

ONE CITY. ONE DIRECTION: FORWARD



2019
ADOPTED BUDGET
SAVANNAH
savannahga.gov





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 & Budget and the 2019-2023 Capital Improvement Program.

Executive Staff

Rob Hernandez	City Manager
Marty Johnston	Chief Operating Officer
Heath Lloyd	Chief Infrastructure & Development Officer
Taffanye Young	Chief Community Services Officer
Chief Roy Minter	Police Chief
Mark Revenew	Interim Fire Chief

Office of Management and Budget Staff

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Monisha Johnson	Assistant Chief Budget Officer
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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



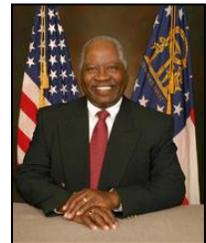
VAN R. JOHNSON, II
District 1



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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City Manager's Budget Message

March 6, 2019

To: Mayor and Members of City Council

I am pleased to present you the *2019 Service Program and Budget*. This document describes the financial, human, and capital resources dedicated to bringing the community closer to our shared vision and mission adopted in 2017 which stated:

Savannah will be an extraordinary place to live, learn and prosper with a mission to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community.

To achieve this vision, you set a direction for City staff and **SAVANNAH FORWARD** was launched!

COUNCIL BUDGET POLICY DIRECTION

The following budget policy direction is incorporated within the assumptions of the *FY2019 Service Program and Budget*:

- Reduce expenditures and/or increase revenues where appropriate.
- Maintain the City's strong financial reserve and fund balance program.
- Adjust fees to reflect the City's actual costs of providing services.

The *FY2019 Service Program and Budget* totals \$398,571,417. The General Fund portion equals \$199,943,286 and is balanced with a 13.20 millage rate.

BUDGET HIGHLIGHTS

Retaining and recruiting top talent is becoming a greater challenge as we continue to lose employees to other employers in our region that offer higher wages and enhanced benefits. In addition to completing an updated pay and compensation review funded in FY18, a 3.5 percent general wage increase is included to help us retain our talent. This budget also includes an additional \$1 million appropriation into the Wage Adjustment Reserve to assist us in implementing the recommendations of the pay and compensation study in FY20.

This budget supports the Council's strategic priority of public safety by funding 623 full-time positions in Savannah Police, and adds four new positions within the Criminal Investigations Division to process Georgia Crime Information Center (GCIC) and National Crime Information Center (NCIC) records relating to stolen or abandoned property, missing persons, and wanted individuals. These functions were previously performed by the Public Safety Emergency Communications Center, which is transitioning to Chatham County, and remain the responsibility of law enforcement agencies. The police personnel services function is realigning with the City's Human Resources Division to allow the Police Department to focus on its core service: public safety. Additional resources are also provided to the Police Department to purchase three additional vehicles, a mobile crime scene processing vehicle, safety equipment, and to implement a department-issued rifle program.

As directed, in FY18 we contracted the Carl Vinson Institute of Government to assess the City's fire department. This assessment reviewed the City's ISO rating, staffing levels, standards of coverage, workload, and costs. While the final report is not expected until January 2019, a preliminary briefing with the Institute identified several strategies to reduce costs while maintaining a high standard of fire protection comparable to other jurisdictions. As such, I am proposing the elimination of one response unit, either a ladder or rescue company, and 15 vacant positions. This proposal retains all existing fire stations located throