FTE	Grade
Chief Budget Officer	1.00	124
Assistant Chief Budget Officer	1.00	120
Principal Budget Analyst	1.00	118
Project Manager	1.00	115
Senior Budget Analyst	2.00	116
Budget Analyst	1.00	115
Budget Analyst - Grants Administrator	1.00	115
Senior Administrative Assistant	1.00	109
Total Full Time Equivalents	9.00	



Office of Performance & Accountability



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core Services

- ✓ Internal audits
- ✓ Performance and operational reviews
- ✓ External audit support
- ✓ Management controls

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 of each calendar year, an annual audit plan for the upcoming fiscal year to the city manager. The plan shall include the department, offices, boards, activities and programs scheduled for audit during the year.
- 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.
- Conduct targeted evaluations of service center programs, operations, or activities and assist agencies in identifying and resolving organizational issues.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 447,132	\$ 284,209	\$ 364,365
Total Revenue	\$ 447,132	\$ 284,209	\$ 364,365
Expenditures by Type			
Personnel Services	\$ 426,394	\$ 256,813	\$ 303,923
Outside Services	\$ 3,564	\$ 11,174	\$ 35,750
Commodities	\$ 647	\$ 1,780	\$ 2,525
Internal Service	\$ 16,527	\$ 14,443	\$ 22,167
Total Expenditures	\$ 447,132	\$ 284,209	\$ 364,365

AUTHORIZED PERSONNEL

Office of Performance and Accountability - Position Detail	2019 FTE	Grade
Director, Office of Performance and Accountability	1.00	123
Principal Internal Auditor	2.00	118
Total Full Time Equivalents	3.00	



Office of Public Communications



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core 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

- Develop, coordinate and administer activities to enhance awareness of City services, promote a unified brand and deliver a common message.
- Develop and administer an employee communications program to keep employees informed, promote positive morale and build awareness of the City's activities.
- Collect and distribute 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.
- Develop and maintain professional media relations to foster positive media coverage of City programs and events.
- Manage 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.
- Provide emergency public information services when needed.
- Organize internal special events such as news conferences, groundbreakings, ribbon cuttings, open houses, public meetings and celebrations.

FY19 RESOURCES

Revenue Source	2017 Actual		2018 Projected		2019 Proposed	
General Fund	\$	453,403	\$	605,369	\$	660,213
Total Revenue	\$	453,403	\$	605,369	\$	660,213
Expenditures by Type						
Personnel Services	\$	376,181	\$	456,087	\$	463,676
Outside Services	\$	43,603	\$	91,056	\$	134,100
Commodities	\$	11,568	\$	14,216	\$	12,100
Internal Service	\$	22,050	\$	44,010	\$	50,337
Total Expenditures	\$	453,403	\$	605,369	\$	660,213

AUTHORIZED PERSONNEL

Office of Public Communications - Position Detail	2019 FTE	Grade
Director, Office of Public Communications	1	123
Systems Analyst	1	115
Cable Access Coordinator	1	114
Event Planner	1	112
Video Producer	1	111
Senior Administrative Assistant	1	109
Total Full Time Equivalents	6	

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 upper-most in 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. Operationally, keeping the public safe is an ever-changing set of issues and problems to solve.

Public Safety

Savannah Fire Department

Police Department

SavCommunications 911

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 95,051,057	\$ 94,958,473	\$ 89,959,183
Haz-Mat Fund	\$ 592,136	\$ 410,034	\$ 474,668
Grant Fund	\$ 8,352,336	\$ 8,841,825	\$ 3,966,861
Total Revenue	\$ 103,995,529	\$ 104,210,332	\$ 94,400,712
Expenditures by Type			
Personnel Services	\$ 83,821,328	\$ 79,076,372	\$ 70,819,716
Outside Services	\$ 5,323,996	\$ 5,114,036	\$ 6,033,072
Commodities	\$ 3,321,429	\$ 3,400,341	\$ 3,611,151
Internal Service	\$ 6,296,736	\$ 7,136,443	\$ 7,797,200
Capital Outlay	\$ 249,627	\$ 32,169	\$ 90,345
Internal Service	\$ 78,399	\$ 3,358,875	\$ 249,212
Other	\$ 4,904,014	\$ 6,092,096	\$ 5,800,016
Total Expenditures	\$ 103,995,529	\$ 104,210,332	\$ 94,400,712
Expenditures by Dept.			
Savannah Fire Department	\$ 29,979,510	\$ 33,396,557	\$ 32,752,711
Police	\$ 67,226,112	\$ 63,111,468	\$ 59,248,001
SavCommunications 911	\$ 6,789,907	\$ 7,702,308	\$ 2,400,000
Total Expenses	\$ 103,995,529	\$ 104,210,333	\$ 94,400,712

AUTHORIZED PERSONNEL

Public Safety – Position Detail	2018 FTE	2019 FTE	FY18-19 Difference
Savannah Fire Department	351.00	332.00	-19.00
Police Department	621.38*	623.38	+2.00
SavCommunications 911	103.00	6.00	-97.00
Total	1075.38	961.38	-114.00

*Includes 19 Grant Funded positions



SAVANNAH FIRE

Overview

Savannah Fire protects lives and property through fire prevention and safety education, inspection services, fire suppression, hazardous materials incident response, specialized rescue and emergency medical response within the incorporated areas of the City of Savannah, Chatham County Industrial Areas and in several adjacent unincorporated areas.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Administration
 - Emergency preparedness
 - Research and planning
 - Public information
- ✓ Operations
 - Fire suppression
 - Emergency medical response
 - Special operations (hazardous materials incident response, technical rescue Operations)
- ✓ Logistics and Support Division
 - Investigations
 - Training
 - Construction plan reviews and Inspections
 - Fire prevention services

Core Responsibilities

- Maintain fire stations and firefighting equipment to ensure prompt and effective response to emergencies within the City and adjacent unincorporated service areas in which the City is required to provide service by law or intergovernmental agreement.
- Conduct comprehensive all hazards emergency planning and activity coordination regarding the City's preparation for and responses to natural, technological and human caused disasters.
- Provide Technical Rescue, Hazardous Materials and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) responses to terrorism.

- Conduct fire and life safety code enforcement activities through building plans examination and on-site inspections.
- Investigate suspected arson cases from the onset of the crime through arrest, apprehension and prosecution of suspects.
- Respond to emergency medical incidents, and provide prehospital care to the sick and injured.
- Provide information to the public and the news media regarding department activities and events, develop, and implement public education/information programs designed to promote fire safety, risk reduction, and community safety.
- Provide direction and control for formulating and implementing department goals, objectives, and policies; carry out administrative functions, including budget, payroll, purchasing and clerical support.
- Offer community health programs such as blood pressure screenings, CPR and child safety courses.
- Provide initial and continuing training for the promotion of higher efficiency, discipline and morale in the matters of fire prevention, fire suppression and emergency rescue.
- Recover costs associated with the mitigation, cleanup or disposal of hazardous material incidents.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 29,387,374	\$ 32,986,523	\$ 32,278,043
Haz-Mat Fund	\$ 592,136	\$ 410,034	\$ 474,668
Total Revenue	\$ 29,979,510	\$ 33,396,557	\$ 32,752,711
Expenditures By Type			
Personnel Services	\$ 24,237,518	\$ 26,009,259	\$ 24,748,516
Outside Services	\$ 896,818	\$ 829,489	\$ 671,839
Commodities	\$ 923,541	\$ 754,693	\$ 890,395
Capital Outlay	\$ 1,948,188	\$ 1,953,505	\$ 2,380,490
Internal Service	\$ 47,223	\$ 9,500	\$ 16,000
Other	\$ 1,926,223	\$ 3,840,110	\$ 4,045,471
Total Expenditures	\$ 29,979,510	\$ 33,396,557	\$ 32,752,711
Expenditures by Business Unit	2017 Actuals	2018 Projected	2019 Proposed
Savannah Fire Chief	\$ 7,063,335	\$ 8,788,275	\$ 9,349,508
Emergency Planning	\$ 170,364	\$ 206,899	\$ 266,335
Fire Operations	\$ 22,153,676	\$ 23,991,349	\$ 22,662,200
Hazardous Materials	\$ 592,136	\$ 410,034	\$ 474,668
Total Expenditures	\$ 29,979,510	\$ 33,396,557	\$ 32,752,711

AUTHORIZED PERSONNEL

Savannah Fire - Position Detail	2019 FTE	Grade
Fire Chief	1.00	130
Assistant Fire Chief	1.00	123
Emergency Management Director	1.00	121
Fire Battalion Chief*	9.00	120
Fire Marshal	1.00	120
Chief Fire Investigator	1.00	117
Fire Captain	70.00	117
Inventory Coordinator	1.00	115
Fire Prevention Inspector	5.00	112
Master Firefighter*	79.00	114
Public Information & Education Coordinator	1.00	114
Senior Management Analyst	1.00	114
Fire Investigator	1.00	113
Advanced Firefighter	155.00	112
Senior Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Administrative Secretary	3.00	107
Total Full Time Equivalents	332.00	

**Includes (4) Hazardous Materials positions (1-Fire Battalion Chief, 3-Master Firefighters)*

PERFORMANCE MEASURES



Goal: Ensure Safe and Secure Communities

Objective: Meet Call Response Standards

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Complete Mandatory State Training Hours	100.0%	100.0%	Records Mgt. System
Turnout Time	80 seconds	80 seconds	CAD/SFES Records Mgt. System (RMS)
Travel Time	240 seconds	240 seconds	CAD/RMS
First Due Engine Total Response Time Benchmark	380 seconds	380 seconds	CAD/ RMS
Effective Response Force Total Response Time Benchmark	620 seconds	620 seconds	CAD/ RMS
Turnout Time	1 Minute 20 Seconds	1 Minute 20 Seconds	Savannah Fire RMS
Travel Time	4 Minutes	4 Minutes	Savannah Fire RMS
First Due Engine Total Response Time Benchmark	6 Minutes 20 Seconds	6 Minutes 20 Seconds	Savannah Fire RMS
Effective Response Force Total Response Time Benchmark	10 Minutes 20 Seconds	10 Minutes 20 Seconds	Savannah Fire RMS

Goal: Ensure Safe and Secure Communities

Objective: Residents Feeling Safe in Their Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Public Fire Safety Education Events	400	400	Records Mgt. System
Commercial Building Inspections	3,000	3,000	Records Mgt. System

2019 PROPOSED BUDGET

Goal: Ensure Safe and Secure Communities
Objective: Residents Feeling Safe in Their Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Customer Service Surveys	4,575	4,575	Records Mgt. System
Smoke Detector Installations/ Home Fire Safety Surveys	3,700	825	Records Mgt. System
Fire Cause Determination Rate	80.0%	80.0%	Records Mgt. System
Conduct Incident Mgt. Team Exercises	4	6	COS Multiyear Training And Exercise Plan (MTEP)
IMT/ ICS Planning/ Training Courses Delivered	5	5	COS Multiyear Training And Exercise Plan (MTEP)
Tier II Inspections	72	72	CEMA LEPC

Goal: Ensure Safe and Secure Communities
Objective: Medical 911 BLS and ALS Support Services

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
EMT Training	42 students	60 Students	COS/SFES Strategic Plan



POLICE

Overview

The Police Department promotes the safety of the community and promotes an atmosphere of security through the apprehension of offenders and through the deterrent of crime, working closely with the community, and the assessment and management of public safety risks. The Department is responsible for the enforcement of all laws; investigation of crimes against both persons and property; and the overall physical protection of the public at all times including during emergencies.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Patrol and Special Operations
- ✓ Criminal Investigations
- ✓ Savannah Area Regional Intelligence Center
- ✓ Mounted Patrol and Canine Unit
- ✓ Training and Recruitment
- ✓ Illicit drug intervention
- ✓ Professional Standards and Training

Core Responsibilities

- Preserve the public peace, prevent crime, detect and arrest offenders, protect the rights of persons and property and regulate and control traffic in accordance with the laws of the State of Georgia and City ordinances.
- Provide a centralized records function, charge and collect a fee for administrative services rendered for or on behalf of any person by furnishing copies of background investigations, photographs taken or processed by it, accident reports and any other reports authorized to be furnished to members of the public.
- Plan, develop and implement crime prevention programs, independently and in cooperation with other governmental agencies.
- Provide initial and continuing training for the promotion of policy efficiency, discipline and morale in the matters of law enforcement and crime prevention.
- Conduct follow-up investigations, surveillance and crime scene processing.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 65,663,683	\$ 61,971,950	\$ 57,681,141
Grant Fund	\$ 1,562,429	\$ 1,139,517	\$ 1,566,861
Total Expenditures	\$ 67,226,112	\$ 63,111,467	\$ 59,248,001
Expenditures by Type	2017 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ 53,517,636	\$ 46,219,609	\$ 45,768,595
Outside Services	\$ 4,110,748	\$ 3,917,617	\$ 3,263,996
Commodities	\$ 2,350,494	\$ 2,612,248	\$ 2,720,756
Internal Services	\$ 4,025,877	\$ 4,735,457	\$ 5,416,535
Capital Outlay	\$ 202,404	\$ 22,669	\$ 74,345
Interfund Transfers	\$ 78,399	\$ 3,358,875	\$ 249,212
Other Expenses	\$ 2,940,554	\$ 2,244,993	\$ 1,754,387
Total Expenses	\$ 67,226,112	\$ 63,111,468	\$ 59,248,001
Expenditures by Business Unit	2017 Actual	2018 Projected	2019 Proposed
Police Chief	\$ 1,950,754	\$ 1,782,115	\$ 1,498,833
Patrol & Special Operations	\$ 41,554,958	\$ 35,091,284	\$ 32,290,296
Criminal Investigations	\$ 8,110,579	\$ 7,246,858	\$ 7,671,823
Savannah Area Regional Intelligence Center (SARIC)	\$ 1,411,185	\$ 1,643,768	\$ 1,621,558
Traffic Unit	\$ 1,736,361	\$ 2,159,758	\$ 2,301,148
Mounted Patrol	\$ 479,457	\$ 655,406	\$ 654,396
Canine Unit	\$ 568,775	\$ 747,549	\$ 720,512
Support Services	\$ 2,517,360	\$ 3,390,655	\$ 2,304,653
Training and Recruitment	\$ 1,646,836	\$ 1,883,082	\$ 1,912,638
Information Management	\$ 1,406,923	\$ 1,541,840	\$ 1,524,470
Counter Narcotics Team (CNT)	\$ 2,347,715	\$ 2,545,242	\$ 1,967,101
Professional Standards & Training	\$ 748,107	\$ 929,804	\$ 831,156
Strategic Investigative Unit	\$ 1,184,672	\$ 2,354,590	\$ 2,382,556
HEAT Grant - Homeland Security	\$ 448,389	\$ 135,103	\$ 477,781
COP Grant - Justice Assistance	\$ 1,114,040	\$ 1,004,414	\$ 1,089,080
Total Expenditures	\$ 67,226,112	\$ 63,111,468	\$ 59,248,001

AUTHORIZED PERSONNEL

Police – Position Detail	2019 FTE	Grade
Police Chief	1.00	130
Assistant Police Chief	2.00	127
Police Major	2.00	123
Intel/Counter- Terrorism CDR	1.00	121
Police Captain	8.00	121
Police Budget Administrator	1.00	120
Police Lieutenant	21.00	119
Police Sergeant	68.00	117
Crime Analyst Supervisor	1.00	116
Inventory Coordinator	1.00	115
Police Records Division Supervisor	1.00	115
Police Star Corporal	11.00	115
Principal Crime Analyst	2.00	115
Open Records Request Supervisor	1.00	114
Police Corporal*	164.00	114
Senior Crime Analyst	1.00	114
Crime Analyst	5.00	113
Management Analyst	1.00	113
Police Forensic Technician	2.00	113
Police Training Coordinator	1.00	114
Cold Case Investigator	2.38	112
Open Records Request Specialist	2.00	112
Police Officer*	274.0	112
Police Property Coordinator	1.00	111
Property & Evidence Technician	5.00	109
Senior Administrative Assistant	1.00	109
Administrative Assistant	4.00	108
Revenue Investigator	2.00	108
Assistant Crime Analyst	2.00	107
Administrative Secretary	13.00	107
Crime Analyst Assistant	2.00	107
Groom	1.00	107
Senior Accountant	1.00	115
Records Supervisor	4.00	107
Recruiting Assistant	1.00	107
Senior Accounting Clerk	1.00	107
Customer Service Representative	5.00	106
Administrative Clerk	3.00	105
Records Technician	4.00	105
Total Full Time Equivalents	623.38	

*Includes (19) full-time interim (FI) positions (COP Grant: 15-Officers & HEAT Grant: 2-Officers & 1-Corporal)

PERFORMANCE MEASURES



Goal: Ensure Safe and Secure Communities
Objective: Meet Call Response Standards

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
7 Minute Response Time to Priority 1 Calls for Service	65.0%	100.0%	Cad Data Berkshire Report
Calls Responded to	2,287	2,200	Weekly Activity Report
Canine Requests	589	550	Weekly Activity Report
Number of Officers Trained in Driver Training	536	556	Training Logs / POST Records
Community Orientated Policing	100.0%	100.0%	Training Logs / POST Records

Goal: Ensure Safe and Secure Communities
Objective: Reduction in Part 1 Violent Crimes

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Reduce Violent Crime by 5%	7.0%	5.0%	Cad Data
Homicide/Death Investigation Cases Assigned	156	150	SARIC / CID Data
Robbery/Aggravated Assault Cases Assigned	816	660	SARIC / CID Data
Special Victims Cases Assigned	995	934	SARIC & CID Data
Homicide/Death Investigation Cases	Clearance Rate 78.0%	Clearance Rate 80.0%	SARIC & CID Data

2019 PROPOSED BUDGET

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Robbery/Aggravated Assault Cases	Combined Clearance Rate 43.0%	Combined Clearance Rate 46.0%	SARIC & CID Data
Special Victims Cases	Clearance Rate Rape Only 48.0%	Clearance Rate Rape Only 51.0%	SARIC & CID Data
Gang/Gun Investigations	100	100	Comp Stat Reports Shotspotter
Shotspotter Calls, NIBIN Matches, E-Trace	100	100	Reports/Crime Analyst Reports/ E-Trace Reports
Reduction of Gun Violence	5.0%	10.0%	EGV Data Stats
Reduce Group Members Involvement with Guns	30.0%	40.0%	EGV Data Stats
Number of Citizens That Utilize EGV	20	40	EGV Data Stats
Number of Bi-Weekly Comp Stat Reports to be Completed	24	24	Command Staff
Number of Monthly Posts Made to SARIC Website	300	375	www.saricmetro.com
Number of Investigative Searches Performed by SARIC Employees	250	300	Command Staff
Felony Arrests	133	120	Weekly Activity Report
Misdemeanor Arrests	54	48	Weekly Activity Report
Number of Officers Trained in Firearms	556	556	Training Logs / POST Records
Percent of Officers Trained in Deadly Force	100.0%	100.0%	Training Logs / POST Records
Percent of Officers Trained in De-Escalation	100.0%	100.0%	Training Logs / POST Records
Number of Officers Trained in Firearms	556	556	Training Logs / POST Records
Percent of Officers Trained in Deadly Force	100.0%	100.0%	Training Logs / POST Records
Percent of Officers Trained in De-Escalation	100.0%	100.0%	Training Logs / POST Records

2019 PROPOSED BUDGET

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Drug Complaints Assigned	100	100	SIU Database
Drug Investigations	100	100	SIU Database
Drug Complaints Assigned	100	100	SIU Database
Reduce Violent Crime by 5%	7.0%	5.0%	Cad Data

Goal: Ensure Safe and Secure Communities
Objective: Residents Feeling Safe in Their Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Value of Stolen Property Recovered by the Pawn Shop Unit	\$100,000	\$119,000	LEADS Online Pawn Records
Successful Prosecution of Individuals Associated with Gang Activity	40	40	State/Federal Stat Reports
Successful Prosecution from Special Investigations	90	90	ATF, FBI, US Marshals Collaboration
Number of Community Center Supporting EGV Initiative	3	5	EGV Data Report
Number of Community Leader & Participants Attendance at a Community Call In	50	50	EGV Data Report
Number of Custom Letters Successfully Delivered	75	90	EGV Data Report
Increase in Number of Monthly Safety Advisories	50	100	Command Staff
Provide More End User Data for Use in Neighborhood Monthly Association Meetings	25	50	Command Staff
Fatal Crashes	13	12	Traffic Excel Data Base
Fatal Crashes Investigated	13	13	Traffic Excel Data Base
Fatal Crashes Closed	13	13	Traffic Excel Data Base

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Hit & Run Investigated	100.0 %	100.0 %	Traffic Excel Data Base
Vehicle Crashes	12,013	11,500	GEARS Data Base
Vehicle Crashes w/ Injuries	547	490	GEARS Data Base
Other Enforcement Methods	56	60	Traffic Excel Data Base
Citations Issued	250	375	Monthly Report
Special Requests Services Provided	33	33	Monthly Report
Crowd Control Hours Utilized	365	352	Monthly Report
Number of Citizen Contacts	8,000	8,000	Monthly Report
Number of Special Events Attended to Facilitate Crowd Control	9	9	Monthly Report
Scheduled Patrol Duties Attained	100.0%	100.0%	Monthly Report
Scheduled Events Attended	85.0%	85.0%	Monthly Report
High Crime Area Service Request Attained	95.0%	95.0%	Monthly Report
Citations Issued	250	375	Monthly Report
Special Requests Services Provided	33	33	Monthly Report
Public Demos	21	19	Weekly Reports
Demos Honored	100.0%	98.0%	K-9 Supervisor
Vehicles Maintained	585	585	Vehicle Report
Inventory Items	850	850	Quartermaster Report
Payroll Processing	750	640	Authorized Staffing
Cost Center Reports	364	364	Monthly Report

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
State/Federal Forfeitures Processed	50	60	Monthly Report
Inventory Accountability	100.0%	100.0%	Monthly Report
Grants closed on schedule	100.0%	100.0%	Monthly Reports
Purchase Orders and Vouchers Processed	5,049	6,000	Lawson System
Officers Trained C.A.L.E.A. and State Standards	100.0%	100.0%	
Records Entered	154,000	250,000	ARS, GEARS, Intellevue, GCIC/NCIC Portal
Open Records Processed	23,500	25,000	RMS, Evidence.com
Records Checked	34,500	30,000	GCIC/NCIC Portal, RMS
Records Scanned	70,000	130,000	Intellevue
Percent of Files Scanned	40.0%	100.0%	Intellevue
Audit Passed	100.0%	100.0%	GCIC/NCIC Monthly Reports
Funds Collected	\$47,000.00	\$60,000.00	Monthly Reports
Timely Reports (3 Days)	100.0%	100.0%	Section Tallies
Record Checks (3 Days)	100.0%	100.0%	Section Tallies
Warrants Removed (within 1 Business Day)	100.0%	100.0%	Section Tallies
Citizens Initiated Complaints	79	70	LEAA
Internal Affairs Cases Investigated and Closed	198	150	LEAA
Use of Force Cases Investigated	457	250	LEAA
Internal Affairs Cases Investigated and Closed	165	175	LEAA

2019 PROPOSED BUDGET

Average Cases Assigned Per Investigator	13	14	LEAA
Percent of Complaints Referred for Precinct Investigation	69.0%	70.0%	LEAA
Internal Affairs Cases Sustained/Not Sustained	104/61	80/65	LEAA
Internal Affairs Investigations Closed	165	165	LEAA
Percent of Decided Cases Where Outcome Notifications Were Attempted	100.0%	100.0%	LEAA
Number of Felony Related Arrest	175	200	Monthly Reports
Number of Guns Seized	90	120	Monthly Reports



SAVCOMMUNICATIONS 911

Overview

The 911 Communications Center is the primary Public Safety Answering Point (PSAP) for both emergency and non-emergency calls for the City of Savannah and the rest of Chatham County, except for Tybee Island. The Communications Center provides dispatch services to police, fire, emergency medical, and first responders. Additionally, the Center provides Criminal Justice Information System (CJIS) support for twelve police agencies in Chatham County that participate in the Georgia Crime Information Center (GCIC) network which is a statewide information sharing initiative. The Center operates continuously 24 hours a day, 365 days a year.

Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Good Government

Core Services

- ✓ Emergency call answering services
- ✓ Communications dispatch and monitoring
- ✓ Quality Assurance
- ✓ Training

Core Responsibilities

- Receive emergency and non-emergency calls requesting public safety services via telephone and other communications devices, and dispatch appropriate public safety responders to such calls.
- Perform as a centralized point for command and control during emergencies.
- Provide ongoing communications support to personnel in the field, monitor radio traffic on emergency and non-emergency frequencies, and receive and transmit radio calls from field units.
- Ensure that all standards and procedures are adhered to and that delivered services meet performance requirements.
- Obtain information from databases regarding vehicles, warrants, criminal history, NCIC/GCIC information, and driver information.
- Maintain written operating procedures for receiving and responding to all calls.
- Recruit and train employees to perform the duties and functions associated with the Center including the National Incident Management System (NIMS), Emergency Medical Dispatch (EMD), CPR, critical incident call taking, crisis intervention training as well as fundamentals such as caller interrogation techniques, computer aided dispatch software and Enhanced 9-1-1 telephone systems.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Projected
Public Safety Communications Fund	\$ 6,789,907	\$ 7,702,308	\$ 2,400,000
Total Revenue	\$ 6,789,907	\$ 7,702,308	\$ 2,400,000
Expenditures by Type	2017 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ 6,066,174	\$ 6,847,504	\$ 302,605
Outside Services	\$ 316,430	\$ 366,930	\$ 2,097,237
Commodities	\$ 47,394	\$ 33,400	\$ 0
Internal Service	\$ 322,672	\$ 447,481	\$ 0
Capital Outlay	\$ 0	\$ 0	\$ 0
Other Expenses	\$ 37,237	\$ 6,993	\$ 158
Total Expenditures*	\$ 6,789,907	\$ 7,702,308	\$ 2,400,000

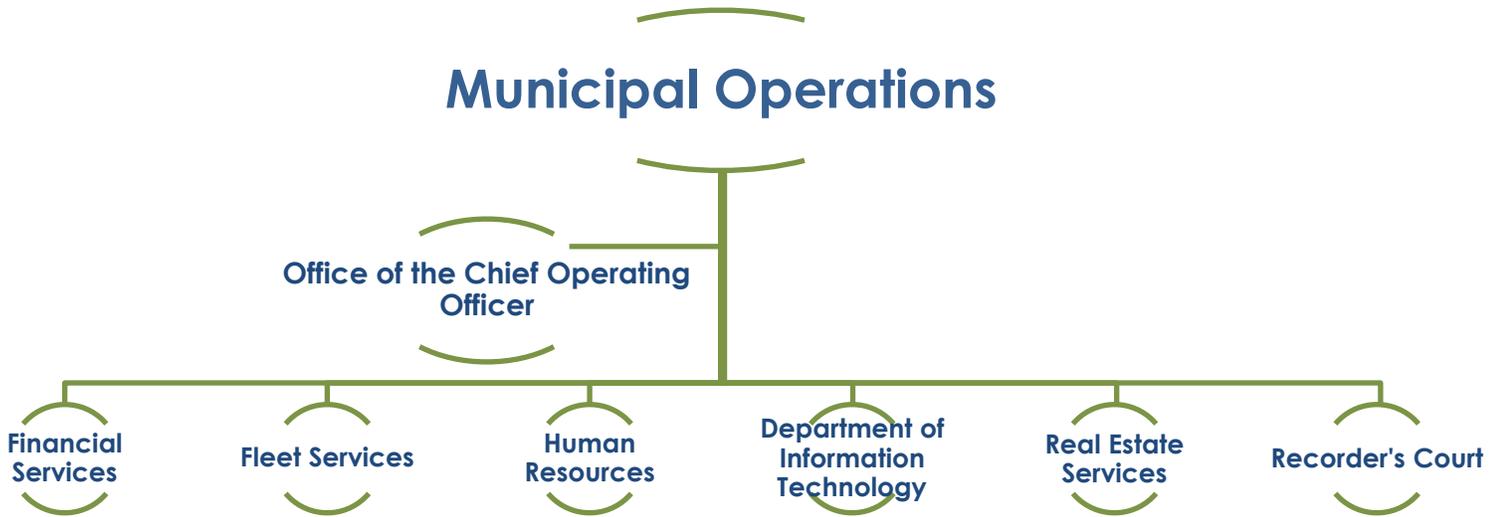
*SavCommunications has only line of business. Transferring to Chatham County.

AUTHORIZED PERSONNEL

SavCommunications 911 - Position Detail	2019 FTE	Grade
Communications Officer	6.00	108
Total Full Time Equivalents	6.00	

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. Government that is committed to analyze and improve its own performance and tell taxpayers what they are getting 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 services.



Municipal Operations 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 key business units. The COO oversees the efforts of the City's 311 Action Center; special events coordination and film permitting; Human Resources; Financial Services, including Purchasing, Payroll, Risk Management and Revenue; Information Technology; Fleet Services; Real Estate Services, including real estate management, facility maintenance, Civic Center, cemeteries, Grayson Stadium, Coffee Bluff Marina, Bacon Park Golf Course and Recorder's Court Administration.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Executive Leadership
- ✓ 311 Action Center
- ✓ Special Events Coordination
- ✓ Financial Services Department
- ✓ Fleet Services Department
- ✓ Human Resources Department
- ✓ Information Technology Department
- ✓ Recorder's Court Administration
- ✓ Real Estate Services Department

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 work methods, operating policies and 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; 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.
- Represent the city to other elected officials and outside agencies; coordinate city activities with those of 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.
- Hear, evaluate and render decisions in employee grievance cases.
- 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 or public.

FY19 RESOURCES

Service Center Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 11,448,214	\$ 18,443,472	\$ 21,790,281
Water Fund	\$ 2,087,428	\$ 2,325,119	\$ 2,721,236
Civic Center Fund	\$ 3,270,072	\$ 4,698,300	\$ 3,896,898
Internal Services Fund	\$ 11,944,230	\$ 13,146,523	\$ 14,152,754
Total Revenues	\$ 28,749,944	\$ 38,610,414	\$ 42,561,169
Service Center Expenditures			
Personnel Services	\$ 15,619,334	\$ 18,532,723	\$ 19,918,668
Outside Services	\$ 6,313,373	\$ 11,368,421	\$ 14,047,978
Commodities	\$ 2,900,675	\$ 3,064,235	\$ 3,243,008
Internal Service	\$ 2,529,743	\$ 3,065,133	\$ 4,030,447
Capital Outlay	\$ 74,331	\$ 31,898	\$ 67,549
Interfund Transfers	\$ 200,625	\$ 1,049,135	\$ 20,000
Other Expenses	\$ 1,111,863	\$ 1,558,870	\$ 1,233,520
Total Expenditures	\$ 28,749,944	\$ 38,610,414	\$ 42,561,169
Expenditures by Department			
Office of the Chief Operating Officer	\$ 342,140	\$ 1,585,282	\$ 1,662,576
Financial Services Department	\$ 5,781,368	\$ 6,965,987	\$ 7,682,106
Fleet Services Department	\$ 5,781,973	\$ 5,759,868	\$ 6,176,745
Human Resources Department	\$ 1,487,200	\$ 1,642,694	\$ 2,172,609
Department of Information Technology (DoIT)	\$ 6,162,257	\$ 7,386,655	\$ 7,976,009
Real Estate Services Department	\$ 7,066,417	\$ 12,868,420	\$ 14,433,430
Recorder's Court Administration Department	\$ 2,128,589	\$ 2,401,507	\$ 2,457,694
Total Expenditures	\$ 28,749,944	\$ 38,610,414	\$ 42,461,169

AUTHORIZED POSITIONS

Municipal Operations – Position Detail	2018 FTE	2019 FTE	FY18-19 Difference
Office of the Chief Operating Officer	14.00	17.00	+3.00
Financial Services Department	85.00	86.00	+1.00
Fleet Services Department	43.00	43.00	0.00
Human Resources	16.00	21.00	+5.00
Department of Information Technology (DoIT)	36.60	36.60	0.00
Real Estate Services Department	82.88	82.88	0.00
Recorder's Court Administration Department	28.00	28.00	0.00
Total	305.48	314.48	+9.00

PERFORMANCE MEASURES



Good Government

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests

Objective: Organizational Culture

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number of Complaints Processed	70,000	72,000	311 Action Monthly Report
Average Wait Time	1:07 min	1:00 min	311 Action Monthly Report
Average Call Completion Time	1:46 min	1:30 min	311 Action Monthly Report
Participate in creation of city-wide customer survey	--	1	Department
Property Tax Unit Call Service Level – Average (Goal of 90%)	91%	90%	Department
Open Records Requests Responded to within 3 Days	100%	100%	Department
Department Participation in International Customer Service Week including Training	--	1	Department
Participate in Creation of City-Wide Customer Survey	0	1	Department
Average Number of Calls Received Per Day	300	350	ShoreTel Phone Reporting
Average Phone Service Level (Goal of 90%)	97%	90%	ShoreTel Phone Reporting
Average Phone Hold Time Less than 1 Minute	98%	90%	ShoreTel Phone Reporting
Department Participation in International Customer Service Week Including Training	--	1	Department

Strategic Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests

Objective: City Code Update & Review

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Special Event Ordinance	Draft in Progress	Ordinance Approved by Council	Council Agenda / Minutes
Film Section in Special Event Ordinance	Draft in Progress	Ordinance Proposed	Council Agenda / Minutes
Tourism-Based Ordinance Review & Development	3 Ordinance Changes to Address Quality of Life and Tourism-Related Issues	2 Ordinance Changes to Address Quality of Life and Tourism-Related Issues	Council Agenda/Minutes
Update Policies and Ordinances Governing Park and Square Rental	Polices Edited and Reviewed	Policies and Ordinances Approved and Proposed	Reduced Number of Complaints from Event Organizers and Residents
Successful Management of Turf Athletic Fields	Policy Drafted	Policy Proposed	Number of Events Held on Turf Fields
Sound Permits	Review the Current Ordinance	Present to Council an Updated Ordinance	Council Agenda / Minutes
Food Truck Ordinance	Review the Current Ordinance	Present Updated Ordinance to Council for Review	Council Agenda / Minutes

Goal: Provide Exceptional Public Services to Residents, Businesses and Guests

Objectives: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Average Number of Days to Process a Requisition	10	10	PO234 (Requisition) Reports
Average Number of Open Requisitions	81	70	PO234 (Requisition) Reports
Percent of Annual Contracts in Expired State	47%	10%	Annual Contract Spreadsheet

Goal: Provide Exceptional Public Services to Residents, Businesses and Guests

Objectives: Efficient Government Operations

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Average Number of Days to Process a Requisition	10	10	PO234 (Requisition) Reports
Average Number of Open Requisitions	81	70	PO234 (Requisition) Reports
Percent of Annual Contracts in Expired State	47%	10%	Annual Contract Spreadsheet
Auto Liability, Workers Compensation, General Liability Claim Administration	1,125	1,125	Quarterly Department Report
MVR Reviews	200	200	IRPB
Time to Contact Citizens after Complaint	48hrs	48hrs	Survey
Time to Contact Injured Employees after Receipt of Report	24hrs	24hrs	Survey
Number of Vehicles Powered by Alternate Fuels/Hybrid Technology	3	5	Fleet Services
Confirm Number and Types of Eligible Vehicles (% Complete)	10.0%	100.0%	Fleet Services
Incorporate Alternate Fuel/Hybrid Vehicles into Fleet Replacement Schedule (% Complete)	5.0%	100.0 %	Fleet Services

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Sales of Surplus Property and Reinvestment of Proceeds in New Projects	4	3	Council Minutes and Department Reports
Quarterly Departmental Reports on Unit Performance and Outcomes	4	4	Departmental Reports
Annual Department Update Workshop to Mayor and Aldermen	1	1	Council Minutes and Presentation
Civic Center & Visitor Centers: New Operating Agreements	1	1	Council Minutes, Department Reports, Signed Agreements
Customer Satisfaction Rating	4.75	4.75	Dept. Customer Service Satisfaction Surveys
Appearance Rating	1.31	1.30	Monthly Dept. Evaluations. Scale of 1 to 4, where 1.0 is Well-Groomed, 2.0 is a General Appearance of Care, 3.0 is Slightly Irregular, and 4.0 is a Ragged Appearance
Cost Per Lot Maintained	\$63.00	\$60.00	Dept. Performance Measure Calculations/Mthly Expenses
Cost Revenue Per Interment	\$0.87	\$0.85	Dept. Performance Measure Calculations/Mthly Expenses & Interment Revenues

Goal: Provide exceptional Public Services to Residents, Businesses and Guests
Objective: Employee Recognition & Performance Development

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Conduct a Classification and Compensation Study	0%- Commencing Project	100% Complete	Council Agenda
Purchase Electronic Performance Management System	0%	100% Complete	Council Agenda

Strategic Goal: Provide Exceptional Public Services to Residents, Businesses and
Objective: AAA Bond Rating Achievement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Implementation of Phase II of Online Payment Options	0	1	Department
% of Payments made Online	Not Measured	20%	Department

Goal: Provide Exceptional Public Services to Residents, Businesses and Guests
Objective: Online Dashboard Development

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Percent of Help Desk Tickets Completed within 24 Hours	65.0%	65.0%	BOSS Support Central
Percent of Critical Services Available (Includes Infrastructure, ShoreTel, Critical Mobile and Application Repairs)	99.9%	99.9%	Solarwinds
Percent of Service Satisfaction on Customer Surveys Submitted by City Employees	85.0%	85.0%	TBD



**Economic Strength
& Poverty Reduction**

Goal: Raise Savannah Residents Out of Poverty
Objective: Resilient Diversified Economy Implementation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Income Generated by Special Event Application and Permit Fees	\$ 0.00	\$ 34,000.00	Permit Database
Income Generated by Temporary Use Permits	\$21,000.00	\$48,000.00	Revenue Collection

2019 PROPOSED BUDGET

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Income Generated by An Increase in Turf Field Fee	\$0.00	\$5,000.00	Energov
Host 2 Food Truck Rodeo per Year	Host 2 Food Truck Rodeo. Vendors Made Over \$17,000.00	Host 2 Food Truck Rodeos. Increase the Number of Vendors to Allow Small Business Owners the Opportunity to Increase Their Annual Income.	Revenue Collection
Income Generated Through Film Permit Fees	\$42,000	\$ 76,000.00	Revenue Collection
Coordinate and Encourage the use of Parks and Squares for Events (Weddings, Festivals, Etc.)	400 Scheduled Events	450 Scheduled Events	Energov
Income Generated through Park and Square Permit Fees	\$160,000	\$175,000	Energov
Total Concessions Revenue	\$ 213,195.96	\$190,000.00	Lawson Revenue Report
Total Alcohol Revenue	\$198,570.87	\$165,000.00	Lawson Revenue Report
Total Events	333	200	Rental Totals Document Event Folders
Total Ticket Sales	\$4,725,724.44	\$4,000,000.00	Ticket Sales Audit
Total Rental Revenue	\$164,008.2	\$140,000.00	Lawson Revenue Report



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity

Objectives: Access to Recreational Facilities and Programs Installation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Develop Policies and Ordinances to Expand Tourism-Related Activities in Emerging Districts	Work with the Tourism Advisory Committee to Establish Policies that Encourage this Expansion	Write and Adopt Policies and Ordinances	TAC Minutes and City Council Agenda/Minutes
Increase Recreational Activity in Neighborhoods	Work with Local Sport Teams to Utilize Turf Fields	Host 50 Athletic Events on Turf Fields	Turf Field Application

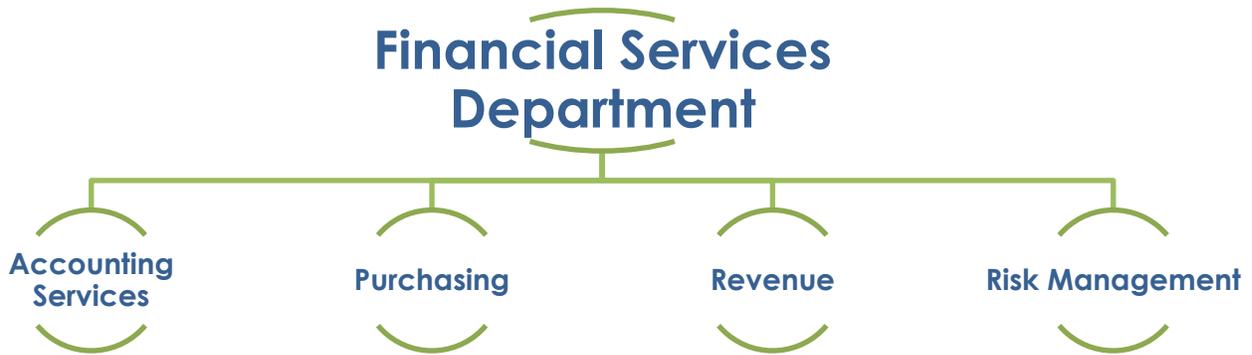


Infrastructure

Goal: Safe and Sound Infrastructure

Objective: Achievement of Established City Facility Standards

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Acquire, Renovate, and/or Build 5 Police Stations	4	1	Council Minutes and Department Reports
Acquire, Renovate, and/or Build 3 Fire Stations	2	3	Council Minutes and Department Reports
Acquire and/or Renovate Administrative Facilities	2	1	Council Minutes and Department Reports
Complete Renovations for Police Demerger	Renovate 3 Facilities	1 (Oglethorpe Mall Prescient)	Real Estate Services
Renovate Community Centers	1	3	Real Estate Services
Completed 311 Request	3200 Completed 311 Request	3200	311 Service Request System
Elevators	Downtime Less than 5%	Downtime Less than 5%	Service Calls and Work Order
Cleanliness	Maintain 90 out of 100 Point Scale	Maintain 90 out of 100 Point Scale	Work Order



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

- Administer all financial affairs of City government in accordance with laws, ordinances, policies and administrative rules and regulations, including the required procedural and management practices. The accounting records and system must conform to the Governmental Accounting Standards Board (GASB) principles.
- Be 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 monies of City government in accordance with laws, ordinances and City Council policies with the goal of receiving maximum return on such investments.
- Issue debt, monitor use of debt proceeds, initiate interest and principal payments, maintain records, and ensure that disclosure and other legal requirements are met.
- Oversee the administration of the City's pension fund, oversee investments and custodial activity, prepare financial reports and assist pension board members.

- Assist the Office of Management and Budget in preparing and executing the City's budget and capital program.
- Submit for filing with the City Council 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.
- Present to the City Council annually and whenever required by the City Council, a detailed statement of the financial condition of the City, which shall include all receipts and expenditures of the various departments; a detailed statement of the debt of the City and the purpose for which it was incurred; and an inventory of all personal property, supplies and equipment of the City, with both their cost and estimated current value.
- Establish a policy and procedure for determining and handling uncollectible accounts owed the City. The CFO shall submit, as part of the annual budget, an allowance for bad debts to cover the estimated amount of charges that will be uncollectible during the fiscal year. The CFO shall report the total amount of bad debt write-offs to the city manager annually.
- On or before the 20th of each month and at such times as the city manager may direct, a written report on the financial condition of the City as of the last day of the preceding month.

Accounting Services Division

- Maintain a written inventory of all City fixed assets and surety bonds.
- Establish and maintain accounting systems and records for City government in accordance with generally accepted governmental accounting principles and procedures.
- Prescribe the method of keeping accounts for all departments and offices of the City, which method shall be uniform as nearly as practicable and conform to the laws of the state.
- Certify when appropriate and prior to purchase that sufficient funds are available in the appropriate account for all requested goods, services, or contract payments. Encumber the amounts authorized.
- Reconcile all invoices and travel reimbursements before payment to determine that they were authorized, and to determine that the merchandise, materials, articles or services enumerated have been received or rendered.
- Maintain accounting records of revenue expenditures and prepare financial documents and reports where applicable for all Federal and State governments.
- After receipt of approved pay plans from Human Resources and certified payroll vouchers from agencies, prepare checks for the payment of the payroll and all other lawful claims or charges against the City
- Administer the City's travel policies and procedures.
- Periodically perform an inventory of all City tangible personal property.
- Approve the amount of all petty cash and change funds.

- Procure monthly bank statements from all depositories of City funds, or funds for which the City, its officers, or agents are responsible and reconcile such statements with division records.

Purchasing Division

- Procure or supervise the procurement of all supplies, services and construction needed by the various departments and agencies of the City through solicitation, vendor selection, negotiation and award.
- Establish and maintain programs for specifications development, contract administration and inspection and acceptance, in cooperation with the City agencies using the supplies, services and construction.
- Prepare for the city manager's signature a manual setting forth purchasing procedures and controls that shall be followed by the departments and agencies of the City.
- Monitor procurement activities to ensure compliance with the Federal, State and City procurement/contracting laws that govern expenditure of public funds.
- Manage procurement actions to generate broad participation and competition among potential suppliers and contractors, working with the Office of Business Opportunity ensure equal opportunity to all qualified vendors, ensure that small and disadvantaged businesses have maximum opportunity to participate in City contracts and ensure good quality products and services at competitive prices.
- Monitor vendor performance to ensure accountability.
- Upon authorization from the City Council, sell or dispose of any surplus, obsolete or unused supplies, materials and equipment.
- Provide training to City personnel on purchasing policies and procedures.
- Provide technical assistance and support to firms wishing to secure City contracts.
- Provide inventory management including administrative control of receiving, stocking and disbursement of commodities to all City departments.

Revenue Administration Division

- Serve as city treasurer and have custody of all public funds belonging to or under control of the City; ensure the timely billing, collection and deposit of revenue from the City's various revenue sources as defined in the City's annual Revenue Ordinance. Account for and deposit all monies collected by the officers or other employees of the city promptly into the city treasury.
- Administer the revenue programs related to revenue collection, licensing and permitting of alcohol establishments, business tax receipts and utility billing; coordinate with the Code Compliance Department on field investigations.
- Keep accurate detailed account of all taxes, fees and charges assessed by the City and all monies due the City from any and every source.

- Provide customer service support for residential, commercial and industrial accounts, including but not limited to initiating service, billing and collection for services provided and termination of service in accordance with City ordinances and resolutions.
- Serve as the city marshal and issue executions as required by City ordinances.
- Issue licenses and collect license fees for local business tax receipts, alcohol beverage tax and any others as may be prescribed by law or ordinance.

Risk Management Division

- Evaluate exposure to losses, monitor contingent liabilities, 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 reducing injury severity to City employees.
- Administer the City insurance program (except for employee group benefits such as life/health/dental insurance, which shall be the responsibility of the Human Resources Department).
- Maintain all of the City's insurance records (except for employee group benefits such as life/health/dental insurance).

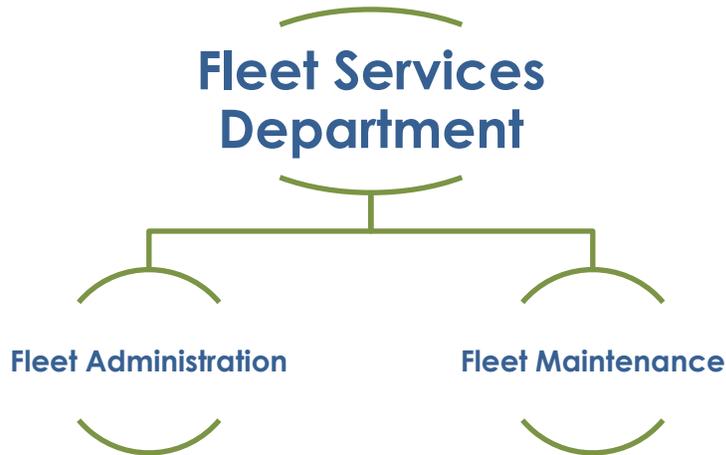
FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 3,693,940	\$ 4,640,868	\$ 4,960,870
Water Fund	\$ 2,087,428	\$ 2,325,119	\$ 2,721,236
Total Revenue	\$ 5,781,368	\$ 6,965,987	\$ 7,682,106
Expenditures by Type			
Personnel Services	\$ 4,048,942	\$ 4,894,564	\$ 5,149,190
Outside Services	\$ 811,682	\$ 914,729	\$ 1,133,040
Commodities	\$ 326,674	\$ 359,080	\$ 350,595
Internal Service	\$ 542,990	\$ 762,872	\$ 1,031,528
Other	\$ 51,081	\$ 34,743	\$ 17,753
Total Expenditures	\$ 5,781,368	\$ 6,965,987	\$ 7,682,106
Expenditures by Business Unit			
Unit	2017 Actual	2018 Projected	2019 Proposed
Accounting Services	\$ 1,143,704	\$ 1,256,973	\$ 1,395,938
Purchasing	\$ 473,724	\$ 830,731	\$ 843,964
Revenue Administration	\$ 1,364,097	\$ 1,660,441	\$ 1,813,444
Utility Revenue Administration	\$ 2,087,428	\$ 2,325,119	\$ 2,721,236
Risk Management	\$ 712,414	\$ 892,723	\$ 907,522
Total Expenditures	\$ 5,781,368	\$ 6,965,987	\$ 7,682,106

AUTHORIZED POSITIONS

Financial Services - Position Detail	2019 FTE	Grade
Chief Financial Officer	1.00	129
Assistant Chief Financial Officer	1.00	124
Revenue Director	1.00	124
Purchasing Director	1.00	123
Assistant Purchasing Director	1.00	120
Inventory Control Supervisor	1.00	114
Revenue Administrator	2.00	120
Risk Management Administrator	1.00	120
Utility Administrator	1.00	120
Public Communications Coordinator	1.00	117
Revenue Coordinator	1.00	115
Senior Accountant	3.00	115
Risk Management Analyst	1.00	115
Risk Management Coordinator	1.00	114
Revenue Compensation Analyst	1.00	113
Accountant	4.00	112
Revenue Supervisor	5.00	112
Purchasing Specialist	3.00	111
Customer Service/Utility Billing Lead	2.00	110
Billing Technician	1.00	109
Lead Water Service Representative	1.00	109
Risk Management Technician	3.00	109
Sr. Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Purchasing Technician	2.00	108
Revenue Specialist	7.00	108
Surplus Inventory Technician	1.00	108
Senior Accounting Clerk	10.00	107
Accounting Clerk	1.00	106
Customer Service Representative	10.00	106
Supply Clerk	2.00	106
Cashier	4.00	105
Water Service Representative	10.00	105
Total Full Time Equivalents	86.00*	

*Includes division positions as follows: (14) Accounting Services positions, (11) Purchasing positions, (20) Revenue positions, (34) Revenue-Utility Services positions and (6) Risk Management positions



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

- ✓ Public Safety
- ✓ Good Government

Core 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 the 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 Division on vehicle operator qualifications, mobile equipment safety, security, and insurance matters.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
Internal Services Fund	\$ 5,781,973	\$ 5,759,686	\$ 6,176,745
Total Revenue	\$ 5,781,973	\$ 5,759,686	\$ 6,176,745
Expenditures By Type			
Personnel Services	\$ 2,352,461	\$ 2,620,296	\$ 2,708,601
Outside Services	\$ 794,731	\$ 758,120	\$ 835,479
Commodities	\$ 2,011,397	\$ 1,748,120	\$ 2,053,445
Internal Service	\$ 543,955	\$ 568,189	\$ 518,649
Capital Outlay	\$ 20,805	\$ 10,000	\$ 10,000
Other Expenses	\$ 58,623	\$ 55,143	\$ 50,572
Total Expenditures	\$ 5,781,973	\$ 5,759,686	\$ 6,176,745
Expenditures by Business Unit			
Fleet Administration	\$ 545,388	\$ 578,014	\$ 611,830
Fleet Maintenance	\$ 5,236,585	\$ 5,181,854	\$ 5,564,915
Total Expenditures	\$ 5,781,973	\$ 5,759,686	\$ 6,176,745

AUTHORIZED POSITIONS

Fleet Services - Position Detail	2019 FTE	Grade
Director, Fleet Services	1.00	123
Assistant Director, Fleet Services	1.00	120
Emergency Vehicle Technician (EVT)	1.00	112
Equipment Maintenance Supervisor	1.00	115
Inventory Coordinator	1.00	115
Vehicle Maintenance Project Coordinator	1.00	114
Lead Equipment Mechanic	3.00	113
Management Analyst	1.00	113
Master Equipment Mechanic	4.00	112
Principal Equipment Mechanic	7.00	111
Auto Parts Buyer	1.00	110
Vehicle Maintenance Coordinator	1.00	109
Equipment Mechanic	9.00	108
Senior Equipment Mechanic	8.00	110
Accounting Technician	1.00	107
Supply Clerk	2.00	106
Total Full Time Equivalent	43.00	



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Key Business Units / Core Services

- ✓ Recruitment and selection
- ✓ Workforce management
- ✓ Employee benefits
- ✓ Training and organizational development
- ✓ Employee relations

Core Responsibilities

- Develop administrative regulations to implement City Council policies and ensure compliance with the Civil Service Act, personnel rules and Federal, State and local laws and regulations as they relate to human resources; direct operations in the department's functional areas; assist the city manager with personnel related matters; provide advice, counsel and direction to all City employees on personnel matters; oversee validation of recruitment and testing procedures.
- Administer open and competitive recruitment for attracting a workforce of exceptionally well-qualified, motivated, and diverse individuals to work for and represent the City.
- Prepare, recommend and administer personnel rules and regulations, and the formulation of registers of eligibles; the certification of persons qualified for appointment to the classified service; administration of appointments, transfers, demotions, promotions, suspensions, lay-offs, re-employments, resignations, dismissals and other matters.
- Periodically review payrolls or other compensation for personnel.
- Maintain, subject to the approval of the city manager, a classification plan based on the duties, authority and responsibility of positions.

- Provide an annual report to the Civil Service Board and to the city manager on personnel related issues.
- Process, oversee and consult on disciplinary matters; investigate and respond to all EEOC official complaints; negotiate and administer last chance agreements; advise on problem and conflict resolution; administer the grievance/arbitration process; conduct city-wide investigations related to employee misconduct, and allegations of discriminatory practices, harassment, hostility, disparate treatment.
- Provide services and programs that benefit the physical, mental, and social well-being of the City's employees, agencies, and the overall organization; assist active and retired employees; coordinate open enrollment activities, oversee employee wellness programs.
- Serve as Retirement Administrator to the City of Savannah Employee's Retirement Plan and Retirement Board.
- Train employees by enhancing their knowledge, skills, and abilities in order to serve customers effectively, efficiently, and courteously
- Establish and maintain a roster of all of the employees in the employment of the City who are covered by the Classified Service and Unclassified Service according to the annual proposed 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.
- Coordinate with the CFO and the Chief Budget Officer on matters related to the development and administration of the annual budget.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 1,487,200	\$ 1,642,694	\$ 2,172,609
Total Revenue	\$ 1,487,200	\$ 1,642,694	\$ 2,172,609
Expenditures By Type	2017 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ 970,208	\$ 1,129,369	\$ 1,508,652
Outside Services	\$ 408,650	\$ 379,062	\$ 451,053
Commodities	\$ 26,345	\$ 23,561	\$ 36,100
Internal Service	\$ 81,034	\$ 110,291	\$ 176,255
Other Expenses	\$ 963	\$ 411	\$ 550
Total Expenditures*	\$ 1,487,200	\$ 1,642,694	\$ 2,172,609

*Human Resources has only one line of business.

AUTHORIZED POSITIONS

Human Resources - Position Detail	2019 FTE	Grade
Human Resources Director	1.00	125
Human Resources Administrator	3.00	120
Senior Administrative Assistant	1.00	109
Employee Health Coordinator	1.00	115
Human Resources Analyst	5.00	115
Employee Development Coordinator	2.00	114
Benefits Specialist	1.00	111
Human Resources Technician	1.00	109
Human Resources Assistant	1.00	106
Administrative Services Administrator	1.00	120
Personnel Analyst	1.00	113
Administrative Assistant	1.00	108
Personnel Technician	2.00	106
Total Full Time Equivalents	21.00	



Department of Information Technology

Overview

Information Technology (IT), under the Chief Information Officer, provides high quality, high-availability radio and network (data and voice) resources to support and enhance the delivery of City services across the organization. This includes planning, implementation, maintenance and support of all the infrastructure components of the radio, 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

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

Core 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 for, implement, and provide adequate information technology resources and services throughout the City.
- Provide telephone service and equipment, to include: design, installation (adds, moves, and changes), repair and restoration service, and contract administration.
- Acquire core computer hardware and software to support City service center requirements.

- 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 ("24 × 7") 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 helpdesk to provide assistance and resolution to end users.
- Perform, maintain and execute information systems security functions as related to network and administrative infrastructure security.
- Provide administrative control of the contracted mail and courier services to all City departments and selected outside agencies. Manage mailroom functions.
- Plan for, implement and provide mobile radio, mobile data and SCADA communication services to Public Safety and other personnel.
- Plan for, implement and maintain communications network services required to support the provision of radio services to include IP, microwave and radio tower infrastructure.
- Provide repair and maintenance services for all in vehicle electronic accessory equipment utilized for communications, safety and warning.
- Provide maintenance and repair services for all radio end user equipment to include mobile, portable and SCADA radios and MDT computers and associated equipment.
- Facilitate and coordinate the management and expansion of SEGAARN (Southeast Georgia Regional radio Network). SEGARRN, a regional, multi-county radio network that includes Chatham, Bryan, Bulloch, Effingham, Glynn and Liberty counties, provides all public safety and other local government communications in the region.

FY19 RESOURCES

Revenue Source		2017 Actual		2018 Projected		2019 Proposed
Internal Services Fund	\$	6,162,257	\$	7,386,655	\$	7,976,009
Total Revenue	\$	6,162,257	\$	7,386,655	\$	7,976,009
Expenditures by Type						
		2017 Actual		2018 Projected		2019 Proposed
Personnel Services	\$	2,431,801	\$	2,042,571	\$	2,456,731
Outside Services	\$	2,495,483	\$	3,968,819	\$	3,992,203
Commodities	\$	111,200	\$	163,638	\$	131,533
Internal Service	\$	368,756	\$	420,367	\$	501,344
Other Expenses	\$	755,018	\$	791,239	\$	894,198
Total Expenditures*	\$	6,162,257	\$	7,386,655	\$	7,976,009

*Department of Information Technology has only one line of business.

AUTHORIZED POSITIONS

Information Technology - Position Detail	2019 FTE	Grade
Information Technology Director	1.00	125
Information Technology Assistant Director	1.00	121
Information Technology Administrator	4.00	120
Network Engineer	1.00	118
Network Supervisor	1.00	118
Radio Systems Engineer	1.00	118
Systems Engineer	3.00	118
Senior Systems Analyst	6.00	117
Senior Network Technician	3.00	116
Network Technician	5.00	115
Systems Analyst	3.00	115
Radio Systems Technician II	2.00	114
Radio Systems Technician I	1.00	112
Help Desk Technician	2.00	110
Senior Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Administrative Clerk	0.60	105
Total Full Time Equivalents	36.60	



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. It is also responsible for maintenance, janitorial and security services for City facilities; visitor centers; operations of the Civic Center; and management, maintenance and operations of five City-owned cemeteries; contractual oversight of leases for municipal property.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Facility management and maintenance
- ✓ Property acquisition and disposition
- ✓ Civic Center operations
- ✓ Cemeteries
- ✓ Contract management

Core Responsibilities

- Acquire properties in a cost-effective and timely manner utilizing best professional practices; sell surplus properties in accordance with local ordinance and State law; administer leases involving all City departments; process petitions from the public involving City real property; and provide real property inventory and portfolio services.
- Maintain a detailed inventory of all facilities and real estate either owned or leased by the City to include occupants and uses. Coordinate with the Risk Management Division so that all property rights and liabilities are adequately insured.
- Direct and monitor the activities of contractors and service providers to address building maintenance, security and janitorial services for City facilities.

- Coordinate with the Office of Capital Projects Management in preparing plans for the anticipated space needs of serviced organizations.
- Operate and maintain public cemeteries including grounds maintenance, selling interment rights, providing interment services, maintaining vital records, preserving the historical and cultural significance of the City's public cemeteries.
- Oversee the operation and maintenance of the Civic Center.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 3,796,346	\$ 8,173,120	\$ 10,536,533
Civic Center Fund	\$ 3,270,072	\$ 4,695,300	\$ 3,896,898
Total Revenue	\$ 7,066,417	\$ 12,868,420	\$ 14,443,430
Expenditures by Type			
Personnel Services	\$ 4,015,090	\$ 5,059,754	\$ 5,061,778
Outside Services	\$ 1,485,313	\$ 4,615,184	\$ 7,147,354
Commodities	\$ 360,826	\$ 695,085	\$ 600,935
Internal Service	\$ 759,390	\$ 800,230	\$ 1,347,916
Capital Outlay	\$ 0	\$ 0	\$ 5,000
Interfund Transfers	\$ 200,625	\$ 1,025,635	\$ 0
Other Expenses	\$ 245,173	\$ 672,534	\$ 270,447
Total Expenditures	\$ 7,066,417	\$ 12,868,420	\$ 14,443,430
Expenditures by Business Unit			
	2017 Actual	2018 Projected	2019 Proposed
Real Estate Administration	\$ 0	\$ 2,108,684	\$ 1,827,717
Property Acquisition, Disposition & Mgmt.	\$ 445,824	\$ 796,549	\$ 3,839,103
Facility Maintenance & Operations	\$ 1,429,902	\$ 3,131,791	\$ 2,713,979
Civic Center Operations	\$ 2,946,506	\$ 3,880,020	\$ 3,456,172
Civic Center Concerts	\$ 323,566	\$ 815,280	\$ 440,725
City Cemeteries	\$ 1,775,792	\$ 2,006,592	\$ 2,033,906
River Street Hospitality	\$ 144,827	\$ 129,505	\$ 121,928
Total Expenditures	\$ 7,066,417	\$ 12,868,420	\$ 14,443,430

AUTHORIZED POSITIONS

Real Estate Services - Position Detail	2019 FTE	Grade
Director, Real Estate Services	1.00	125
Civic Center Director	1.00	123
Director, Cemeteries	1.00	123
Assistant Civic Center Director	1.00	120
Assistant Director of Real Estate Services	1.00	120
Real Estate Officer	1.00	120
Real Estate Manager	2.00	117
Maintenance Superintendent	1.00	116
Cemetery Conservation Coordinator	1.00	115
Cemetery Services Coordinator	2.00	115
Building & Electrical Maintenance Supervisor	4.00	113
Maintenance Supervisor	2.00	113
Real Estate Coordinator	4.00	113
Box office Supervisor	1.00	112
Event Planner	2.00	112
Cemetery Events Coordinator	1.00	111
Maintenance Crew Chief	6.00	111
Assistant Box Office Supervisor	1.00	110
Concessions Supervisor	1.00	110
Electrician	2.00	110
Building Maintenance Technician	12.00	109
Cemetery Conservation Technician	1.00	109
Grounds Equipment Maintenance Specialist	1.00	109
Senior Administrative Assistant	1.00	109
Administrative Assistant	2.00	108
Landscape Specialist	1.00	107
Medium Equipment Operator	4.00	107
Customer Service Representative	1.00	106
Painter	1.00	106
Senior Maintenance Worker	6.00	106
Box Office Cashier	1.00	105
Concessions Clerk	1.00	105
Maintenance Worker	9.00	104
Maintenance Assistant	.63	103
Building Service Worker	2.25	102
Facilities Service Worker	2.00	102
Total Full Time Equivalents	82.88*	

**Includes division positions as follows: (2) Real Estate Services-Admin positions, (7) Property Acquisition & Management positions, (26) Facility Maintenance & Operations positions, (22) Civic Center positions, (23.63) Cemetery positions and (2.25) River Street Hospitality positions*



Recorder's Court Administration

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

- ✓ Public Safety
- ✓ Good Government

Core Services

- ✓ Judicial case flow management
- ✓ Fiscal administration
- ✓ Records management

Core Responsibilities

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

FY19 RESOURCES

Revenue Source	2017 Actual		2018 Projected		2019 Proposed	
General Fund	\$	2,128,589	\$	2,401,507	\$	2,457,694
Total Revenue	\$	2,128,589	\$	2,401,507	\$	2,457,694
Expenditures by Type	2017 Actual		2018 Projected		2019 Proposed	
Personnel Services	\$	1,595,728	\$	1,703,254	\$	1,835,599
Outside Services	\$	291,676	\$	397,360	\$	272,130
Commodities	\$	62,427	\$	62,800	\$	52,800
Internal Service	\$	177,752	\$	238,094	\$	297,166
Other	\$	1,005	\$	0	\$	0
Total Expenditures	\$	2,128,589	\$	2,401,507	\$	2,457,694

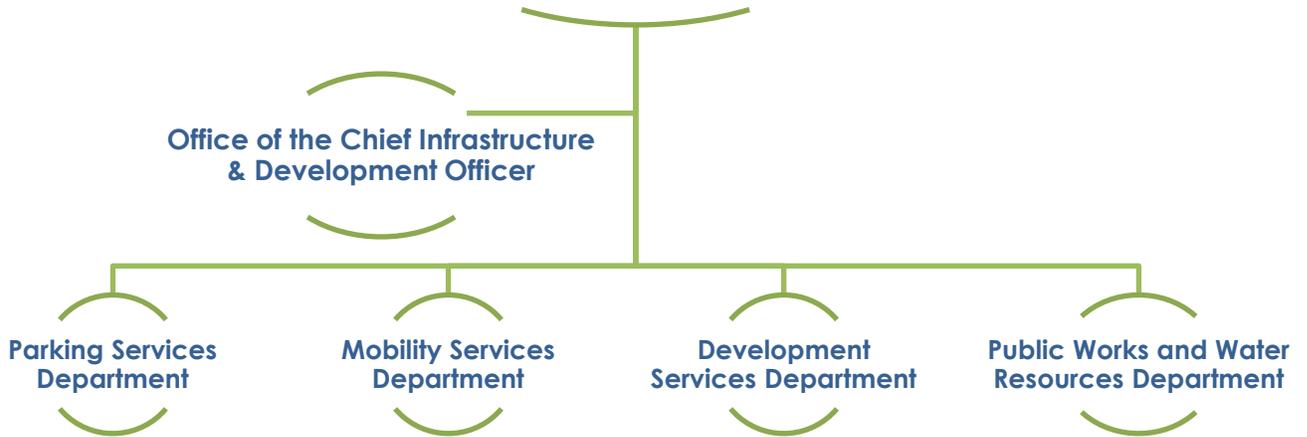
AUTHORIZED POSITIONS

Recorder's Court Administration - Position Detail	2019 FTE	Grade
Recorder's Court Judge	2.00	--
Clerk of Chatham County Recorder's Court	1.00	123
Chief Deputy Court Clerk	1.00	120
Recorder's Court Judge Data Quality Analyst	1.00	113
Senior Deputy Court Clerk	1.00	110
Senior Judicial Secretary	1.00	110
Court Services Specialist	1.00	109
Judicial Secretary	2.00	109
Administrative Assistant	1.00	108
Deputy Court Clerk	7.00	108
Court Services Technician	1.00	106
Customer Service Representative	3.00	106
Case Disposition Clerk	3.00	105
Cashier	3.00	105
Total Full Time Equivalents	28.00	

Infrastructure & Development

The future safety and prosperity of Savannah depends on safe, 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 buildings and streets from its devastating impacts. Our City 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 their educational and employment opportunities.

Infrastructure & Development



Infrastructure & Development Service Center Overview

The Infrastructure & Development Service Center is responsible for providing operational direction on behalf of the city manager and managing day-to-day operations of key business units. The CIDO oversees the efforts of the Office of Sustainability, Office of Capital Projects Management, Development Services Department, Mobility Services, Parking Services and the Public Works and Water Resources Department.

Linkage to Strategic Priorities and Results

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

Key Business Units/Core Services

- ✓ Executive Leadership
- ✓ Capital projects management
- ✓ Infrastructure maintenance, planning and engineering
- ✓ Environmental compliance and sustainability
- ✓ Parking facilities and enforcement
- ✓ Transportation services and planning
- ✓ Traffic management and safety
- ✓ Water, sewer and stormwater
- ✓ Landscape maintenance
- ✓ Planning and zoning review
- ✓ Building permits and inspections

Core Responsibilities

- Manage and direct the activities of the Office of Sustainability, Office of Capital Projects Management, Development Services Department, Mobility and Parking Services and the Public Works and Water Resources Department.
- Develop recommendations on city-wide work methods, operating policies and 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; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations; 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, is free from inequities and barriers to people reaching their full potential and focuses on delivery quality core services
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the department.
- Provide staff support to assigned boards and commissions.
- Hear, evaluate and render decisions in employee grievance cases.
- 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.
- Ensure that the City has safe, sound infrastructure that produces, treats and conveys safe drinking and waste water and protects all buildings and streets from devastating impacts.
- 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.
- Responsible for the oversight, coordination, analysis and review of development in the City, both public and private.

- Provide policy recommendations on process improvements and regulations concerning the current permit and regulatory practices.
- Provide oversight and track development projects processes to ensure commitments are met in a timely manner.

Office of Capital Projects Management

- 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; responsible for estimating, scheduling and quality control of all capital projects, reviewing and approving 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.
- Provide contract administration of construction contracts for assigned capital projects.

Environment & Sustainability

- 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 for and leverage partnerships that support City sustainability goals.
- Assist with environmental compliance efforts in regulated activities of City operations.
- Foster a culture of community sustainability and resiliency through education, outreach and engagement.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Service Center Revenue Source			
General Fund	\$ 21,719,470	\$ 34,669,381	\$ 36,409,540
Water & Sewer Fund	\$ 29,609,158	\$ 31,438,638	\$ 34,140,465
Industrial & Domestic Water Fund	\$ 7,479,960	\$ 6,756,043	\$ 8,270,625
Mobility & Parking Services Fund	\$ 9,872,790	\$ 10,472,053	\$ 13,627,423
Total Revenues	\$ 68,636,379	\$ 83,336,125	\$ 92,448,053

	2017 Actual	2018 Projected	2019 Proposed
Service Center Expenditures by Type			
Personnel Services	\$ 30,582,542	\$ 36,435,652	\$ 40,172,321
Outside Services	\$ 18,949,644	\$ 24,594,525	\$ 24,822,391
Commodities	\$ 6,602,644	\$ 7,981,274	\$ 8,798,506
Internal Services	\$ 6,276,422	\$ 8,185,367	\$ 9,735,706
Capital Outlay	\$ 72,147	\$ 493,377	\$ 360,000
Debt Service	\$ 4,201,434	\$ 3,212,038	\$ 5,524,319
Internal Transfers	\$ 4,258	\$ 47,000	\$ 1,094,460
Other Expenses	\$ 1,947,247	\$ 2,386,893	\$ 1,940,350
Total Expenditures	\$ 68,636,379	\$ 83,336,125	\$ 92,448,053

	2017 Actual	2018 Projected	2019 Proposed
Service Center Expenditures by Department			
Office of the Chief Infrastructure & Development Officer	\$ 0	\$ 1,490,615	\$ 949,288
Parking Services Department	\$ 9,827,790	\$ 10,472,053	\$ 13,627,422
Mobility Services Department	\$ 11,812,466	\$ 11,544,845	\$ 11,904,370
Development Services Department	\$ 4,295,910	\$ 3,974,997	\$ 4,107,250
Public Works & Water Resources Department	\$ 42,700,213	\$ 55,853,616	\$ 61,859,722
Total Expenditures	\$ 68,636,379	\$ 83,336,125	\$ 92,448,053

AUTHORIZED PERSONNEL

	2018 FTE	2019 FTE	FY18-19 Difference
Service Center Personnel			
Office of the Chief Infrastructure & Development Officer	14.00	15.00	+1.00
Parking Services Department	62.70	64.70	+2.00
Mobility Services Department	63.00	64.00	+1.00
Development Services Department	49.00	48.00	-1.00
Public Works & Water Resources Department	457.00	461.00	+4.00
Total Full Time Equivalents	645.70	652.70	+7.00

PERFORMANCE MEASURES



Infrastructure

Goal: Safe and Sound Infrastructure

Objective: Achievement of Established City Facility Standards

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
New City Facilities will Comply with State-Mandated Minimum Construction and Life Safety Codes	--	100%	Staff
Parking Meters	Downtime Less than 5%	Downtime Less than 5%	Daily Work Tickets
Elevators	Downtime Less than 5%	Downtime Less than 5%	Service Calls and Work Order
Cleanliness	Maintain 90 out of 100 Point Scale	Maintain 90 out of 100 Point Scale	Work Order
Building Permits Issued for City Facilities Shall Comply with State-Mandated Minimum Construction and Life Safety Codes	100%	100%	Energov and GIS
Site Development Permits and Subdivision Plats associated with neighborhood revitalization will be reviewed for compliance with City Ordinances	100%	100%	Energov and GIS
Building Permits issued in established historic districts shall comply with City Ordinances	100%	100%	Energov and GIS
Annual Water Audits	7	7	Georgia Environmental Protection Division
Annual Report on Drinking Water Quality for Customers	1	1	Georgia Environmental Protection Division

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Watershed Protection Plan Goals Achieved	1	2	Georgia Environmental Protection Division
Maintain/Repair Water Resources Facilities to Ensure that They Meet Building Code Standards	190	200	Monthly Report
Review Plans, Specifications and As-Built Documents	800	900	Monthly Report
Update Autocad/GIS 1"600' Scale Water And Sewer Maps	30,000 lf	35,000 lf	Monthly Report
Update Water/Sewer Model Based on Features Added	6,000	6,500	Monthly Report
RFP Development for Construction and Design of Water & Sewer Infrastructure	25	30	Monthly Report
Well Sites Monitored For Pressure	48	48	Water Supply and Treatment Staff
Well Sites Maintained	46	46	Water Supply and Treatment Staff
Water Treated (MGD)	21.91	23.53	SCADA Reports
Samples Collected	4,308	4,200	Water Supply and Treatment Staff
Leak And Water Main Repair And Installation Program	692	670	311, Daily Division and 2019 City Works (CMMS) Records
[Sewer] Stoppages Cleared	325	310	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% Reduction – 2019)
Feet of Sewer Main Repaired / Extended	2,990	3,100	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% Increase – 2019)

2019 PROPOSED BUDGET

Goal: Safe and Sound Infrastructure
Objective: Savannah Street Resurfacing

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Miles of Asphalt Placed per Lane (2105)	15	15	Based on Previous Years' Data

Goal: Safe and Sound Infrastructure
Objective: Savannah Sidewalk Installation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Miles of Sidewalk Installed (2105)	3	3	Based on Previous Years' Data

Goal: Safe and Sound Infrastructure
Objective: Reduction of Building Flooding

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Building Permits Issued Shall Comply with the City of Savannah's Flood Damage Prevention Ordinance	100%	100%	Energov and GIS
Maintain Pump Stations On Line	94 %	94%	Department Monthly Report
System Inspection (Includes System, Construction, Inspections, Utility Locates and System Testing)	19,694	24,393	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Water Meter Program (Meter Installations and Maintenance)	41,570	65,700	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Fire Hydrant Program (Includes Repairs, Replacement, Inspections and Hydrant Pm)	667	7,020	311, Daily Division and 2019 City Works (CMMS) Records

Goal: Safe and Sound Infrastructure
Objective: Street Flooding Reduction

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Complete Within Standard Priority Requests For Code 1113 "Blocked Catch Basin"	58%	60%	311 System Crystal Report
[Sewer Main] Break Repairs	125	119	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% Reduction – 2019)
Feet of Sewer Main Cleaned (Includes Contractor Cleaning)	279,540	294,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% Increase – 2019)

Goal: Safe and Sound Infrastructure
Objective: Internet Communications Conduit Installation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Internet Communication Conduit installation	--	--	Future Capital Project Drawings of Record, 311 Service Requests and Work Orders, Daily Division and 2019 City Works Work Order Records



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity
Objectives: City-Owned Property Maintenance

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Water Service to Active Accounts	--	100%	
Maintain/Repair Water Resources Facilities to Ensure that They Meet Building Code Standards	190	200	Monthly Reports
ROW, Canals, Ditches Mowed to Standards	70%	80%	Route Sheets
Parks and Squares Serviced to Standards	85%	90%	Daily Work Reports
Public Trees Maintained to Standards	70%	80%	311 Work Orders
Miles of Graded Lanes/Shoulders Maintained	155	155	Based on Previous Years' Data
Traffic Signal Repairs	800	850	Based on Previous Years' Data of 2015-1017
Percent of City-Owned Light Outages Reported through 311 that are Responded to within 3 Days	90%	90%	Based on Previous Years' Data of 2015-1017
Existing City-Owned Street Lights Maintained & Repaired (2103)	2500	2300	Based on Previous Years' Data of 2015-1017
Traffic Signal Repairs	800	850	Based on Previous Years' Data of 2015-1017
Percent of City-Owned Light Outages Reported through 311 that are Responded to within 3 Days	90%	90%	Based on Previous Years' Data of 2015-1017
Existing City-Owned Street Lights Maintained & Repaired (2103)	2500	2300	Based on Previous Years' Data of 2015-1017

Goal: Neighborhood Revitalization

Objectives: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measures	2018 Projected	2019 Proposed	Data Source
Complaints Investigated	100%	100%	City Staff
EPD Violations	0	0	Georgia EPD
Maintain/Repair Water Resources Facilities to Ensure that They Meet Building Code Standards	190	200	Monthly Report
Plan Reviews Completed to Standards	99%	99%	EnerGov

Goal: Neighborhood Revitalization

Objectives: Access to Quality Housing Improvement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Building Permits and Inspections Shall Comply With State-Mandated Minimum Codes for Construction to Ensure Quality Housing	100%	100%	Energov and GIS

Goal: Providing a Pathway to Prosperity

Objectives: Mobility & Neighborhood Connectivity Upgrade

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Permits Processed And Reviewed	2500	2500	Based on Previous Years' Data of 2015-2017
Percent of Citizen Complaints Responded to within 24 Hours	92%	90%	Based on Previous Years' Data of 2015-2017
Rate Reduction at Top 20 Accident Locations	20%	20%	Based on Previous Years' Data of 2015-2017



Parking Services Department



Overview

The goal of the Parking Services Department is to make parking convenient and user-friendly throughout the City while promoting alternative modes of travel in an environmental and economically sustainable manner.

Parking Services manages on-street parking and other parking facilities to balance the needs for residents, businesses and visitors to our City, while promoting compliance with all City parking ordinances. This includes parking meters, parking enforcement, residential and commercial zones, special events parking, valet permit parking and more.

This department regulates an interconnected transportation system that includes all ground transportation service providers such as taxicab, limousine, charter, shuttle, pedicab and horse-drawn carriage companies, as well as water ferries and recreational docks along the Savannah Riverfront.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Parking management
- ✓ Parking facilities
- ✓ Multi-modal transportation

Core Responsibilities

- Responsible for on-street parking, parking meters, citation collection, red light camera citation processing and collection.
- Issue permits for parking meter bags, street blocking, construction parking, construction dumpster, and storage container placement on the public rights-of-way to manage negative impacts to traffic flow and on street parking.
- Install and maintain parking meters and enforce the City's parking regulations.
- Operate and maintain parking facilities that provide additional off-street public parking spaces on a daily and monthly basis, provide clean, safe and affordable parking options, which support mobility and reduce traffic congestion.

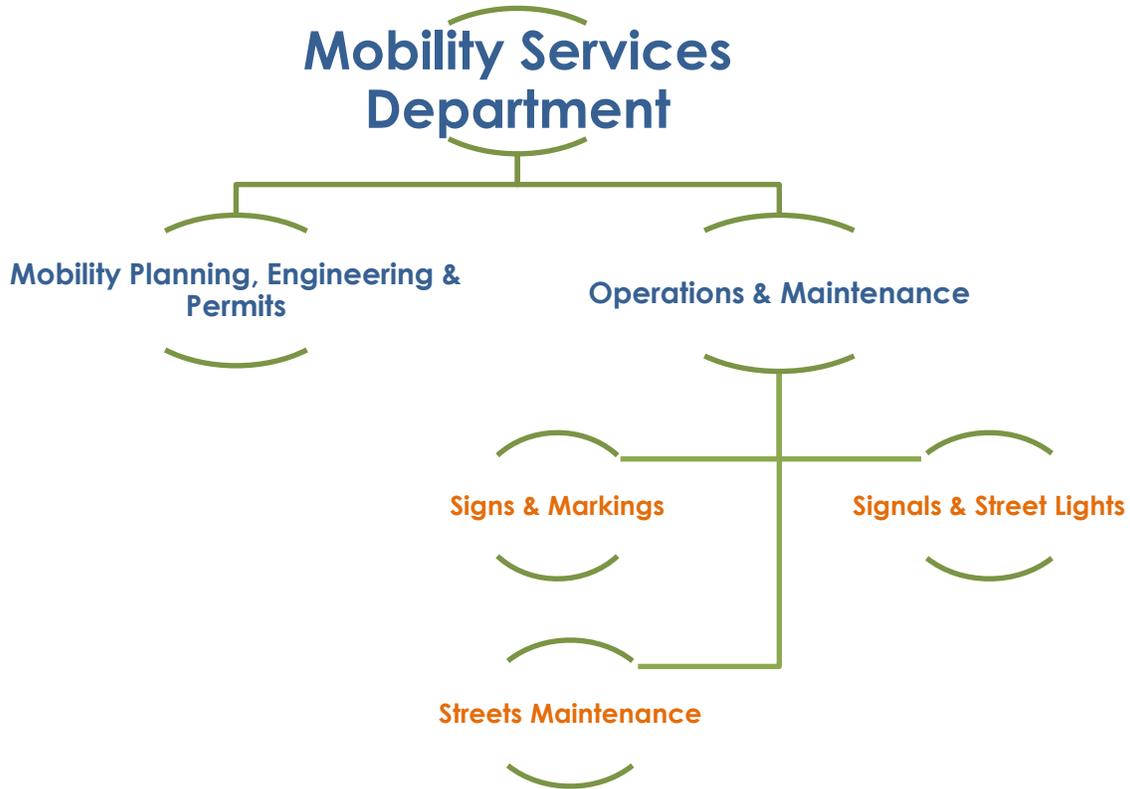
FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
Parking Services Fund	\$ 9,827,790	\$ 10,472,053	\$ 13,627,422
Total Revenue	\$ 9,827,790	\$ 10,472,053	\$ 13,627,422
Expenditures By Type			
Personnel Services	\$ 3,262,308	\$ 3,410,938	\$ 3,679,184
Outside Services	\$ 2,701,548	\$ 3,194,899	\$ 2,948,747
Commodities	\$ 265,064	\$ 301,238	\$ 323,900
Internal Service	\$ 369,058	\$ 314,731	\$ 1,113,411
Debt Service	\$ 3,185,043	\$ 3,212,038	\$ 5,524,319
Other Expenses	\$ 44,769	\$ 38,209	\$ 37,861
Total Expenditures*	\$ 9,827,790	\$ 10,472,053	\$ 13,627,422

*Parking Services has only one line of business.

AUTHORIZED POSITIONS

Parking Services - Position Detail	2019 FTE	Grade
Director, Parking Services	1.00	124
Assistant Director, Parking	1.00	120
Mobility & Parking Services Analyst	1.00	113
Mobility & Parking Services Coordinator	1.00	112
Parking Services Supervisor	5.00	112
Administrative Assistant	1.00	108
Parking Facilities Shift Supervisor	3.00	108
Revenue Investigator	4.00	108
Senior Parking Meter Technician	1.00	108
Parking Meter Technician	2.00	107
Senior Parking Services Officer	1.00	106
Administrative Clerk	1.00	105
Cashier	3.00	105
Parking Services Officer	9.00	105
Maintenance Worker	6.50	104
Parking Facilities Attendant	24.20	104
Total Full Time Equivalents	64.70	



Overview

Mobility Services provides a variety of transportation, mobility and safety functions throughout the community to promote livability and accessibility. Mobility Services is responsible for building, maintaining and planning transportation in Savannah, including transportation master planning, coordinating with Chatham County and the State Department of Transportation on transportation issues and projects affecting the City.

The department is committed to providing the safest and most efficient, cost-effective and sustainable roadway, bikeway, walkway and transit system for our community.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Traffic management
- ✓ Signs, signals and markings
- ✓ Streets and sidewalks
- ✓ Traffic reviews and permits
- ✓ Multi-modal transportation

Core Responsibilities

- 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.
- Oversee the downtown mobility network, which includes the water ferries, streetcars, shuttle buses, recreational docks, bicycles and wayfinding signage.
- Plan and design City transportation facilities including sidewalks, greenways, trails and streets.
- Conduct long range planning studies and modeling, facility planning, neighborhood traffic studies, traffic calming studies, right of way use and inspections.
- Coordinate with other City departments as well as the Georgia Department of Transportation, Chatham County and Metropolitan Planning Organization, on various issues and 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.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 11,812,466	\$ 11,544,845	\$ 11,838,070
Total Revenue	\$ 11,812,466	\$ 11,544,845	\$ 11,838,070
Expenditures By Type			
Personnel Services	\$ 4,099,398	\$ 3,489,040	\$ 3,817,598
Outside Services	\$ 5,274,129	\$ 5,367,579	\$ 5,468,564
Commodities	\$ 1,150,719	\$ 1,123,406	\$ 1,145,493
Internal Service	\$ 934,958	\$ 1,112,583	\$ 1,131,963
Capital Outlay	\$ 0	\$ 125,156	\$ 100,000
Other Expenses	\$ 353,261	\$ 327,082	\$ 174,451
Total Expenditures	\$ 11,812,466	\$ 11,544,845	\$ 11,838,070
Expenditures by Business Unit			
Traffic Engineering	\$ 11,812,466	\$ 10,734,406	\$ 11,017,045
Mobility Operations & Maintenance	\$ 0	\$ 810,439	\$ 821,024
Total Expenditures	\$ 11,812,466	\$ 11,544,845	\$ 11,838,070

AUTHORIZED POSITIONS

Mobility Services - Position Detail	2019 FTE	Grade
Director, Mobility Management	1.00	125
Operations and Maintenance Administrator	1.00	120
Senior Civil Engineer	1.00	120
Traffic Engineering Administrator	1.00	120
Civil Engineer	1.00	116
Traffic Engineering Superintendent	1.00	116
Traffic Engineering Coordinator	1.00	114
Traffic Systems Coordinator	1.00	114
Maintenance Supervisor	4.00	113
Planner	1.00	113
Mobility Management Administrator	1.00	120
Construction Inspector	3.00	112
Maintenance Crew Chief	5.00	111
Traffic Engineering Technician	7.00	111
Electrician	2.00	110
Engineering Technician	1.00	110
Heavy Construction Equipment Operator	1.00	110
Heavy Equipment Operator	2.00	109
Traffic Maintenance Crew Chief	1.00	109
Administrative Assistant	2.00	108
Medium Equipment Operator	5.00	107
Senior Maintenance Worker	11.00	106
Sign Specialist	1.00	106
Administrative Clerk	2.00	105
Construction Site Safety Specialist	2.00	105
Maintenance Worker	5.00	104
Total Full Time Equivalents	64.00*	

**Includes (53) Operations & Maintenance positions (Signals & Street Lights, Signs & Markings and Street Maintenance)*



Overview

Development Services 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 the environment. This involves all aspects of building and site construction, including life safety, electrical, plumbing and mechanical systems, as well as enforcing local development standards including the Subdivision, Flood Damage Prevention, Erosion and Sedimentation Control and Zoning Ordinances.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Building plan reviews, permits and inspections
- ✓ Site development plan reviews, permits and inspections
- ✓ Subdivision plat approvals
- ✓ Business Location Approvals
- ✓ Short-term Vacation Rental Approvals
- ✓ Historic preservation
- ✓ Planning and zoning

Core Responsibilities

- Protect public health, safety, welfare and the environment during all building and site development construction.
- Promote historic preservation, sustainable living and working environments through planning and code enforcement.

- Oversee building plan review, permit issuance and inspection process through the enforcement of State-mandated building and life safety codes and zoning regulations.
- 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.
- Issue Business Location Approvals to businesses within city limits in order to ensure the proposed business use is permitted in the property's zoning district and that the structure meets applicable building and fire code requirements.
- Enforce the Flood Damage Prevention Ordinance and oversee the National Flood Insurance Program's (NFIP) Community Rating System (CRS) program.
- Provide engineering services, surveying services, Geographic Information Systems (GIS) and graphics support services to other City departments upon request.
- Assists developers, consultants, business owners and builders of commercial, industrial and residential projects in the city.
- The **Development Services Administration Division** manages the Development Services program and tracks the performance, efficiency and effectiveness of the Permits & Inspections Division. It provides technical guidance and assistance to homeowners, developers, consultants and contractors during the development review and approval processes. It manages and implements customer service improvements and conducts education and outreach to assist with the development review process. It receives, reviews and processes applications for plat approval to ensure compliance with required development standards and the Subdivision Ordinance, and approves all plats and site development plans for permit issuance. It provides engineering services, surveying services, Geographic Information Systems (GIS) and graphics support services to other City departments upon request.
- The **Permits & Inspections Division** is responsible for enforcing 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, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits. It coordinates with the Historic Preservation Officer during building construction to ensure compliance with historic preservation standards in designated historic districts. It receives, reviews and processes applications for site plan approval to ensure compliance with required development standards and ordinances, and ensures the proper closeout of site development projects.
- The **Planning & Urban Design Division** provides planning, zoning and design services to enhance the livability, sustainability and vitality of Savannah. It maintains demographic, land use, economic and housing inventories and databases to support planning initiatives of City divisions and agencies. The division also provides guidance in design and applies regulatory standards and policies with the intent of ensuring progressive urban design principles, while preserving the City's architectural and historic resources. It receives, reviews and processes

applications for business location approvals and short-term vacation rentals to ensure compliance with the Zoning and Short Term Vacation Rental Ordinances. It reviews building permit plans for compliance with the Zoning Ordinance, including setbacks, height, plot coverage, parking, lighting, landscaping and signs. The division provides technical assistance to the public and various administrative boards to define and create spaces that promote health, safety and general welfare, as well as protect and preserve areas of historical, cultural or architectural significance.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 4,295,910	\$ 3,974,997	\$ 4,107,251
Total Revenue	\$ 4,295,910	\$ 3,974,997	\$ 4,107,251

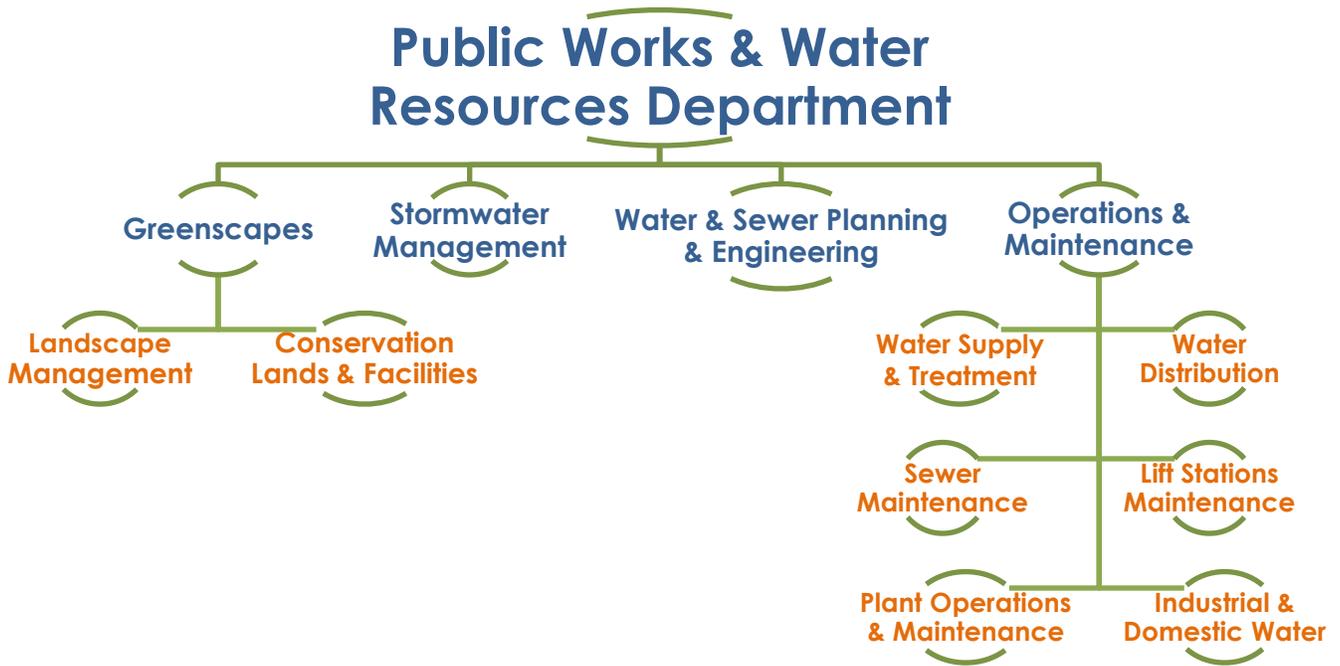
Expenditures By Type			
Personnel Services	\$ 3,720,512	\$ 3,339,264	\$ 3,440,081
Outside Services	\$ 220,885	\$ 255,096	\$ 235,915
Commodities	\$ 68,279	\$ 64,444	\$ 78,240
Interfund Services	\$ 243,399	\$ 267,209	\$ 332,649
Capital Outlay	\$ 655	\$ -	\$ -
Other Expenses	\$ 42,179	\$ 48,984	\$ 20,366
Total Expenditures	\$ 4,295,910	\$ 3,974,997	\$ 4,107,251

Expenditures by Business Unit			
Development Services	\$ 4,295,910	\$ 3,974,997	\$ 4,107,251
Total Expenditures	\$ 4,295,910	\$ 3,974,997	\$ 4,107,251

AUTHORIZED POSITIONS

Development Services - Position Detail	2019 FTE	Grade
Director, Development Services	1.00	125
Director, Planning & Urban Design	1.00	123
Building Inspections Administrator	1.00	120
Development Liaison Administrator	1.00	120
Permit Services Administrator	1.00	120
Permitting/Flood Plane Administrator	1.00	117
Senior Systems Analyst	1.00	117
Senior Plans Examiner	1.00	115
Building Plans Examiner	2.00	114
GIS Analyst	2.00	114
Program Coordinator	1.00	114
Zoning Use Coordinator	1.00	114
City Surveyor	1.00	115
Management Analyst	1.00	113
Senior Electrical Inspector	1.00	113
Senior Mechanical Inspector	1.00	113
Senior Plumbing Inspector	1.00	113
Senior Zoning Inspector	1.00	113
Site Development Coordinator	1.00	113
Building Inspector	4.00	112
Construction Inspector	2.00	112
Electrical Inspector	3.00	112
Mechanical Inspector	3.00	112
Plumbing Inspector	3.00	112
Zoning Plans Reviewer	1.00	112
Permit Services Technician	1.00	110
Site Development Technician	1.00	110
Survey Technician	1.00	109
Administrative Assistant	2.00	108
Permit Center Supervisor	1.00	108
Customer Service Representative	1.00	106
Permit Specialist	4.00	105
Total Full Time Equivalents	48.00*	

**Includes (6) Development Services-Admin positions, (33) Building Permits & Inspections positions and (10) Planning & Urban Design positions*



Overview

The Public Works and 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 is also responsible for maintaining the City’s greenways, landscaping and urban forest, squares and monuments.

Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

Core Services

- ✓ Water and wastewater treatment and services
- ✓ Stormwater management
- ✓ Landscape and tree maintenance
- ✓ Utility Engineering
- ✓ Greenways and Trails
- ✓ Rights-of-Way Maintenance
- ✓ Tree Maintenance and Preservation
- ✓ Parks, Open Spaces and Conservation Area Maintenance

Core Responsibilities

- Provide the City with efficiently maintained infrastructure and systems that are fully functional, hazard-free and aesthetically pleasing, while meeting current requirements and identifying future needs.
- **Greenscapes** is responsible for vegetation maintenance, mowing, servicing and maintaining rights-of-way, ditches, canals, lanes, City-owned parcels, parks, historic squares and monuments. It also manages the City-wide urban forest and Tree Preservation Ordinance. The Division is also responsible for landscape and hardscape installation and tree maintenance programs for the City, including tree trimming, irrigation maintenance/repair, pest control and fertilization. Inspections for the City's tree removal permitting process are also made by the Greenscapes Division. Urban Forestry services include hazardous tree removal, preventive maintenance pruning, service request pruning, new tree planting and administration of the Tree Preservation Ordinance.
- **Stormwater Management** is responsible for the maintenance/repair of the open and closed drainage system, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit, reviewing private development plans to ensure compliance with pertinent City ordinances and managing the flood reduction capital improvement program. The division is also responsible for inspecting and maintaining 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, five detention ponds, inlets and manholes.
- **Planning and Engineering** is an enforcement service center for the Georgia Environmental Protection Division (EPD Delegation Authority) and reviews and approves all water and sewer construction plans and specifications to ensure compliance with Federal, State and local rules, regulations and ordinances. The division manages the Department's water and sewer capital improvement projects, conducts utility plan reviews, plans and develops in-house water and wastewater projects and collects tap-in and additional connection fees. The division also maintains and manages the Department's GIS, Valve Program and as-built plans, as well as providing technical support to all other divisions within the Public Works Department.
- **Operations and Maintenance** operates and maintains the City potable water and sanitary sewer systems, obtaining maximum reasonable beneficial use of our natural resources and ensuring safe and adequate water supply. The Water Supply & Treatment workgroup treats, filters and tests water from the Florida Aquifer and the Savannah River to provide safe drinking water that complies with and often exceeds local, State and Federal drinking water regulations. The Water Distribution workgroup operates and maintains 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. The workgroup installs, repairs and constructs water mains and water meters, performs cross-connection testing and investigation, performs fire hydrant installation and repair and locates water, sewer and storm lines in accordance with the Georgia Dig Law. The Sewer Maintenance workgroup ensures the collection and 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. The Lift Stations Maintenance workgroup facilitates efficient transportation of sanitary sewage, operates and maintains the electrical facilities at all lift stations including operation of portable generators, operates and maintains the SCADA system. The workgroup also operates and maintains the lift stations, including pumps, piping, valves and ancillary facilities. The Plant Operations & Maintenance and I&D Water workgroups provide premium, cost effective, permit compliant, continuous wastewater treatment, supporting conservation efforts and preparing wastewater for irrigation reuse, as well as potable water sales. Additionally, the Operations and Maintenance division will be instrumental in improving the City technical infrastructure with the installation of internet conduits.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Revenue Source			
General Fund	\$ 5,611,095	\$ 17,658,925	\$ 19,448,632
Water & Sewer Fund	\$ 29,609,158	\$ 31,438,648	\$ 34,140,465
Industrial & Domestic Water Fund	\$ 7,479,960	\$ 6,756,043	\$ 8,270,625
Total Revenues	\$ 42,700,213	\$ 55,853,616	\$ 61,859,722
Expenditures by Type			
Personnel Services	\$ 19,500,323	\$ 25,104,857	\$ 28,596,978
Outside Services	\$ 10,753,102	\$ 15,505,400	\$ 15,892,998
Commodities	\$ 5,118,583	\$ 6,481,138	\$ 7,222,167
Interfund Services	\$ 4,729,026	\$ 6,421,794	\$ 7,089,042
Capital Outlay	\$ 71,492	\$ 368,221	\$ 260,000
Debt Service	\$ 1,016,391	\$ -	\$ -
Interfund Transfers	\$ 4,258	\$ -	\$ 1,094,460
Other Expenses	\$ 1,507,038	\$ 1,972,206	\$ 1,704,077
Total Expenditures	\$ 42,700,213	\$ 55,853,616	\$ 61,859,722
Expenditures by Business Unit			
Public Works Administration	\$ 530,549	\$ 615,400	\$ 604,108
Stormwater Management	\$ 5,611,095	\$ 5,546,344	\$ 5,866,805
Greenscapes	\$ -	\$ 12,112,581	\$ 13,581,826
Water & Sewer Planning & Engineering	\$ 1,428,102	\$ 1,536,806	\$ 1,572,112
Water Supply & Treatment	\$ 5,636,291	\$ 5,938,474	\$ 6,893,410
Water Distribution	\$ 4,906,226	\$ 5,524,882	\$ 5,577,001
Sewer Maintenance	\$ 3,720,606	\$ 3,580,519	\$ 3,909,967
Lift Station Maintenance	\$ 4,852,303	\$ 5,191,065	\$ 5,136,491
President Street Plant	\$ 6,425,667	\$ 6,812,671	\$ 8,077,785
Regional Plants	\$ 2,109,414	\$ 2,238,832	\$ 2,369,590
I&D Plant	\$ 7,479,960	\$ 6,756,043	\$ 8,270,625
Total Expenditures	\$ 42,700,213	\$ 55,853,616	\$ 61,859,722

AUTHORIZED POSITIONS

Public Works & Water Resources - Position Detail	2019 FTE	Grade
Operations Director	1.00	125
Director, Greenscapes	1.00	124
Stormwater Director	1.00	124
Water Supply & Treatment Director	1.00	124
Water & Sewer Conveyance and Distribution Director	1.00	123
Water & Sewer Planning Director	1.00	123
Water Reclamation Director	1.00	124
Landscape Administrator	1.00	120
Park and Tree Administrator	2.00	120
SCADA Administrator	1.00	120
Senior Civil Engineer	7.00	120
Stormwater Development/Environmental Administrator	1.00	120
Stormwater Management Administrator	1.00	120
Water & Sewer Administrator	6.00	120
Landscape Architect	1.00	119
Water Supply Process Engineer	1.00	118
Environmental Affairs Administrator	1.00	117
Water & Sewer Project Coordinator	1.00	117
Chemist	2.00	116
Civil Engineer	2.00	116
Microbiologist	1.00	116
Maintenance Superintendent	3.00	116
Water & Sewer Maintenance Superintendent	1.00	116
Water & Sewer Superintendent	7.00	116
Asset Management Coordinator	2.00	114
Electronic Control Technician Supervisor	1.00	114
GIS Analyst	2.00	114
Laboratory Supervisor	2.00	114
SCADA Analyst	1.00	114
Contract Analyst	1.00	113
Forestry Inspector	2.00	113
Maintenance Supervisor	21.00	113
Senior Pretreatment Technician	1.00	113
Water & Sewer Building Maintenance Supervisor	1.00	113
Water & Sewer Modeling Technician	1.00	113
Water & Sewer Supervisor	12.00	113
Water Services Supervisor	1.00	113
Construction Inspector	15.00	112
Electronic Control Technician	11.00	112

Public Works & Water Resources - Position Detail	2019 FTE	Grade
Principal Plant Operator	5.00	112
SCADA Technician	10.00	112
Senior Water & Sewer Television Inspector	3.00	112
Water & Sewer Meter Shop Supervisor	1.00	112
GIS Technician	1.00	111
Industrial Pretreatment Technician	2.00	111
Maintenance Crew Chief	33.00	111
Electrician	1.00	110
Engineering Technician	2.00	110
Heavy Construction Equipment Operator	8.00	110
Senior Carpenter	1.00	110
Senior Laboratory Technician	3.00	110
Senior Plant Operator	3.00	110
Senior Water & Sewer Maintenance Mechanic	16.00	110
Carpenter	1.00	109
Grounds Equipment Maintenance Specialist	1.00	109
Heavy Equipment Operator	23.00	109
Laboratory Technician	8.00	109
Senior Administrative Assistant	1.00	109
Stormwater Maintenance Mechanic	1.00	109
Water & Sewer Locator Technician	3.00	109
Water & Sewer Maintenance Mechanic	12.00	109
Administrative Assistant	9.00	108
Plant Operator	33.00	108
Senior Tree Maintenance Worker	12.00	108
Water & Sewer Television Inspector	2.00	108
Administrative Secretary	1.00	107
Landscape Specialist	2.00	107
Maintenance Specialist	3.00	107
Medium Equipment Operator	23.00	107
Tree Maintenance Worker	5.00	107
Water Meter Technician	7.00	107
Customer Service Representative	6.00	106
Painter	2.00	106
Senior Maintenance Worker	41.00	106
Supply Clerk	2.00	106
Administrative Clerk	1.00	105
Permit Specialist	1.00	105
Water Service Representative	5.00	105
Maintenance Worker	47.00	104
Total Full Time Equivalents	461.00	

Community Services

Savannah is a City comprised of diverse, vibrant neighborhoods. Neighborhoods are where we raise our families, socialize with our neighbors, buy goods and services and build a sense of civic pride. So, it is essential that the City focus on key neighborhood issues like accessible housing, recreation facilities and programs, as well as those things that weaken us like poverty and blight. Our vision is that “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”.

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.



Community Services 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; and housing rehabilitation and financing. The Chief Community Services Officer provides oversight and executive support to six departments: Cultural Arts & Municipal Archives; Code Compliance; Housing and Neighborhood Services; Human Services; Parks and Recreation; and Sanitation.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Executive Leadership
- ✓ Housing development, rehabilitation and financing
- ✓ Youth and family services
- ✓ Neighborhood planning and enhancement
- ✓ Parks and recreation
- ✓ Cultural arts and municipal archives
- ✓ Grants management and administration

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 and 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; 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.
- Provide staff support to assigned boards and commissions.
- Hear, evaluate and render decisions in employee grievance cases.
- 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.
- Motivate and lead a high performing Community Services management team consisting of the departments of Housing and Neighborhood Services, Human Services, Sanitation, Code Compliance, Parks & Recreation Services and Cultural Arts & Municipal Archives.
- 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.
- Evaluate the work, operating practices and progress of the Community Services team and develop plans and procedures to maintain and improve performance standards; oversee short and long-term strategic planning goals and growth management activities.
- Ensure that work program activities comply with budgetary guidelines and that objectives are met; regularly monitor progress through various reporting systems.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Service Center Revenue Source			
General Fund	\$ 10,722,902	\$ 16,060,821	\$ 18,064,230
Grant Fund	\$ 2,233,762	\$ 8,692,461	\$ 8,266,420
Sanitation Fund	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162
Total Revenues	\$ 35,442,954	\$ 49,036,486	\$ 52,129,812

Service Center Expenses by Type			
Personnel Services	\$ 20,474,649	\$ 23,728,302	\$ 26,262,893
Outside Services	\$ 4,615,894	\$ 6,333,289	\$ 6,906,965
Commodities	\$ 1,765,022	\$ 3,021,062	\$ 3,048,268
Interfund Services	\$ 3,398,057	\$ 3,883,067	\$ 4,205,626
Capital Outlay	\$ 83,346	\$ 63,000	\$ 137,000
Debt Service	\$ 3,126,650	\$ 3,157,350	\$ 3,513,750
Internal Transfers	\$ 408,923	\$ 5,446,935	\$ 4,145,853
Other Expenses	\$ 1,570,413	\$ 3,403,481	\$ 3,909,457
Total Expenditures	\$ 35,442,954	\$ 49,036,486	\$ 52,129,812

Service Center Expenditures by Department			
Office of the Chief Community Services Officer	\$ 340,665	\$ 442,425	\$ 484,572
Cultural Arts & Municipal Archives Department	\$ 975,451	\$ 1,048,208	\$ 1,261,554
Human Services Department	\$ 1,911,406	\$ 8,844,716	\$ 9,224,475
Code Compliance Department	\$ -	\$ 3,554,749	\$ 3,711,848
Housing & Neighborhood Services Department	\$ 1,493,616	\$ 1,629,591	\$ 1,769,573
Parks & Recreation Department	\$ 8,235,525	\$ 9,233,594	\$ 9,878,629
Sanitation Department	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162
Total Expenditures	\$ 35,442,954	\$ 49,036,486	\$ 52,129,812

AUTHORIZED POSITIONS

AUTHORIZED POSITIONS	2018 FTE	2019 FTE	FY18-19 DIFFERENCE
Office of the Chief Community Services Officer	3.00	4.00	+1.00
Cultural Arts & Municipal Archives Dept.	10.00	13.50	+3.50
Human Services Department	24.00	30.00	+6.00
Code Compliance Department	48.75	45.00	-3.75
Housing & Neighborhood Services Department	15.00	21.00	+6.00
Parks & Recreation Department	118.30	125.03	+6.73
Sanitation Department	191.00	195.00	+4.00
Total Full Time Equivalents	410.05	433.53	+23.48

* excludes grant funded positions in WorkSource Coastal but includes grant funded positions in Neighborhood Svcs

2019 PROPOSED BUDGET

PERFORMANCE MEASURES



Goal: Raise Savannah Residents Out of Poverty
Objective: Citizen Poverty Reduction

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number of Visual and Performing Arts Classes	65	78	Savannah Cultural Arts Center Program Data
Number of Class Participants	681	852	Savannah Cultural Arts Center Program Data
Number of Visual and Performing Arts Events	40	52	Savannah Cultural Arts Center Program Data
% of Responding Participants Rating Programs/Services as Very Good or Excellent	--	90%	Savannah Cultural Arts Center Survey Data
Total Event Attendance	--	1201	Savannah Cultural Arts Center Survey Data
Number of Community Partners and Service Providers Engaged to Address Poverty Reduction Strategies	116	--	Community Partnership Memoranda of Agreement/Understanding
Number of Residents Connected to Services through Community Poverty Reduction Programs	579	700	Community Partnership Agencies' quarterly status reports
Number of Community Partners and Service Providers Engaged to Address Poverty Reduction Strategies	116	--	Community Partnership Memoranda of Agreement/Understanding
Number of Residents Connected to Services through Community Poverty Reduction Programs	579	700	Community Partnership Agencies' quarterly status reports

2019 PROPOSED BUDGET

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Non-Profit Grants and Contracts Administered	48*	44	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Grantee Monitoring Visits, Technical Assistance Reviews and Training Conducted	192	192	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA Audit Checklists
Public Hearings And Citizen Engagement Sessions To Support Federally-Funded Programs	4	4	Copies of Public Notices and Sign-Ins Sheets Related to One Year Action Plan (CDBG/ESG), CPP -General Fund Allocation, HOPWA
Total Number of Persons Served (All Center Activities)	500	500	Member Attendance Tracking
Total Number of Persons Engaged in Long-Term Advancement Program with Advancement Along Key Indicators	80	80	Member Attendance Tracking
Total Partner Organizations Providing Services	25	30	Memoranda of Agreement/Understanding

*includes prior year ESG-funded grants

Goal: Raise Savannah Residents Out of Poverty

Objective: Soft Skills & Work Readiness Training for Savannah Youth

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number of Youth Internships Through Department and Contracted Organizations (Paid & Unpaid)	239	249	Art & Cultural Grants
Number of Facility Rentals	54	95	Savannah Cultural Arts Center Rentals
Number of Entrepreneurial Skill Development Programs	--	75	Savannah Cultural Arts Center Program Data
Total Number of Youth Receiving Work Readiness Training	253	250	Summer 500 Job Placement Records Georgia's Virtual One Stop Shop (VOS) Reports
Provide Soft Skills and Work Readiness Training for High School Youth through Summer Enrichment	--	50	Summer Enrichment Attendance Records

2019 PROPOSED BUDGET

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number of Work Readiness Sessions Completed	--	4	Advancement Center Client Records
WSC-Number Of Soft Skills/Work Readiness Training Sessions Offered to Youth Prior Job Placement	--	8	Monthly Data Report Collected from Recreation Services Provider
Number of Youth to Enroll in Construction Job Training Program	--	20	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	--	15	Data Collected From The USDOL's--ETA Management Information System (MIS)
Number of Participants to Attain Post-Secondary Enrollment and/or Employment	--	12	Data Collected From The USDOL's--ETA Management Information System (MIS)
Number of Youth to Enroll In Construction Job Training Program	--	20	Data Collected From The USDOL's--ETA Management Information System (MIS)

Goal: Raise Savannah Residents Out of Poverty

Objective: Soft Skills & Workforce Training for Unemployed & Underemployed

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number of Adults Completing Soft Skills Training	50	50	Attendance Records, Surveys
Number of Soft Skills Classes, Job Fairs and Hiring Events Targeting Unemployed and Underemployed Adults	4	4	Attendance Records, Surveys

Goal: Raise Savannah Residents Out of Poverty
Objective: Employment Assistance Improvement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
WSC-Number of Partners to Complete Workforce Development Performance Assessments	--	25	Data Collected from the Virtual One-Stop (VOS) Case Management System
WSC-Number of Services Providers/Partners Above the 75% Job Placement Rate	--	20	Data Collected from the Virtual One-Stop (VOS) Case Management System
WSC- Number of New Business Partners Recruited For In-Demand Occupations	--	15	Monthly Data Report Collected From WSC Business Service Representative and Services Provider



Good Government

Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests
Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Reference/Retrieval Requests	5,499	5,500	Division Monthly Reports
Percent of Reference/Retrieval Requests Responded to within 3 Days or Less	100%	100%	Records Retrieval Request Forms/Reference Request Records
Quality of Customer Service Received in the Municipal Archives	90% [Percent of Customers Rating Service Very Good or Excellent]	90% [Percent of Customers Rating Service Very Good or Excellent]	City of Savannah Municipal Archives – Customer Surveys



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity
Objectives: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Voluntary Compliance Rate	65%	80%	Energov
Unsecure Property Secured within 30 Days	75%	90%	Energov
Complaint (311 Or Other) to Initial Inspection within 3 Days	65%	90%	Energov
Initial Inspection To Compliance or Summons Issued Within 30 Days	65%	80%	Energov
Initial Inspection to Lot Letter Mailed within 3 Days	65%	90%	Energov

Goal: Providing a Pathway to Prosperity
Objectives: Access to Quality Housing Improvement

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Number Of Affordable and/or Workforce Housing Units Constructed	450	300	Housing & Neighborhood Services
Number of Owner-Occupied Homes Repaired/Improved	90	100	Housing & Neighborhood Services
Number of Home Buyers Purchasing Homes with City Assistance	60	75	Housing & Neighborhood Services
Number of Rental Housing Units Developed, Repaired and/or Retained	300	75	Housing & Neighborhood Services
Percent of Responding Participants Rating Programs/Services as Very Good or Excellent	95%	95%	Housing & Neighborhood Services

2019 PROPOSED BUDGET

Goal: Providing a Pathway to Prosperity

Objectives: Access to Recreational Facilities and Programs Installation

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Total Attendance: Community Centers (Youth & Adults)	240,000	247,000	Daily Center Counts
Total Attendance: Outdoor Pools/Playgrounds	21,094	24,025	Quarterly Point in Time Counts
Number of Registered Youth Participants	6,185	6,450	Registration
Number of Registered Adult Participants	2,100	2,250	Registration
Percent of Responding Participants Rating Programs/Services as Very Good or Excellent	90%	90%	Customer Survey
Percent of Athletic Field Preparations Completed	500	500	Daily Counts
Percent of Athletic grass field mowing's completed	615	615	Daily Counts
Percent of Playground Inspections completed	864	864	Registration
Percent of Work Order Repairs/Preventative Maintenance functions completed	1,200	1,200	Daily Counts
Number of Registered Therapeutic Recreation Participants	346	355	Registration
Number of Registered Special Olympic Participants	55	60	Daily Counts
Percent of Responding Participants Rating Programs/Services as Very Good or Excellent	90%	90%	Customer Survey
Number of Registered Youth Sports Participants	2,350	2,500	Registration
Number of Registered Adult Sports Participants	225	270	Registration
Number of Registered Tennis Program/League Participants	800	835	Registration

			Quarterly Point In Time Counts
Number of Open Courts Participants (Basketball/Tennis)	19,250	19,250	
Number of Registered Golden Age Participants	841	865	Registration
Number of Senior Lunches Served	99,750	99,750	Daily Counts
Number of Registered Adult Day Care Participants	63	68	Registration

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Percent of Responding Participants Rating Recreation Programs or Services as Very Good or Excellent	90%	90%	Customer Survey
Percent of Responding Participants Rating Athletics Programs or Services as Very Good or Excellent	90%	90%	Customer Survey
Percent Of Responding Participants Rating Senior Services as Very Good or Excellent	90%	90%	Customer Survey
Percent of Responding Participants Rating Therapeutic Programs or Services as Very Good or Excellent	90%	90%	Customer Survey

Goal: Providing a Pathway to Prosperity

Objectives: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measure(s)	2018 Projected	2019 Proposed	Data Source
Sanitation Operations Conducted in Accordance with Environmental and Performance Standards	98%	100%	Environmental and Work Programs Reports Sanitation Monthly and Annual Reports; Tentative Dates For Events and Activities
Number of Outreach and Education Sessions Completed	15	25	Sanitation Monthly and Annual Reports; Tentative Dates For Events and Activities
Number of Volunteer Clean-Ups and Adopt-A-Spots	30	40	Sanitation Monthly and Annual Reports; Tentative Dates For Events and Activities

Sanitation Operations Conducted in Accordance with Environmental and Performance Standards	98%	100%	Environmental and Work Programs Reports
Number of Outreach and Education Sessions Completed	15	25	Sanitation Monthly and Annual Reports; Tentative Dates For Events and Activities
Number of Volunteer Clean-Ups and Adopt-A-Spots	30	40	Sanitation Monthly and Annual Reports; Tentative Dates For Events and Activities
Residential Refuse and Yard Waste Collections Completed On Schedule	99.99%	100%	311 Application
Residential Units Serviced Weekly for Residential Refuse and Yard Waste Collection	\$117.87	\$120.60	Sanitation Monthly and Annual Report
Cost per Resident Serviced for Residential Waste Collections	\$51.02	\$52.20	Sanitation Monthly and Annual Report
Cost per Resident Serviced for Yard Waste Collection	\$117.87	\$120.60	Sanitation Monthly and Annual Report
Operational Compliance with Applicable Environmental Standards and Environmental Protection Division (EPD) Permit Conditions	100%	100%	Environmental Compliance Reports
Tons of Refuse Received	106,341 Tons	106,341 Tons	Certified Scale Transaction Reports
Tons of Refuse Diverted	10,641 Tons	10,641 Tons	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	3.0	Mid-Point Cleanliness Evaluation Scores
Percent of Service Requests Completed within the Standard Response Time	--	100%	311 Application
To Maintain an Annual Midpoint Cleanliness Rating of Service Units (Curbed/Paved Streets) at an Acceptable Standard of 3.0 on a Scale 1.0 – 4.0 (4 Being the Highest)	3.0	3.0	Mid-Point Cleanliness Evaluation Scores
Percent of Service Requests Completed within the Standard Response Time	--	100%	311 Application

Commercial Refuse Collections Completed on Schedule	99.99%	100%	311 Application
Number of Commercial Refuse Customers	612	612	Sanitation Monthly and Annual Report
Containers Repaired	17	20	Sanitation Monthly and Annual Report
Recycling Collection Completed on Schedule	75%	100%	311 Application
Litter Route Collection Completed on Schedule	75%	100%	311 Application
Curbside Recycling Collected	22,000	22,000	Sanitation Monthly and Annual Report
Cost Per Recycling Collection	\$5.90	\$5.90	Sanitation Monthly and Annual Report



Overview

The Cultural Arts & Municipal Archives Department provides arts programming to include visual and performing arts which reaches all sectors of the community. It offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. The department accomplishes this by managing services purchased from Savannah's cultural agencies; producing and presenting classes, workshops, festivals, youth programs, exhibitions and performances; providing technical assistance to cultural organizations; and marketing Savannah's rich cultural offerings. The Municipal Archives and Records Management division collects, manages, preserves and makes accessible records documenting the City's history; administers the City's records management program and records center; and shares the City's history with City employees, citizens and visitors through public education and outreach activities.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Contracts and grants management
- ✓ Arts and cultural programming
- ✓ Municipal archives and records 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 toward the goal of stimulating increased awareness, development and use of cultural resources, encouraging new cultural services and increasing 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.
- 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.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Revenue Source			
General Fund	\$ 975,541	\$ 1,048,208	\$ 1,261,554
Total Revenue	\$ 975,541	\$ 1,048,208	\$ 1,261,554
Expenditures By Type			
Personnel Services	\$ 636,992	\$ 629,418	\$ 881,847
Outside Services	\$ 280,349	\$ 312,765	\$ 208,876
Commodities	\$ 28,765	\$ 29,702	\$ 91,153
Interfund Services	\$ 29,345	\$ 76,323	\$ 79,678
Total Expenditures	\$ 975,451	\$ 1,048,208	\$ 1,261,554
Expenditures by Business Unit			
Cultural Arts	\$ 733,560	\$ 715,684	\$ 907,503
Municipal Archives	\$ 241,891	\$ 332,524	\$ 354,051
Total Expenditures	\$ 975,451	\$ 1,048,208	\$ 1,261,554

AUTHORIZED POSITIONS

Cultural Arts & Municipal Archives - Position Detail	2019 FTE	Grade
Director, Municipal Archives & Records Management	1.00	123
Library & Archives Director	1.00	121
Cultural Services Contract Coordinator	1.00	114
Marketing Coordinator	1.00	114
Arts Program Coordinator	2.00	112
Library Archivist	1.00	112
Administrative Assistant	3.50	108
Arts Program Specialist	1.00	114
Visual Arts Specialist	2.00	107
Total Full Time Equivalents	13.50	

**Includes (7) Arts & Cultural Services positions and (3) Municipal Records & Archives positions*



Code Compliance Department



Overview

The Code Compliance Department enforces housing, property maintenance, sanitation and zoning codes to promote a safe, clean and healthy environment. This includes open or structurally unsound vacant structures, overgrown lots with litter and debris, derelict or abandoned vehicles and unsafe occupied residential dwellings. It utilizes the Recorder's Court of Chatham County in the code enforcement process as required and contracts for the elimination of unsafe and unsanitary conditions resulting from code violations. The Department also educates the public on code compliance requirements.

This department is also responsible for regulatory enforcement of Short-Term Vacation Rentals, parking and tour permits for motor coaches, animal drawn carriage tours, pedicab, food vendors, vehicles for hire and towing operators.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ City Code Enforcement
- ✓ Property maintenance standards
- ✓ Public nuisances (noise, trash, weeds, junk and debris, derelict vehicles)
- ✓ 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. 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, pedicabs, towing/wrecker services, vehicles for hire, shuttles and food vendors.
- Inspect and enforce nuisance violations (i.e. noise, litter and debris, overgrowth and abandoned vehicles on private residential properties).
- Inspect and enforce sanitation violations that occur at restaurants, bars and all other commercial businesses.
- Inspect and track all vacant houses and property 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 in communities.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ -	\$ 3,554,749	\$ 3,711,848
Total Revenue	\$ -	\$ 3,554,749	\$ 3,711,848

Expenditure By Type	2019 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ -	\$ 2,694,241	\$ 2,746,699
Outside Services	\$ -	\$ 434,225	\$ 436,880
Commodities	\$ -	\$ 101,600	\$ 136,000
Internal Service	\$ -	\$ 270,651	\$ 302,430
Interfund Transfers	-	-	72,000
Other Expenses	\$ -	\$ 54,032	\$ 17,839
Total Expenditure	\$ -	\$ 3,554,749	\$ 3,711,848

Expenditures by Business Unit	2017 Actual	2018 Projected	2019 Proposed
Code Compliance Administration	\$ -	\$ 432,961	\$ 604,632
Business Regulation	\$ -	\$ 415,325	\$ -
Code Enforcement	\$ -	\$ 2,706,463	\$ 3,107,216
Total Expenditures	\$ -	\$ 3,554,749	\$ 3,711,848

AUTHORIZED POSITIONS

Code Compliance - Position Detail	2019 FTE	Grade
Director, Code Compliance	1.00	124
Code Compliance Administrator	2.00	120
Code Compliance Supervisor	8.00	113
Business Compliance Supervisor	2.00	112
Zoning Inspector	2.00	112
Code Compliance Officer	22.00	111
Administrative Assistant	1.00	109
Senior Administrative Assistant	1.00	109
Business Compliance Investigator	2.00	108
Property Maintenance Technician	1.00	108
Customer Service Representative	2.00	106
Tourism Compliance Officer	1.00	105
Total Full Time Equivalent	45.00*	

**Includes (5) Code Compliance-Admin positions, (7.75) Business Regulation positions and (36) Code Enforcement positions*



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 administers federally funded community development and workforce programs and manages the operation of resource centers. The department also provides City oversight of WorkSource Coastal which coordinates workforce development and employment services for a ten-county region.

Linkage to Strategic Priorities and Results

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

Core 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.
- Develop and maintain a coordinated human services system to support the delivery of efficient, comprehensive, city-wide human services programs to City residents.
- Operate resource centers that offer residents access to services including the provision of community-based services which include intake, assessment, connection and referral to various comprehensive services for families and individuals, assisting them toward 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 grants management services for Federal entitlement and Federal Workforce Innovation and Opportunity Act (WIOA) funds allocated to the ten-county coastal area and provide administrative support to the Coastal Workforce Development Board (CWDB) comprised of appointed members from the counties served.
- Provide youth, unemployed, underemployed and dislocated workers with workforce training and employment assistance.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Revenue Source			
General Fund	\$ 605,035	\$ 1,059,378	\$ 2,218,401
Grant Fund	\$ 1,306,371	\$ 7,785,337	\$ 7,006,074
Total Revenue	\$ 1,911,406	\$ 8,844,716	\$ 9,224,475

	2017 Actual	2018 Projected	2019 Proposed
Expenditures By Type			
Personnel Services	\$ 1,921,251	\$ 1,948,554	\$ 2,668,388
Outside Services	\$ 514,964	\$ 1,021,408	\$ 1,238,218
Commodities	\$ 101,655	\$ 437,928	\$ 272,512
Internal Services	\$ 486,915	\$ 545,524	\$ 657,319
Capital Outlay	\$ 65,346	-	-
Interfund Transfers	\$ -	\$ 4,886,943	\$ 3,554,861
Other Expenses	\$ (1,178,725)	\$ 4,359	\$ 833,177
Total Expenditures	\$ 1,911,406	\$ 8,844,716	\$ 9,224,475

	2017 Actual	2018 Projected	2019 Proposed
Expenditures by Business Unit			
Human Services Admin	\$ 454,300	\$ 893,908	\$ 2,054,685
Grants & Contracts (CPD)	\$ 982,327	\$ 1,271,209	\$ 1,344,567
Community Resources Centers	\$ 324,044	\$ 349,978	\$ 430,681
WSC Youthbuild-GF	\$ 150,735	\$ 165,470	\$ 163,716
WSC Employment Services	\$ -	\$ 6,164,150	\$ 5,230,826
Total Expenditures	\$ 1,911,406	\$ 8,844,716	\$ 9,224,475

2019 PROPOSED BUDGET

AUTHORIZED POSITIONS

Human Services - Position Detail	2019 FTE	Grade
Director, Human Services	1.00	125
Assistant Director, Human Services	1.00	120
Community Services Administrator	1.00	120
Resource Center Administrator	2.00	120
Senior Planner	0.00	115
Grants Administrator	1.00	120
Program Coordinator	2.00	114
Senior Program Analyst-Grants	1.00	114
Community Program Specialist Planner	1.00	107
Program Analyst-Grants*	2.00	113
Community Outreach Coordinator	6.00	112
Educational Specialist	1.00	112
Administrative Assistant*	3.00	108
WorkSource Coastal/Youthbuild*	6.00	--
Total Full Time Equivalents	30.00*	

**Includes (11) Resource & Success Centers positions, (1) full-time permanent WorkSource Coastal position and (14) grant-funded interim positions for WorkSource Coastal.*



Overview

The Housing & Neighborhood Services Department manages and coordinates the City's housing and neighborhood enhancement efforts to provide a city of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community. Department activities include comprehensive neighborhood planning, housing repair and construction, and leveraging private investment to support affordable housing development and neighborhood improvement. The department also provides administrative oversight of 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

Core Services

- ✓ Housing development, financing and rehabilitation
- ✓ Neighborhood planning
- ✓ Neighborhood enhancement programs
- ✓ Property land bank

Core Responsibilities

- Assist neighborhoods in the development of neighborhood plans and implementation of neighborhood projects that improve livability.
- Coordinate acquisition of tax delinquent and distressed real property to support affordable housing development.
- Administer entitlement and other Federal and State grant programs that support housing and urban development for the City.

- Manage the City's affordable housing activities including redevelopment, rehabilitation, housing repair, and multi-family and financing programs.
- Research and implement opportunities for the development and retention of affordable housing in the city and act as the coordinating body for housing and housing-related activities in the City of Savannah.
- Pursue partnerships and local funding sources to leverage private investment for housing.

FY19 RESOURCES

	2017 Actual	2018 Projected	2019 Proposed
Revenue Source			
General Fund	\$ 566,225	\$ 722,467	\$ 509,227
Grant Fund	\$ 927,391	\$ 907,124	\$ 1,260,346
Total Revenue	\$ 1,493,616	\$ 1,629,591	\$ 1,769,573

	2017 Actual	2018 Projected	2019 Proposed
Expenditures By Type			
Personnel Services	\$ 1,095,476	\$ 1,182,559	\$ 1,276,478
Outside Services	\$ 72,392	\$ 110,438	\$ 106,509
Commodities	\$ 14,879	\$ 32,581	\$ 25,105
Interfund Services	\$ 292,834	\$ 295,882	\$ 353,350
Capital Outlay	18,000	-	-
Other Expenses	\$ 35	\$ 8,131	\$ 8,131
Total Expenditures	\$ 1,493,616	\$ 1,629,591	\$ 1,769,573

	2017 Actual	2018 Projected	2019 Proposed
Expenditures by Business Unit			
Housing Services	\$ 806,654	\$ 962,896	\$ 1,071,878
Neighborhood Services	\$ 686,962	\$ 666,695	\$ 697,695
Total Expenditures	\$ 1,493,616	\$ 1,629,591	\$ 1,769,573

AUTHORIZED POSITIONS

Housing & Neighborhood Services - Position Detail	2019 FTE	Grade
Director, Housing and Neighborhood Services	1.00	123
Housing Administrator	3.00	120
Lending Coordinator	1.00	116
Senior Program Analyst	1.00	114
Housing Development Inspector	1.00	112
Construction & Rehabilitation Specialist	2.00	111
Loan Officer	3.00	110
Senior Administrative Assistant	1.00	109
Loan Specialist	3.00	107
Housing & Neighborhood Services	5.00	--
Total Full Time Equivalents	21.00	



Overview

The Parks and Recreation 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.

Linkage to Strategic Priorities and Results

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

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 all rules and regulations relating to the use of City parks and recreation services and facilities.
- Plan, administer and coordinate City park and recreation-education programs.
- Coordinate activities with Federal and State agencies and actively seek Federal and State funding for park and recreation purposes.
- Develop and provide affordable, convenient opportunities for cultural and 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.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
General Fund	\$ 8,235,525	\$ 9,233,594	\$ 9,878,629
Total Revenue	\$ 8,235,525	\$ 9,233,594	\$ 9,878,629

Expenditures By Type	2017 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ 6,147,939	\$ 6,301,345	\$ 6,957,481
Outside Services	\$ 1,481,337	\$ 1,779,248	\$ 1,579,452
Commodities	\$ 248,015	\$ 665,725	\$ 713,775
Interfund Services	\$ 306,080	\$ 388,050	\$ 454,453
Capital Outlay	\$ -	\$ 63,000	\$ 137,000
Other Expenses	\$ 52,154	\$ 36,226	\$ 36,468
Total Expenditures	\$ 8,235,525	\$ 9,233,594	\$ 9,878,629

Expenditures by Business Unit	2017 Actual	2018 Projected	2019 Proposed
Athletic Services	\$ 1,137,642	\$ 1,084,290	\$ 1,020,049
Recreation Maintenance	\$ -	\$ 914,610	\$ 1,227,653
Therapeutic Recreation	\$ 218,490	\$ 254,271	\$ 259,722
Recreation Services	\$ 4,091,327	\$ 4,384,819	\$ 4,570,391
Senior Services	\$ 2,033,975	\$ 2,116,118	\$ 2,251,069
Total Expenditures	\$ 8,235,525	\$ 9,233,594	\$ 9,878,629

AUTHORIZED POSITIONS

Parks & Recreation - Position Detail	2019 FTE	Grade
Parks & Recreation Services Director	1.00	125
Assistant Director, Parks & Recreation	1.00	120
Athletics Administrator	1.00	120
Program Coordinator	7.00	114
Arts Program Coordinator	1.00	112
Recreation Services Manager	1.75	112
Maintenance Crew Chief	2.00	111
Computer Services Specialist	1.00	110
Recreation Services Supervisor	20.73	110
Administrative Assistant	3.00	108
Swimming Pool Manager	1.00	108
Administrative Secretary	1.26	107
Landscape Specialist	1.00	107
Medium Equipment Operator	1.00	107
Recreation Services Leader	47.65	107
Therapeutic Specialist	1.20	107
Recreation Specialists	8.85	--
Senior Maintenance Worker	2.00	106
Administrative Clerk	1.00	105
Driver	2.25	105
Maintenance Worker	6.00	104
Senior Lifeguard	2.85	104
Clubhouse Attendant	2.00	103
Lifeguard	6.99	103
Maintenance Assistant	0.50	103
Total Full Time Equivalent	125.03*	

**Includes (5.5) Parks & Recreation-Admin positions, (10.75) Athletic Services positions, (12.5) Athletic Maintenance positions, (4.2) Therapeutic Recreation positions, (58.09) Recreation Services positions and (27.26) Senior Services positions*



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; ensures timely cleanliness of streets, lanes and rights-of-way; and provide for the efficient management of collection, 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 Units / Core 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 monitoring and support for solid waste collection and disposal operations.
- Ensure sanitation services are planned and executed on schedule.
- Provide education and outreach services to the public.
- Residential Refuse is responsible for the collection of residential refuse, yard waste and bulk items throughout the City.
- Refuse Disposal is responsible for handling and disposing of non-hazardous solid waste collected within the City in accordance with all applicable State and Federal environmental

standards. This is accomplished through the operation of the Dean Forest Road Landfill (DFRL), the Bacon Park Transfer Station (BPTS) and ancillary programs such as yard waste processing and scrap tire and metal recycling.

- Street Cleaning is responsible for maintaining an acceptable level of cleanliness on all curbed and paved streets throughout the City. The division has four programs which include street sweeping, citation writing, front-end loader operation (cleaning areas that are inaccessible to street sweepers) and sign maintenance.
- The Commercial Refuse Division is responsible for collecting refuse from commercial and institutional establishments, collecting and disposing of construction and demolition waste and maintaining a container repair facility that ensures all containers meet standards for cleanliness, safety and health regulations.
- The Recycling and Litter Services Division is responsible for residential curbside recycling, community and commercial drop-off recycling, special event recycling, public outreach and education and litter control throughout the City.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Proposed
Sanitation Fund	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162
Total Revenue	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162

Expenditures By Type	2017 Actual	2018 Projected	2019 Proposed
Personnel Services	\$ 10,357,714	\$ 10,585,226	\$ 11,319,486
Outside Services	\$ 2,256,881	\$ 2,660,339	\$ 3,310,960
Commodities	\$ 1,366,797	\$ 1,748,326	\$ 1,804,254
Interfund Services	\$ 2,272,377	\$ 2,289,231	\$ 2,336,024
Debt Service	\$ 3,126,650	\$ 3,157,350	\$ 3,513,750
Interfund Transfers	\$ 408,923	\$ 542,000	\$ 501,000
Other Expenses	\$ 2,696,949	\$ 3,300,732	\$ 3,013,688
Total Expenditures	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162

Expenditures by Business Unit	2017 Actual	2018 Projected	2019 Proposed
Sanitation Administration	\$ 659,243	\$ 716,062	\$ 831,127
Residential Refuse	\$ 8,180,351	\$ 8,455,723	\$ 8,271,501
Refuse Disposal	\$ 6,708,377	\$ 7,208,883	\$ 7,930,895
Street Cleaning	\$ 2,728,254	\$ 3,020,622	\$ 3,185,366
Commercial Refuse	\$ 1,677,495	\$ 2,081,688	\$ 1,984,985
Recycling & Litter Services	\$ 2,532,572	\$ 2,800,227	\$ 3,595,287
Total Expenditures	\$ 22,486,290	\$ 24,283,204	\$ 25,799,162

AUTHORIZED POSITIONS

Sanitation - Position Detail	2019 FTE	Grade
Director, Sanitation	1.00	129
Commercial Refuse & Recycling Director	1.00	124
Residential Refuse Services Director	1.00	124
Refuse Disposal Director	1.00	123
Commercial Refuse & Recycling Services Administrator	1.00	120
Landfill Administrator	1.00	120
Residential Refuse Services Administrator	1.00	120
Sanitation Administrator	1.00	120
Street Cleaning Administrator	1.00	120
Environmental Compliance Coordinator	1.00	117
Sanitation Supervisor	10.00	112
Maintenance Crew Chief	1.00	111
Sanitation Education Coordinator	1.00	111
Heavy Construction Equipment Operator	3.00	110
Heavy Equipment Operator	32.00	109
Personnel Technician	1.00	109
Senior Administrative Assist	1.00	109
Vehicle Maintenance Coordinator	1.00	109
Welder	1.00	109
Administrative Assistant	2.00	108
Administrative Secretary	2.00	107
Refuse Truck Operator	48.00	107
Senior Maintenance Worker	1.00	106
Senior Sanitation Worker	34.00	106
Administrative Clerk	2.00	105
Maintenance Worker	4.00	104
Sanitation Worker	40.00	104
Transfer Station Attendant	1.00	104
Total Full Time Equivalents	195.00*	

**Includes (8) Sanitation-Admin positions, (101) Residential Refuse positions, (14) Refuse Disposal positions, (22) Street Cleaning positions, (13) Commercial Refuse positions and (33) Recycling & Litter services positions*

Other Funds

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, group medical/dental insurance. Given the diversity of the Risk Management Fund, the fund also accounts for general liability, property and auto liability, and workers' compensation. The General, Water/Sewer, Fire, and Internal Service business units are billed to cover premiums and claims as well as 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 2019, employer contributions to employee benefits total \$44,920,867 while employee contributions total \$22,558,120.

Social Security: The City will contribute \$8,961,705 to Social Security in 2019. City employees will contribute an equal amount for a total Social Security contribution of \$17,923,410.

Pension: In 2019, the City's contribution to the Pension Fund is \$9,162,826. This annual employer contribution is based on the most recent recommendations of the independent Actuarial Report prepared for the City of Savannah Employees' Retirement Plan. City employees are required to contribute 6.65% of their earnings on a pre-tax basis.

Insurance: In order to appropriately manage the health plan and maintain fund reserves while addressing increasing costs, contribution increases are planned. City contributions for health, life, disability, unemployment, and workers' compensation total \$26,796,336 in 2019. Total contributions for insurance protection include interest earned and other revenue sources.

EMPLOYER CONTRIBUTIONS

<u>Contributions</u>	2017	2018	2019	% Change 2018-2019
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	
Social Security	\$ 8,838,365	\$ 9,087,379	\$ 8,961,705	(1.4)
Pension	9,310,479	9,226,064	9,162,826	(0.7)
Group Medical Insurance	20,917,529	21,535,963	21,950,476	1.9
Group Life Insurance	349,655	460,889	471,213	2.2
Disability Insurance	318,627	318,862	325,967	2.2
Unemployment Compensation	0	75,000	48,680	(35.1)
Workers' Compensation	3,999,529	3,923,842	4,000,000	1.9
TOTAL	\$ 43,734,184	\$ 44,627,999	\$ 44,920,867	0.7

EMPLOYEE CONTRIBUTIONS

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change 2018-2019
Social Security	\$ 8,838,365	\$ 9,087,379	\$ 8,961,705	(1.4)
Pension	7,458,818	6,976,112	7,391,645	6.0
Group Medical Insurance	5,089,567	5,037,441	5,138,190	2.0
Group Life Insurance	1,009,146	1,015,790	1,066,580	5.0
TOTAL	\$ 22,395,896	\$ 22,116,722	\$ 22,558,120	2.0

PENSION

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change 2018-2019
City	\$ 9,310,479	\$ 9,226,064	\$ 9,162,826	(0.7)
Airport Commission	898,930	940,290	1,071,737	14.0
Metropolitan Planning Commission	152,380	165,466	160,083	(3.3)
TOTAL	\$ 10,361,789	\$ 10,331,820	\$ 10,394,646	0.6

MEDICAL INSURANCE

Group Medical Insurance: The 2019 City contribution to Group Medical Insurance is budgeted at \$21,950,476. 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.

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change 2018-2019
City	\$ 20,917,529	\$ 21,535,963	\$ 21,950,476	1.9
Employee	5,089,567	5,037,441	5,138,190	2.0
Retiree	1,103,987	1,148,766	890,754	(22.5)
Retiree - Medicare Advantage	898,945	945,305	857,832	(9.3)
Outside Agencies	566,246	446,218	449,501	0.7
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	771,953	(1,157,169)	(1,089,951)	(5.8)
TOTAL	\$ 29,348,227	\$ 27,965,405	\$ 28,196,802	0.9

	2017	2018	2019	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Medical/Drug Claims	\$ 25,592,009	\$ 24,296,504	\$ 24,690,106	1.6
Medicare Advantage	2,029,624	1,860,028	1,748,586	(6.0)
Administrative Charges	1,082,831	1,148,474	1,046,440	(8.9)
Actuarial Study Fees	48,031	50,000	50,000	0.0
Stop-Loss Coverage	593,915	601,518	661,670	10.0
Health Incentive Rebate	1,577	0	0	0.0
Miscellaneous	240	0	0	0.0
TOTAL	\$ 29,348,227	\$ 27,956,524	\$ 28,196,802	0.9

LIFE INSURANCE

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

	2017	2018	2019	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
City	\$ 349,655	\$ 460,889	\$ 471,213	2.2
Employee, Retiree, Agencies	1,009,146	1,015,790	1,066,580	5.0
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	70,617	(261,063)	(261,396)	0.1
TOTAL	\$ 1,429,418	\$ 1,215,616	\$ 1,276,397	5.0

	2017	2018	2019	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Life Insurance Premiums	\$ 1,429,418	\$ 1,215,616	\$ 1,276,397	5.0

LONG TERM DISABILITY

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.

	2017	2018	2019	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
City	\$ 318,626	\$ 318,862	\$ 334,805	5.0
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	(39,086)	(82,566)	(86,694)	5.0
TOTAL	\$ 279,540	\$ 236,296	\$ 248,111	5.0

<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Long Term Disability Premiums	\$ 279,540	\$ 236,296	\$ 248,111	5.0

UNEMPLOYMENT COMPENSATION

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.

<u>Contributions</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
City	\$ 0	\$ 75,000	\$50,000	(33.3)
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	17,909	0	0	0.0
TOTAL	\$ 17,909	\$ 75,000	\$ 50,000	(33.3)

<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Claims/Legal Cost	\$ 17,909	\$ 75,000	\$ 50,000	(33.3)
TOTAL	\$ 17,909	\$ 75,000	\$ 50,000	(33.3)

WORKERS' COMPENSATION

Workers' Compensation: This program provides risk funding for claims by employees for work related injuries and is mandated by state law. The employer makes this contribution.

<u>Contributions</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
City	\$ 4,003,121	\$ 4,000,000	\$ 4,000,000	0.0
Stop Loss Reimbursement	117,171	23,751	100,000	321.0
State Insurance Trust Fund	71,028	20,165	100,000	395.9
Insurance Reimbursement	366,784	35,428	25,000	(29.4)
Interest Earned	0	2,000	0	(100.0)
Draw (Contribution) on Reserves	291,214	73,560	1,623,500	2107.0
TOTAL	\$ 4,849,318	\$ 4,154,904	\$ 5,848,500	40.8

<u>Expenditures</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
Workers' Comp Wages Paid	\$ 776,949	\$ 745,417	\$ 1,000,000	34.2
Settlements	553,241	443,478	700,000	57.8
Permanent Disability Payments	249,401	198,254	400,000	101.8
Legal Expenses	120,740	109,338	155,000	41.8
Medical Claims	2,110,100	1,699,554	2,400,000	41.2
Cost Containment Fees	221,154	109,799	250,000	127.7
Insurance Premium	355,820	328,447	375,000	14.2
Administrative Expenses	456,184	515,024	560,000	8.7
Drug Testing	5,392	2,593	5,000	92.8
Other Expenses	335	3,000	3,500	16.7
TOTAL	\$ 4,849,316	\$ 4,154,904	\$ 5,848,500	40.8

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, as well as blanket and fidelity bonds are covered.

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
City	\$ 1,008,374	\$ 1,000,000	\$ 1,400,000	40.0
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	(28,898)	246,320	50,000	(79.7)
TOTAL	\$ 979,476	\$ 1,246,320	\$ 1,450,000	16.3

<u>Expenditures</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
Contractual Services	\$ 52,372	\$ 75,000	\$ 150,000	100.0
Purchased Premiums	886,746	1,071,320	1,200,000	12.0
Uninsured Losses/Claims	40,358	100,000	100,000	0.0
TOTAL	\$ 979,476	\$ 1,246,320	\$ 1,450,000	16.3

Judgments and Losses: This program provides for the defense and payment of civil claims against the City of Savannah and is uninsured. These claims involve general and professional litigation. Allocations include a one million dollar contribution to address litigation incurred in 2013.

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
City	\$ 2,685,000	\$ 2,170,287	\$ 2,760,000	27.2
Interest Earned	0	0	0	0.0
Draw (Contribution) on Reserves	(1,216,856)	(1,157,125)	(850,000)	(26.5)
TOTAL	\$ 1,468,144	1,013,162	\$ 1,910,000	88.5

<u>Expenditures</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
Contractual Services	\$ 6,146	\$ 6,593	\$ 25,000	279.2
Settlements	276,803	107,271	500,000	366.1
Legal Expenses	717,931	740,966	800,000	8.0
Claims	221,440	73,859	275,000	272.3
Employment Practices Liability Legal Costs	235,379	74,473	300,000	302.8
Administrative Expenses	10,013	10,000	10,000	0.0
Other Expenses	432	0	0	0.0
TOTAL	\$ 1,468,144	\$ 1,013,162	\$ 1,910,000	88.5

Auto Liability: This program provides for the defense and payment of automobile liability claims against the City of Savannah and is uninsured (except for vehicles which drive out of state).

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Proposed</u>	% Change <u>2018-2019</u>
City	\$ 1,300,000	\$ 1,070,000	\$ 865,443	(19.1)
Interest Earned	0	800	0	(100.0)
Draw (Contribution) on Reserves	(290,210)	(225,078)	210,057	(193.3)
TOTAL	\$ 1,009,790	\$ 845,722	\$ 1,075,500	27.2

<u>Expenditures</u>	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Settlements	\$ 296,500	\$ 250,000	\$ 350,000	40.0
Legal Expenses	12,881	25,000	75,000	200.0
Claims	465,611	416,229	420,000	0.9
Safety	3097	2,485	10,000	302.4
Subrogation Fees	13,474	14,273	25,000	75.2
Insurance Premiums	56,716	4,749	60,000	1163.4
Administrative Expenses	130,344	93,936	95,000	1.1
Drug Testing	29,503	39,050	40,000	2.4
Other Expenses	1,664	0	500	100.0
TOTAL	\$ 1,009,790	\$ 845,722	\$ 1,075,500	27.2

RISK MANAGEMENT UMBRELLA

Risk Management Umbrella: The Risk Management Fund Umbrella provides reserves against large losses. Actual interest earned in 2017 is shown below. Estimated interest has been omitted for 2018 and 2019.

<u>Contributions</u>	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2018-2019</u>
Interest Earned	\$ 12,092	\$ 0	\$ 0	0.0
TOTAL	\$ 12,092	\$ 0	\$ 0	0.0

Hotel Motel and Auto Rental Tax Funds

HOTEL/MOTEL TAX FUND

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

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Taxes				
Hotel/Motel Tax	\$ 20,775,634	\$ 22,192,096	\$ 23,301,700	5.0
TOTAL	\$ 20,775,634	\$ 22,192,096	\$ 23,301,700	5.0

<u>Expenditure Area</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Contribution to Visit Savannah	\$ 6,924,519	\$ 7,396,626	\$ 7,766,457	5.0
Contribution to Trade Center	\$ 2,795,059	\$ 2,974,567	\$ 3,113,295	4.7
Transfer to General Fund	\$ 10,387,817	\$ 11,096,048	\$ 11,650,850	5.0
Transfer to Civic Center Fund	\$ 668,239	\$ 724,855	\$ 771,098	6.4
TOTAL	\$ 20,775,634	\$ 22,192,096	\$ 23,301,700	5.0

AUTO RENTAL TAX FUND

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

<u>Revenue Source</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>	<u>% Change</u>
		<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>	<u>2018-2019</u>
<u>Taxes</u>							
Auto Rental Tax	\$	1,818,388	\$	1,880,000	\$	2,050,000	9.0
TOTAL	\$	1,818,388	\$	1,880,000	\$	2,050,000	9.0

<u>Expenditure Area</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>	<u>% Change</u>
		<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>	<u>2018-2019</u>
Transfer to General Fund	\$	454,597	\$	470,000	\$	512,500	9.0
Transfer to Civic Ctr.		1,363,791		1,410,000		1,537,500	9.0
TOTAL	\$	1,818,388	\$	1,880,000	\$	2,050,000	9.0

Other Computer Purchase Fund

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

REVENUES/EXPENDITURES

<u>Revenue Source</u>		2017 <u>Actual</u>		2018 <u>Projected</u>		2019 <u>Proposed</u>	% Change <u>2018-2019</u>
<u>Interfund Revenues</u>							
Computer Capital Charge	\$	721,295	\$	761,145	\$	860,147	13.0
<u>Interest Earned</u>							
Interest Earned	\$	5,008	\$	2,400	\$	2,400	0.0
<u>Other Revenues</u>							
Draw (Contribution) on Reserves	\$	(455,014)	\$	(2,400)	\$	(2,400)	0.0
TOTAL	\$	271,289	\$	761,145	\$	860,147	13.0

<u>Expenditures</u>		2017 <u>Actual</u>		2018 <u>Projected</u>		2019 <u>Proposed</u>	% Change <u>2018-2019</u>
Commodities	\$	49,525	\$	319,850	\$	418,852	31.0
Capital Outlay	\$	0	\$	66,295	\$	66,295	0.0
Other Expenses	\$	62,044	\$	375,000	\$	375,000	0.0
Depreciation Expense	\$	159,720	\$	0	\$	0	0.0
TOTAL	\$	271,289	\$	761,145	\$	860,147	13.0

Vehicle Purchase Fund

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

REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
<u>Interfund Revenues</u>				
Vehicle Use Charges	\$ 8,042,681	\$ 11,043,110	\$ 10,095,731	(8.6)
Vehicle Accessory Charges	\$ 596,455	\$ 350,015	\$ 151,030	(56.9)
Fleet Addition Contribution	\$ 86,322	\$ 3,483,855	\$ 901,664	(74.1)
Subtotal	\$ 8,725,458	\$ 14,876,980	\$ 11,148,425	(25.1)
<u>Interest Earned</u>				
Interest Earned	\$ 168,912	\$ 100,000	\$ 100,000	0.0
<u>Other Revenues</u>				
Sales Revenue	\$ 397,739	\$ 731,659	\$ 600,000	(18.0)
Sale of Surplus Prop From Hurricane Matthew Fund	\$ 0	\$ 52,675	\$ 0	(100.0)
Draw (Contribution) on Reserves	\$ 15,652	\$ 0	\$ 0	(100.0)
Subtotal	\$ (2,906,214)	\$ 3,643,072	\$ (3,841,704)	(205.5)
TOTAL	\$ (2,492,823)	\$ 4,527,406	\$ (3,241,704)	(173.2)
TOTAL	\$ 6,401,547	\$ 19,404,386	\$ 8,006,721	(58.7)

<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
Outside Services	\$ 29,617	\$ 61,200	\$ 33,300	(45.6)
Capital Outlay	\$ 282,064	\$ 19,343,186	\$ 7,973,421	(58.8)
Other Expenses	\$ 6,089,866	\$ 0	\$ 0	0.0
TOTAL	\$ 6,401,547	\$ 19,404,386	\$ 8,006,721	(58.7)

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/EXPENDITURES

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
<u>Interfund Revenues</u>				
Radio Capital Use Charge	\$ 1,338,000	\$ 334,000	\$ 630,000	88.6
<u>Other Revenues</u>				
Draw (Contribution) to/from Reserves	\$ 3,742	\$ 0	\$ 0	0.0
Subtotal	\$ 3,742	\$ 0	\$ 0	0.0
TOTAL	\$ 1,341,742	\$ 334,000	\$ 630,000	88.6
<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Commodities	\$ 1,341,742	\$ 334,000	\$ 630,000	88.6
TOTAL	\$ 1,341,742	\$ 334,000	\$ 630,000	88.6

Recorder's Court Technology Fund

The Recorder's Court Technology Fund is now used to account for the City's share of revenue and expenditures associated with the technology fee assessed by the Recorder's Court of Chatham County. Although the fee has been imposed since 2005, this Fund was created and residual technology fees revenue transferred in 2014.

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 2017, 2018, and 2019 represent the City's contribution to this system.

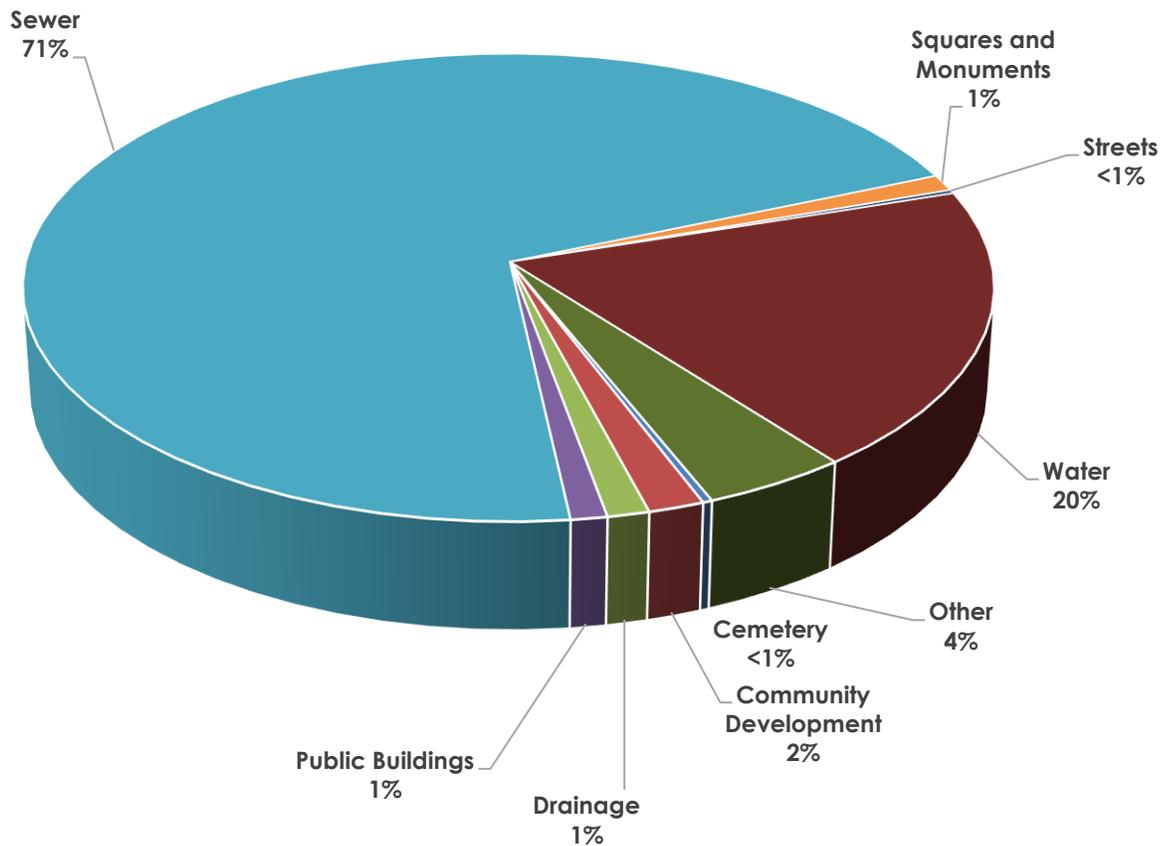
REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Proposed</u>	<u>% Change 2018-2019</u>
<u>Interfund Revenues</u>				
Recorder's Court Technology Fee	\$ 75,442	\$ 98,100	\$ 120,000	22.3
<u>Other Revenues</u>				
Draw (Contribution) to/from Reserves	\$ (32,138)	\$ 0	\$ 0	0.0
Subtotal	\$ (32,138)	\$ 0	\$ 0	0.0
TOTAL	\$ 43,304	\$ 98,100	\$ 120,000	22.3

<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Outside Services	\$ 34,108	\$ 93,100	\$ 100,000	7.4
Commodities	\$ 2,381	\$ 5,000	\$ 20,000	300.0
Capital Outlay	\$ 6,815	\$ 0	\$ 0	0.0
TOTAL	\$ 43,304	\$ 98,100	\$ 120,000	22.3

Capital Improvement Planning

The City's Five-Year Capital Improvements Plan encompassing FY19 through FY23 totals \$185.4 million. The first year of the five-year CIP, which is formally adopted by the City Council, totals \$59.3 million for FY19. Below is the breakdown of the FY19 Adopted capital budget by improvement category.



**TOTAL FY19 CAPITAL BUDGET:
\$59,359,000**

CAPITAL BUDGET OVERVIEW

PREPARATION

The five-year Capital Improvement Program (CIP) is updated annually and accounts for the acquisition, renovation, or construction of new or existing capital facilities and infrastructure. Anticipated funding sources are identified to support the program. The capital program is usually funded using a combination of current revenues, special taxes, bonds, and contractual payments. Development of the five-year capital plan is coordinated with 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 and are reviewed and modified in subsequent years where applicable. Before the plan is updated, a review of current capital projects' progress and accomplishments is completed to gain insight that is used in future planning.

STRATEGIES

Budget strategies for development of the 2019-2023 Capital Improvement Program includes:

- Focusing the City's limited resources on legally mandated projects
- Maintaining infrastructure and capital assets to protect the public and avoid future financial liabilities
- Focusing available Capital dollars on projects necessary for the successful implementation of the City's Strategic Plan

Future capital planning actions will include:

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

PROCESS

The Office of Management and Budget utilizes updated capital planning information as well as updated base budget projections to create a draft CIP which is presented to the City Manager and Executive Leadership. Special care was taken to update the plan once project requests were received from Strategic Goal Implementation Plan leads to ensure that as much as possible, available capital planning dollars are devoted to new capital expenditures that move the City towards meeting the goals of the Strategic Plan.

HISTORICAL CAPITAL FUNDING

In the last five years, the City has invested over \$300 million in capital projects in the community. Historical contributions to capital projects from several key funding sources are highlighted as well as various capital projects.

WATER AND SEWER FUND

Water and sewer rates are projected five years into the future in order to anticipate needs for operation and maintenance of the system and to fund the capital improvement/maintenance plan.

GENERAL FUND

General Fund revenue supports general government projects. This source of funding can be used for any lawful project. For 2013 through 2019, the General Fund CIP contribution has been lower than needed due to uncertain economic conditions. The 2019 General Fund contribution is budgeted at \$4,000,000. While the 2019-2023 plan provides a stable outlook for investment, it does not provide for all recorded City needs or needed capital investments to meet the goals of the Strategic Plan.

2019-2023 CAPITAL PLAN OVERVIEW

The five year Capital Improvement Program revenue sources are projected to total \$185,477,600. The table below provides a breakdown of allocations by year.

Five-Year Revenues by Source

Funding Source	2019	2020	2021	2022	2023	5-Year Total
General Fund	\$ 4,000,000	\$ 6,739,000	\$ 8,240,800	\$ 7,535,800	\$ 6,980,000	\$ 33,495,600
40% Cemetery Fund	170,000	170,000	170,000	170,000	170,000	\$ 850,000
Preservation Fee	720,000	650,000	650,000	650,000	650,000	\$ 3,320,000
Civic Center Fund	0	557,000	1,350,000	1,800,000	1,400,000	\$ 5,107,000
Parking Fund	550,000	625,000	625,000	600,000	650,000	\$ 3,050,000
Sewer Fund	41,806,000	14,681,000	13,708,000	13,205,500	9,955,500	\$ 93,356,000
Water Fund	11,561,000	11,093,000	6,345,000	8,874,000	7,874,000	\$ 45,747,000
I&D Fund	552,000	0	0	0	0	\$ 552,000
Total All Funding Source	\$ 59,359,000	\$ 34,515,000	\$ 31,088,800	\$ 32,835,300	\$ 27,679,500	\$185,477,600

EXPENDITURE SUMMARY

Capital Improvement Program expenditures for the five-year period are totaled to \$185,477,600.

Water and Sewer Improvements account for \$139,103,000 or 75.0% of planned capital project spending. Many of these projects prepare the City for compliance with new federal and state regulations regarding groundwater use and BOD discharge, which will take effect in the coming years. Other projects address routine maintenance and infrastructure replacement.

Street and Traffic Improvements together account for \$11,305,600 or 6.1% of planned capital spending. Planned projects include intersection improvements, bridge maintenance, street resurfacing, and sidewalk and curb repairs and maintenance.

Park and Recreation Improvements, Cemetery Improvements, Square and Monument Improvements, Public Building Improvements and Community Development Improvements account for \$14,306,000 or 7.7% of capital spending. These improvements include projects like the Savannah Shines Project, which receives \$1.0 million in this plan for community development projects in a pre-determined neighborhood meeting specific program requirements, park and monument lighting improvements, and square renovations.

Civic Center Improvements account for \$5,107,000 or 2.8% of total planned expenditures, and are primarily dedicated to replacement and renovation projects at the Civic Center.

New **Drainage** infrastructure will be installed to reduce flooding incidents as well as the continuation of ongoing rehabilitation of the City's storm sewers over the five-year period. These improvements account for \$4,950,000 or 2.7% of planned capital spending.

The **Other Projects** category accounts for \$10,706,000 or 5.8% and includes large technology upgrades including the purchase of an Electronic Timekeeping System, implementation of a new Budget and Performance Management Software System and water testing laboratory equipment.

The table below provides a breakdown by category of planned spending during the five-year period:

Improvement Category	2019	2020	2021	2022	2023	5-Year Total
Cemetery	170,000	170,000	170,000	170,000	170,000	\$ 850,000
Civic Center	0	557,000	1,350,000	1,800,000	1,400,000	\$ 5,107,000
Community Development	1,000,000	75,000	1,075,000	75,000	575,000	\$ 2,800,000
Drainage	750,000	1,550,000	1,100,000	775,000	775,000	\$ 4,950,000
Park and Recreation	0	250,000	351,000	275,000	275,000	\$ 1,151,000
Public Buildings	650,000	800,000	750,000	2,550,000	1,575,000	\$ 6,325,000
Sewer	41,806,000	14,681,000	13,708,000	13,205,500	9,955,500	\$ 93,356,000
Squares and Monuments	670,000	630,000	630,000	650,000	600,000	\$ 3,180,000
Streets	150,000	1,200,000	995,000	1,355,000	1,205,000	\$ 4,905,000
Traffic	0	1,500,000	1,544,800	2,355,800	1,000,000	\$ 6,400,600
Water	11,561,000	11,093,000	6,345,000	8,874,000	7,874,000	\$ 45,747,000
Other	2,602,000	2,009,000	3,070,000	750,000	2,275,000	\$ 10,706,000
Total by Improvement Category	\$ 59,359,000	\$ 34,515,000	\$ 31,088,800	\$ 32,835,300	\$ 27,679,500	\$185,477,600

COMMUNITY PARTNERSHIPS PROGRAM

OVERVIEW

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

The 2019 Community Partnerships Program allocations process began on July 30, 2018 with the release of Request for Proposals to address the following strategic priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization and Public Safety. A workshop was held on August 6, 2018 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 30, 2018 and completed applications were submitted electronically by August 30, 2018 at 5:00 p.m.

INVESTMENT IMPACTS

The Community Partnerships Evaluation Committee reviewed 54 requests for funding totaling \$2,038,475 from 40 local agencies. While it remains a goal of the City to provide assistance for needed social services in the community, support for the program is proposed to continue in 2019 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 Strategic Plan Goals and Strategies - 25 points

Proposed programs must clearly demonstrate the ability to assist the City in achieving the goals and priorities in the City's Strategic Plan as outlined in the Community Partnerships Program Request for Proposals. Agencies must identify the goal and strategy the proposed program will address and include a clear narrative describing the program, when and where it will be offered, and how it will directly assist in the achievement of the identified Strategic Plan goal.

Benefit of Program/Service to Participants - 20 points

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

Program Design -15 points

To receive points in this category, the program/service must be fully developed, thorough and well-defined. Successful proposals will provide a clear program narrative, describe key program features, detail the program location and hours, and outreach strategies to inform and engage the public in the program.

Operational Capacity and Program Experience -10 points

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

Cost per Program Participant -10 points

This ratio is determined by dividing the total program funding requests 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.

Diverse Funding Sources -10 points

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

Beneficial Collaborations - 5 points

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

Supporting Data/Research - 5 points

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

PURCHASING STRATEGIES

The 2019 Community Partnership Program purchases services which align with the City's Strategic Plan priorities in the areas of Economic Strength, Poverty Reduction, Neighborhood Revitalization and Public Safety. Additionally, funds are set aside to support local Homeless Continuum of Care Management.

2019 Community Partnership Program Budget Recommendations by Category

Homeless Continuum of Care Services

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
Chatham Savannah Authority for the Homeless (Continuum of Care) Provides coordination of all homeless services, as well as provide direct client services.	\$ 195,000	\$ 195,000
Total Proposed Homeless Continuum of Care Programs	\$ 195,000	\$ 195,000

Neighborhood Revitalization

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<u>Frank Callen Boys & Girls Club</u> (Quality Recreation for Healthy Futures) Program 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.	\$ 15,000	\$ 5,000
<u>Savannah Country Day School</u> (Horizons Savannah Youth Program) 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.	\$ 20,000	\$ 14,000
Total Proposed Neighborhood Revitalization Programs	\$ 35,000	\$ 19,000

Economic Strength & Poverty Reduction

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<u>America's Second Harvest</u> (Senior Hunger Initiative) 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.	\$ 40,000	\$ 38,000
<u>Coastal Georgia Council Boys Scouts of America</u> (Exploring Program) Exploring is a career mentoring, leadership and job skills development programs for boys and girls age 12-19.	\$ 10,000	\$ 5,000
<u>Eastside Concerned Citizens Inc.</u> (Career Development/Certified Nursing Assistant Training) The program is a 2-tier career training tract that provides entry level employment opportunities in the medical field and state certification. Program participants are provided employment placement assistance for up to 1 year after completion of training.	\$ 10,000	\$ 10,000

Economic Strength & Poverty Reduction

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<u>Economic Opportunity Authority for Savannah-Chatham County Area Inc.</u> (EOA Workforce Development Soft Skills Training for Unemployed and Underemployed) - Program designed to prepare clients with the necessary resources to acquire and retain their jobs and to increase retention with employers.	\$ 50,000	\$ 10,000
<u>Forsyth Farmers Market</u> (Farm Truck 912) - Partnering with Wholesome Wave Georgia, the Farm Truck takes part in the "Double your Dollars" initiative to make healthy foods more affordable. Participants who shop on the Farm Truck while receiving SNAP/EBT benefits receive half off any item on the truck.	\$ 10,000	\$ 8,000
<u>Frank Callen Boys & Girls Club</u> (Youth Upward Mobility: Academic Success, Career Readiness) - Program addresses the risk factors that contribute to youth juvenile delinquency and provide skills and support that have been shown to increase participants' likelihood of career planning, high school graduation and post-secondary training, and thus to become upwardly mobile by entering and competing in the 21st century workplace.	\$ 15,000	\$ 5,000
<u>Georgia Legal Services</u> (Home Ownership Protection) Program provides critical legal services in cases involving homeownership, rehabilitation, and retention of owned property.	\$ 50,000	\$ 47,000
<u>Greenbriar Children's Center</u> (Early Childhood Education) Early Childhood Education program which 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	\$ 28,000
<u>Living Independence for Everyone</u> (Students for LIFE) A program offered to individuals with disabilities that teach skills to successfully navigate from IEP to employment or post-secondary schooling.	\$ 10,000	\$ 5,000
<u>MedBank Foundation</u> (Prescription Assistance) Program assists with processing medication refills and program renewals. Provides services to uninsured or underinsured and low-income persons. Operates out of J. C. Lewis Health Clinic.	\$ 15,000	\$ 10,000
<u>Neighborhood Improvement Association Inc.</u> (Volunteer Income Tax Assistance - VITA) - Program provides free income tax preparation services to individuals and families making less than \$54,000 per year.	\$ 50,000	\$ 42,000

Economic Strength & Poverty Reduction

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<p><u>Royce Learning Center</u> (Adult and Community Education) Program 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.</p>	\$ 10,000	\$ 5,000
<p><u>Savannah Center for Blind and Low Vision</u> (Senior Independent Living for the Vision Impaired) Program offers training and support to maintain a safe environment for seniors still living at home. Training ranges from Orientation and Mobility, Vision Rehabilitation safety training, assistive technology to master the internet, peer services and support, Low Vision evaluations, adaptive safety devices and learning to cope with blindness.</p>	\$ 35,000	\$ 32,000
<p><u>Senior Citizens</u> (Adult Daytime Care) Adult Daytime Care/Health 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.</p>	\$ 20,000	\$ 11,000
<p><u>Senior Citizens</u> (Care Navigators) Program provides information and linkage to any service that will fill unmet needs for seniors and will accompany the senior to the service they need. The program also 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.</p>	\$ 25,000	\$ 10,000
<p><u>Senior Citizens</u> (In- Home Services) In-Home Services provide 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.</p>	\$ 15,000	\$ 7,000
<p><u>Senior Citizens</u> (Meals on Wheels) Meals on Wheels program provide healthy, hot and delicious meals delivered to the homes of seniors. The lunches provided by this program are freshly prepared and nutritionally balanced and are designed to provide 1/3 of the recommended daily nutritional requirement for seniors.</p>	\$ 25,000	\$ 15,000

Economic Strength & Poverty Reduction

Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<u>Senior Citizens</u> (Senior Companions) The Senior Companion Program is designed to serve two segments of the senior community. This program hires seniors who are healthy 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.	\$ 15,000	\$ 7,000
<u>Small Business Assistance Corporation</u> (Personal and Business Credit Building Program) A credit-rebuilding program for individuals and businesses including financial literacy, money management and one on one credit counseling.	\$ 25,000	\$ 23,000
<u>Social Apostolate of Savannah</u> (Employment Support Services) Services are designed to help individuals obtain or maintain meaningful employment by providing them with proper state-issued identification, work shoes, work clothing and transportation assistance in the form of bus passes or gas cards.	\$ 15,000	\$ 10,000
<u>Step Up Savannah</u> (Chatham Apprentice Program) Provides jobs skills training resume writing financial education literacy and behavior modification therapy.	\$ 50,000	\$ 42,000
<u>Step Up Savannah</u> (Collaborative Work) Through their collaborative work, Step Up Savannah manages 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 leverage outside funding for poverty reduction initiatives.	\$ 50,000	\$ 18,000
<u>Step Up Savannah</u> (Financial Security) Program 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.	\$ 49,975	\$ 42,000
<u>Summer Therapeutic Enrichment Program of Savannah (S.T.E.P.S. Summer Camp)</u> Program provides recreational camp activities to meet the individual physical and medical needs of the participants.	\$ 11,000	\$ 5,000
<u>The Creative Coast</u> (Bull Street Labs) Hosts events focused on mentoring, networking, and education in business incubation.	\$ 50,000	\$ 42,000
<u>The Savannah Country Day School</u> (Graduate Program) Horizons Graduate Program maintains guidance and support throughout the school year by offering one-on-one school visits once a month and Saturday sessions for community service opportunities and college tours.	\$ 5,000	\$ 5,000

United Ministries of Savannah: <u>Emmaus House (Breakfast at Emmaus House)</u> Program provides hearty meals and basic needs services to the homeless.	\$ 15,000	\$ 7,000
Total Proposed Economic Strength & Poverty Reduction Programs	\$ 725,975	\$ 489,000

Public Safety Programs		
Agency Name/Program Description	2019 Requested Funding	2019 Proposed Funding
<u>American Red Cross (Crisis Response and Recovery Program)</u> Program 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.	\$ 25,000	\$ 24,000
<u>Coastal Children's Advocacy Center</u> (Forensic Interviewing and Crisis Intervention) Funding is requested to help with underwriting the cost of forensic interviews and crisis intervention.	\$ 25,000	\$ 20,000
<u>Frank Callen Boys and Girls Club</u> (Gang Prevention Through Targeted Outreach) Program 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	\$ 15,000
<u>Lutheran Services of Georgia</u> (Family Intervention Services) Program services families in crisis by incorporating three linked initiatives through a continuum of prevention and early intervention services; First Steps, Healthy Families, and A+ Parents.	\$ 50,000	\$ 20,000
<u>Mediation Center of the Coastal Empire Inc.</u> (Mediation Center Social Services Programs) Programs educate, manage and support families and communities through the conflict, and collaborates with other service providers meeting Savannah residents' critical needs.	\$ 30,000	\$ 15,000
<u>Park Place Outreach</u> (Youth Emergency Shelter) Provides an emergency shelter for homeless youth, runaways, and at-risk youth ages 11-17.	\$ 20,000	\$ 15,000
<u>Rape Crisis Center</u> (Prevention Education) Program provides prevention education to elementary, middle and high school youth in the public school system.	\$ 45,000	\$ 21,000
Total Proposed Public Safety Programs	\$ 210,000	\$ 130,000
Total Community Partnerships Recommendations	\$ 1,165,975	\$ 833,000

CULTURAL CONTRIBUTIONS

OVERVIEW

Since 1979, the City of Savannah's Cultural Arts Division has functioned as a key investor of local cultural agencies. The 2019 Cultural and Arts Investment Program is aligned with the City's strategic priorities, including Neighborhood Revitalization, Economic Strength, and Poverty Reduction. The call for proposals outlined criteria that addresses the City's Strategic Plan, has measurable outcomes, benefits Savannah residents, and brands Savannah as a cultural destination. The Cultural Affairs Commission, appointed by City Council, attends and evaluates the contract agencies' programs throughout the year to ensure effectiveness and contractual compliance.

City staff provided five workshops and two extended office hour days to review the requirements for new and prior applicants. In addition, staff provided one-on-one review sessions for interested organizations. Seven Cultural Affairs Commissioners volunteered to serve as Review Panelist for the 2019 Cultural and Arts Investment Program and attended a meeting that explained the review criteria and Review Panel meeting process.

After the submission of the applications, the Cultural Services Contract Coordinator compiled and analyzed the proposals and delivered the proposal packet to the Panelists. The Panelists participated in a five-week review of the proposals, culminating in the one-day Review Panel deliberation meeting. The Review Panel meeting was open to the public, and applying organization representatives attended. Each organization's proposal was discussed by the Panelist following the Review Criteria document.

INVESTMENT IMPACTS

On August 18, 2018, the Cultural Affairs Commission Review Panelists conducted the Review Deliberation Process and scored 12 proposals from 12 different organizations with a total funding request of \$774,726. A total of twelve applications were received, however one application was withdrawn by the submitting agency. The total amount investment recommended is \$680,400.

The recommended allocations are based on a scoring rubric.

REVIEW CRITERIA & INDICATORS

During the five-week review period and the deliberation meeting, Review Panelists assessed each proposal individually according to the review criteria (below) based on the City's strategic goals.

Program Design – 25 points

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

Alignment with City Strategic Priorities – 30 points

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

Neighborhood Revitalization

- Provides civic engagement in the design and implementation of programming and promotes the growth of the creative community
- Uses cultural and arts programming as a core component to the design and improvement of the community's built environment
- Presents programming that is relevant to neighborhoods
- Provides programming that residents, especially youth, will have access to within their neighborhoods and that develops programs beyond the landmark historic district

Economic Strength

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

Poverty Reduction

- Uses cultural and arts programming as a core strategy that positively impacts skill development, teaches arts and cultural industry skills, and provides exposure to creative sector jobs
- Provides measureable cultural, social and/or economic contributions throughout the community, including leveraging of City funds, engagement of citizens, and employment of local artists in the creative sector
- Provides opportunities for entrepreneur avenues within the creative sector
- Provides mentorships and professional skill development to ready youth and adults to become workforce-ready. Identifies skill development and job creation goals
- Has cultural and art projects that are designed and presented specifically for young people, and that use young people's input to design and implement projects
- Provides educational opportunities for young people that engage them as the program audience, program stewards, and artists/performers

Program Impact - 25 Points

- Utilizes comprehensive evaluation methods used to measure program/project effectiveness
- Engages audience segments (visitors and residents)
- Measures the effectiveness of the program's design that impacts equitable access and addresses barriers of engagement and entry
- Provides evidence of research on best practices and documentation of how best practices have been incorporated into a program request
- Effectively reaches diverse audiences and participants; identifies if programming is in areas outside the Landmark Historic District
- Identifies plans for sustaining the project/program

Organizational & Project Accountability - 20 Points

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

PURCHASING STRATEGIES

The Cultural Arts Division requested programs demonstrating the following qualities:

1. Neighborhood Revitalization: Implement programs that reestablish and preserve vibrant, sustainable neighborhoods
2. Economic Strength: Present programs that have a measurable impact on Savannah's economy
3. Poverty Reduction: Present cultural and art projects which are designed specifically to reduce poverty through skill development
4. Diversity (Program Content & Organizational Staff)
5. Accessibility of the cultural and arts programming as a catalyst to enhance the quality of life for all citizens of Savannah
6. Collaborative/Partnership Relationships: programs with documented partnerships
7. Youth Programming, Entrepreneurial Arts Education
8. Economic Development, including Tourism and Community Development
9. Fiscal Responsibility

Total Amount Investment Recommended:	\$ 680,400
Total Services Purchased:	1,288
Total Audience Served:	285,632

2019 Recommended Contracts for Cultural and Arts Services

Coastal Jazz Association Savannah Jazz Festival Recommended Investment: \$67,500	City of Savannah Strategic Priority: Economic Strength		
% non-city income (earned/contributed) toward project	58%	# of youth planning/implementing services	15
# of services	23	# of youth participants	8,500
# of participants	30,000	# of youth (0-5)	150
# of visitors/tourists	# not provided	# of youth (6-13)	250
# of paid personnel	73	# of youth (14-17)	2,500
# of partnerships	23	# of youth (18-20)	5,600
<p>Three nights of free performances in Forsyth Park and a week of free concerts at Savannah venues features local jazz talent, national/regional jazz artists, and military bands. Program design, site selection, and collaborative relationships are mechanisms used to engage a demographically inclusive audience. The festival is managed by a volunteer organization, with a contracted administrative staff member and is partnered with local business, schools, and universities. Savannah Jazz Festival expands the audience's appreciation and understanding of the jazz art form and brings free cultural activities to the historic district neighborhood and adjacent areas.</p>			

Deep Center, Inc. Deep Center Literacy Programming Recommended Investment: \$100,000	City of Savannah Strategic Priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization		
% non-city income (earned/contributed) toward project	81%	# of youth planning/implementing services	52
# of services	595	# of youth participants	863
# of participants	2,140	# of youth (0-5)	40
# of visitors/tourists	25	# of youth (6-13)	423
# of paid personnel	11	# of youth (14-17)	300
# of partnerships	15	# of youth (18-20)	100
<p>Deep Center brings the literary arts to youth through creative writing workshops, publication, and performances. Deep engages the community's diverse youth as planners, performers, and creatives, and develops sustainable collaborative relationships with community organizations. In 2019, Deep Center's <i>Savannah Stories</i> is a single program with three sequential projects: 1) <i>Introductory: Young Author Project</i> provides middle schools students with fun, rigorous creative writing workshops, meeting weekly (approx. 15 hours over 12 weeks), 2) <i>Intermediate: Block by Block</i> conducts place-based community engagement with high-school youth, who conduct community research, discover Savannah's past and unfolding stories, and connect their personal stories to the narratives of their neighborhood (approx. 260 hours of programming in 10 months), 3) <i>Youth Leadership Team</i> is a sequential writing program that engages youth in advance writing on critical community issues. This program is a paid internship program, where 10 students receive 46 hours of programming over 10 months. In addition, Deep will expand 2019 programming to include 1) a Slam Poetry Team, 2) Programming for Court-involved Youth, and 3) Drop-in hours.</p>			

King-Tisdell Cottage Foundation Beach Institute 2019 Heritage Program Recommended Investment: \$35,000		City of Savannah Strategic Priorities: Economic Strength, Neighborhood Revitalization	
% non-city income (earned/contributed) toward project	43%	# of youth planning/implementing services	0
# of services	15	# of youth participants	542
# of participants	1,642	# of youth (0-5)	0
# of visitors/tourists	100	# of youth (6-13)	0
# of paid personnel	4	# of youth (14-17)	42
# of partnerships	13	# of youth (18-20)	500
<p>King-Tisdell Cottage Foundation programming includes the <i>Beach Institute Lecture and Learning Series</i> (series of twelve lectures) and <i>Genealogical Research Support Center</i> (a resource program for research). The <i>Beach Institute Lecture and Learning Series</i> will feature topics including post-Civil War African-American towns, Prominent Abolitionists, African-American Scientists and Inventors. <i>Genealogical Research Support Center</i> provides Savannah residents with databases, on-line tools, and professional expertise for participants' to pursue genealogy research. King-Tisdell Cottage Foundation provides access to cultural programming for the community's diverse citizenry, develops collaborative relationships within Savannah neighborhoods, and promotes Savannah as a cultural destination.</p>			

Live Oak Public Libraries School that Author Recommended Investment: \$17,500		City of Savannah Strategic Priority: Neighborhood Revitalization	
% non-city income (earned/contributed) toward project	0%	# of youth planning/implementing services	0
# of services	40	# of youth participants	10,800
# of participants	12,000	# of youth (0-5)	500
# of visitors/tourists	0	# of youth (6-13)	9,000
# of paid personnel	164	# of youth (14-17)	800
# of partnerships	9	# of youth (18-20)	500
<p>Live Oak Public Libraries' (LOPL) project <i>School That Author</i> would bring quality children and teens authors and illustrators to Savannah's youth in their neighborhoods and schools. Consulting with children's librarians and school teachers, LOPL has selected potential presenting authors who are award-winning authors and well-known to Savannah's youth. <i>School that Author</i> provides access to cultural programming for the community's diverse youth, develops collaborative relationships with community stakeholders, and promotes literacy and creativity.</p>			

Mountainfilm on Tour in Savannah Movies that Matter Recommended Investment: \$7,000		City of Savannah Strategic Priority: Economic Strength, Poverty Reduction	
% non-city income (earned/contributed) toward project	81%	# of youth planning/implementing services	10
# of services	7	# of youth participants	4,000
# of participants	4,200	# of youth (0-5)	0
# of visitors/tourists	0	# of youth (6-13)	1,800
# of paid personnel	12	# of youth (14-17)	1,500
# of partnerships	15	# of youth (18-20)	700
<p>Mountain film on Tour in Savannah provides the local community with singular access to films on critical contemporary issues in their <i>Movies that Matter</i> project to over 4,000 local youth. Environmental and cultural issues are introduced to youth through educational materials, a one-day screening of a series of films in a local theatre, two on-site school film presentations, and a mentoring program with Georgia Film Academy. Following the screenings, the personalities behind the stories (filmmakers and film subjects) present their stories and their expertise in the film industry to students. The Q&A sessions following the screenings provide a forum for youth to engage in critical discussions with featured performers, artists, activist, and environmentalists. Mountain film utilizes community partnerships to foster their educational programming.</p>			

Savannah Ballet Theatre The Nutcracker Recommended Investment: \$28,000		City of Savannah Strategic Priority: Economic Strength	
% non-city income (earned/contributed) toward project	71%	# of youth planning/implementing services	0
# of services	4	# of youth participants	2,870
# of participants	4,800	# of youth (0-5)	250
# of visitors/tourists	1,200	# of youth (6-13)	2,200
# of paid personnel	75	# of youth (14-17)	400
# of partnerships	10	# of youth (18-20)	20
<p>Savannah Ballet Theatre presents <i>The Nutcracker</i> in a version that leverages the talents of local artists, local musicians, and young dancers and that honors the traditions and history of Savannah. Programming includes one-day abbreviated performances for youth and seniors, and multiple ticketed evenings and matinees for a total audience of 4,800. Savannah Ballet Theatre provides access to artistic programming for the community's diverse citizenry, develops collaborative relationships within Savannah, and promotes Savannah as a cultural destination.</p>			

Savannah Irish Festival Committee Savannah Irish Festival Recommended for Weave-a-Dream		City of Savannah Strategic Priority: Economic Strength	
% non-city income (earned/contributed) toward project	100%	# of youth planning/implementing services	24
# of services	2	# of youth participants	910
# of participants	3,000	# of youth (0-5)	110
# of visitors/tourists	300	# of youth (6-13)	125
# of paid personnel	25	# of youth (14-17)	175
# of partnerships	13	# of youth (18-20)	500
<p>Savannah Irish Festival is recommended to apply to the Weave-A-Dream program. The proposal for the Savannah Irish Festival would present authentic Irish cultural, music, and dance performances to the Savannah community.</p>			

Savannah Music Festival Music Explorers, 2019 Savannah Music Festival Recommended Investment: \$100,000		City of Savannah Strategic Priority: Economic Strength & Poverty Reduction	
% non-city income (earned/contributed) toward project	95%	# of youth planning/implementing services	16
# of services	200	# of youth participants	13,500
# of participants	56,000	# of youth (0-5)	0
# of visitors/tourists	20,000	# of youth (6-13)	11,000
# of paid personnel	544	# of youth (14-17)	1,000
# of partnerships	60	# of youth (18-20)	1,500
<p>The Savannah Music Festival (SMF) produces an array of programs with a centerpiece 17-day festival. SMF outreach and education initiatives include a national weekly public radio series, a year-round local music education youth program (<i>Musical Explorers</i>), and two tuition-free young artist development programs. <i>Musical Explorers</i> program reaches 11,000 K-2 students with in-classroom lessons, 6 teacher training professional development sessions per year at schools located in and serving students of all aldermanic districts. In 2018, the festival attracted over 35,000 participants with 43% visitors, resulting in \$12 million of local direct spending, 9,250 hotel room nights and nearly \$1 million of local tax revenues. Savannah Music Festival provides measurable economic contributions, promotes Savannah as a cultural destination, and positively impacts the community's youth.</p>			

Savannah Philharmonic Orchestra Lab; Philharmonic in the Streetz; Picnic in the Park Recommended Investment: \$90,000		City of Savannah Strategic Priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization	
% non-city income (earned/contributed) toward project	68%	# of youth planning/implementing services	0
# of services	7	# of youth participants	8,750
# of participants	21,850	# of youth (0-5)	230
# of visitors/tourists	900	# of youth (6-13)	2,020
# of paid personnel	488	# of youth (14-17)	4,000
# of partnerships	25	# of youth (18-20)	2,500
<p>Savannah Philharmonic is a per-service orchestra of musicians and a chorus that provides educational programs for youth and community events. Savannah Philharmonic produces <i>Picnic in the Park</i>; a free one-day event in Forsyth Park featuring young performers, military bands, and a professional orchestra. In 2019, programming will include <i>Orchestra Lab</i> and <i>Philharmonic in the Streetz</i>. The <i>Orchestra Lab</i> is a curriculum-based youth program that brings classical music to youth through in-school string quartet programs, workshops in partnership with Friends of Ben Tucker, sectional instructions, and concert rehearsals which teaches youth about the concert's composer, history, and other aspects of an orchestral performance. <i>Philharmonic in the Streetz</i> is a two-part series of free afternoon weekend performances taking place in Savannah neighborhoods beyond the historic district. Savannah Philharmonic provides Savannah residents' and youth to access to the arts, and utilizes community partnerships to foster neighborhood revitalization.</p>			

Savannah State University Savannah Black Heritage Festival Recommended Investment: \$90,000		City of Savannah Strategic Priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization	
% non-city income (earned/contributed) toward project	33%	# of youth planning/implementing services	100
# of services	84	# of youth participants	12,600
# of participants	23,800	# of youth (0-5)	1,000
# of visitors/tourists	1,800	# of youth (6-13)	3,300
# of paid personnel	240	# of youth (14-17)	4,500
# of partnerships	40	# of youth (18-20)	3,800
<p>A family oriented, 19-day festival expands awareness, educates, and exposes attendees to African American culture and history. Program design incorporates a variety of offerings to engage a demographically inclusive audience through the visual, literary, performing, and/or media arts in all six Aldermanic districts. The Savannah Black Heritage Festival develops educational and outreach components to the community's diverse youth, provides access to the arts, and creates over 70 collaborative relationships with organizations in the community.</p>			

Telfair Museum of Art Art in Our Neighborhoods Recommended Investment: \$100,000		City of Savannah Strategic Priorities: Economic Strength, Poverty Reduction, Neighborhood Revitalization	
% non-city income (earned/contributed) toward project	93%	# of youth planning/implementing services	12
# of services	243	# of youth participants	27,500
# of participants	125,000	# of youth (0-5)	2,500
# of visitors/tourists	92,500	# of youth (6-13)	17,500
# of paid personnel	140	# of youth (14-17)	3,750
# of partnerships	55	# of youth (18-20)	3,750
<p>Telfair Museums' <i>Art in Our Neighborhoods</i> program will present a series of 243 events to residents, all taking place within city limits, with an emphasis on education for youth and expanding awareness of the City's early African American experience. The program will consist of: 120 community outreach sequential learning sessions at sites throughout the city, including 10 sessions of afterschool STEAM outreach at neighborhood centers; 12 afterschool sessions for teenagers at library branches; 32 youth sessions during the summer at neighborhood centers; 30 sessions at social service organization for disabled citizens and veterans; 110 free tours of museum exhibitions; 10 new tours serving 8th graders at the Owens-Thomas House & Slave Quarters; 5 multi-generational Free Family Days; a "Telfair to Go" Free Family Day in an Aldermanic district neighborhood; the "I Have Marks to Make" exhibition of community artwork; a free admission to the Owen-Thomas House & Slave Quarters on select dates for City of Savannah residents; and a series of 6 international and regional artists' exhibitions. Telfair Museum's provides educational opportunities and promotes Savannah as a cultural destination.</p>			

Cultural Arts Division	
Technical Assistance	Requested Investment: \$22,4000
<p>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)</p>	
Weave-A-Dream	Requested Investment: \$23,0000
<p>The Weave-A-Dream (WAD) program is a flexible project-based program that aims to encourage small and emerging organizations and creative individuals to propose specific, innovative programming—programming that strengthens, diversifies, and expands Savannah's creative sector. The program places creative initiatives in specific locations and neighborhoods throughout the year and requires applying non-profits or individuals to provide non-city financial contributions and secure community partnerships. To impact poverty reduction and add to neighborhood vitality, projects are encouraged to actively involve young people in the project's design, planning, and implementation, while focusing on youth's development of entrepreneurial skills and technical skills. A rolling deadline places services in specific areas throughout the year. Performance measures include number of youth served, number of partnerships formed, and tracking skill development. Projects engage youth who have limited access to creative programs and reach communities encompassing all City of Savannah aldermanic districts. (45 Services, 3500 participants)</p>	

Classifications and Pay Grades

JOB TITLE	GRADE	JOB TITLE	GRADE
Accountant	112	Budget Analyst	115
Accounting Clerk	106	Building Inspector	112
Accounting Technician	107	Building Maintenance Technician	109
Admin, Special Events, Film, Tourism	120	Building Official	121
Administrative Assistant	108	Building Plans Examiner	114
Administrative Clerk	105	Business Compliance Investigator	108
Administrative Coordinator	114	Business Compliance Supervisor	112
Administrative Secretary	107	Cable Access Coordinator	114
Aerial Lift Specialist	110	Capital Project Manager	116
Alderman	99	Carpenter	109
Arena Development District Executive Director	125	Case Disposition Clerk	105
Arts Program Coordinator	112	Cashier	105
Arts Program Specialist	114	Cemetery Conservation Coordinator	115
Asset Building/Finished Services Coordinator	114	Cemetery Conservation Technician	109
Asset Management Coordinator	114	Cemetery Director	123
Assistant City Attorney	121	Cemetery Events Coordinator	111
Assistant Director, Parking	120	Cemetery Services Coordinator	115
Assistant Director, WorkSource	120	Chemist	116
Assistant Information Technology Director	121	Chief Budget Officer	124
Assistant Sanitation Director	121	Chief Community Services Officer	131
Assistant Box Office Supervisor	110	Chief Deputy Court Clerk	120
Assistant Chief Budget Officer	120	Chief Financial Officer	129
Assistant Civic Center Director	120	Chief Fire Investigator	117
Assistant Director, Parks & Recreation	120	Chief of Staff Mayor's Office	120
Assistant Director, Fleet Services	120	Chief Officer Infrastructure & Development	131
Assistant Director, Human Services	120	Chief Operating Officer	131
Assistant Director, Real Estate	120	City Attorney	99
Assistant Purchasing Director	120	City Manager	99
Assistant Revenue Director	120	City Surveyor	115
Assistant to Clerk of Council	110	Civic Center Director	123
Assistant to the City Manager	125	Civil Engineer	116
Assistant Chief Financial Officer	124	Clerk of Council	124
Athletics Administrator	120	Clerk of Chatham County Recorder Court	123
Auto Parts Buyer	110	Clubhouse Attendant	103
Benefits Specialist	111	Coastal Workforce Services Director	123
Billing Technician	109	Code Compliance Officer	111
Box Office Cashier	105	Code Compliance Supervisor	113
Box Office Supervisor	112	Code Compliance Trainee	110

JOB TITLE	GRADE	JOB TITLE	GRADE
Commercial Refuse & Recycling Services Administrator	120	Director, Code Compliance	124
Commercial Refuse & Recycling Services Director	124	Director, Fleet Services	123
Communications Coordinator	114	Director, Greenscapes	124
Communications Officer	108	Director, Human Services	123
Communications Officer Trainee	106	Director, Mobility Management	125
Communications Supervisor	111	Director, Office of Business	123
Communications Training Office	110	Director, Office of Performance & Accountability	123
Community Housing Services Director	121	Director, Parking Services	124
Community Outreach Coordinator	112	Director, Real Estate Services	125
Community Program Specialist	107	Director, Special Events, Film, & Tourism	123
Community Projects Tech	107	Driver	105
Community Services Administrator	120	Electronic Controls Technician Supervisor	114
Computer Services Specialist	110	Educational Specialist	112
Concessions Clerk	105	Electrical Inspector	112
Concessions Supervisor	110	Electrician	110
Construction & Rehabilitation	111	Electronic Control Technician	112
Construction Inspector	112	Emergency Management Director	121
Construction Site Safety	105	Emergency Vehicle Technician	112
Construction Specialist Apprentice	107	Employee Development Coordinator	114
Consultant to the City Manager	99	Employee Health Coordinator	115
Contract Compliance Specialist	114	End Gun Violence Program Coordinator	113
Contract Coordinator	113	Engineering Technician	110
Court Services Specialist	109	Environmental & Sustainability Director	121
Court Services Technician	106	Environmental Affairs Administrator	117
Crime Analyst	113	Environmental Compliance Coordinator	117
Crime Analyst Assistant	107	Equipment Maintenance Supervisor	115
Crime Analyst Supervisor	116	Equipment Mechanic	108
Crime Analyst, Senior	114	Event Planner	112
Criminal Investigations	107	Executive Assistant	112
CS/Utility Billing Lead	110	Executive to City Manager	112
Cultural Services Contract Coordinator	114	Facilities Service Worker	102
Customer Service Representative	106	Fire Battalion Chief	120
Customer Service Supervisor	111	Fire Captain	117
CWS Finance Administrator	120	Fire Chief	130
Deputy Court Clerk	108	Fire Chief, Assistant	123
Development Liaison Administrator	120	Fire Investigator	113
Development Services Director/City Engineer	125	Fire Marshall	120
Director, Office of Capital Project Management	124	Fire Prevention Inspector	112
Director, Office of Public Communications	123	Firefighter	110
Director, Planning & Urban Design	123	Firefighter Trainee	108
Director, Cultural & Arts	123	Firefighter, Advanced	112

JOB TITLE	GRADE	JOB TITLE	GRADE
Forestry Inspector	113	Loan Officer	110
GIS Analyst	114	Loan Specialist	107
GIS Tech	111	Location Specialist	111
Grants Administrator	120	Maintenance Crew Chief	111
Greenscapes Administrator	120	Maintenance Supervisor	113
Groom	107	Maintenance Superintendent	116
Ground Operations Specialist	107	Maintenance Worker	104
Grounds Equipment Maintenance Specialist	109	Maintenance Assistant	103
Heavy Construction Equipment Operator	110	Maintenance Specialist	107
Heavy Equipment Operator	109	Management Analyst	113
Help Desk Technician	110	Management Services Coordinator	117
Housing Administrator	120	Marketing Coordinator	114
Housing Development Inspector	112	Master Equipment Mechanic	112
Housing Director	123	Master Firefighter	114
Human Resources Administrator	120	Mayor	99
Human Resources Analyst	115	Mechanical Inspector	112
Human Resources Assistant	106	Medium Equip Operator	107
Human Resources Director	125	Mobility & Parking Services Analyst	113
Human Resources Technician	109	Mobility & Parking Services Coordinator	112
Implementation Leader	123	Network Engineer	118
Industrial Pretreatment Coordinator	113	Network Supervisor	118
Industrial Pretreatment Technician	111	Network Technician	115
Information Technology Administrator	120	Open Records Request Specialist	112
Information Technology Director	125	Open Records Request Supervisor	114
Intel/Counter-Terrorism Commander	121	Operations & Maintenance Administrator	120
Inventory Control Supervisor	114	Outside Employment Specialist	107
Inventory Coordinator	115	Painter	106
Inventory Specialist	112	Paralegal	112
Judicial Secretary	109	Park & Tree Administrator	120
Laboratory Supervisor	114	Parking Facilities Attendant/Monitor	104
Laboratory Technician	109	Parking Facilities Shift Superintendent	108
Land Bank Administrator	120	Parking Meter Technician	107
Landfill Administrator	120	Parking Services Officer	105
Landscape Administrator	120	Parking Services Supervisor	112
Landscape Architect	119	Parks & Recreation Services	125
Landscape Specialist	107	Permit Center Supervisor	108
Lead Equipment Mechanic	113	Permit Coordinator	114
Lead Medium Equipment Operator	108	Permit Services Administrator	120
Lead Water Service Representative	109	Permit Services Technician	110
Lending Coordinator	116	Permit Specialist	105
Library & Archives Director	121	Permitting/Flood Plane Administrator	117
Library Archivist	112	Personnel Technician	109
Lifeguard	103	Planner	113

JOB TITLE	GRADE	JOB TITLE	GRADE
Plant Operator	108	Public Works & Water Resources Director	129
Plant Operator Trainee	106	Purchasing Director	123
Plumbing Inspector	112	Purchasing Specialist	111
Police Administrative Services Administrator	120	Purchasing Technician	108
Police Accreditation & Comp Specialist	115	Radio Systems Engineer	118
Police Budget Administrator	120	Radio Systems Tech II	114
Police Captain	121	Radio Systems Technician I	112
Police Chief	130	Real Estate Manager	117
Police Chief, Assistant	127	Real Estate Officer	120
Police Communications Relations Administrator	120	Real Property Coordinator	113
Police Corporal	114	Recorder's Court Data Quality Analyst	113
Police Forensic Technician	113	Recorder's Court Judge	99
Police Lieutenant	119	Records Supervisor	107
Police Major	123	Records Technician	105
Police Officer Trainee	110	Recreation Services Manager	112
Police Officer/APO	112	Recreation Services Center Supervisor	110
Police Personnel Tech	106	Recreation Services Leader	107
Police PIO Coordinator	114	Recruiting Assistant	107
Police Property & Evidence Technician	109	Refuse Disposal Director	123
Police Property & Evidence Supervisor	113	Refuse Truck Operator	107
Police Property Coordinator	111	Research & Budget Technician	109
Police Records Division Supervisor	115	Reserve Police Officer Director	112
Police Sergeant	117	Residential Refuse Services Administrator	120
Police Star Corporal	115	Residential Refuse Services Director	124
Police Training Coordinator	114	Resource Center Administrator	120
Principal Budget Analyst	118	Revenue Administrator	120
Principal Crime Analyst	115	Revenue Compensation Analyst	113
Principal Equipment Mechanic	111	Revenue Coordinator	115
Principal Internal Auditor	118	Revenue Director	124
Principal Plant Operator	112	Revenue Investigator	108
Production Operations Coordinator	116	Revenue Specialist	108
Program Analyst	113	Revenue Supervisor	112
Program Coordinator	114	Revenue Supervisor - Property Tax	112
Project Archivist	113	Risk Management Administrator	120
Project Coordinator	113	Risk Management Analyst	115
Project Manager	115	Risk Management Coordinator	114
Property Maintenance Technician	108	Sanitation Director	129
Property Maintenance Administrator	120	Sanitation Education Coordinator	114
Pruning Specialist	108	Sanitation Supervisor	112
Public Communications Coordinator	117	Sanitation Worker	104
Public Information & Education Coordinator	114	SAVCOMM Deputy Director	120
		SCADA Administrator	120
		SCADA Analyst	114

JOB TITLE	GRADE	JOB TITLE	GRADE
SCADA Technician	112	Supply Clerk	106
Senior Accountant	115	Surplus Inventory Technician	108
Senior Accounting Clerk	107	Surveying Technician	109
Senior Administrator	109	Swimming Pool Manager	108
Senior Budget Analyst	116	Systems Analyst	115
Senior Carpenter	110	Systems Engineer	118
Senior Civil Engineer	120	Television Inspection Technician	108
Senior Deputy Court Clerk	110	Therapeutic Specialist	107
Senior Electrical Inspector	113	Tourism Compliance Officer	105
Senior Equipment Mechanic	110	Tourism Management Coordinator	113
Senior Judicial Secretary	110	Traffic Engineering Superintendent	116
Senior Lifeguard	104	Traffic Engineering Technician	111
Senior Mechanic Inspector	113	Traffic Engineering Administrator	120
Senior Planner	115	Traffic Engineering Coordinator	114
Senior Plans Examiner	115	Traffic Maintenance Specialist	109
Senior Plant Operator	110	Traffic System Coordinator	114
Senior Plumbing Inspector	113	Transfer Station Attendant	104
Senior Water & Sewer Television Inspector	112	Tutor	107
Senior Zoning Inspector	113	Undergraduate Intern	103
Sign Specialist	106	Urban Forestry Operations Crew Chief	112
Site Development Coordinator	113	Utilities Administrator	120
Site Development Technician	110	Vehicle Maintenance Coordinator	109
Special Projects Coordinator	117	Vehicle Maintenance Projects Coordinator	114
Senior Equipment Mechanic	110	Video Producer	111
Senior Laboratory Technician	110	Visual Arts Specialist	107
Senior Maintenance Worker	106	Water & Sewer Building Maintenance Supervisor	113
Senior Management Analyst	114	Water & Sewer Superintendent	116
Senior Network Technician	116	Water & Sewer Administrator	120
Senior Parking Meter Technician	108	Water & Sewer Convey & Distribution Director	123
Senior Parking Services Officer	106	Water & Sewer Director	125
Senior Program Analyst	114	Water & Sewer Locator Technician	109
Senior Sanitation Worker	106	Water & Sewer Maintenance Mechanic	109
Senior Systems Analyst	117	Water & Sewer Meter Shop Supervisor	112
Senior Water & Sewer Maintenance Mechanic	110	Water & Sewer Modeling Technician	113
Senior Workforce Program Specialist	115	Water & Sewer Plan Director	123
Senior Associate City Attorney	125	Water & Sewer Project Coordinator	117
Stormwater Development/ Environmental Administrator	120	Water & Sewer Supervisor	113
Stormwater Director	124	Water Meter Technician	107
Stormwater Maintenance Mechanic	109	Water Reclamation Director	124
Stormwater Management Admin	120	Water Service Representative	105
Strategic Initiatives Manager	125	Water Services Supervisor	113
Street Cleaning Administrator	120		

JOB TITLE	GRADE
Water Supply & Treatment Director	124
Water Supply Process Engineer	118
Welder	109
Workforce Planner	112
Workforce Program Specialist	114
Youthbuild Program Coordinator	114
Zoning Inspector	112
Zoning Plans Reviewer	112
Zoning Use Coordinator	114

2019 Salary Grade Table

GRADE	MINIMUM	MAXIMUM
102	\$ 22,324	\$ 34,602
103	\$ 23,619	\$ 36,609
104	\$ 24,989	\$ 38,733
105	\$ 26,438	\$ 40,979
106	\$ 27,971	\$ 43,355
107	\$ 29,593	\$ 45,869
108	\$ 31,309	\$ 48,529
109	\$ 33,125	\$ 51,344
110	\$ 35,046	\$ 54,321
111	\$ 37,079	\$ 57,472
112	\$ 39,230	\$ 60,807
113	\$ 41,505	\$ 64,333
114	\$ 43,912	\$ 68,064
115	\$ 46,459	\$ 72,011
116	\$ 49,154	\$ 76,189
117	\$ 52,005	\$ 80,608
118	\$ 55,021	\$ 85,283
119	\$ 58,212	\$ 90,229
120	\$ 61,588	\$ 95,461
121	\$ 65,160	\$ 100,998
122	\$ 68,939	\$ 106,855
123	\$ 72,937	\$ 113,052
124	\$ 77,167	\$ 119,609
125	\$ 81,643	\$ 126,547
126	\$ 86,378	\$ 133,886
127	\$ 91,388	\$ 141,651
128	\$ 96,689	\$ 149,868
129	\$ 102,297	\$ 158,560
130	\$ 108,230	\$ 167,757
131	\$ 114,182	\$ 176,983

2019 Vehicle Replacement List

Business Unit	Vehicle #	Vehicle Type	Total Cost
Signals and Street Lights	7246	E350 Van mounted bucket-30 ft.	\$ 43,000
Signals and Street Lights	9241	E350 Van mounted bucket-30 ft.	\$ 42,753
Signals and Street Lights Subtotal			\$ 85,753.00
Stormwater Management Division	803	F750 Crew Cab non dumping 2½ ton with air com	\$ 70,306
Stormwater Management Division	2204	PT-1850 Slope Mower	\$ 33,000
Stormwater Management Division	4212	Wellpoint Pump centrifugal	\$ 18,056
Stormwater Management Division	4229	F150 Pickup ½ ton long bed	\$ 12,835
Stormwater Management Division	5251	Durango Utility Truck ¾ ton 4 wheel drive	\$ 24,775
Stormwater Management Division	6255	F650 Flatbed dumping 2½ ton	\$ 55,000
Stormwater Management Division	6258	SK250 Excavator tracked	\$ 235,291
Stormwater Management Division	7255	C7500 Flatbed Crew Cab non dumping 2½ ton	\$ 63,428
Stormwater Management Division	7269	LT7500 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 85,000
Stormwater Management Division	8228	M2106 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 85,000
Stormwater Management Division	8229	M2106 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 85,000
Stormwater Management Division	8235	E250 Van ¾ ton	\$ 21,300
Stormwater Management Division Subtotal			\$ 788,991.00
Streets Maintenance	6273	416 Loader tool carrier	\$ 79,925
Streets Maintenance	7268	G140 Grader	\$ 112,850
Streets Maintenance	7286	2007-65E Motor Grader	\$ 108,908
Streets Maintenance	8237	F550 Flatbed dumping 2 ton	\$ 50,000
Streets Maintenance	8241	F550 Flatbed dumping 2 ton	\$ 50,000
Streets Maintenance	8243	Dump Truck 13.5 15.2 cubic yards w/ air	\$ 85,000
Streets Maintenance	8244	Dump Truck 13.5 15.2 cubic yards w/ air	\$ 83,000
Streets Maintenance	8245	Dump Truck 13.5 15.2 cubic yards w/ air	\$ 83,000
Streets Maintenance	9207	F650 Flatbed Crew Cab dumping 2½ ton	\$ 65,974
Streets Maintenance	9208	F650 Flatbed dumping 2½ ton crew cab	\$ 65,974

Business Unit	Vehicle #	Vehicle Type	Total Cost
Streets Maintenance Subtotal			\$ 784,631.00
Cemeteries Division	216	3C14-T Backhoe	\$ 47,982
City Cemeteries Subtotal			\$ 47,982
Code Enforcement Division	7734	Ford Focus Sedan small general purpose	\$ 11,311
Code Enforcement Division Subtotal			\$ 11,311
Police Chief	8432	Impala Sedan mid-size unmarked Police unit	\$ 20,000
Police Chief	8437	Impala Sedan mid-size unmarked Police unit	\$ 20,000
Police Chief Subtotal			\$ 40,000
Patrol Division	1485	Caprice Sedan marked Police take home	\$ 26,677
Patrol Division	7982	Crown Victoria hot seat	\$ 21,000
Patrol Division	8439	Impala Sedan Mid-Size unmarked Police unit	\$ 20,000
Patrol Division	8456	Crown Victoria marked hot seat	\$ 21,000
Patrol Division	8457	Crown Victoria Sedan marked Police take home	\$ 20,720
Patrol Division	8473	Impala Sedan unmarked Police unit	\$ 20,000
Patrol Division	8480	Impala Sedan unmarked Police unit	\$ 20,000
Patrol Division	9418	F250 Utility Truck super duty crew cab	\$ 23,300
Patrol Division Subtotal			\$ 172,697
Greenscapes	4627	F150 Pickup ½ ton long bed	\$ 19,000
Greenscapes	233	M6040 Tractor w/ cab	\$ 32,000
Greenscapes	6265	F450 Spray Truck w/ 4 wheel drive	\$ 60,198
Greenscapes	6275	5425 Tractor w/ side mower	\$ 63,000
Greenscapes	6613	F350 Flatbed dumping 1 ton	\$ 47,000
Greenscapes	7267	F450 Spray Truck w/ 4 wheel drive	\$ 69,062
Greenscapes	7621	B95 Backhoe	\$ 46,000
Greenscapes	9259	F250 Utility Truck ¾ Ton	\$ 17,823
Greenscapes Division Subtotal			\$ 354,083
Office of the Chief Community Services Officer	7310	Ford Focus Sedan small general purpose	\$ 15,000
Office of the Chief Community Services Officer Subtotal			\$ 15,000
Development Services Department	7319	Ford Taurus Sedan mid-size general purpose	\$ 25,000
Development Services Department	8315	F150 Pickup ½ ton short bed	\$ 19,000

Business Unit	Vehicle #	Vehicle Type	Total Cost
Development Services Subtotal			\$44,000
Commercial Refuse Division	8752	Condor IFL refuse compactor	\$ 197,300
Commercial Refuse Division Subtotal			\$ 197,300
Support Services	8469	Impala Sedan mid-size unmarked Police unit	\$ 20,000
Support Services	8470	Impala Sedan mid-size unmarked Police unit	\$ 20,000
Support Services	8472	Sedan mid-size unmarked hot seat	\$ 20,000
Support Services	8481	Impala Sedan mid-size	\$ 20,000
Support Services Subtotal			\$ 80,000
Facility Maintenance & Operations	5612	1500 Pickup ½ ton long bed	\$ 19,000
Facility Maintenance & Operations	7617	F-150 Pickup ½ ton long bed	\$ 19,000
Facility Maintenance & Operations Subtotal			\$ 38,000
Fire Chief	6503	Metro Star Fire Unit pumper	\$ 671,000
Fire Chief	6504	Fire Unit pumper	\$ 671,000
Fire Chief	7506	Ford F250 Pickup ¾ ton long bed	\$ 21,000
Fire Chief	2504	F350 Brush Truck	\$ 48,850
Fire Chief	2514	F250 Four Door Pickup crew cab w/ 2 wheel drive	\$ 23,812
Fire Chief	4507	F250 Pickup ¾ ton long bed	\$ 21,000
Fire Chief	5504	F250 Pickup ¾ ton crew cab	\$ 21,812
Fire Chief	7507	F250 Pickup ¾ ton long bed	\$ 21,000
Fire Chief	7508	F250 Pickup ¾ ton long bed	\$ 21,000
Fire Chief	7513	2007 Fire Unit aerial ladder	\$ 1,300,000
Fire Chief	8557	Crown Victoria Sedan large-general purpose	\$ 15,000
Fire Chief	8560	Impala Sedan mid-size general purpose	\$ 20,000
Fire Chief	9502	F250 Battalion Chief Vehicle	\$ 27,790
Fire Chief Subtotal			\$ 2,883,264
Human Resources Division	5948	Crown Victoria Sedan marked training	\$ 20,720
Human Resources Division Subtotal			\$ 20,720
Office Of Business Opportunity	7325	Ford Focus Sedan small general purpose	\$ 25,000
Office of Business Opportunity Subtotal			\$ 25,000
Hazardous Materials Team	1501	402 Gator Vehicle	\$ 19,482

Business Unit	Vehicle #	Vehicle Type	Total Cost
Hazardous Materials Team	8558	Ford F450 Pickup super duty 1½ ton	\$ 35,985
Hazardous Materials Team Subtotal			\$ 55,467
I & D Water Distribution	809	TC7H042 Hydraulic Boom Truck	\$ 87,750
I & D Water Distribution	2845	31085 Versa Sedan hatchback	\$ 15,090
I & D Water Distribution Division Subtotal			\$ 102,840
Department of Information Technology	6104	E250 Van ¾ ton	\$ 21,300
Department of Information Technology Subtotal			\$ 21,300
Street Cleaning Division	3732	Pelican Sweeper 3 wheel mechanical	\$ 163,000
Street Cleaning Division	4716	Pelican Sweeper 3 wheel mechanical	\$ 163,000
Street Cleaning Division	7728	LT500 Dump Truck 13.5 15.2 cubic yards w/air	\$ 85,000
Street Cleaning Division	7729	LT500 Dump Truck 13.5 15.2 cubic yards w/air	\$ 85,000
Street Cleaning Division Subtotal			\$ 496,000
Sewer Maintenance	7280	F150 Pickup ½ ton w /4 wheel drive	\$ 20,000
Sewer Maintenance Subtotal			\$ 20,000
Recycling & Litter Services Division	9729	2500 Dodge Crew Cab Pickup ¾ ton short bed	\$ 22,000
Recycling & Litter Subtotal			\$ 22,000
Senior Services	616	E350 15 Passenger Van	\$ 40,000
Senior Services	624	E350 Handicap Van	\$ 55,000
Senior Services Subtotal			\$ 95,000
Criminal Investigations	8476	Impala Sedan mid-size unmarked Police unit	\$ 20,000
Criminal Investigations Subtotal			\$ 20,000
Lift Station Maintenance	1804	Ford F250	\$ 18,127
Lift Station Maintenance Subtotal			\$ 18,127
Purchasing Division	7101	FY50 Forklift	\$ 37,950
Purchasing Division Subtotal			\$ 37,950
Regional Plants	9819	M2106 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 83,000
Regional Plants Subtotal			\$ 83,000
Supply and Treatment	4864	F150 Extended Cab	\$ 22,000
Supply and Treatment	4865	F150 Extended Cab	\$ 22,000
Supply and Treatment	6831	Pickup ¾ ton long bed	\$ 21,000
Supply and Treatment	9825	Pickup ½ ton long bed	\$ 19,900
Supply and Treatment Subtotal			\$ 84,900

Business Unit	Vehicle #	Vehicle Type	Total Cost	
Water Distribution	102	Ford Focus Sedan small general purpose	\$	12,096
Water Distribution	5904	Taurus Sedan mid-size	\$	20,000
Water Distribution	8889	Ford F250 4x2 Utility Truck 1 ton	\$	54,223
Water Distribution Subtotal			\$	86,319
Traffic Unit	9417	F250 Utility Truck super duty crew cab	\$	23,300
Traffic Unit Subtotal			\$	23,300
Youth Services Division	6614	E350 15 Passenger Van	\$	35,000
Youth Services Subtotal			\$	35,000
President Street Plant	7801	FY50 Forklift	\$	37,950
President Street Plant Subtotal			\$	37,950
Work Ventures	4998	F-150 FRDLT Pickup extended cab 2 wheel drive	\$	20,842
Work Ventures Subtotal			\$	20,842
Grand Total			\$	6,848,727

GLOSSARY OF KEY TERMS

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

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

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

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

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

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

Assessed Valuation - 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 equals 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 operating revenue for improvements to City facilities including buildings, streets, water/sewer lines, and parks.

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

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

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

Class Title - Job classification or title.

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

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

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

Debt Retirement - Repayment of general long-term debt principal and interest.

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

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

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

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

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

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

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

Factor – An important contributor to an outcome.

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

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

Franchise Fee - A fee levied on utilities, as well as Mobility and Parking Services, for use of City rights-of-way.

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

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

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

General Fund Contribution - Subsidy to a fund which is not supported by its own revenues. 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 the receipt and expenditure of funds.

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

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

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

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

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

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

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

Infrastructure - Physical assets such as streets and buildings.

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

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

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

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

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

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

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

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

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

Operations Budget - Referred to as an operating budget. The 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 departmental entities 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 within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

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 bureau or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

Projected – 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.

Revenue - Money or income received by the City from external sources, such as taxes collected, or an amount received for performing a service.

Revenue Bonds - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest due on the bond.

Risk Management - The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers compensation, liability, and property exposures.

Self-Insurance - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks; losses which do occur are charged against those accounts or funds.

Special Purpose Local Option Sales Tax (SPLOST) - A 1% voter approved addition to the sales tax to be used only for specified capital purposes.

Special Revenue Funds - Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes.

User Charges - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are water, sewer, and residential refuse fees.

Vision Statement – A meaningful statement that describes the future of the organization as seen through the eyes of the customer, stakeholder, employee, and citizens.

LIST OF ACRONYMS

ACM	Administrative and Community Services
ADA	Americans with Disabilities Act
BPTS	Bacon Park Transfer Station
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
COS	City of Savannah
DCA	Department of Community Affairs
DFRL	Dean Forest Road Landfill
EITC	Earned Income Tax Credit
EPD	Environmental Protection Division
ERU	Equivalent Residential Unit
ESPLOST	Education Special Purpose Local Option Sales Tax
GAAP	Generally Accepted Accounting Principles
GCIC	Georgia Crime Information Center
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographical Information System
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
ISO	Insurance Services Offices
LGIP	Local Government Investment Pool

LOST	Local Option Sales Tax
MLK	Martin Luther King, Jr., Blvd.
MOA	Memorandums of Agreement
MPC	Metropolitan Planning Commission
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
M/WBE	Minority & Women-Owned Business Enterprise
NIMS	National Incident Management System
NPDES	National Pollution Discharge Elimination System
NPQ	National Board on Fire Service Professional Qualifications
NSP	Neighborhood Stabilization Program
OCS	Operation Clean Sweep
OPEB	Other Post-Employment Benefits
PM (Vehicle Maintenance)	Preventive Maintenance
PSAP	Public Safety Answering Point
ROW	Right-of-Way
RTU	Remote Terminal Unit
SAGIS	Savannah Area Geographic Information System
SARIC	Savannah Area Regional Intelligence Center
SBAC	Small Business Assistance Corporation
SCADA	Supervisory Control and Data Acquisition
SDRA	Savannah Development and Renewal Authority
SFES	Savannah Fire & Emergency Services
SPLOST	Special Purpose Local Option Sales Tax
SIP	Savannah Impact Program
TBD	To Be Determined

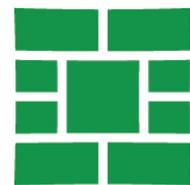
TMDL Total Maximum Daily Load

VFD Variable Frequent Drive

WIA Workforce Investment Act

YFA..... Youth Futures Authority

SAVANNAH
savannahga.gov



Fund Appropriations

The following reports represent line item appropriations for all governmental and proprietary funds

LINE ITEM APPROPRIATIONS BY FUND

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
41111 Real Property Taxes - Current	(50,220,862)	(58,391,897)	(60,143,654)	(1,751,757)	3.00 %
41113 Personal Prop. Taxes-Current	(7,412,404)	(8,731,622)	(8,993,571)	(261,949)	3.00 %
41114 Real Prop. Taxes-Delinquent	(3,546,321)	(4,100,000)	(4,000,000)	100,000	(2.44)%
41115 Personal Pro. Taxes-Delinqnt	(410,650)	(310,556)	(350,000)	(39,444)	12.70 %
41116 Mobile Home Taxes	(24,521)	(23,719)	(24,431)	(712)	3.00 %
41117 Industrial Area Taxes	(827,662)	(583,797)	(601,311)	(17,514)	3.00 %
41118 Vehicle Taxes	(687,369)	(518,654)	(350,000)	168,654	(32.52)%
41120 Intangible Taxes	(1,402,285)	(1,465,687)	(1,350,000)	115,687	(7.89)%
41121 Public Utility Taxes	(1,593,777)	(1,814,700)	(1,869,141)	(54,441)	3.00 %
41122 Railroad Equipment Tax	(26,371)	(32,166)	(30,000)	2,166	(6.73)%
41130 Blighted Property Levy	0	(12,631)	(13,000)	(369)	2.92 %
41131 Ferry Ssd Tax	(6,513)	(8,200)	(8,000)	200	(2.44)%
41141 Tad Tax from City	62,972	396,000	400,000	4,000	1.01 %
41142 Tad Tax from County	0	0	0	0	0.00 %
41201 Local Option Sales Tax	(40,546,599)	(42,537,039)	(43,600,465)	(1,063,426)	2.50 %
41301 Beer Taxes	(2,078,286)	(2,078,286)	(2,086,599)	(8,313)	0.40 %
41302 Liquor Taxes	(453,829)	(488,692)	(503,352)	(14,660)	3.00 %
41303 Wine Taxes	(578,151)	(590,003)	(607,703)	(17,700)	3.00 %
41304 Insurance Premium Tax	(9,102,694)	(9,400,000)	(9,964,000)	(564,000)	6.00 %
41308 Mixed Drink Tax	(1,420,148)	(1,623,227)	(1,716,562)	(93,335)	5.75 %
41311 Vehicle Title Fee	(4,698,168)	(4,721,659)	(4,750,000)	(28,341)	0.60 %
41312 Energy Excise Tax	(924,778)	(1,296,365)	(700,000)	596,365	(46.00)%
41401 Execution Fees	(185,835)	(264,630)	(300,000)	(35,370)	13.37 %
41402 Interest On Delinq. Taxes	(260,796)	(396,502)	(416,716)	(20,214)	5.10 %
42110 Business Lic.Appl & Trans.Fee	(24,447)	(27,373)	(27,373)	(0)	0.00 %
42111 Telcom Franchise Fee	(19,809)	(18,000)	(18,000)	0	0.00 %
42112 Water & Sewer Franchise	(2,853,456)	(3,088,000)	(3,212,000)	(124,000)	4.02 %
42113 Electric Franchise Fee	(8,092,575)	(8,500,000)	(8,500,000)	0	0.00 %
42114 Telephone Franchise Fee	(298,268)	(280,000)	(270,000)	10,000	(3.57)%
42115 Gas Franchise Fee	(644,598)	(640,000)	(640,000)	0	0.00 %
42116 Cable Television Franch.Fee	(1,773,253)	(1,765,000)	(1,765,000)	0	0.00 %
42117 Regular Business Licenses	(4,215,062)	(4,415,250)	(4,415,250)	0	0.00 %
42118 Insurance Business Licenses	(106,950)	(110,000)	(110,000)	0	0.00 %
42119 Alcoholic Beverage Licenses	(1,778,471)	(1,795,000)	(1,810,030)	(15,030)	0.84 %
42120 Tax On Professions	(211,662)	(220,000)	(220,000)	0	0.00 %
42122 Parking Franchise Fee	(104,709)	(273,903)	(269,150)	4,753	(1.74)%
42123 Bank License Tax	(402,559)	(400,000)	(400,000)	0	0.00 %
42125 Vacation Rental Registration	(280,950)	(250,000)	(250,000)	0	0.00 %
42211 Recorder'S Court Fines	(2,311,976)	(2,443,750)	(2,810,313)	(366,563)	15.00 %
42213 Red Light Camera Fines	(727,880)	(500,000)	(850,000)	(350,000)	70.00 %
42214 Recorders Ct Tech Fee	0	(6,977)	0	6,977	(100.00)%
42324 Paulson Concession Revenues	(100)	(5,355)	(1,000)	4,355	(81.33)%
42433 Grayson Stadium Rent	(19,997)	(20,000)	(20,000)	0	0.00 %
42437 Tennis Concessions	(119,066)	(110,000)	(120,375)	(10,375)	9.43 %
42441 Athletic Fees	(33,407)	(50,000)	(62,250)	(12,250)	24.50 %
42442 Softball Fees	(6,062)	(13,811)	(10,000)	3,811	(27.59)%

	2017 Actuals	2018 OMB Projected	2019 OMB Proposed	Variance	Variance %
42443 Athletic Tournament Fees	(13,944)	(22,000)	(22,000)	0	0.00 %
42444 Softball Tournament Fees	(23,460)	(22,919)	(20,000)	2,919	(12.74)%
42446 Cultural Art Fees	(94,458)	(80,000)	(150,000)	(70,000)	87.50 %
42447 Neighborhood Center Fees	(242,040)	(260,000)	(401,000)	(141,000)	54.23 %
42448 Golden Age Registration Fees	(26,090)	(21,000)	(24,000)	(3,000)	14.29 %
42449 Park & Square Event Fee	(285,321)	(425,731)	(372,800)	52,931	(12.43)%
42450 Film Permit Fees	(26,475)	(43,750)	(110,875)	(67,125)	153.43 %
42451 Coffee Bluff Marina	(2,500)	(6,000)	(6,000)	0	0.00 %
42452 After School Program	(2,199)	(2,533)	(0)	2,533	(100.00)%
42508 Inspections Admin Fees	(15,890)	(15,000)	(15,000)	0	0.00 %
42509 Sign Inspection Fees	(22,183)	(21,848)	(20,000)	1,848	(8.46)%
42510 Zoning Hearing Fees	(110,749)	(90,000)	(90,000)	0	0.00 %
42511 Building Inspection Fees	(2,251,225)	(2,500,000)	(2,508,340)	(8,340)	0.33 %
42512 Electrical Inspection Fee	(60,048)	(68,411)	(66,340)	2,071	(3.03)%
42513 Plumbing Inspection Fees	(34,018)	(25,290)	(26,340)	(1,050)	4.15 %
42514 Exist Bldg Insp Fees	(14,071)	(20,000)	(21,340)	(1,340)	6.70 %
42515 Traffic Eng - Permits	(156,566)	(155,000)	(160,000)	(5,000)	3.23 %
42516 Expedited Plan Review Fee	(1,400)	(2,000)	(2,000)	0	0.00 %
42518 Priv. Development Fees	(274,619)	(444,772)	(373,750)	71,022	(15.97)%
42519 Fuel Storage Tank Inspect	(400)	(1,000)	(1,000)	0	0.00 %
42520 Mechanical Inspection Fee	(49,096)	(57,113)	(56,340)	773	(1.35)%
42521 Fire Inspection Fees	(18,909)	(17,679)	(15,000)	2,679	(15.15)%
42611 Chatham Co Police Reimbu	(14,391,965)	(5,490,000)	(1,300,000)	4,190,000	(76.32)%
42620 Cemetery Event Fees	(46,700)	(49,750)	(49,850)	(100)	0.20 %
42621 Cemetery Fees	(355,009)	(334,190)	(392,950)	(58,760)	17.58 %
42622 Cemeteries - Cip	(201,483)	(180,820)	(242,730)	(61,910)	34.24 %
42625 Public Information Fees	(167)	(100)	(100)	0	0.00 %
42626 Fell Strt Box-Cnty Shar	0	(20,000)	(20,000)	0	0.00 %
42631 Hotel Occup Transp Fee	(1,514,298)	(1,530,000)	(1,617,975)	(87,975)	5.75 %
42645 Alarm Registration Fees	(73,478)	(105,331)	(100,000)	5,331	(5.06)%
42646 Off Duty Police Fees	(268,225)	(170,000)	(230,000)	(60,000)	35.29 %
42650 Police False Alarm Fees	(7,577)	(7,500)	(2,500)	5,000	(66.67)%
42651 Accident Reporting Fees	(121,295)	(115,000)	(115,000)	0	0.00 %
42653 Fire Protection Fees	(149,066)	(147,396)	0	147,396	(100.00)%
42655 Building Demolition Fees	(19,937)	(10,000)	(25,000)	(15,000)	150.00 %
42656 Building Boarding-Up Fees	(27,198)	(32,000)	(30,000)	2,000	(6.25)%
42657 Fire Incident Report Fee	(942)	(1,417)	(1,000)	417	(29.43)%
42659 Preservation Fees	(810,284)	(726,370)	(720,000)	6,370	(0.88)%
42666 Property Owners	0	(1,598)	(500)	1,098	(68.71)%
42675 Fire Equipment User Fee	(7,541)	(32,428)	(7,000)	25,428	(78.41)%
42677 Equip Replacement - Fire	(7,846)	(1,699)	(1,000)	699	(41.14)%
42902 Miscellaneous Rents	(737,546)	(500,000)	(500,000)	0	0.00 %
42903 Transmitter Tower Rent	(52,854)	(103,000)	(105,000)	(2,000)	1.94 %
42904 Donations from Private	(275,269)	(60,607)	(3,000)	57,607	(95.05)%
42961 Advertising Fees	(1,344)	(1,595)	(1,000)	595	(37.30)%
42990 Outside Fire Training	(950)	0	0	0	0.00 %
42993 Cashier Over/Short	(204)	0	0	0	0.00 %
42997 Sale Of Land and Property	0	(13,058)	0	13,058	(100.00)%
42998 Discounts	(94,164)	(108,045)	(100,000)	8,045	(7.45)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
42999 Miscellaneous	(712,109)	(422,700)	(457,360)	(34,660)	8.20 %
43540 Chatham County	(30,000)	0	0	0	0.00 %
43702 Chatham Co-Crimestopprs	(52,350)	0	0	0	0.00 %
43703 Chatham Co-Witness Fees	(21,240)	(20,000)	(20,000)	0	0.00 %
43802 State Of Georgia	(14,000)	0	0	0	0.00 %
43901 Paymnt In Lieu Of Taxes	(1,711,128)	(1,441,085)	(1,295,064)	146,021	(10.13)%
43902 Private Paid Adult D/C	(57,012)	(60,099)	(60,000)	99	(0.16)%
43903 State Grant - Elderly	(82,627)	(109,548)	(100,000)	9,548	(8.72)%
43904 State Grant - Capdc	(166,309)	(200,955)	(175,000)	25,955	(12.92)%
43915 State Grant - Iii-B	(28,166)	(50,000)	(50,000)	0	0.00 %
43917 Povrty Redctn Init-U.W.	(291,598)	(311,326)	(316,617)	(5,291)	1.70 %
43921 Homeown Tax Rlief Grant	(25,205)	0	0	0	0.00 %
44104 Service to Haz-Mat Fund	(19,345)	(20,738)	(19,822)	916	(4.42)%
44211 Services to Cws	(91,034)	(91,034)	(91,034)	0	0.00 %
44221 Services to Community Devel	(458,976)	(444,484)	(514,078)	(69,594)	15.66 %
44511 Services to Sanitation Fund	(871,338)	(909,759)	(898,044)	11,715	(1.29)%
44521 Services to W&S Fund	(2,542,230)	(2,613,366)	(2,588,157)	25,209	(0.96)%
44531 Services to I&D Water	(189,550)	(193,494)	(193,600)	(106)	0.05 %
44551 Services to Civic Center	(246,824)	(234,568)	(236,946)	(2,378)	1.01 %
44561 Services to Parking Garage	(646,334)	(1,553,724)	(1,492,095)	61,629	(3.97)%
44611 Services to Int Svcs	(627,200)	(605,816)	(537,480)	68,336	(11.28)%
45222 Line Televising Fees	0	0	0	0	0.00 %
45306 Lot Clearing Fees	(34,964)	(30,000)	(49,500)	(19,500)	65.00 %
45452 Tour Bus Rents	(37,300)	(40,000)	(40,000)	0	0.00 %
45453 Motor Coach Permits	(60,890)	(56,600)	(56,600)	0	0.00 %
45899 Misc Ar Unclctd Reserve	(89,574)	50,000	50,000	0	0.00 %
47111 Interest Earned	(388,693)	(300,000)	(350,000)	(50,000)	16.67 %
47141 Interest Earned-Cemetery Fnds	(47,819)	(50,000)	(60,000)	(10,000)	20.00 %
47312 Sale Of Fixed Assets	0	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(67,255)	(50,000)	(50,000)	0	0.00 %
48175 Trans-Hotel/Motel Tx Fd	(10,387,817)	(11,096,048)	(11,650,850)	(554,802)	5.00 %
48180 Transfer-Rent Veh Tx Fd	(454,597)	(470,000)	(470,000)	0	0.00 %
48213 From Other State Grants	(51,776)	0	0	0	0.00 %
48215 From Hurricane Matthew Fund	(463,562)	0	0	0	0.00 %
48224 From Section 108 Loan	0	(55,818)	0	55,818	(100.00)%
48561 From Parking Svcs Fund	0	(940,000)	(770,990)	169,010	(17.98)%
51105 Salaries and Wages	79,397,474	74,723,032	80,825,344	6,102,312	8.17 %
51110 Social Security	6,182,984	6,311,665	6,409,260	97,595	1.55 %
51116 Stipend	114,796	119,871	123,451	3,580	2.99 %
51121 Group Medical Insurance	13,974,850	14,288,245	15,211,959	923,713	6.46 %
51122 Group Life Insurance	247,192	321,806	340,816	19,010	5.91 %
51123 Unemployment Comp	0	52,361	35,209	(17,152)	(32.76)%
51124 Disability Insurance	225,256	222,613	235,763	13,151	5.91 %
51125 Workers Compensation	2,510,939	2,582,294	2,844,423	262,129	10.15 %
51126 Group Med Chatham Count	364,688	3,834	0	(3,834)	(100.00)%
51127 Retiree Grp Medcal Opeb	1,260,811	2,303,300	2,303,300	1	0.00 %
51128 Retiree Medical County	122,667	1,284	0	(1,284)	(100.00)%
51130 Pension	6,451,425	6,441,156	6,627,228	186,072	2.89 %
51131 Pension - Chatham Count	453,050	4,337	0	(4,337)	(100.00)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51132 City Contr-Def Comp	134,247	144,966	157,027	12,062	8.32 %
51133 City Contr-Poa	131,100	113,205	117,485	4,280	3.78 %
51134 City Contr-Ga F/F Pens	100,798	99,300	99,300	0	0.00 %
51140 Fitness Program	11,737	15,000	15,000	0	0.00 %
51155 Overtime	6,076,806	5,198,794	4,449,362	(749,432)	(14.42)%
51158 Overtime-Court	103,980	84,250	106,690	22,440	26.64 %
51160 Temporary Labor - City	135,318	206,254	122,160	(84,094)	(40.77)%
51199 Reimbrsmnt Persnl Srvs	(1,732,341)	2,137,685	(861,464)	(2,999,149)	(140.30)%
51205 Electricity	6,260,098	6,486,233	6,748,857	262,625	4.05 %
51206 Natural Gas	121,063	142,462	170,000	27,538	19.33 %
51210 Communications	324,728	319,429	352,204	32,775	10.26 %
51211 Cell Communications	505,566	458,738	493,218	34,481	7.52 %
51212 Travel-Transp Lodg Pd	276,204	312,567	355,035	42,468	13.59 %
51213 Education and Training	134,627	203,182	249,177	45,995	22.64 %
51215 Travel/Training	338	0	0	0	0.00 %
51216 Tuition Reimbursement	53,667	56,758	56,500	(258)	(0.45)%
51220 Advertising	205,305	195,508	187,664	(7,844)	(4.01)%
51230 Rentals	648,493	1,868,632	2,205,343	336,711	18.02 %
51232 Licenses-Professional	2,830	8,443	13,110	4,667	55.27 %
51233 Dues and Fees	106,292	123,874	152,513	28,639	23.12 %
51234 Books Periodicals Subsc	61,526	58,263	84,023	25,760	44.21 %
51235 Dues Memberships & Subs	2,536	3,860	0	(3,860)	(100.00)%
51237 Official/Admin Pur Svcs	90,800	160,000	385,000	225,000	140.63 %
51238 Professional Pur Svcs	1,605,841	2,430,235	1,651,535	(778,700)	(32.04)%
51239 Technical Pur Svcs	282,539	288,634	426,347	137,713	47.71 %
51240 Professional Services F	20,898	1,448	1,250	(198)	(13.65)%
51241 Security Guard Services	500,517	627,150	660,390	33,240	5.30 %
51243 Janitorial Services	483,357	490,877	476,088	(14,789)	(3.01)%
51244 Building Maintenance	232,326	310,120	386,668	76,548	24.68 %
51245 Building Repair	264,245	438,266	458,000	19,734	4.50 %
51250 Equipment Maintenance	507,588	601,305	550,730	(50,575)	(8.41)%
51251 Data Processing Equip Mte	125,472	108,929	124,932	16,003	14.69 %
51252 Veh Maint Chatham Count	217,370	20,000	0	(20,000)	(100.00)%
51255 Car Washing	25,879	26,055	33,020	6,965	26.73 %
51256 Temporary Labor-Agency	1,593,914	1,336,305	771,575	(564,730)	(42.26)%
51270 Photocopying	318,209	220,937	263,444	42,507	19.24 %
51271 Food-Catered Meals	504,890	550,791	681,139	130,348	23.67 %
51275 Outside Printing	87,705	134,908	183,810	48,902	36.25 %
51287 Prisoner Medical Costs	66,311	80,000	80,000	0	0.00 %
51290 Medical Costs	211,101	174,500	229,000	54,500	31.23 %
51294 Other Transportation	27,746	331,505	34,200	(297,305)	(89.68)%
51295 Other Contractual Service	4,785,629	9,377,154	10,013,609	636,455	6.79 %
51297 Housing Demolition	0	90,000	90,000	0	0.00 %
51306 Office Supplies	232,901	186,204	221,407	35,203	18.91 %
51307 Postage	100,868	153,409	161,977	8,567	5.58 %
51309 Laundry Allowance	271,784	251,162	260,570	9,408	3.75 %
51310 Clothing & Laundry	723,277	957,186	1,154,859	197,673	20.65 %
51320 Operating Supp & Materials	1,288,788	1,279,345	1,604,378	325,033	25.41 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51321 Small Fixed Assets	445,414	310,695	414,829	104,133	33.52 %
51322 Sports & Craft Supplies	102,608	129,268	195,550	66,282	51.27 %
51323 Chemicals	88,394	151,429	136,000	(15,429)	(10.19)%
51335 Equipment Repair Parts	265,099	458,917	389,010	(69,907)	(15.23)%
51340 Construction Suppl & Matls	647,067	624,154	558,594	(65,560)	(10.50)%
51350 Shop Supplies/Propane	20,528	52,933	53,600	667	1.26 %
51360 Vehicle Parts	712	791	0	(791)	(100.00)%
51361 Auto Fuel Chatham Count	70,675	5,322	0	(5,322)	(100.00)%
51362 Gasoline	1,472,132	1,558,243	1,599,545	41,302	2.65 %
51363 Diesel Fuel	419,903	470,157	459,413	(10,744)	(2.29)%
51365 Oil and Grease	0	194	0	(194)	(100.00)%
51366 Hardware (Nuts & Bolts)	1,465	1,692	0	(1,692)	(100.00)%
51395 Other	108,384	902,967	394,090	(508,877)	(56.36)%
51408 Svcs By Parking Fund	283,363	312,181	327,181	15,000	4.80 %
51409 Svcs By Water & Sewer	557,020	466,102	585,507	119,405	25.62 %
51411 Svcs By San-Disposal Fe	571,574	661,961	668,580	6,619	1.00 %
51412 Svcs By Civic Center Fund	135,000	135,000	135,000	0	0.00 %
51413 Svcs By San-Commrc'l Fee	279,516	272,623	229,250	(43,373)	(15.91)%
51420 Svcs By Sanitn to G/F	6,605,063	5,437,912	5,782,803	344,891	6.34 %
51421 Svcs By Wtr Supl/Tr Dir	0	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	3,375,479	3,194,937	3,911,366	716,428	22.42 %
51450 Computer Services	3,022,425	4,177,426	5,104,287	926,861	22.19 %
51451 Radio Services	576,848	795,396	869,437	74,041	9.31 %
51452 Telephone Services	187,779	291,628	316,510	24,883	8.53 %
51473 Garage Overhead	311,571	353,327	342,047	(11,280)	(3.19)%
51474 Garage Charges	2,884,932	3,350,481	3,337,782	(12,699)	(0.38)%
51510 Computer Hardware/Software	0	0	52,549	52,549	100.00 %
51515 Vehicular Equipment	0	0	864	864	100.00 %
51520 Office/Bldg Furn/Equipment	236,986	282,792	319,500	36,708	12.98 %
51718 Transfer to Debt Service	2,337,781	2,989,492	1,505,721	(1,483,771)	(49.63)%
51720 Contribution to Cip General	10,140,850	4,783,908	4,890,000	106,092	2.22 %
51721 Contribution to Haz-Mat	143,299	68,034	132,668	64,634	95.00 %
51722 Trans to CDBG Spec Revs	1,388,776	1,571,204	1,837,966	266,761	16.98 %
51730 Fleet Addition Contribution	0	3,456,367	464,164	(2,992,203)	(86.57)%
51745 Intra-Fund Transfers	1,363,620	2,621,435	806,053	(1,815,382)	(69.25)%
51746 E-Commnctns Exp Transfr	0	(0)	0	1	(185.82)%
51761 Transfer to TAD Fund 1	2,073,417	2,069,591	1,830,691	(238,900)	(11.54)%
51764 Contribution to Civic Center	0	1,016,603	(0)	(1,016,603)	(100.00)%
51810 Contingencies	0	0	1,000,000	1,000,000	100.00 %
51811 Contributions	737,151	500,750	488,378	(12,372)	(2.47)%
51821 Cultural Contributions	731,650	680,400	680,400	0	0.00 %
51822 Social Contribution	645,773	833,177	833,177	0	(0.00)%
51860 Contrbn-Savh History Museum	716,528	0	0	0	0.00 %
51862 Contrbntn-Metro Planning Comm	1,408,405	1,377,911	1,440,453	62,542	4.54 %
51863 City Membership Dues	217,173	226,846	226,846	0	0.00 %
51867 Contrbntn-Trade Ctr Auth	6,513	8,200	143,708	135,508	1,652.54 %
51869 Mobility Management Bd	1,514,298	0	8,090	8,090	100.00 %
51892 Radio Capital Use Charge	996,162	489,982	509,082	19,101	3.90 %
51894 Veh Use Chg Chatham Cou	312,069	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51895 Vehicle Captl-Use Chrg	4,562,518	6,613,792	6,023,556	(590,235)	(8.92)%
51896 Vehicle Accessory Charge	592,635	344,815	137,080	(207,735)	(60.25)%
52105 Work Comp Wages Paid	(62,200)	(1,594)	0	1,594	(100.00)%
52238 Professional Pur Svcs	0	0	0	0	0.00 %
52324 Concession Purchases	3,683	2,500	4,000	1,500	60.00 %
52812 Other Expenses	31,600	0	0	0	0.00 %
52842 Other Costs	128	0	0	0	0.00 %
52844 Property Acquisition	189	0	0	0	0.00 %
Total 101 General Fund	(2,157,163)	0	(0)	(0)	(113.84)%
102 Condemned Assets Fund					
42651 Accident Reporting Fees	0	0	0	0	0.00 %
42972 Condemned Funds-Federal	(21,382)	0	0	0	0.00 %
42974 Condemned Funds - State	(64,284)	0	0	0	0.00 %
47111 Interest Earned	(551)	0	0	0	0.00 %
51233 Dues and Fees	0	0	0	0	0.00 %
51238 Professional Pur Svcs	7,449	0	0	0	0.00 %
51251 Data Processing Equip Mte	5,000	0	0	0	0.00 %
51321 Small Fixed Assets	8,902	0	0	0	0.00 %
Total 102 Condemned Assets Fund	(64,866)	0	0	0	0.00 %
104 Haz-Mat Fund					
42675 Fire Equipment User Fee	(3,100)	0	0	0	0.00 %
42970 Haz-Mat Industry Fees	(270,075)	(274,000)	(274,000)	0	0.00 %
43705 Chath Co Haz Mat Reimbu	(175,661)	(68,000)	(68,000)	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(143,299)	(68,034)	(132,668)	(64,634)	95.00 %
51105 Salaries and Wages	227,953	207,181	213,890	6,709	3.24 %
51110 Social Security	17,312	16,723	17,240	517	3.09 %
51121 Group Medical Insurance	32,191	34,266	35,933	1,667	4.86 %
51122 Group Life Insurance	623	871	932	61	6.98 %
51123 Unemployment Comp	0	142	96	(45)	(32.08)%
51124 Disability Insurance	567	602	644	42	6.98 %
51125 Workers Compensation	32,872	6,622	6,295	(328)	(4.95)%
51127 Retiree Grp Medcal Opeb	829	5,544	5,544	0	0.00 %
51130 Pension	16,690	17,429	18,114	685	3.93 %
51132 City Contr-Def Comp	2	0	0	0	0.00 %
51134 City Contr-Ga F/F Pens	1,177	1,200	1,200	0	0.00 %
51155 Overtime	12,242	7,000	10,000	3,000	42.86 %
51210 Communications	745	800	800	0	0.00 %
51211 Cell Communications	2,145	2,200	2,200	0	0.00 %
51212 Travel-Transp Lodg Pd	188	2,580	2,580	0	0.00 %
51213 Education and Training	0	2,700	2,700	0	0.00 %
51233 Dues and Fees	140	0	0	0	0.00 %
51250 Equipment Maintenance	13,667	16,514	12,000	(4,514)	(27.33)%
51270 Photocopying	196	200	200	(0)	0.00 %
51295 Other Contractual Service	990	1,500	1,500	0	0.00 %
51309 Laundry Allowance	975	975	975	0	0.00 %
51320 Operating Supp & Materials	25,989	18,000	26,000	8,000	44.44 %
51321 Small Fixed Assets	26,258	2,500	5,500	3,000	120.00 %
51323 Chemicals	16,500	10,000	10,000	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51335 Equipment Repair Parts	909	2,000	2,000	(0)	0.00 %
51362 Gasoline	292	1,970	1,970	(0)	0.00 %
51363 Diesel Fuel	3,520	3,500	5,305	1,805	51.57 %
51405 Services By General Fund	19,345	20,738	19,822	(916)	(4.42)%
51425 Insurance By Risk Mngmnt Fund	7,559	9,623	6,479	(3,145)	(32.68)%
51450 Computer Services	8,545	11,558	11,665	107	0.92 %
51452 Telephone Services	443	729	1,751	1,023	140.40 %
51473 Garage Overhead	3,365	4,367	4,232	(134)	(3.08)%
51474 Garage Charges	31,148	0	41,302	41,302	100.00 %
51895 Vehicle Captl-Use Chrg	86,759	0	0	0	0.00 %
51896 Vehicle Accessory Charge	0	0	5,800	5,800	100.00 %
Total 104 Haz-Mat Fund	0	0	(0)	(0)	100.00 %
150 Recorders Court Tech Fee Fund					
42214 Recorders Ct Tech Fee	(75,442)	(98,100)	(120,000)	(21,900)	22.32 %
51295 Other Contractual Service	34,108	93,100	100,000	6,900	7.41 %
51321 Small Fixed Assets	2,381	5,000	20,000	15,000	300.00 %
51510 Computer Hardware/Software	6,815	0	0	0	0.00 %
Total 150 Recorders Court Tech Fee Fund	(32,138)	0	(0)	0	100.00 %
211 Grant Fund					
43196 Workforce Investmnt Act	(5,374,551)	(6,068,684)	(5,215,673)	853,011	(14.06)%
43317 DoI - Youthbuild	(363,385)	(433,836)	(437,825)	(3,989)	0.92 %
48101 Contrbtn Frm Generl Fnd	(150,739)	(165,470)	(174,880)	(9,410)	5.69 %
51105 Salaries and Wages	675,819	547,864	752,318	204,454	37.32 %
51110 Social Security	49,498	60,869	67,563	6,694	11.00 %
51121 Group Medical Insurance	85,529	126,365	134,710	8,345	6.60 %
51122 Group Life Insurance	1,850	2,986	3,276	290	9.72 %
51123 Unemployment Comp	0	494	338	(156)	(31.55)%
51124 Disability Insurance	1,686	2,102	2,266	164	7.81 %
51125 Workers Compensation	3,449	24,834	23,606	(1,229)	(4.95)%
51127 Retiree Grp Medcal Opeb	12,577	18,017	18,017	0	0.00 %
51130 Pension	49,566	60,828	63,710	2,882	4.74 %
51132 City Contr-Def Comp	2,374	2,400	2,400	0	0.00 %
51160 Temporary Labor - City	0	60,000	51,800	(8,200)	(13.67)%
51205 Electricity	21,739	9,800	9,800	(0)	(0.00)%
51210 Communications	33,016	13,700	13,625	(75)	(0.55)%
51211 Cell Communications	8,887	10,950	12,853	1,903	17.38 %
51212 Travel-Transp Lodg Pd	24,127	25,500	38,500	13,000	50.98 %
51213 Education and Training	11,528	8,801	21,050	12,249	139.18 %
51220 Advertising	0	2,000	9,500	7,500	375.00 %
51225 Insurance	33,685	26,054	35,054	9,000	34.54 %
51230 Rentals	305,197	116,142	118,920	2,778	2.39 %
51231 Data Processing Equip Rental	0	0	72,000	72,000	100.00 %
51233 Dues and Fees	7,544	9,300	9,750	450	4.84 %
51234 Books Periodicals Subsc	0	1,000	3,050	2,050	205.00 %
51237 Official/Admin Pur Svcs	77,935	6,000	6,000	0	0.00 %
51238 Professional Pur Svcs	184,779	108,700	184,700	76,000	69.92 %
51239 Technical Pur Svcs	0	14,537	14,537	0	0.00 %
51243 Janitorial Services	7,711	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51244 Building Maintenance	357	5,000	5,000	0	0.00 %
51250 Equipment Maintenance	38	0	1,700	1,700	100.00 %
51256 Temporary Labor-Agency	42,438	41,600	79,456	37,856	91.00 %
51270 Photocopying	24,447	17,500	16,500	(1,000)	(5.71)%
51271 Food-Catered Meals	3,542	7,000	7,000	0	0.00 %
51275 Outside Printing	12,920	2,000	2,000	0	0.00 %
51294 Other Transportation	23,045	27,638	27,638	0	0.00 %
51295 Other Contractual Service	156,343	103,149	119,200	16,051	15.56 %
51306 Office Supplies	22,671	24,250	24,250	0	0.00 %
51307 Postage	3,496	4,000	4,000	0	0.00 %
51310 Clothing & Laundry	2,031	3,000	3,000	0	0.00 %
51320 Operating Supp & Materials	4,737	5,850	8,050	2,200	37.61 %
51321 Small Fixed Assets	39,389	10,000	13,750	3,750	37.50 %
51350 Shop Supplies/Propane	10,626	4,500	4,500	0	0.00 %
51395 Other	130,998	66,900	72,900	6,000	8.97 %
51405 Services By General Fund	91,034	91,034	91,034	(0)	0.00 %
51411 Svcs By San-Disposal Fe	94	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	7,409	17,136	18,638	1,502	8.77 %
51450 Computer Services	26,152	75,329	74,901	(428)	(0.57)%
51452 Telephone Services	4,135	4,918	6,655	1,738	35.34 %
51520 Office/Bldg Furn/Equipment	65,346	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	4,886,943	3,554,861	(1,332,082)	(27.26)%
51966 Out Of School Employmnt	182,751	0	0	0	0.00 %
51967 Out Of School Other	541,488	0	0	0	0.00 %
51968 In Shool Employment	22,020	0	0	0	0.00 %
51969 In School Other	51,102	0	0	0	0.00 %
51970 Institutional Training	1,780,775	0	0	0	0.00 %
51978 Case Management	708,540	0	0	0	0.00 %
51980 Short Term Training	31,397	0	0	0	0.00 %
51981 On The Job Training	60,974	0	0	0	0.00 %
51983 Admin Direct	0	7,000	20,000	13,000	185.71 %
51984 Non-Admin Direct	0	0	0	0	0.00 %
51985 Admin Non-Direct	0	0	0	0	0.00 %
51986 Non-Admin Non-Direct	0	0	0	0	0.00 %
51988 Supportive Services	153,792	4,000	4,000	0	0.00 %
51990 Incumbent Worker Training	86,094	0	0	0	0.00 %
Total 211 Grant Fund	0	0	(0)	(0)	0.00 %

212 Grant Fund - Other Fed

42904 Donations from Private	(12,000)	(11,286)	0	11,286	(100.00)%
43494 Summer Lunch	(290,047)	(316,013)	(341,396)	(25,383)	8.03 %
43542 Chat Co Health Dept	0	(1,025)	0	1,025	(100.00)%
43801 Federal Grants	0	(25,219)	(25,219)	(0)	0.00 %
43802 State Of Georgia	(463,202)	(76,038)	0	76,038	(100.00)%
43803 Chatham County	0	(1,025)	0	1,025	(100.00)%
43804 FEMA	(1,519,290)	0	0	0	0.00 %
43916 Homeland Security	(263,066)	5,628	(445,575)	(451,203)	(8,017.12)%
43918 Gocf - Caring Com Soc	0	(57,509)	0	57,509	(100.00)%
43930 Dept Of Justice	(81,234)	81,234	0	(81,234)	(100.00)%
43952 Cops Grants	(601,223)	(649,732)	(628,563)	21,169	(3.26)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
48101 Contrbtn Frm Generl Fnd	(483,647)	(429,140)	(631,173)	(202,033)	47.08 %
51105 Salaries and Wages	754,492	631,583	907,923	276,340	43.75 %
51110 Social Security	56,783	60,155	58,918	(1,237)	(2.06)%
51116 Stipend	608	578	0	(578)	(100.00)%
51121 Group Medical Insurance	0	154,197	170,643	16,446	10.67 %
51122 Group Life Insurance	0	3,152	3,954	803	25.47 %
51123 Unemployment Comp	0	513	409	(104)	(20.35)%
51124 Disability Insurance	0	2,180	2,735	555	25.45 %
51127 Retiree Grp Medcal Opeb	0	24,947	24,947	0	0.00 %
51130 Pension	0	63,089	76,890	13,801	21.88 %
51132 City Contr-Def Comp	0	53	0	(53)	(100.00)%
51133 City Contr-Poa	2,745	2,760	0	(2,760)	(100.00)%
51155 Overtime	3,331	113,859	24,000	(89,859)	(78.92)%
51158 Overtime-Court	6,600	9,450	0	(9,450)	(100.00)%
51160 Temporary Labor - City	0	2,426	0	(2,426)	(100.00)%
51199 Reimbrsmnt Persnl Svcs	1,726,399	0	0	0	0.00 %
51210 Communications	0	0	0	0	0.00 %
51211 Cell Communications	0	1,236	1,200	(36)	(2.93)%
51212 Travel-Transp Lodg Pd	64	500	6,000	5,500	1,100.00 %
51213 Education and Training	975	1,800	2,100	300	16.67 %
51220 Advertising	575	0	0	0	0.00 %
51230 Rentals	2,445	1,900	1,900	0	0.00 %
51239 Technical Pur Svcs	0	(2,257)	0	2,257	(100.00)%
51250 Equipment Maintenance	59,185	950	0	(950)	(100.00)%
51255 Car Washing	0	1,430	1,430	0	0.00 %
51271 Food-Catered Meals	261,504	268,089	330,584	62,495	23.31 %
51294 Other Transportation	2,615	1,987	2,700	713	35.88 %
51295 Other Contractual Service	204,680	90,386	239,249	148,863	164.70 %
51306 Office Supplies	342	0	0	0	0.00 %
51307 Postage	1	0	0	0	0.00 %
51309 Laundry Allowance	4,224	4,213	0	(4,213)	(100.00)%
51310 Clothing & Laundry	0	0	86,078	86,078	100.00 %
51320 Operating Supp & Materials	7,289	37,834	51,398	13,564	35.85 %
51321 Small Fixed Assets	86,269	10,307	26,488	16,181	156.99 %
51335 Equipment Repair Parts	705	0	0	0	0.00 %
51362 Gasoline	10,445	9,624	200	(9,424)	(97.92)%
51413 Svcs By San-Commrc'l Fee	1,336	1,376	0	(1,376)	(100.00)%
51425 Insurance By Risk Mngmnt Fund	0	2,166	905	(1,261)	(58.20)%
51473 Garage Overhead	0	970	941	(30)	(3.08)%
51474 Garage Charges	0	9,202	9,178	(24)	(0.26)%
51520 Office/Bldg Furn/Equipment	188,816	1,164	23,481	22,317	1,917.27 %
51720 Contribution to Cip General	69,779	(49,370)	0	49,370	(100.00)%
51730 Fleet Addition Contribution	78,399	0	0	0	0.00 %
51895 Vehicle Captl-Use Chrg	0	17,675	17,675	0	0.00 %
Total 212 Grant Fund - Other Fed	(183,105)	0	(0)	(0)	(294.05)%
213 Grant Fund - Other Stat					
42904 Donations from Private	(94,359)	(162,994)	0	162,994	(100.00)%
43194 WIA Reimb For Sav Impac	(308,398)	(282,355)	0	282,355	(100.00)%
43507 United Way Of Coastal Empire	(54,276)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
43802 State Of Georgia	(5,377)	0	0	0	0.00 %
43805 State Grants-Cult Af	0	0	0	0	0.00 %
43914 Nongovt Cult Af Grants	0	0	0	0	0.00 %
43923 Keep America Beautiful	0	0	0	0	0.00 %
43984 Projects-Misc-1	0	0	0	0	0.00 %
43985 Projects-Misc-2	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(28,199)	0	0	0	0.00 %
51211 Cell Communications	2,155	3,000	0	(3,000)	(100.00)%
51212 Travel-Transp Lodg Pd	40,833	9,148	0	(9,148)	(100.00)%
51213 Education and Training	27,112	25,000	0	(25,000)	(100.00)%
51220 Advertising	220	1,000	0	(1,000)	(100.00)%
51230 Rentals	2,355	1,000	0	(1,000)	(100.00)%
51238 Professional Pur Svcs	70,596	38,000	0	(38,000)	(100.00)%
51239 Technical Pur Svcs	3,179	2,257	0	(2,257)	(100.00)%
51250 Equipment Maintenance	(468)	0	0	0	0.00 %
51256 Temporary Labor-Agency	255,112	241,951	0	(241,951)	(100.00)%
51270 Photocopying	6,242	7,000	0	(7,000)	(100.00)%
51271 Food-Catered Meals	874	2,500	0	(2,500)	(100.00)%
51294 Other Transportation	3,244	1,000	0	(1,000)	(100.00)%
51306 Office Supplies	1,998	3,000	0	(3,000)	(100.00)%
51310 Clothing & Laundry	403	1,000	0	(1,000)	(100.00)%
51320 Operating Supp & Materials	11,441	5,995	0	(5,995)	(100.00)%
51321 Small Fixed Assets	13,491	0	0	0	0.00 %
51362 Gasoline	45	0	0	0	0.00 %
51745 Intra-Fund Transfers	51,776	0	0	0	0.00 %
52842 Other Costs	0	103,498	0	(103,498)	(100.00)%
Total 213 Grant Fund - Other Stat	(1)	(0)	0	0	(100.00)%

215 Hurricane Matthew Grant Fd

43804 FEMA	(10,625,395)	0	0	0	0.00 %
45963 Insurance Reibursement	(612,560)	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(38)	0	0	0	0.00 %
48531 From I&D Opertng Fund	(4,258)	0	0	0	0.00 %
48561 From Parking Svcs Fund	(998)	0	0	0	0.00 %
48611 From Internal Service Fund	(1,207)	0	0	0	0.00 %
51105 Salaries and Wages	2,978	0	0	0	0.00 %
51110 Social Security	725	0	0	0	0.00 %
51132 City Contr-Def Comp	41	0	0	0	0.00 %
51155 Overtime	10,235	0	0	0	0.00 %
51199 Reimbrsmnt Persnl Svcs	5,942	0	0	0	0.00 %
51212 Travel-Transp Lodg Pd	108	0	0	0	0.00 %
51213 Education and Training	(1,176)	0	0	0	0.00 %
51230 Rentals	24,078	0	0	0	0.00 %
51238 Professional Pur Svcs	(380)	0	0	0	0.00 %
51241 Security Guard Services	1,396	0	0	0	0.00 %
51244 Building Maintenance	23,081	0	0	0	0.00 %
51245 Building Repair	41,162	0	0	0	0.00 %
51250 Equipment Maintenance	(16,806)	0	0	0	0.00 %
51271 Food-Catered Meals	7,759	0	0	0	0.00 %
51275 Outside Printing	8,175	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51295 Other Contractual Service	8,089,812	0	0	0	0.00 %
51320 Operating Supp & Materials	37,641	0	0	0	0.00 %
51335 Equipment Repair Parts	(5,174)	0	0	0	0.00 %
51340 Construction Suppl & Matls	30,143	0	0	0	0.00 %
51350 Shop Supplies/Propane	(542)	0	0	0	0.00 %
51362 Gasoline	25	0	0	0	0.00 %
51520 Office/Bldg Furn/Equipment	40,838	0	0	0	0.00 %
51727 Transfer to General Fd	463,562	0	0	0	0.00 %
51745 Intra-Fund Transfers	767,282	0	0	0	0.00 %
52842 Other Costs	(23,867)	0	0	0	0.00 %
Total 215 Hurricane Matthew Grant Fd	(1,737,422)	0	0	0	0.00 %

221 Community Development Fund

42701 Principal Repayments	(64,498)	0	0	0	0.00 %
42702 Interest On Loans	(6,509)	0	0	0	0.00 %
42705 Payments-Urban Homestead	(216)	0	0	0	0.00 %
42795 CDBG Program Income	0	(298,405)	(279,818)	18,587	(6.23)%
42797 Other	0	(100,514)	(69,000)	31,514	(31.35)%
42997 Sale Of Land and Property	(45,873)	0	0	0	0.00 %
43301 CDBG Grant Revenue	(2,079,047)	(2,265,982)	(2,265,982)	0	0.00 %
43302 Emergency Shelter Grant	(183,561)	(183,495)	(183,495)	0	0.00 %
45141 Water Cut-On Fees	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(1,388,776)	(1,058,327)	(1,328,806)	(270,478)	25.56 %
51105 Salaries and Wages	1,630,761	1,490,642	1,632,645	142,003	9.53 %
51110 Social Security	119,255	117,195	126,173	8,978	7.66 %
51121 Group Medical Insurance	233,390	325,528	278,420	(47,108)	(14.47)%
51122 Group Life Insurance	4,645	8,117	7,110	(1,007)	(12.40)%
51123 Unemployment Comp	0	1,321	735	(586)	(44.38)%
51124 Disability Insurance	4,233	5,615	4,919	(697)	(12.40)%
51125 Workers Compensation	48,994	29,801	64,522	34,721	116.51 %
51127 Retiree Grp Medcal Opeb	28,056	52,665	52,665	0	0.00 %
51130 Pension	124,486	162,476	138,265	(24,211)	(14.90)%
51132 City Contr-Def Comp	5,555	5,730	5,963	233	4.06 %
51155 Overtime	1,576	0	0	0	0.00 %
51199 Reimbrsmnt Persnl Svcs	(273,474)	(264,384)	(264,384)	0	0.00 %
51205 Electricity	2,966	3,880	3,880	0	0.00 %
51206 Natural Gas	553	700	1,000	300	42.86 %
51210 Communications	1,860	4,026	4,426	400	9.93 %
51211 Cell Communications	7,678	9,787	10,468	681	6.96 %
51212 Travel-Transp Lodg Pd	4,712	14,793	18,851	4,058	27.43 %
51213 Education and Training	7,769	17,613	12,195	(5,418)	(30.76)%
51220 Advertising	439	2,500	3,900	1,400	56.00 %
51225 Insurance	1,809	0	0	0	0.00 %
51230 Rentals	5,742	8,691	14,489	5,798	66.71 %
51233 Dues and Fees	3,378	4,089	4,411	322	7.87 %
51234 Books Periodicals Subsc	325	1,306	1,306	0	0.00 %
51238 Professional Pur Svcs	26,819	42,000	50,000	8,000	19.05 %
51241 Security Guard Services	0	0	18,000	18,000	100.00 %
51243 Janitorial Services	8,731	9,147	8,800	(347)	(3.79)%
51244 Building Maintenance	1,930	463	293	(170)	(36.74)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51245 Building Repair	380	332	750	418	125.90 %
51250 Equipment Maintenance	131	500	500	0	0.00 %
51255 Car Washing	20	388	768	380	97.94 %
51256 Temporary Labor-Agency	52,889	25,588	26,091	503	1.97 %
51270 Photocopying	14,256	10,757	13,753	2,996	27.86 %
51271 Food-Catered Meals	7,813	6,500	13,500	7,000	107.69 %
51275 Outside Printing	1,940	2,572	2,720	148	5.75 %
51290 Medical Costs	0	170	170	0	0.00 %
51294 Other Transportation	1,119	2,100	2,500	400	19.05 %
51295 Other Contractual Service	429,640	27,015	30,792	3,777	13.98 %
51306 Office Supplies	6,454	11,500	13,600	2,100	18.26 %
51307 Postage	3,484	4,900	6,100	1,200	24.49 %
51310 Clothing & Laundry	8	3,070	3,050	(20)	(0.64)%
51320 Operating Supp & Materials	9,980	9,360	14,915	5,555	59.35 %
51321 Small Fixed Assets	1,869	10,181	2,000	(8,181)	(80.36)%
51322 Sports & Craft Supplies	643	600	2,000	1,400	233.33 %
51335 Equipment Repair Parts	0	305	305	0	0.00 %
51362 Gasoline	3,949	5,420	5,720	300	5.54 %
51395 Other	7,526	10,768	22,535	11,767	109.28 %
51405 Services By General Fund	458,976	444,484	514,078	69,594	15.66 %
51425 Insurance By Risk Mngmnt Fund	27,080	24,173	54,452	30,280	125.26 %
51450 Computer Services	46,045	71,581	91,289	19,708	27.53 %
51452 Telephone Services	6,869	11,110	10,508	(602)	(5.41)%
51473 Garage Overhead	1,069	531	515	(16)	(3.08)%
51474 Garage Charges	9,896	5,039	5,026	(13)	(0.26)%
51510 Computer Hardware/Software	18,000	0	0	0	0.00 %
51610 Bond Principal	100,000	100,000	100,000	0	0.00 %
51615 Bond Interest	8,290	6,270	6,270	0	0.00 %
51745 Intra-Fund Transfers	0	1,049,677	976,011	(73,667)	(7.02)%
51824 Grant Project Costs	964,105	0	0	0	0.00 %
51895 Vehicle Captl-Use Chrg	0	8,131	8,131	0	0.00 %
51896 Vehicle Accessory Charge	35	0	0	0	0.00 %
Total 221 Community Development Fund	416,169	0	0	(0)	(57.14)%

222 Comm Devel Fund-Rental Rehab

42678 Sustainability Fees	(2,175)	(6,575)	(6,500)	75	(1.14)%
42679 Sav Affordable Housing Trust Fees	(4,575)	(3,000)	(6,575)	(3,575)	119.17 %
42701 Principal Repayments	0	(140,000)	(250,000)	(110,000)	78.57 %
42798 Program Income-Non federal	(1,051)	0	0	0	0.00 %
42799 Program Income	(428,952)	(245,000)	(538,070)	(293,070)	119.62 %
42904 Donations from Private	(65,090)	(75,000)	(75,000)	0	0.00 %
42999 Miscellaneous	89,129	0	0	0	0.00 %
43909 Other Grant	(15,000)	0	0	0	0.00 %
45699 FEDERAL HOME LN BK PROCEEDS	(186,009)	0	0	0	0.00 %
47111 Interest Earned	(10,285)	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(150,000)	(150,000)	(150,000)	0	0.00 %
51212 Travel-Transp Lodg Pd	104	0	0	0	0.00 %

222 Comm Devel Fund-Rental Rehab

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51271 Food-Catered Meals	118	0	0	0	0.00 %
51275 Outside Printing	455	0	0	0	0.00 %
51295 Other Contractual Service	773,287	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	619,575	1,026,145	406,570	65.62 %
51987 Other	43	0	0	0	0.00 %
Total 222 Comm Devel Fund-Rental Rehab	0	0	0	0	(100.00)%
224 Cmnty Dev-Other Fed Fds					
42718 Mlk Spg Repayment	0	(60,187)	(15,798)	44,389	(73.75)%
42719 EDA/CDBG Rlf Prog Inc	0	(163,506)	(107,020)	56,486	(34.55)%
43305 Hopwa	(301,090)	(318,325)	(318,325)	0	0.00 %
43309 Hud Shelter Plus Care	(497,876)	(464,791)	(497,774)	(32,983)	7.10 %
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(21,195)	0	0	0	0.00 %
51105 Salaries and Wages	6,659	26,993	27,230	237	0.88 %
51110 Social Security	709	0	2,115	2,115	100.00 %
51121 Group Medical Insurance	0	8,567	8,978	411	4.80 %
51122 Group Life Insurance	0	113	119	5	4.56 %
51123 Unemployment Comp	0	18	12	(6)	(33.62)%
51124 Disability Insurance	0	78	82	4	4.56 %
51127 Retiree Grp Medcal Opeb	403	1,386	1,386	0	0.00 %
51130 Pension	0	2,271	2,307	36	1.58 %
51132 City Contr-Def Comp	83	240	240	0	0.00 %
51199 Reimbrsmnt Persnl Srvs	18,894	0	0	0	0.00 %
51233 Dues and Fees	53	0	0	0	0.00 %
51295 Other Contractual Service	114,658	460,334	457,532	(2,802)	(0.61)%
51306 Office Supplies	897	0	0	0	0.00 %
51307 Postage	6	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	506,809	438,917	(67,892)	(13.40)%
51824 Grant Project Costs	954,974	0	0	0	0.00 %
Total 224 Cmnty Dev-Other Fed Fds	277,175	0	(0)	(0)	(145.49)%
225 Section 108 Loan Fund					
42701 Principal Repayments	0	(20,000)	(10,994)	9,006	(45.03)%
42732 Micro Principal Repaymt	(5,000)	0	0	0	0.00 %
42733 Mlk Interest Repaymnts	(10)	0	0	0	0.00 %
42734 Mlk Principal Repaymnts	(13,344)	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	20,000	10,994	(9,006)	(45.03)%
Total 225 Section 108 Loan Fund	(18,354)	0	0	0	0.00 %
227 (NSP) Nebrhd Stab Progr					
42744 Loan Repayments - NSP	(12,064)	(11,500)	(11,500)	(0)	(0.00)%
42997 Sale Of Land and Property	10,333	0	0	0	0.00 %
43544 (Nsp) Nebrhd Stab Progr	(23,269)	0	0	0	0.00 %
51295 Other Contractual Service	25,000	11,500	11,500	0	0.00 %
Total 227 (NSP) Nebrhd Stab Progr	0	(0)	(0)	(0)	(75.00)%
232 Housing Fund-Home Program					
42701 Principal Repayments	(402,721)	0	0	0	0.00 %
42798 Program Income-Non federal	(12,443)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
42799 Program Income	(385,102)	(572,000)	(538,070)	33,930	(5.93)%
43304 Carry Forwrd Frm Pr Yrs	480,622	(550,000)	(550,000)	0	0.00 %
43621 Home Grant-General (Hud)	(619,608)	(890,611)	(890,611)	0	0.00 %
43624 HOME recaptured funds	(24,774)	0	0	0	0.00 %
51105 Salaries and Wages	110,387	0	0	0	0.00 %
51110 Social Security	9,144	0	0	0	0.00 %
51295 Other Contractual Service	844,494	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	2,012,611	1,978,681	(33,930)	(1.69)%
Total 232 Housing Fund-Home Program	0	(0)	0	0	(125.00)%

241 Emerg Communicatns Fund

42611 Chatham Co Police Reimbu	0	(2,603,672)	0	2,603,672	(100.00)%
42648 PrePaid Wireless E911 Fees	(467,877)	(298,636)	0	298,636	(100.00)%
42649 Wireless E911 Fees	(1,438,905)	(1,400,000)	(1,400,000)	(0)	0.00 %
42652 911 Emergency Telephone Fees	(1,042,104)	(1,000,000)	(1,000,000)	0	0.00 %
42671 Landlines from Chath Co	(425,738)	(400,000)	0	400,000	(100.00)%

241 Emerg Communicatns Fund

42672 Wireless Rev Chatham Co	(3,024,712)	(2,000,000)	0	2,000,000	(100.00)%
48101 Contrbtn Frm Generl Fnd	0	0	(0)	(1)	(185.82)%
48242 From Wireless Reserve Fund	(390,571)	0	0	0	0.00 %
51105 Salaries and Wages	3,645,668	3,784,192	90,604	(3,693,588)	(97.61)%
51110 Social Security	313,509	329,489	6,977	(322,512)	(97.88)%
51121 Group Medical Insurance	764,593	882,352	53,888	(828,464)	(93.89)%
51122 Group Life Insurance	11,562	15,820	395	(15,426)	(97.50)%
51123 Unemployment Comp	0	2,574	41	(2,533)	(98.42)%
51124 Disability Insurance	10,536	10,944	273	(10,671)	(97.50)%
51125 Workers Compensation	52,443	173,840	0	(173,840)	(100.00)%
51126 Group Med Chatham Count	102,375	103,500	0	(103,500)	(100.00)%
51127 Retiree Grp Medcal Opeb	100,614	142,751	142,751	0	0.00 %
51128 Retiree Medical County	34,425	34,650	0	(34,650)	(100.00)%
51130 Pension	275,711	316,656	7,676	(308,979)	(97.58)%
51131 Pension - Chatham Count	72,101	65,000	0	(65,000)	(100.00)%
51132 City Contr-Def Comp	14,533	14,048	0	(14,048)	(100.00)%
51133 City Contr-Poa	239	80	0	(80)	(100.00)%
51155 Overtime	667,803	843,000	0	(843,000)	(100.00)%
51160 Temporary Labor - City	60	500	0	(500)	(100.00)%
51199 Reimbrsmnt Persnl Srvs	0	128,108	0	(128,108)	(100.00)%
51210 Communications	198,903	221,670	0	(221,670)	(100.00)%
51211 Cell Communications	3,193	6,000	0	(6,000)	(100.00)%
51212 Travel-Transp Lodg Pd	8,429	14,500	0	(14,500)	(100.00)%
51213 Education and Training	3,846	5,600	0	(5,600)	(100.00)%
51230 Rentals	3,000	3,000	0	(3,000)	(100.00)%
51232 Licenses-Professional	0	100	0	(100)	(100.00)%
51233 Dues and Fees	1,712	2,000	0	(2,000)	(100.00)%
51234 Books Periodicals Subsc	0	500	0	(500)	(100.00)%
51238 Professional Pur Svcs	11,852	22,000	0	(22,000)	(100.00)%
51239 Technical Pur Svcs	249	0	0	0	0.00 %
51250 Equipment Maintenance	1,332	5,000	0	(5,000)	(100.00)%
51255 Car Washing	20	60	0	(60)	(100.00)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51271 Food-Catered Meals	998	1,500	0	(1,500)	(100.00)%
51295 Other Contractual Service	82,897	85,000	2,097,237	2,012,237	2,367.34 %
51309 Laundry Allowance	23,639	21,000	0	(21,000)	(100.00)%
51320 Operating Supp & Materials	23,345	11,900	0	(11,900)	(100.00)%
51321 Small Fixed Assets	0	2,000	0	(2,000)	(100.00)%
51362 Gasoline	410	(1,500)	0	1,500	(100.00)%
51425 Insurance By Risk Mngmnt Fund	60,420	119,950	0	(119,950)	(100.00)%
51450 Computer Services	228,246	309,805	0	(309,805)	(100.00)%
51451 Radio Services	29,353	11,351	0	(11,351)	(100.00)%
51452 Telephone Services	4,653	6,375	0	(6,375)	(100.00)%
51473 Garage Overhead	0	0	0	0	0.00 %
51474 Garage Charges	0	0	0	0	0.00 %
51892 Radio Capital Use Charge	38,689	6,993	158	(6,835)	(97.74)%
51895 Vehicle Captl-Use Chrg	0	0	0	0	0.00 %
52105 Work Comp Wages Paid	(1,452)	0	0	0	0.00 %
Total 241 Emerg Communicatns Fund	0	(0)	0	0	(150.00)%
242 E911 Wireless Reserve					
47111 Interest Earned	(8,471)	0	0	0	0.00 %
51720 Contribution to Cip General	218,122	0	0	0	0.00 %
51745 Intra-Fund Transfers	390,571	0	0	0	0.00 %
Total 242 E911 Wireless Reserve	600,222	0	0	0	0.00 %
252 Prop Acqistn Revolv Fnd					
42799 Program Income	(3,021)	0	0	0	0.00 %
42997 Sale Of Land and Property	(8,398)	0	0	0	0.00 %
42999 Miscellaneous	(589,007)	0	0	0	0.00 %
47111 Interest Earned	(10,437)	0	0	0	0.00 %
51295 Other Contractual Service	29,125	0	0	0	0.00 %
51395 Other	27,250	0	0	0	0.00 %
52842 Other Costs	4,545	0	0	0	0.00 %
Total 252 Prop Acqistn Revolv Fnd	(549,944)	0	0	0	0.00 %
261 Tax Allcatn Dist No 1					
41141 Tad Tax from City	(62,972)	(396,000)	(396,000)	0	0.00 %
41142 Tad Tax from County	(551,481)	(354,001)	(354,001)	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(2,073,417)	(2,069,591)	(1,830,691)	238,900	(11.54)%
51295 Other Contractual Service	2,507	0	0	0	0.00 %
51610 Bond Principal	1,665,000	1,695,000	1,490,000	(205,000)	(12.09)%
52615 Interest Expense	1,321,206	1,287,906	1,254,006	(33,900)	(2.63)%
52618 Bab Interest Rebate	(163,314)	(163,314)	(163,314)	0	0.00 %
Total 261 Tax Allcatn Dist No 1	137,528	0	0	0	100.00 %
275 Hotel/Motel Tax Fund					
41305 Hotel-Motel Taxes	(20,775,634)	(22,192,096)	(23,301,700)	(1,109,604)	5.00 %
51727 Transfer to General Fd	10,387,817	11,096,048	11,650,850	554,802	5.00 %
51728 Transfer to Civic Ctr	668,239	724,855	771,098	46,243	6.38 %
51861 Contrbtn-Conv & Visitor'S Bur	6,924,519	7,396,626	7,766,457	369,831	5.00 %
51867 Contrbtn-Trade Ctr Auth	2,795,059	2,974,567	3,113,295	138,728	4.66 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u> (100.00)%
Total 275 Hotel/Motel Tax Fund	0	(0)	0	0	
280 Rental Mv Excise Tax Fd					
41307 Rental Motor Vehicle Tax	(1,818,388)	(1,880,000)	(2,050,000)	(170,000)	9.04 %
51727 Transfer to General Fd	454,597	470,000	512,500	42,500	9.04 %
51728 Transfer to Civic Ctr	1,363,791	1,410,000	1,537,500	127,500	9.04 %
Total 280 Rental Mv Excise Tax Fd	0	0	0	0	0.00 %
311 Capital Improvements Fund					
42999 Miscellaneous	(290,759)	0	0	0	0.00 %
43802 State Of Georgia	(1,493,254)	0	0	0	0.00 %
43803 Chatham County	139,228	0	0	0	0.00 %
45963 Insurance Reibursement	(23,329)	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(10,140,850)	0	0	0	0.00 %
48212 From Other Fed Grants	(69,779)	0	0	0	0.00 %
48242 From Wireless Reserve Fund	(218,122)	0	0	0	0.00 %
48316 From Dsa-1995 Bonds	(1,220,000)	0	0	0	0.00 %
48321 From Rd Sales Tx Fund I	(20,000)	0	0	0	0.00 %
48322 From Road Sales Tax li	(101,000)	0	0	0	0.00 %
48323 From 2009 Dsa TAD Bonds	(33,731)	0	0	0	0.00 %
48344 From SPLOST 2003-08	(1,238)	0	0	0	0.00 %
48345 From SPLOST 5 (08-14)	23,003	0	0	0	0.00 %
48361 From 2017 DSA Bond Fund	(6,515,000)	0	0	0	0.00 %
48402 From SPLOST VI - District 2 Funds	1,235	0	0	0	0.00 %
48512 From Landfill Contingency Fund	(8,000,000)	0	0	0	0.00 %
48523 From W&S R&R Fund	(26,781,995)	0	0	0	0.00 %
48524 From Srf/GEFA Loan Fund	(3,358,710)	0	0	0	0.00 %
48532 From I&D 2003 Bond Fund	52,825	0	0	0	0.00 %
48541 From Golf Course Fund	(41,000)	0	0	0	0.00 %
48551 From Civic Center Fund	(200,625)	0	0	0	0.00 %
48561 From Parking Svcs Fund	(3,343,013)	0	0	0	0.00 %
51105 Salaries and Wages	1,023	0	0	0	0.00 %
51110 Social Security	12,897	0	0	0	0.00 %
51132 City Contr-Def Comp	425	0	0	0	0.00 %
51155 Overtime	175,927	0	0	0	0.00 %
51238 Professional Pur Svcs	1,552,578	0	0	0	0.00 %
51244 Building Maintenance	122,305	0	0	0	0.00 %
51245 Building Repair	16,705	0	0	0	0.00 %
51250 Equipment Maintenance	15,672	0	0	0	0.00 %
51295 Other Contractual Service	133,171	0	0	0	0.00 %
51320 Operating Supp & Materials	52,777	0	0	0	0.00 %
51335 Equipment Repair Parts	2,172,720	0	0	0	0.00 %
51340 Construction Suppl & Matts	97,055	0	0	0	0.00 %
52812 Other Expenses	85,874	0	0	0	0.00 %
52840 Contract Costs	56,086,516	0	0	0	0.00 %
52842 Other Costs	22,914,625	0	0	0	0.00 %
52843 Other Costs-Closed Projects	100	0	0	0	0.00 %
52844 Property Acquisition	(26,962)	0	0	0	0.00 %
Total 311 Capital Improvements Fund	19,830,491	0	0	0	0.00 %
316 Down Sav Auth Bond-1995					

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
47111 Interest Earned	(6,902)	0	0	0	0.00 %
51720 Contribution to Cip General	1,220,000	0	0	0	0.00 %
Total 316 Down Sav Auth Bond-1995	1,213,098	0	0	0	0.00 %
321 Road Sales Tax Fund I					
47111 Interest Earned	(117)	0	0	0	0.00 %
51720 Contribution to Cip General	20,000	0	0	0	0.00 %
Total 321 Road Sales Tax Fund I	19,883	0	0	0	0.00 %
322 Road Sales Tax Fund II					
47111 Interest Earned	(1,595)	0	0	0	0.00 %
51720 Contribution to Cip General	101,000	0	0	0	0.00 %
Total 322 Road Sales Tax Fund II	99,405	0	0	0	0.00 %
323 DSA Ser 2009B Tad Bonds					
47111 Interest Earned	(42)	0	0	0	0.00 %
51720 Contribution to Cip General	33,731	0	0	0	0.00 %
Total 323 DSA Ser 2009B Tad Bonds	33,689	0	0	0	0.00 %
324 DSA Series 2015 TAD Bonds					
47111 Interest Earned	(74,524)	0	0	0	0.00 %
Total 324 DSA Series 2015 TAD Bonds	(74,524)	0	0	0	0.00 %
335 Westside Flood-Cuts/Spl					
47111 Interest Earned	(6,140)	0	0	0	0.00 %
Total 335 Westside Flood-Cuts/Spl	(6,140)	0	0	0	0.00 %
341 Drainage SPLOST (98-03)					
47111 Interest Earned	(2,411)	0	0	0	0.00 %
Total 341 Drainage SPLOST (98-03)	(2,411)	0	0	0	0.00 %
342 SPLOST(98-03) Other CIP					
47111 Interest Earned	(7,159)	0	0	0	0.00 %
Total 342 SPLOST(98-03) Other CIP	(7,159)	0	0	0	0.00 %
343 SPLOST(98-03)Open Space					
47111 Interest Earned	(1,860)	0	0	0	0.00 %
51720 Contribution to Cip General	(0)	0	0	0	0.00 %
Total 343 SPLOST(98-03)Open Space	(1,860)	0	0	0	0.00 %
344 SPLOST 2003-08					
41202 Special 1% Sales Tax	(110,888)	0	0	0	0.00 %
47111 Interest Earned	(139,553)	0	0	0	0.00 %
51720 Contribution to Cip General	3	0	0	0	0.00 %
Total 344 SPLOST 2003-08	(250,438)	0	0	0	0.00 %
345 SPLOST 5 (2008-2014)					
47111 Interest Earned	(387,434)	0	0	0	0.00 %
51720 Contribution to Cip General	(23,003)	0	0	0	0.00 %
Total 345 SPLOST 5 (2008-2014)	(410,437)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
346 SPLOST VI (2015-2020)					
41202 Special 1% Sales Tax	(36,459,495)	0	0	0	0.00 %
47111 Interest Earned	(570,822)	0	0	0	0.00 %
51720 Contribution to Cip General	0	0	0	0	0.00 %
Total 346 SPLOST VI (2015-2020)	(37,030,318)	0	0	0	0.00 %
356 Gen Obl Bond Fund-1996					
47111 Interest Earned	(314)	0	0	0	0.00 %
Total 356 Gen Obl Bond Fund-1996	(314)	0	0	0	0.00 %
358 2016 Tax Exempt DSA Bonds \$8mi					
47111 Interest Earned	(49,098)	0	0	0	0.00 %
Total 358 2016 Tax Exempt DSA Bonds \$8mi	(49,098)	0	0	0	0.00 %
359 2016 GO Bond Issue \$2million					
47111 Interest Earned	(13,551)	0	0	0	0.00 %
Total 359 2016 GO Bond Issue \$2million	(13,551)	0	0	0	0.00 %
411 Debt Service Fund					
48101 Contrbtn Frm Generl Fnd	(2,337,781)	(2,989,492)	(1,505,721)	1,483,771	(49.63)%
51610 Bond Principal	2,015,000	2,075,000	1,260,721	(814,279)	(39.24)%
51615 Bond Interest	322,781	914,492	245,000	(669,492)	(73.21)%
Total 411 Debt Service Fund	0	0	(0)	(0)	100.00 %
412 Debt Srvc Stablztn Fund					
47111 Interest Earned	(6,720)	0	0	0	0.00 %
Total 412 Debt Srvc Stablztn Fund	(6,720)	0	0	0	0.00 %
421 GMA Lease Pool Fund					
45213 Septic Tank Disposal Fees	0	0	0	0	0.00 %
Total 421 GMA Lease Pool Fund	0	0	0	0	0.00 %
431 Special Assessments Fund					
42667 Spec Assess Princpl Rev	(1,247)	0	0	0	0.00 %
47111 Interest Earned	(219)	0	0	0	0.00 %
Total 431 Special Assessments Fund	(1,466)	0	0	0	0.00 %
511 Sanitation Fund-Operating					
42625 Public Information Fees	(74)	0	0	0	0.00 %
42999 Miscellaneous	32,290	(1,000)	(1,000)	0	(0.00)%
44101 Services to General Fund	(6,605,063)	(5,437,912)	(5,782,803)	(344,891)	6.34 %
44301 Interfund Disposal Fees	(770,016)	(903,825)	(912,863)	(9,038)	1.00 %
44302 Interfund Commrc'l Fees	(392,931)	(372,568)	(312,000)	60,568	(16.26)%
45142 Late Payment Penalty	(161,695)	0	0	0	0.00 %
45301 Residential Refuse Fee	(17,838,614)	(18,042,062)	(18,327,000)	(284,938)	1.58 %
45302 Commercial Collectn Fee	(1,182,026)	(1,170,205)	(1,312,000)	(141,795)	12.12 %
45303 Refuse Disposal Fee	(39,523)	(57,373)	(41,612)	15,761	(27.47)%
45304 Special Trash Collect. Fee	(246,241)	(132,192)	(250,000)	(117,808)	89.12 %
45305 Sweeper Parking Citations	(632,349)	(411,258)	(666,000)	(254,742)	61.94 %
45308 Refuse Cart Sales	(8,902)	(2,769)	(8,000)	(5,231)	188.91 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
45309 Constr Demolition Fees	(464,078)	(323,490)	(364,105)	(40,615)	12.56 %
45310 Commrc'l Displ Fee-City	(1,175,702)	(1,172,516)	(1,295,000)	(122,484)	10.45 %
45314 Recycling Rebates	(248,156)	(212,205)	(44,000)	168,205	(79.27)%
45315 Sr Citizens Discount Sn	349	19,000	19,000	0	0.00 %
45537 Concession Sales-Beer & Wine	0	0	0	0	0.00 %
45899 Misc Ar Unclctd Reserve	(3,589)	1,000	1,000	(0)	(0.00)%
47111 Interest Earned	0	(1,500)	0	1,500	(100.00)%
48513 From Cart Replmnt Fund	(311,124)	0	0	0	0.00 %
51105 Salaries and Wages	7,222,304	6,137,678	6,789,758	652,080	10.62 %
51106 Vacation Pay	(4,173)	0	0	0	0.00 %
51110 Social Security	603,649	583,934	598,193	14,259	2.44 %
51121 Group Medical Insurance	1,778,683	1,636,206	1,751,299	115,092	7.03 %
51122 Group Life Insurance	23,638	27,587	29,571	1,984	7.19 %
51123 Unemployment Comp	0	4,489	3,055	(1,434)	(31.94)%
51124 Disability Insurance	21,540	19,084	20,456	1,372	7.19 %
51125 Workers Compensation	525,400	316,223	308,448	(7,775)	(2.46)%
51127 Retiree Grp Medcal Opeb	45,581	264,713	264,713	0	0.00 %
51130 Pension	633,910	552,172	575,014	22,841	4.14 %
51132 City Contr-Def Comp	29,354	24,240	24,780	540	2.23 %
51155 Overtime	1,124,800	1,017,300	952,600	(64,700)	(6.36)%
51160 Temporary Labor - City	0	1,600	1,600	0	0.00 %
51199 Reimbrsmnt Persnl Svcs	0	230,526	219,276	(11,250)	(4.88)%
51205 Electricity	63,664	62,600	68,900	6,300	10.06 %
51210 Communications	22,720	27,000	27,500	500	1.85 %
51211 Cell Communications	43,314	14,800	16,947	2,147	14.51 %
51212 Travel-Transp Lodg Pd	1,802	11,220	16,855	5,635	50.22 %
51213 Education and Training	15,233	5,840	11,790	5,950	101.88 %
51220 Advertising	38,372	36,800	55,800	19,000	51.63 %
51230 Rentals	158,754	214,300	225,000	10,700	4.99 %
51232 Licenses-Professional	0	500	500	0	0.00 %
51233 Dues and Fees	8,673	5,114	6,308	1,194	23.35 %

511 Sanitation Fund-Operating

51234 Books Periodicals Subsc	2,109	1,450	1,450	0	0.00 %
51238 Professional Pur Svcs	24,460	94,500	175,000	80,500	85.19 %
51239 Technical Pur Svcs	4,553	20,000	20,000	0	0.00 %
51243 Janitorial Services	19,095	17,850	18,850	1,000	5.60 %
51244 Building Maintenance	12,094	15,695	11,800	(3,895)	(24.82)%
51245 Building Repair	6,497	15,978	16,478	500	3.13 %
51250 Equipment Maintenance	209,261	230,200	230,700	500	0.22 %
51255 Car Washing	2,805	950	1,060	110	11.58 %
51256 Temporary Labor-Agency	363,618	549,800	323,050	(226,750)	(41.24)%
51270 Photocopying	23,006	5,350	7,050	1,700	31.78 %
51271 Food-Catered Meals	13,581	8,095	8,095	0	0.00 %
51275 Outside Printing	18,516	14,750	15,000	250	1.69 %
51290 Medical Costs	0	25	25	0	0.00 %
51294 Other Transportation	0	800	800	0	0.00 %
51295 Other Contractual Service	1,444,810	1,313,300	2,058,580	745,280	56.75 %
51297 Housing Demolition	79,927	0	0	0	0.00 %
51306 Office Supplies	25,627	11,775	13,300	1,525	12.95 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51307 Postage	12,214	673	973	300	44.58 %
51310 Clothing & Laundry	111,800	111,230	117,300	6,070	5.46 %
51320 Operating Supp & Materials	282,488	393,600	412,354	18,754	4.76 %
51321 Small Fixed Assets	134,213	145,278	155,247	9,969	6.86 %
51323 Chemicals	8,292	16,155	17,218	1,063	6.58 %
51335 Equipment Repair Parts	40,496	61,450	61,950	500	0.81 %
51340 Construction Suppl & Matls	38,869	94,895	96,150	1,255	1.32 %
51350 Shop Supplies/Propane	9,183	7,020	8,662	1,642	23.39 %
51362 Gasoline	84,736	70,600	77,500	6,900	9.77 %
51363 Diesel Fuel	677,322	835,500	843,450	7,950	0.95 %
51395 Other	0	150	150	0	0.00 %
51405 Services By General Fund	871,338	909,759	898,044	(11,715)	(1.29)%
51406 W&S Revenue Services	180,892	201,793	223,377	21,584	10.70 %
51408 Srvc By Parking Fund	264,916	264,916	299,700	34,784	13.13 %
51409 Svcs By Water & Sewer	7,870	7,870	10,112	2,242	28.49 %
51425 Insurance By Risk Mngmnt Fund	251,668	322,884	330,081	7,197	2.23 %
51450 Computer Services	149,046	89,631	97,434	7,802	8.70 %
51451 Radio Services	50,821	54,086	57,465	3,379	6.25 %
51452 Telephone Services	16,174	11,838	11,384	(455)	(3.84)%
51473 Garage Overhead	164,346	146,719	142,202	(4,516)	(3.08)%
51474 Garage Charges	1,521,375	1,391,287	1,387,647	(3,640)	(0.26)%
51610 Bond Principal	2,940,000	3,005,000	3,075,000	70,000	2.33 %
51615 Bond Interest	186,650	152,350	438,750	286,400	187.99 %
51625 Amortization Of Bond Discounts	(100,982)	(72,862)	(44,119)	28,743	(39.45)%
51726 Contrbtn to Cart Replac	401,000	542,000	501,000	(41,000)	(7.56)%
51730 Fleet Addition Contribution	7,923	0	0	0	0.00 %
51735 Transfer-Contingency Fund	854,000	2,161,878	1,694,065	(467,813)	(21.64)%
51846 Environmental Fees	69,490	75,000	75,000	0	0.00 %
51850 Bad Debt Expense	787,778	500,000	500,000	0	0.00 %
51892 Radio Capital Use Charge	86,758	33,318	32,920	(398)	(1.19)%
51895 Vehicle Captl-Use Chrg	2,379,122	3,191,864	2,904,867	(286,997)	(8.99)%
51896 Vehicle Accessory Charge	280	550	900	350	63.64 %
52105 Work Comp Wages Paid	(7,478)	0	0	0	0.00 %
52842 Other Costs	188,213	0	0	0	0.00 %
Total 511 Sanitation Fund-Operating	(2,769,453)	0	0	(0)	(86.08)%
512 Sanitation Fund-Contingency					
47111 Interest Earned	(122,653)	0	0	0	0.00 %
48511 From Sanitation Fund	(854,000)	0	0	0	0.00 %
51720 Contribution to Cip General	8,000,000	0	0	0	0.00 %
Total 512 Sanitation Fund-Contingency	7,023,347	0	0	0	0.00 %
513 Sanitn Cart Purch Fund					
47111 Interest Earned	(6,069)	0	0	0	0.00 %
48511 From Sanitation Fund	(401,000)	0	0	0	0.00 %
51520 Office/Bldg Furn/Equipment	37,648	0	0	0	0.00 %
51716 Contribution to Sanitation	311,124	0	0	0	0.00 %
Total 513 Sanitn Cart Purch Fund	(58,297)	0	0	0	0.00 %
517 RRDA Bond Fund 2003					
47111 Interest Earned	(7,049)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
Total 517 RRDA Bond Fund 2003	(7,049)	0	0	0	0.00 %
521 Water and Sewer Fund-Operatin					
41401 Execution Fees	(50,650)	0	0	0	0.00 %
42121 Street Maintenance Decals	0	0	0	0	0.00 %
42903 Transmitter Tower Rent	(245,842)	(275,000)	(250,000)	25,000	(9.09)%
42999 Miscellaneous	44,099	0	0	0	0.00 %
44522 Reimb from Sewer Fund	(1,984,396)	(2,154,883)	(2,312,937)	(158,054)	7.33 %
45111 Water Sales - Inside City	(13,251,000)	(13,611,970)	(14,047,836)	(435,866)	3.20 %
45112 Water Sales - Outside City	(5,976,399)	(6,433,764)	(6,512,966)	(79,202)	1.23 %
45114 Fire Spinkler Reimb Fee	(10,220)	(25,728)	(10,000)	15,728	(61.13)%
45115 Sr Citizens Discount Wt	360	0	0	0	0.00 %
45116 Wholesale Water Service	(2,505,428)	(2,548,043)	(2,860,000)	(311,957)	12.24 %
45117 Disabled Discount Water	0	85	85	0	0.00 %
45121 Water Mtr Install Fees	(494,398)	(348,698)	(380,575)	(31,877)	9.14 %
45122 Water Line Fees Extension	(1,732)	0	0	0	0.00 %
45123 Water Tap-In Fees (New)	(787,048)	(591,900)	(619,500)	(27,600)	4.66 %
45139 Miscellaneous Water Surchgs	(999,685)	(1,104,454)	(1,009,460)	94,994	(8.60)%
45141 Water Cut-On Fees	(22,134)	(20,000)	(20,000)	0	0.00 %
45142 Late Payment Penalty	(328,324)	(400,000)	(400,000)	0	0.00 %
45154 Reimb from I&D Fund	(175,685)	(190,877)	(201,483)	(10,606)	5.56 %
45155 Reimb from Sanitn Fund	(180,892)	(201,793)	(223,377)	(21,584)	10.70 %
45156 Water Purch By Oth Fund	(410,404)	(427,000)	(460,254)	(33,254)	7.79 %
45199 Miscellaneous Water Revenue	4,550	(28,133)	(5,000)	23,133	(82.23)%
45211 Sewer Serv. Fees-Inside City	(24,823,294)	(26,461,127)	(28,099,884)	(1,638,757)	6.19 %
45212 Sewer Serv. Fees-Outside City	(8,817,335)	(10,944,850)	(11,042,549)	(97,699)	0.89 %
45213 Septic Tank Disposal Fees	(239,565)	(217,414)	(217,414)	0	0.00 %
45214 Reclaimed Water Sales	(120,956)	(126,384)	(126,384)	0	0.00 %
45215 Sr Citizens Discount Sw	349	0	0	0	0.00 %
45216 Wholesale Sewer Service	(1,608,667)	(1,722,545)	(1,672,000)	50,545	(2.93)%
45217 Disabled Discount Sewer	0	83	83	0	0.00 %
45221 Sewer Connection Fees	(475,054)	(347,220)	(345,000)	2,220	(0.64)%
45222 Line Televising Fees	(90,352)	(31,829)	(31,829)	0	0.00 %
45225 Grease Abatemnt Insp Pm	(62,860)	(56,276)	(56,276)	0	0.00 %
45226 Purple Pipe Fee	(756,489)	(559,032)	(559,032)	0	0.00 %
45239 Miscellaneous Sewer Surchgs	(2,596,399)	(1,829,764)	(1,890,141)	(60,377)	3.30 %
45241 Sewer Cut-On Fees	(22,134)	(22,000)	(22,000)	0	0.00 %
45256 Sew Ser Pur By Oth Fund	(353,573)	(354,325)	(383,000)	(28,675)	8.09 %
45299 Miscellaneous Sewer Revenue	(58,478)	(55,526)	(55,526)	0	0.00 %
45303 Refuse Disposal Fee	0	0	0	0	0.00 %
45899 Misc Ar Unclctd Reserve	(8,113)	0	0	0	0.00 %
47111 Interest Earned	(30,427)	0	0	0	0.00 %
47112 Interest Earned - Sewer	(70,997)	0	0	0	0.00 %
47311 Gain/Loss On Disp. Of Assets	2,083	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(4,983)	0	0	0	0.00 %
48215 From Hurricane Matthew Fund	(736,281)	0	0	0	0.00 %
51105 Salaries and Wages	10,258,923	9,521,096	11,162,332	1,641,237	17.24 %
51106 Vacation Pay	18,198	0	0	0	0.00 %
51110 Social Security	826,847	916,120	952,301	36,181	3.95 %
51116 Stipend	41,368	44,100	44,100	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51121 Group Medical Insurance	2,156,964	2,347,228	2,442,871	95,643	4.07 %
51122 Group Life Insurance	32,669	45,491	47,208	1,718	3.78 %
51123 Unemployment Comp	0	7,402	4,877	(2,525)	(34.11)%
51124 Disability Insurance	29,770	31,469	32,657	1,188	3.78 %
51125 Workers Compensation	510,897	453,639	432,771	(20,868)	(4.60)%
51127 Retiree Grp Medcal Opeb	55,114	379,745	379,745	0	0.00 %
51130 Pension	875,858	910,532	917,977	7,445	0.82 %
51132 City Contr-Def Comp	36,620	34,791	38,813	4,022	11.56 %
51155 Overtime	1,180,658	1,192,992	1,121,000	(71,992)	(6.03)%
51160 Temporary Labor - City	0	32	3,400	3,368	10,521.68 %
51199 Reimbrsmnt Persnl Svcs	0	0	350,112	350,112	100.00 %
51205 Electricity	3,406,569	3,515,548	3,838,281	322,733	9.18 %
51206 Natural Gas	4,348	3,438	106,459	103,021	2,996.52 %
51210 Communications	113,830	121,667	133,301	11,634	9.56 %
51211 Cell Communications	86,404	122,906	131,254	8,348	6.79 %

521 Water and Sewer Fund-Operatin

51212 Travel-Transp Lodg Pd	8,617	9,345	17,550	8,205	87.80 %
51213 Education and Training	73,480	51,215	72,225	21,010	41.02 %
51216 Tuition Reimbursement	3,971	2,224	0	(2,224)	(100.00)%
51220 Advertising	31,692	28,091	30,800	2,709	9.64 %
51230 Rentals	61,151	127,934	74,500	(53,434)	(41.77)%
51232 Licenses-Professional	4,638	2,640	5,370	2,730	103.41 %
51233 Dues and Fees	34,622	76,377	52,594	(23,783)	(31.14)%
51234 Books Periodicals Subsc	2,561	3,083	3,450	367	11.90 %
51235 Dues Memberships & Subs	2,720	85	0	(85)	(100.00)%
51238 Professional Pur Svcs	4,313	247	250	3	1.27 %
51239 Technical Pur Svcs	17,360	66,943	99,500	32,557	48.63 %
51240 Professional Services F	167,112	12,225	150,000	137,775	1,126.99 %
51241 Security Guard Services	6,160	4,000	5,000	1,000	25.00 %
51243 Janitorial Services	0	823	0	(823)	(100.00)%
51244 Building Maintenance	100,233	42,203	28,620	(13,583)	(32.19)%
51245 Building Repair	18,405	12,069	14,615	2,546	21.09 %
51250 Equipment Maintenance	1,718,039	1,927,631	1,731,887	(195,744)	(10.15)%
51251 Data Processing Equip Mte	0	0	24,000	24,000	100.00 %
51255 Car Washing	5,285	1,860	1,455	(405)	(21.77)%
51256 Temporary Labor-Agency	223,478	276,567	245,000	(31,567)	(11.41)%
51270 Photocopying	25,541	26,877	27,665	788	2.93 %
51271 Food-Catered Meals	9,042	7,555	9,125	1,570	20.79 %
51275 Outside Printing	44,817	64,517	76,675	12,158	18.84 %
51290 Medical Costs	140	1,566	0	(1,566)	(100.00)%
51294 Other Transportation	576	1,325	1,950	625	47.22 %
51295 Other Contractual Service	1,200,304	1,417,865	1,332,870	(84,995)	(5.99)%
51306 Office Supplies	57,115	38,566	38,849	283	0.73 %
51307 Postage	209,703	216,146	226,742	10,596	4.90 %
51310 Clothing & Laundry	111,481	109,883	115,133	5,250	4.78 %
51320 Operating Supp & Materials	565,987	715,283	670,891	(44,392)	(6.21)%
51321 Small Fixed Assets	52,240	100,129	145,568	45,439	45.38 %
51323 Chemicals	397,202	483,704	519,300	35,596	7.36 %
51335 Equipment Repair Parts	628,962	749,070	1,062,701	313,631	41.87 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51340 Construction Suppl & Matls	1,397,428	1,486,407	1,495,378	8,970	0.60 %
51350 Shop Supplies/Propane	51,157	65,117	110,204	45,086	69.24 %
51362 Gasoline	207,970	261,111	259,833	(1,278)	(0.49)%
51363 Diesel Fuel	188,392	213,432	233,150	19,718	9.24 %
51395 Other	13,768	6,130	7,850	1,720	28.07 %
51405 Services By General Fund	2,272,988	2,300,982	2,267,720	(33,262)	(1.45)%
51406 W&S Revenue Services	1,012,556	1,129,550	1,250,366	120,816	10.70 %
51407 Srt Mte Svcs to W&S	269,242	312,384	320,437	8,053	2.58 %
51409 Svcs By Water & Sewer	85,750	85,750	85,750	0	0.00 %
51411 Svcs By San-Disposal Fe	109,474	129,087	130,378	1,291	1.00 %
51413 Svcs By San-Commrc'l Fee	87,586	83,220	69,848	(13,372)	(16.07)%
51414 W&S Planning Services	724,886	764,640	786,853	22,213	2.90 %
51415 Water Purchased from I&D	1,604,863	1,900,000	2,528,000	628,000	33.05 %
51416 Services from I&D Admin	101,532	99,462	105,743	6,281	6.32 %
51417 W&S Director Services	175,685	190,877	201,497	10,620	5.56 %
51418 W&S Conveyance/Dist Dir	71,269	69,816	74,222	4,406	6.31 %
51421 Svcs By Wtr Supl/Tr Dir	52,954	50,807	57,104	6,297	12.39 %
51425 Insurance By Risk Mngmnt Fund	664,463	453,801	420,361	(33,439)	(7.37)%
51450 Computer Services	424,608	617,688	731,959	114,271	18.50 %
51451 Radio Services	96,835	127,002	132,612	5,610	4.42 %
51452 Telephone Services	31,573	50,997	66,027	15,031	29.47 %
51473 Garage Overhead	54,817	56,400	54,664	(1,736)	(3.08)%
51474 Garage Charges	507,450	534,824	533,424	(1,399)	(0.26)%
51510 Computer Hardware/Software	37,158	118,649	48,000	(70,649)	(59.54)%
51520 Office/Bldg Furn/Equipment	25,726	182,241	195,500	13,259	7.28 %
51605 Sinking Fund Payment	3,758,137	3,269,014	3,264,088	(4,926)	(0.15)%
51625 Amortization Of Bond Discounts	(1,912)	(1,912)	(1,912)	(0)	0.00 %
51645 Srf Loan Payments	7,942	1,582,438	1,582,438	(0)	(0.00)%
51723 Trans to W&S R&R Fund	0	23,332,653	21,854,285	(1,478,368)	(6.34)%
51730 Fleet Addition Contribution	0	0	409,000	409,000	100.00 %
51810 Contingencies	0	100,000	250,000	150,000	150.00 %
51841 Franchise Fee	2,846,838	3,088,000	3,212,000	124,000	4.02 %
51850 Bad Debt Expense	1,593,625	1,050,000	1,050,000	0	0.00 %
521 Water and Sewer Fund-Operatin					
51892 Radio Capital Use Charge	165,308	78,236	75,970	(2,265)	(2.90)%
51895 Vehicle Captl-Use Chrg	879,217	1,068,897	1,020,737	(48,160)	(4.51)%
51896 Vehicle Accessory Charge	8,304	4,600	7,025	2,425	52.72 %
52105 Work Comp Wages Paid	(2,457)	0	0	0	0.00 %
52295 Other Contractual	637	1,824	0	(1,824)	(100.00)%
Total 521 Water and Sewer Fund-Operatin	(23,300,999)	(0)	0	1	(237.73)%
522 Water and Sewer Fund-Contingcy					
47111 Interest Earned	(262,220)	0	0	0	0.00 %
Total 522 Water and Sewer Fund-Contingcy	(262,220)	0	0	0	0.00 %
523 Water and Sewer Fund-R&R					
47111 Interest Earned	(482,339)	0	0	0	0.00 %
51720 Contribution to Cip General	30,140,705	0	0	0	0.00 %
52731 Transfer to Cip Fund	(3,358,710)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
Total 523 Water and Sewer Fund-R&R	26,299,657	0	0	0	0.00 %
524 SRF/GEFA Loan Proceeds					
49296 Srf Loan Proceeds	(3,358,710)	0	0	0	0.00 %
52731 Transfer to Cip Fund	3,358,710	0	0	0	0.00 %
Total 524 SRF/GEFA Loan Proceeds	0	0	0	0	0.00 %
525 W&S 2014 Sinking Fund					
47111 Interest Earned	(12,028)	0	0	0	0.00 %
48521 From Water & Sewer Fund	(1,110,917)	0	0	0	0.00 %
52615 Interest Expense	325,500	0	0	0	0.00 %
52650 Bond Principal Payment	780,000	0	0	0	0.00 %
Total 525 W&S 2014 Sinking Fund	(17,445)	0	0	0	0.00 %
529 W&S 2016 Sinking Fund					
47111 Interest Earned	(11,255)	0	0	0	0.00 %
48521 From Water & Sewer Fund	(2,647,220)	0	0	0	0.00 %
52615 Interest Expense	405,047	0	0	0	0.00 %
52650 Bond Principal Payment	1,710,000	0	0	0	0.00 %
Total 529 W&S 2016 Sinking Fund	(543,428)	0	0	0	0.00 %
531 I & D Water Fund-Operating					
42999 Miscellaneous	5,880	0	0	0	0.00 %
44521 Services to W&S Fund	(154,486)	(150,269)	(162,847)	(12,578)	8.37 %
45631 Water Sales - Contract Users	(5,797,596)	(4,705,774)	(5,579,778)	(874,004)	18.57 %
45632 Water Sales-City Of Sav	(1,604,863)	(1,900,000)	(2,528,000)	(628,000)	33.05 %
45642 Tritium Monitoring Fee	(64,068)	0	0	0	0.00 %
47111 Interest Earned	(31,911)	0	0	0	0.00 %
51105 Salaries and Wages	1,254,523	1,270,254	1,757,422	487,168	38.35 %
51106 Vacation Pay	24,962	0	0	0	0.00 %
51110 Social Security	106,632	132,122	148,368	16,245	12.30 %
51116 Stipend	3,264	3,900	3,900	0	0.00 %
51121 Group Medical Insurance	305,846	325,528	368,220	42,692	13.11 %
51122 Group Life Insurance	4,724	6,543	7,654	1,111	16.99 %
51123 Unemployment Comp	0	1,065	791	(274)	(25.72)%
51124 Disability Insurance	4,305	4,526	5,295	769	16.99 %
51125 Workers Compensation	72,659	62,913	59,801	(3,112)	(4.95)%
51127 Retiree Grp Medcal Opeb	7,873	52,665	52,665	0	0.00 %
51130 Pension	126,601	130,954	148,834	17,880	13.65 %
51132 City Contr-Def Comp	5,220	5,620	5,280	(340)	(6.05)%
51155 Overtime	199,096	154,477	160,000	5,523	3.58 %
51160 Temporary Labor - City	0	274	250	(24)	(8.78)%
51205 Electricity	1,307,548	1,408,572	1,768,572	360,000	25.56 %
51206 Natural Gas	13,500	17,845	15,000	(2,845)	(15.94)%
51210 Communications	12,367	10,922	13,000	2,078	19.03 %
51211 Cell Communications	2,832	2,500	2,700	200	8.00 %
51212 Travel-Transp Lodg Pd	826	1,812	1,500	(312)	(17.23)%
51213 Education and Training	7,610	6,089	7,300	1,211	19.89 %
51215 Travel/Training	0	0	0	0	0.00 %
51220 Advertising	293	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51230 Rentals	13,912	18,259	17,119	(1,140)	(6.24)%
51232 Licenses-Professional	1,278	179	1,625	1,446	807.82 %
51233 Dues and Fees	2,369	1,668	3,500	1,832	109.88 %
51234 Books Periodicals Subsc	0	64	250	186	289.71 %
51238 Professional Pur Svcs	850	0	0	0	0.00 %
51239 Technical Pur Svcs	40,395	66,737	75,000	8,263	12.38 %
51241 Security Guard Services	32,628	36,000	36,000	0	0.00 %
51244 Building Maintenance	10,260	60,495	9,500	(50,995)	(84.30)%
51245 Building Repair	2,111	330	1,000	670	203.09 %
51250 Equipment Maintenance	956,721	953,665	750,844	(202,822)	(21.27)%
51270 Photocopying	867	923	1,500	577	62.50 %
51271 Food-Catered Meals	1,061	703	1,000	297	42.24 %
51275 Outside Printing	86	92	350	258	280.43 %
51295 Other Contractual Service	21,897	20,699	25,000	4,301	20.78 %
51306 Office Supplies	2,199	2,457	2,500	43	1.74 %
51307 Postage	3,978	5,652	4,500	(1,152)	(20.39)%
51310 Clothing & Laundry	8,029	9,539	16,172	6,633	69.53 %
51320 Operating Supp & Materials	133,521	174,561	144,414	(30,147)	(17.27)%
51321 Small Fixed Assets	3,672	10,407	18,331	7,924	76.14 %
51323 Chemicals	836,429	940,821	1,203,321	262,500	27.90 %
51335 Equipment Repair Parts	52,844	51,939	60,000	8,061	15.52 %
51340 Construction Suppl & Matls	7,764	4,105	10,000	5,895	143.61 %
51350 Shop Supplies/Propane	27,121	21,042	21,000	(42)	(0.20)%
51362 Gasoline	14,661	19,513	28,000	8,487	43.50 %
51363 Diesel Fuel	26,214	28,177	27,500	(677)	(2.40)%
51395 Other	0	150	250	100	66.67 %
51405 Services By General Fund	189,550	193,494	193,600	106	0.05 %
51411 Svcs By San-Disposal Fe	88,732	112,644	113,770	1,126	1.00 %
51413 Svcs By San-Commrcl Fee	2,605	2,605	2,190	(415)	(15.94)%
51417 W&S Director Services	175,685	190,877	201,483	10,606	5.56 %
51425 Insurance By Risk Mngmnt Fund	202,581	58,572	53,926	(4,646)	(7.93)%
51450 Computer Services	16,087	23,788	26,017	2,229	9.37 %
51451 Radio Services	8,339	10,149	10,913	763	7.52 %
51452 Telephone Services	665	1,639	4,378	2,739	167.11 %
51473 Garage Overhead	5,941	6,285	6,091	(193)	(3.08)%
51474 Garage Charges	54,995	59,595	59,439	(156)	(0.26)%
51520 Office/Bldg Furn/Equipment	8,608	23,508	0	(23,508)	(100.00)%
51605 Sinking Fund Payment	1,037,850	0	0	0	0.00 %
51625 Amortization Of Bond Discounts	(21,460)	0	0	0	0.00 %
51720 Contribution to Cip General	0	0	552,000	552,000	100.00 %
51730 Fleet Addition Contribution	0	0	28,500	28,500	100.00 %
51745 Intra-Fund Transfers	4,258	0	0	0	0.00 %
51892 Radio Capital Use Charge	14,236	6,252	6,252	(1)	(0.01)%
51895 Vehicle Captl-Use Chrg	31,442	39,825	26,689	(13,137)	(32.99)%
51896 Vehicle Accessory Charge	0	50	150	100	200.00 %
52105 Work Comp Wages Paid	(1,704)	0	0	0	0.00 %
Total 531 I & D Water Fund-Operating	(167,084)	0	0	0	202.00 %

532 I&D 2003 Bond Fund

47111 Interest Earned	(1,254)	0	0	0	0.00 %
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	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51720 Contribution to Cip General	(52,825)	0	0	0	0.00 %
Total 532 I&D 2003 Bond Fund	(54,078)	0	0	0	0.00 %
535 I&D 2014 Bond Sinking Fund					
47111 Interest Earned	(13,108)	0	0	0	0.00 %
48531 From I&D Operatng Fund	(1,037,850)	0	0	0	0.00 %
52615 Interest Expense	20,350	0	0	0	0.00 %
52650 Bond Principal Payment	1,110,000	0	0	0	0.00 %
Total 535 I&D 2014 Bond Sinking Fund	79,392	0	0	0	0.00 %
541 Golf Course Fund					
44734 Capital Contributions	(62,689)	0	0	0	0.00 %
47111 Interest Earned	(2,618)	0	0	0	0.00 %
51295 Other Contractual Service	0	0	0	0	0.00 %
51720 Contribution to Cip General	41,000	0	0	0	0.00 %
52855 Depreciation Expense	212,145	0	0	0	0.00 %
Total 541 Golf Course Fund	187,839	0	0	0	0.00 %
551 Civic Center Fund-Operating					
42999 Miscellaneous	3,920	0	0	0	0.00 %
44101 Services to General Fund	(135,000)	(135,000)	(135,000)	0	0.00 %
44125 Workers Comp. Revenue	3	0	0	0	0.00 %
45490 Parking Meters Revenue	(6,949)	(61,000)	(61,000)	0	0.00 %
45512 Rental Income-Arena/Exh.Hall	(268,725)	(141,857)	(275,000)	(133,143)	93.86 %
45513 Rental Income - Theater	(167,796)	(141,857)	(162,500)	(20,643)	14.55 %
45514 Rental Income - Ballroom	(59,175)	(52,956)	(50,000)	2,956	(5.58)%
45516 Rental Income-Meeting Rooms	(59,650)	(73,441)	0	73,441	(100.00)%
45518 Box Office Convenience Fees	(547,125)	(224,197)	(350,000)	(125,803)	56.11 %
45523 Rental Income-Box Office	(70,747)	(39,472)	(60,000)	(20,528)	52.01 %
45524 Rental Income-Equipment	(21,855)	(20,517)	(18,000)	2,517	(12.27)%
45526 Rental Income-Elect.Outlets	(2,150)	(2,308)	(3,000)	(692)	29.98 %
45527 Rental Income-Pking Lot Daily	(75)	0	0	0	0.00 %
45528 Rental Income-Pking Lot Event	(72,254)	(51,124)	(55,000)	(3,876)	7.58 %
45530 Rent & Use Income - Atm	(2,400)	(2,400)	(2,400)	0	0.00 %
45531 Concessions - Sales	(220,919)	(204,357)	(200,000)	4,357	(2.13)%
45532 Commissions - Novelty Sales	(27,913)	(33,571)	(25,000)	8,571	(25.53)%
45533 Commissions - Catering	(20,815)	(8,915)	(9,000)	(85)	0.95 %
45534 Commissions - Sales Tax	(2,189)	(2,500)	(2,400)	100	(4.00)%
45537 Concession Sales-Beer & Wine	(225,477)	(164,482)	(165,000)	(518)	0.31 %
45560 Reimbursed Labor	(34,725)	(9,012)	(15,000)	(5,988)	66.44 %
45583 Over & Short - Concessions	82	0	0	0	0.00 %
45584 Over & Short - Box Office	134	0	0	0	0.00 %
45599 Miscellaneous Revenue	(1,596)	(3,241)	0	3,241	(100.00)%
45963 Insurance Reibursement	0	(171,635)	0	171,635	(100.00)%
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	0	(1,016,603)	0	1,016,603	(100.00)%
48175 Trans-Hotel/Motel Tx Fd	(668,239)	(724,855)	(771,098)	(46,243)	6.38 %
48180 Transfer-Rent Veh Tx Fd	(1,363,791)	(1,410,000)	(1,537,500)	(127,500)	9.04 %
51105 Salaries and Wages	877,345	875,000	848,604	(26,396)	(3.02)%
51106 Vacation Pay	(11,488)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51110 Social Security	69,518	81,748	70,994	(10,754)	(13.16)%
51121 Group Medical Insurance	177,082	188,464	197,576	9,113	4.84 %
51122 Group Life Insurance	3,024	3,735	3,696	(39)	(1.06)%
51123 Unemployment Comp	0	608	382	(226)	(37.18)%
51124 Disability Insurance	2,755	2,584	2,557	(27)	(1.06)%
51125 Workers Compensation	28,426	36,424	34,622	(1,802)	(4.95)%
51127 Retiree Grp Medcal Opeb	4,558	30,490	30,490	0	0.00 %
51130 Pension	81,044	74,767	71,869	(2,898)	(3.88)%
51132 City Contr-Def Comp	2,903	2,830	2,890	60	2.12 %
51133 City Contr-Poa	396	0	0	0	0.00 %
51155 Overtime	57,114	58,200	70,000	11,800	20.27 %
51160 Temporary Labor - City	23,703	400	500	100	25.00 %
51205 Electricity	493,247	590,000	600,000	10,000	1.69 %
51206 Natural Gas	87,323	78,000	90,000	12,000	15.38 %
51210 Communications	9,825	10,500	11,000	500	4.76 %
51211 Cell Communications	4,080	2,800	4,000	1,200	42.86 %
51212 Travel-Transp Lodg Pd	2,703	1,350	2,000	650	48.15 %
51213 Education and Training	1,205	2,000	2,700	700	35.00 %
51220 Advertising	2,000	7,200	5,000	(2,200)	(30.56)%
51230 Rentals	2,846	3,000	10,200	7,200	240.00 %
51232 Licenses-Professional	255	0	1,250	1,250	100.00 %
51233 Dues and Fees	5,041	5,500	6,700	1,200	21.82 %
51234 Books Periodicals Subsc	738	2,000	2,000	0	0.00 %
51235 Dues Memberships & Subs	300	0	0	0	0.00 %
51238 Professional Pur Svcs	1,206	2,065	2,065	0	0.00 %
51239 Technical Pur Svcs	1,083	16,000	16,000	0	0.00 %
51244 Building Maintenance	81,570	99,550	95,000	(4,550)	(4.57)%
51245 Building Repair	13,410	65,000	75,000	10,000	15.38 %
51250 Equipment Maintenance	45,118	40,000	50,544	10,544	26.36 %
51256 Temporary Labor-Agency	195,630	250,500	225,000	(25,500)	(10.18)%
51270 Photocopying	5,508	3,800	4,300	500	13.16 %
51271 Food-Catered Meals	56	2,500	2,000	(500)	(20.00)%
51275 Outside Printing	418	250	400	150	60.00 %
51295 Other Contractual Service	29,812	42,000	35,000	(7,000)	(16.67)%
51306 Office Supplies	4,328	6,500	5,000	(1,500)	(23.08)%

551 Civic Center Fund-Operating

51307 Postage	594	700	1,200	500	71.43 %
51310 Clothing & Laundry	5,765	7,000	6,000	(1,000)	(14.29)%
51320 Operating Supp & Materials	158,486	108,000	141,000	33,000	30.56 %
51321 Small Fixed Assets	4,438	4,500	4,500	0	0.00 %
51323 Chemicals	15,930	17,000	18,000	1,000	5.88 %
51335 Equipment Repair Parts	1,456	4,500	9,000	4,500	100.00 %
51340 Construction Suppl & Matls	0	1,100	1,000	(100)	(9.09)%
51350 Shop Supplies/Propane	3,158	5,200	5,000	(200)	(3.85)%
51362 Gasoline	475	1,000	2,750	1,750	175.00 %
51395 Other	0	2,500	2,000	(500)	(20.00)%
51405 Services By General Fund	246,824	234,568	750,516	515,948	219.96 %
51408 Svcs By Parking Fund	1,737	0	0	0	0.00 %
51409 Svcs By Water & Sewer	49,177	49,177	63,186	14,010	28.49 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51413 Svcs By San-Commrcl Fee	15,825	6,500	5,464	(1,036)	(15.94)%
51425 Insurance By Risk Mngmnt Fund	117,353	28,742	28,543	(200)	(0.69)%
51450 Computer Services	31,779	40,125	51,688	11,563	28.82 %
51452 Telephone Services	4,764	5,828	5,604	(224)	(3.84)%
51473 Garage Overhead	701	231	224	(7)	(3.08)%
51474 Garage Charges	6,489	2,191	2,185	(6)	(0.26)%
51520 Office/Bldg Furn/Equipment	0	0	5,000	5,000	100.00 %
51720 Contribution to Cip General	200,625	1,016,635	0	(1,016,635)	(100.00)%
51895 Vehicle Captl-Use Chrg	3,707	4,699	4,699	0	0.00 %
52105 Work Comp Wages Paid	(2,539)	0	0	0	0.00 %
52324 Concession Purchases	95,510	564,500	201,500	(363,000)	(64.30)%
52325 Catering Purchases	3,737	4,840	8,500	3,660	75.62 %
Total 551 Civic Center Fund-Operating	(705,355)	0	0	(0)	150.00 %
552 Civic Center Fund-Production					
45584 Over & Short - Box Office	4	0	0	0	0.00 %
Total 552 Civic Center Fund-Production	4	0	0	0	0.00 %
561 Parking Services Fund					
42660 Docking Fees	0	(7,000)	(8,000)	(1,000)	14.29 %
42902 Miscellaneous Rents	(133,472)	(137,230)	(130,442)	6,788	(4.95)%
42904 Donations from Private	16,500	0	0	0	0.00 %
42999 Miscellaneous	6,530	0	0	0	0.00 %
44101 Services to General Fund	(283,363)	(312,181)	(327,181)	(15,000)	4.80 %
44511 Services to Sanitation Fund	(264,916)	(264,916)	(299,700)	(34,784)	13.13 %
44551 Services to Civic Center	(1,737)	0	0	0	0.00 %
45305 Sweeper Parking Citations	0	0	0	0	0.00 %
45450 State Street Parking Gar.Fees	(805,788)	(916,769)	(918,000)	(1,231)	0.13 %
45451 Bryan Street Parking Gar	(1,227,016)	(1,300,000)	(1,300,000)	0	0.00 %
45455 Visitor Center Parking Lot	(231,020)	(239,813)	(240,000)	(187)	0.08 %
45460 Liberty St. Parking Lot Fees	0	0	0	0	0.00 %
45461 Liberty St Park Garage	(776,620)	(779,038)	(800,000)	(20,962)	2.69 %
45462 Whitaker St Garage	(3,534,503)	(3,451,341)	(3,500,000)	(48,659)	1.41 %
45470 Robinson Parking Garage	(1,287,755)	(1,299,564)	(1,300,000)	(436)	0.03 %
45475 Visitor Day Passes	(245,611)	(300,000)	(300,000)	0	0.00 %
45478 Boot Fees	(42,918)	(51,828)	(45,000)	6,828	(13.17)%
45482 Decals-Taxi Trbus Wreck	(268,715)	(307,536)	(307,000)	536	(0.17)%
45485 Leased Parking Spaces	(104,675)	(115,000)	(150,000)	(35,000)	30.43 %
45486 Equine Sanitation Fees	(1,109)	0	0	0	0.00 %
45490 Parking Meters Revenue	(1,690,156)	(1,964,632)	(1,883,000)	81,632	(4.16)%
45492 Parking Mtrs-Credit Crd	(536,383)	(3,513,427)	(3,500,000)	13,427	(0.38)%
45494 Taxi Citations Revenue	(4,300)	(6,395)	(6,500)	(105)	1.64 %
45495 Parking Citations Revenues	(2,422,078)	(2,200,000)	(2,200,000)	0	0.00 %
45499 Miscellaneous Revenue	(152,904)	(169,178)	(172,000)	(2,822)	1.67 %
45500 Tourism Management Fees	(78,553)	0	0	0	0.00 %
45550 Promotional Fee Revenue	(600)	0	0	0	0.00 %
45899 Misc Ar Unclctd Reserve	(480)	0	0	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
47311 Gain/Loss On Disp. Of Assets	4,718	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(151)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
48101 Contrbtn Frm Generl Fnd	(679,801)	0	0	0	0.00 %
51105 Salaries and Wages	2,754,379	1,886,608	2,199,608	313,000	16.59 %
51106 Vacation Pay	8,205	0	0	0	0.00 %
51110 Social Security	220,708	179,758	194,108	14,350	7.98 %
51121 Group Medical Insurance	727,980	537,121	581,074	43,952	8.18 %
51122 Group Life Insurance	8,999	8,486	9,301	814	9.60 %
51123 Unemployment Comp	0	1,381	961	(420)	(30.41)%
51124 Disability Insurance	8,200	5,871	6,434	563	9.60 %
51125 Workers Compensation	91,653	103,807	98,672	(5,135)	(4.95)%
51127 Retiree Grp Medcal Opeb	87,505	86,898	86,898	0	0.00 %
51130 Pension	241,172	169,859	180,855	10,996	6.47 %
51132 City Contr-Def Comp	13,769	9,439	9,840	401	4.25 %
51155 Overtime	339,941	421,337	375,000	(46,337)	(11.00)%
51160 Temporary Labor - City	0	373	500	127	34.04 %
51205 Electricity	285,763	290,276	303,000	12,724	4.38 %
51206 Natural Gas	1,273	1,566	1,750	185	11.79 %
51210 Communications	14,387	14,009	15,268	1,259	8.99 %
51211 Cell Communications	28,724	12,086	14,824	2,738	22.66 %
51212 Travel-Transp Lodg Pd	18,102	3,414	7,000	3,586	105.02 %
51213 Education and Training	5,599	3,370	6,000	2,630	78.05 %
51220 Advertising	1,897	1,861	3,500	1,639	88.07 %
51230 Rentals	29,039	32,096	69,855	37,760	117.65 %
51233 Dues and Fees	5,137	2,592	1,000	(1,592)	(61.42)%
51234 Books Periodicals Subsc	0	0	350	350	100.00 %
51238 Professional Pur Svcs	328,384	202,707	164,940	(37,767)	(18.63)%
51241 Security Guard Services	283,925	208,824	53,360	(155,464)	(74.45)%
51243 Janitorial Services	6,960	1,400	9,600	8,200	585.71 %
51244 Building Maintenance	156,001	118,144	70,700	(47,444)	(40.16)%
51245 Building Repair	17,529	42,291	78,300	36,009	85.15 %
51250 Equipment Maintenance	72,379	99,828	145,000	45,172	45.25 %
51251 Data Processing Equip Mte	356,078	404,300	396,000	(8,300)	(2.05)%
51255 Car Washing	2,869	2,358	2,300	(58)	(2.46)%
51256 Temporary Labor-Agency	27,503	25,115	35,000	9,885	39.36 %
51270 Photocopying	10,830	6,511	4,500	(2,011)	(30.89)%
51271 Food-Catered Meals	3,049	(521)	1,500	2,021	(388.07)%
51275 Outside Printing	77,856	52,754	57,000	4,246	8.05 %
51295 Other Contractual Service	1,954,701	1,669,919	1,508,000	(161,919)	(9.70)%
51299 Payment In Lieu Of Taxes	347,901	348,874	385,143	36,269	10.40 %
51306 Office Supplies	15,823	13,390	11,000	(2,390)	(17.85)%
51307 Postage	91,347	74,913	65,100	(9,813)	(13.10)%
51310 Clothing & Laundry	28,142	22,113	23,000	887	4.01 %
51320 Operating Supp & Materials	60,047	86,249	67,000	(19,249)	(22.32)%
51321 Small Fixed Assets	5,685	126	8,000	7,874	6,251.22 %
51323 Chemicals	0	300	300	0	0.00 %
51335 Equipment Repair Parts	67,633	77,507	125,000	47,493	61.28 %
51340 Construction Suppl & Matls	0	5,000	2,500	(2,500)	(50.00)%
51362 Gasoline	20,474	21,140	21,500	360	1.70 %
51363 Diesel Fuel	424	500	500	0	0.00 %
51395 Other	0	0	0	0	0.00 %
51405 Services By General Fund	646,334	1,553,724	1,492,095	(61,629)	(3.97)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51409 Svcs By Water & Sewer	51,376	51,376	66,013	14,636	28.49 %
51411 Svcs By San-Disposal Fe	142	133	134	1	1.01 %
51413 Svcs By San-Commrcl Fee	5,210	5,366	4,511	(855)	(15.94)%
51425 Insurance By Risk Mngmnt Fund	195,992	88,233	88,743	510	0.58 %
51450 Computer Services	114,825	114,686	128,661	13,976	12.19 %
51451 Radio Services	11,185	14,824	15,333	510	3.44 %
51452 Telephone Services	10,524	10,564	9,633	(931)	(8.81)%
51473 Garage Overhead	2,944	2,819	2,732	(87)	(3.08)%
51474 Garage Charges	27,254	26,730	26,660	(70)	(0.26)%
51610 Bond Principal	1,185,000	1,215,000	1,515,000	300,000	24.69 %
51615 Bond Interest	2,077,548	2,063,724	4,064,424	2,000,700	96.95 %
51625 Amortization Of Bond Discounts	(77,505)	(66,686)	(55,105)	11,581	(17.37)%
51720 Contribution to Cip General	3,343,013	3,711,983	550,000	(3,161,983)	(85.18)%
51730 Fleet Addition Contribution	0	0	0	0	0.00 %
51745 Intra-Fund Transfers	44	0	0	0	0.00 %
51799 Building Renewal/Replace	0	940,311	1,734,937	794,626	84.51 %
51810 Contingencies	0	35,000	35,000	0	0.00 %
51841 Franchise Fee	111,327	273,903	269,150	(4,753)	(1.74)%
51892 Radio Capital Use Charge	19,093	9,132	8,784	(348)	(3.81)%
51895 Vehicle Captl-Use Chrg	33,279	29,077	29,077	0	0.00 %
Total 561 Parking Services Fund	1,838,682	(0)	(0)	(0)	1,857.77 %
566 DSA 2016 Bond Construction Fd					
47111 Interest Earned	(144,082)	0	0	0	0.00 %
Total 566 DSA 2016 Bond Construction Fd	(144,082)	0	0	0	0.00 %
567 DSA 2016 Bond Cap Int Fund					
48561 From Parking Svcs Fund	842,281	0	0	0	0.00 %
Total 567 DSA 2016 Bond Cap Int Fund	842,281	0	0	0	0.00 %
611 Internal Service Fund					
42999 Miscellaneous	(69)	0	0	0	0.00 %
43976 Dca Signage Project Grant	(278)	0	0	0	0.00 %
44450 Computer Service Chrgs	(3,887,551)	(5,677,563)	(6,503,876)	(826,314)	14.55 %
44451 Radio Service Charges	(1,008,808)	(1,022,690)	(1,099,712)	(77,022)	7.53 %
44452 Telephone Service Chrgs	(356,190)	(410,741)	(508,637)	(97,896)	23.83 %
44473 Garage Parts Overhead Chgs.	(543,099)	(574,237)	(556,157)	18,080	(3.15)%
44474 Garage Charges	(5,104,960)	(5,461,293)	(5,484,373)	(23,080)	0.42 %
45899 Misc Ar Unclctd Reserve	(22,443)	0	0	0	0.00 %
45962 Ins.Proceeds-Damaged Vehicles	(114,092)	0	0	0	0.00 %
47312 Sale Of Fixed Assets	0	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(3,521)	0	0	0	0.00 %
51105 Salaries and Wages	3,259,680	3,801,813	3,944,885	143,072	3.76 %
51106 Vacation Pay	47,725	0	0	0	0.00 %
51110 Social Security	241,809	297,603	309,497	11,894	4.00 %
51116 Stipend	2,646	2,580	2,880	300	11.63 %
51121 Group Medical Insurance	635,829	681,895	714,906	33,010	4.84 %
51122 Group Life Insurance	10,730	16,181	17,181	1,000	6.18 %
51123 Unemployment Comp	0	2,633	1,775	(858)	(32.58)%
51124 Disability Insurance	9,778	11,193	11,885	692	6.18 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51125 Workers Compensation	121,797	133,443	126,841	(6,602)	(4.95)%
51127 Retiree Grp Medcal Opeb	76,428	110,320	110,320	0	0.00 %
51130 Pension	287,592	323,876	334,087	10,212	3.15 %
51132 City Contr-Def Comp	14,502	12,900	14,880	1,980	15.35 %
51155 Overtime	75,744	92,300	56,800	(35,500)	(38.46)%
51160 Temporary Labor - City	0	23	0	(23)	(100.00)%
51199 Reimbrsmnt Persnl Srvs	0	(823,893)	(480,606)	343,287	(41.67)%
51205 Electricity	116,971	121,300	124,700	3,400	2.80 %
51206 Natural Gas	24,302	35,471	35,471	0	0.00 %
51210 Communications	134,095	145,750	145,750	0	0.00 %
51211 Cell Communications	17,887	10,328	19,128	8,800	85.21 %
51212 Travel-Transp Lodg Pd	5,793	15,000	12,500	(2,500)	(16.67)%
51213 Education and Training	9,923	12,950	16,168	3,218	24.85 %
51230 Rentals	35,200	74,000	92,275	18,275	24.70 %
51232 Licenses-Professional	2,377	2,800	2,800	0	0.00 %
51233 Dues and Fees	1,816	1,990	4,074	2,084	104.72 %
51234 Books Periodicals Subsc	9,890	9,825	12,525	2,700	27.48 %
51238 Professional Pur Svcs	7,894	27,000	27,000	0	0.00 %
51239 Technical Pur Svcs	19,180	29,600	29,600	0	0.00 %
51243 Janitorial Services	11,400	15,700	17,400	1,700	10.83 %
51244 Building Maintenance	2,799	4,655	4,725	70	1.50 %
51245 Building Repair	7,589	6,000	8,000	2,000	33.33 %
51250 Equipment Maintenance	29,780	23,997	24,997	1,000	4.17 %
51251 Data Processing Equip Mte	2,294,749	3,672,725	3,700,039	27,314	0.74 %
51253 Accident Repairs	216,123	165,000	165,000	0	0.00 %
51254 Outside Vehicle Repair	275,678	219,230	250,200	30,970	14.13 %
51255 Car Washing	360	630	630	0	0.00 %
51256 Temporary Labor-Agency	15,626	6,482	2,000	(4,482)	(69.15)%
51270 Photocopying	4,419	3,500	2,820	(680)	(19.43)%
51271 Food-Catered Meals	456	1,000	800	(200)	(20.00)%
51275 Outside Printing	38	795	835	40	5.03 %
51286 Towing Services	33,909	31,000	31,000	0	0.00 %
51294 Other Transportation	0	334	0	(334)	(100.00)%
51295 Other Contractual Service	12,116	89,877	97,245	7,368	8.20 %
51306 Office Supplies	11,534	11,738	11,738	0	0.00 %
51307 Postage	1,858	1,850	2,000	150	8.11 %
51310 Clothing & Laundry	17,226	15,720	18,040	2,320	14.76 %
51320 Operating Supp & Materials	18,987	28,300	28,300	0	0.00 %
51321 Small Fixed Assets	15,165	75,000	33,345	(41,655)	(55.54)%
51323 Chemicals	5,969	9,000	9,000	0	0.00 %
51335 Equipment Repair Parts	86,332	90,000	100,000	10,000	11.11 %
51347 Inventory Invoice Tolerance Differences	(401)	0	0	0	0.00 %
51350 Shop Supplies/Propane	25,390	26,000	26,000	0	0.00 %
51360 Vehicle Parts	1,778,385	1,500,000	1,800,000	300,000	20.00 %
51362 Gasoline	14,542	25,600	26,825	1,225	4.79 %
51363 Diesel Fuel	13,400	1,200	1,500	300	25.00 %
51365 Oil and Grease	104,256	100,000	100,200	200	0.20 %
51366 Hardware (Nuts & Bolts)	31,877	27,000	27,600	600	2.22 %
51395 Other	637	350	430	80	22.86 %
51405 Services By General Fund	627,200	605,816	537,480	(68,336)	(11.28)%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
51409 Svcs By Water & Sewer	12,785	12,784	16,427	3,643	28.49 %
51413 Svcs By San-Commrcl Fee	852	877	737	(140)	(15.98)%
51425 Insurance By Risk Mngmnt Fund	82,250	120,233	111,950	(8,283)	(6.89)%
51450 Computer Services	107,290	141,578	181,237	39,659	28.01 %
51451 Radio Services	13,386	9,882	13,952	4,069	41.18 %
51452 Telephone Services	12,548	14,570	75,660	61,090	419.28 %
51473 Garage Overhead	1,220	2,426	2,351	(75)	(3.08)%
51474 Garage Charges	55,180	80,409	80,199	(210)	(0.26)%
51520 Office/Bldg Furn/Equipment	20,805	10,000	10,000	0	0.00 %
51891 Computer Capital Charge	721,295	761,145	860,147	99,002	13.01 %
51892 Radio Capital Use Charge	17,753	6,088	7,993	1,905	31.30 %
51895 Vehicle Captl-Use Chrg	66,637	69,150	60,301	(8,849)	(12.80)%
51896 Vehicle Accessory Charge	0	0	75	75	100.00 %
52105 Work Comp Wages Paid	(588)	0	0	0	0.00 %
52812 Other Expenses	(1,644)	0	0	0	0.00 %
52842 Other Costs	8,543	10,000	16,254	6,254	62.54 %
52855 Depreciation Expense	38,588	0	0	0	0.00 %
Total 611 Internal Service Fund	942,882	0	0	(0)	(92.71)%
612 Computer Replace Fund					
42999 Miscellaneous	0	2,400	2,400	0	0.00 %
44890 Computer Capital Charge	(721,295)	(761,145)	(860,147)	(99,002)	13.01 %
47111 Interest Earned	(5,008)	(2,400)	(2,400)	0	0.00 %
51321 Small Fixed Assets	49,525	319,850	418,852	99,002	30.95 %
51510 Computer Hardware/Software	0	66,295	66,295	(0)	0.00 %
52842 Other Costs	62,044	375,000	375,000	0	0.00 %
52855 Depreciation Expense	159,720	0	0	0	0.00 %
Total 612 Computer Replace Fund	(455,014)	(0)	(0)	0	0.00 %
613 Vehicle Replacemnt Fund					
42999 Miscellaneous	0	(3,643,072)	3,841,704	7,484,776	(205.45)%
44730 Fleet Addition Contrbtn	(86,322)	(3,483,855)	(901,664)	2,582,191	(74.12)%
44895 Vehicle Captl-Use Chrgs	(8,042,681)	(11,043,110)	(10,095,731)	947,378	(8.58)%
44896 Vehicle Accessory Charge	(596,455)	(350,015)	(151,030)	198,985	(56.85)%
47111 Interest Earned	(168,912)	(100,000)	(100,000)	0	0.00 %
47312 Sale Of Fixed Assets	(397,739)	(731,659)	(600,000)	131,659	(17.99)%
47315 Sale Of Surplus Prop	0	(52,675)	0	52,675	(100.00)%
48215 From Hurricane Matthew Fund	(15,652)	0	0	0	0.00 %
51295 Other Contractual Service	29,617	61,200	33,300	(27,900)	(45.59)%
51510 Computer Hardware/Software	212,147	178,600	72,000	(106,600)	(59.69)%
51515 Vehicular Equipment	0	17,913,155	7,750,391	(10,162,764)	(56.73)%
51590 Capital Outlay-Other	69,917	1,251,431	151,030	(1,100,401)	(87.93)%
52855 Depreciation Expense	6,089,866	0	0	0	0.00 %
Total 613 Vehicle Replacemnt Fund	(2,906,215)	0	0	(0)	(73.53)%
614 Radio Replacement Fund					
42999 Miscellaneous	(3,884)	0	0	0	0.00 %
44892 Radio Capital Use Charges	(1,338,000)	(334,000)	(630,000)	(296,000)	88.62 %
47111 Interest Earned	0	0	0	0	0.00 %
51321 Small Fixed Assets	1,341,742	334,000	630,000	296,000	88.62 %

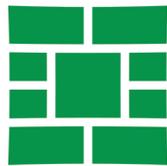
	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
Total 614 Radio Replacement Fund	(142)	0	0	0	0.00 %
621 Risk Management Fund					
42999 Miscellaneous	0	1,565,308	(582,716)	(2,148,024)	(137.23)%
43751 YFA Medical Revenue EE+ER	(150,622)	0	0	0	0.00 %
43752 SAC Medical Revenue EE+ER	(107,955)	(117,966)	(117,966)	(0)	0.00 %
43753 MPC Medical Revenue EE+ER	(307,668)	(328,252)	(331,535)	(3,283)	1.00 %
44122 Life Ins Revenue-Employee	(476,842)	(1,015,790)	(1,066,580)	(50,790)	5.00 %
44123 Unemployment Comp. Revenue	0	(75,000)	(50,000)	25,000	(33.33)%
44124 Disability Insurance Revenue	(318,626)	(318,862)	(334,805)	(15,943)	5.00 %
44125 Workers Comp. Revenue	(4,003,121)	(4,000,000)	(4,000,000)	(0)	0.00 %
44126 Life Ins Revenue-City	(349,655)	(460,942)	(483,989)	(23,047)	5.00 %
44127 Medical Ins Rev-City	(16,967,652)	(21,538,096)	(21,950,498)	(412,402)	1.91 %
44128 Emp Ded Medic Advantage	0	(945,305)	(857,832)	87,473	(9.25)%
44131 City Employee Med Deduct	(5,089,567)	(5,037,441)	(5,138,190)	(100,749)	2.00 %
44132 Retiree Medical Deductions	(1,103,987)	(1,148,766)	(890,754)	258,012	(22.46)%
44425 R/M Rev from City Depts	(4,993,374)	(4,240,288)	(5,025,444)	(785,156)	18.52 %
45921 Work Comp Stp Loss Reib	(117,171)	(23,751)	(100,000)	(76,249)	321.03 %
45922 State Ins.Trust Fund Revenue	(71,028)	(20,165)	(100,000)	(79,835)	395.91 %
45963 Insurance Reibursement	(366,784)	(35,428)	(25,000)	10,428	(29.43)%
47111 Interest Earned	(77,761)	(2,800)	0	2,800	(100.00)%
51110 Social Security	154	0	0	0	0.00 %
51132 City Contr-Def Comp	8	0	0	0	0.00 %
51295 Other Contractual Service	58,518	81,593	175,000	93,407	114.48 %
51320 Operating Supp & Materials	1,234	0	0	0	0.00 %
52105 Work Comp Wages Paid	776,949	745,417	1,000,000	254,583	34.15 %
52107 Lump Sum Settlement	1,126,544	800,749	1,550,000	749,251	93.57 %
52110 Perm Disability Pmts	249,401	198,254	400,000	201,746	101.76 %
52201 Legal Expenses	818,030	860,304	1,010,000	149,696	17.40 %
52207 Claims (Medical Only in W/C)	2,850,579	2,364,642	3,245,000	880,358	37.23 %
52209 Health Incentive Rebate	1,577	0	0	0	0.00 %
52211 Safety	3,097	5,485	13,000	7,515	137.01 %
52212 Cost Containment Fees	221,154	109,799	250,000	140,201	127.69 %
52213 Subrogation Fees	13,474	14,273	25,000	10,727	75.16 %
52225 Purchased Insurance Pre	2,458,789	2,856,428	3,159,507	303,079	10.61 %
52227 Emplmnt Practices Liability Legal Costs	273,741	89,473	320,000	230,527	257.65 %
52239 Admin Charges/Expenses	1,460,462	1,767,434	1,711,440	(55,994)	(3.17)%
52246 Actuarial Study Fees	0	50,000	50,000	(0)	0.00 %
52291 Reimburse.To Med Ins Carrier	21,997,504	24,296,504	24,690,106	393,602	1.62 %
52292 Individual Stop Loss	593,915	601,518	661,670	60,152	10.00 %
52294 Medicare Adv Plan Cost	(0)	1,860,028	1,748,586	(111,442)	(5.99)%
52296 Risk Man - Drug Testing	34,895	41,643	45,000	3,357	8.06 %
52812 Other Expenses	1,155	0	1,000	1,000	100.00 %
Total 621 Risk Management Fund	(1,560,631)	(1,000,000)	(1,000,000)	0	(0.00)%
622 ISF-Retired Emp Health					
44122 Life Ins Revenue-Employee	(532,304)	0	0	0	0.00 %
44127 Medical Ins Rev-City	(5,586,200)	(3,473,441)	(3,473,441)	0	0.00 %
44128 Emp Ded Medic Advantage	(898,945)	0	0	0	0.00 %
44132 Retiree Medical Deductions	(1,103,987)	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
47111 Interest Earned	(9,669)	0	0	0	0.00 %
47113 Dividend Income	(2,944,922)	0	0	0	0.00 %
47211 Gain/Loss On Sale Of Investmt	(8,790,421)	0	0	0	0.00 %
47213 Gain/Loss On Real Estat	(32,791)	0	0	0	0.00 %
52225 Purchased Insurance Pre	549,452	0	0	0	0.00 %
52239 Admin Charges/Expenses	218,910	0	0	0	0.00 %
52246 Actuarial Study Fees	48,031	0	0	0	0.00 %
52248 Investment Mgmnt Fees	292,317	0	0	0	0.00 %
52249 Investment Consult Fees	138,223	0	0	0	0.00 %
52291 Reimburse.To Med Ins Carrier	3,594,504	0	0	0	0.00 %
52294 Medicare Adv Plan Cost	2,029,624	0	0	0	0.00 %
Total 622 ISF-Retired Emp Health	(13,028,178)	(3,473,441)	(3,473,441)	0	0.00 %
711 Old Pension Fund					
47111 Interest Earned	(1,458)	0	0	0	0.00 %
52104 Pension Benefits	7,864	0	0	0	0.00 %
Total 711 Old Pension Fund	6,406	0	0	0	0.00 %
721 Pension Fund					
42999 Miscellaneous	(68,115)	0	0	0	0.00 %
45711 Contributions from Employees	(7,794,899)	0	0	0	0.00 %
45720 Contributions from City	(9,164,055)	0	0	0	0.00 %
45721 Contributions-Air Port Comm	(898,930)	0	0	0	0.00 %
45723 Contribution from Mpc	(152,376)	0	0	0	0.00 %
45724 Contribution-From Youth Futur	(146,424)	0	0	0	0.00 %
47111 Interest Earned	(2,722,365)	0	0	0	0.00 %
47113 Dividend Income	(347,586)	0	0	0	0.00 %
47116 Real Estate Invmt Incom	(1,610,167)	0	0	0	0.00 %
47211 Gain/Loss On Sale Of Investmt	(45,929,035)	0	0	0	0.00 %
47213 Gain/Loss On Real Estat	(836,432)	0	0	0	0.00 %
51105 Salaries and Wages	0	0	0	0	0.00 %
51110 Social Security	0	0	0	0	0.00 %
51160 Temporary Labor - City	0	0	0	0	0.00 %
51213 Education and Training	249	0	0	0	0.00 %
51233 Dues and Fees	160	0	0	0	0.00 %
52104 Pension Benefits	25,303,427	0	0	0	0.00 %
52246 Actuarial Study Fees	60,803	0	0	0	0.00 %
52247 Asset Custodial Fees	79,856	0	0	0	0.00 %
52248 Investment Mgmnt Fees	988,275	0	0	0	0.00 %
52249 Investment Consult Fees	81,000	0	0	0	0.00 %
52616 Interest On Employee Pen Refnd	236,558	0	0	0	0.00 %
52870 Refund Of Employee Contributns	1,864,273	0	0	0	0.00 %
Total 721 Pension Fund	(41,055,782)	0	0	0	0.00 %
731 Cemetery Fund					
42001 Care Of Lots - Cemet	(306,988)	0	0	0	0.00 %
Total 731 Cemetery Fund	(306,988)	0	0	0	0.00 %
741 Section 125 Benefits Fund					
51238 Professional Pur Svcs	0	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
52220 2015 Flex Claims	0	0	0	0	0.00 %
52222 2009 Flex Payments	0	0	0	0	0.00 %
52223 2010 Flex Benefits	0	0	0	0	0.00 %
Total 741 Section 125 Benefits Fund	0	0	0	0	0.00 %
811 General Fixed Asset Acct Group					
44734 Capital Contributions	(1,782,765)	0	0	0	0.00 %
47311 Gain/Loss On Disp. Of Assets	3,723	0	0	0	0.00 %
52855 Depreciation Expense	19,872,126	0	0	0	0.00 %
Total 811 General Fixed Asset Acct Group	18,093,084	0	0	0	0.00 %
851 Long Term Debt Account Group					
51625 Amortization Of Bond Discounts	(102,491)	0	0	0	0.00 %
Total 851 Long Term Debt Account Group	(102,491)	0	0	0	0.00 %
911 Youth Futures Authority					
43502 The City Of Savannah	(48,599)	0	0	0	0.00 %
43509 Ga Family Connections Partnership	(31,137)	0	0	0	0.00 %
47111 Interest Earned	(423)	0	0	0	0.00 %
51105 Salaries and Wages	82,306	0	0	0	0.00 %
51110 Social Security	6,232	0	0	0	0.00 %
51121 Group Medical Insurance	44,593	0	0	0	0.00 %
51130 Pension	146,424	0	0	0	0.00 %
51132 City Contr-Def Comp	55	0	0	0	0.00 %
51210 Communications	2,987	0	0	0	0.00 %
51233 Dues and Fees	570	0	0	0	0.00 %
51270 Photocopying	73	0	0	0	0.00 %
51306 Office Supplies	658	0	0	0	0.00 %
51307 Postage	2	0	0	0	0.00 %
Total 911 Youth Futures Authority	203,743	0	0	0	0.00 %
921 Community Housing Services Agy					
42679 Sav Affordable Housing Trust Fees	(7,575)	0	0	0	0.00 %
42701 Principal Repayments	(860,441)	0	0	0	0.00 %
42702 Interest On Loans	(125,444)	0	0	0	0.00 %
42713 Loan Late Charges	(3,171)	0	0	0	0.00 %
42715 Loan Serv/Origintn Fees	(92)	0	0	0	0.00 %
42799 Program Income	(230,000)	0	0	0	0.00 %
42904 Donations from Private	(30,000)	0	0	0	0.00 %
42999 Miscellaneous	(0)	0	0	0	0.00 %
43301 CDBG Grant Revenue	(49,749)	0	0	0	0.00 %
47111 Interest Earned	(8,369)	0	0	0	0.00 %
48931 From CHSA Devel Inc	(75,583)	0	0	0	0.00 %
51210 Communications	399	0	0	0	0.00 %
51233 Dues and Fees	3,000	0	0	0	0.00 %
51295 Other Contractual Service	152,053	0	0	0	0.00 %
51645 Srf Loan Payments	0	0	0	0	0.00 %
52615 Interest Expense	40,295	0	0	0	0.00 %
52842 Other Costs	30,276	0	0	0	0.00 %
52849 Loans Originated	365,000	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
Total 921 Community Housing Services Agy	(799,400)	0	0	0	0.00 %
931 CHSA Development, Inc					
42997 Sale Of Land and Property	(490,000)	0	0	0	0.00 %
45599 Miscellaneous Revenue	(2,521)	0	0	0	0.00 %
47111 Interest Earned	(1,908)	0	0	0	0.00 %
48232 Home Contribution	(15,583)	0	0	0	0.00 %
51745 Intra-Fund Transfers	75,583	0	0	0	0.00 %
52394 Cost Of Goods Sold	461,691	0	0	0	0.00 %
52842 Other Costs	426	0	0	0	0.00 %
Total 931 CHSA Development, Inc	27,688	0	0	0	0.00 %
932 CHSA Devel Strathmore					
42701 Principal Repayments	(82,500)	0	0	0	0.00 %
45599 Miscellaneous Revenue	(5)	0	0	0	0.00 %
48931 From CHSA Devel Inc	(75,000)	0	0	0	0.00 %
51220 Advertising	100	0	0	0	0.00 %
51225 Insurance	1,482	0	0	0	0.00 %
51230 Rentals	6,182	0	0	0	0.00 %
51645 Srf Loan Payments	27,500	0	0	0	0.00 %
52812 Other Expenses	14,480	0	0	0	0.00 %
52842 Other Costs	295	0	0	0	0.00 %
Total 932 CHSA Devel Strathmore	(107,466)	0	0	0	0.00 %
951 Land Bank Authority					
42997 Sale Of Land and Property	(136,681)	(261,003)	(60,000)	201,003	(77.01)%
47111 Interest Earned	(1,119)	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(269,612)	(150,750)	(150,378)	372	(0.25)%
51210 Communications	167	157	157	0	0.00 %
51211 Cell Communications	0	336	336	0	0.00 %
51213 Education and Training	0	500	500	0	0.00 %
51220 Advertising	0	300	300	0	0.00 %
51233 Dues and Fees	55	150	150	0	0.00 %
51234 Books Periodicals Subsc	0	300	300	0	0.00 %
51238 Professional Pur Svcs	14,883	17,000	17,000	(0)	(0.00)%
51255 Car Washing	0	100	100	0	0.00 %
51270 Photocopying	870	600	600	0	0.00 %
51271 Food-Catered Meals	31	100	100	0	0.00 %
51275 Outside Printing	0	100	100	0	0.00 %
51295 Other Contractual Service	5,520	5,755	5,755	0	0.00 %
51306 Office Supplies	0	300	300	0	0.00 %
51307 Postage	63	100	100	0	0.00 %
51362 Gasoline	427	400	400	(0)	0.00 %
51425 Insurance By Risk Mngmnt Fund	1,140	0	0	0	0.00 %
51450 Computer Services	0	4,366	4,738	371	8.50 %
51452 Telephone Services	332	546	525	(21)	(3.84)%
51473 Garage Overhead	88	162	157	(5)	(3.08)%
51474 Garage Charges	811	1,534	1,530	(4)	(0.26)%
51476 Real Property Services	143,811	150,750	150,378	(372)	(0.25)%
52814 Capital Contributions	0	0	0	0	0.00 %

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Proposed</u>	<u>Variance</u>	<u>Variance %</u>
52844 Property Acquisition	50,691	58,799	79,000	20,201	34.36 %
Total 951 Land Bank Authority	(188,523)	(169,398)	52,147	221,545	(130.78)%



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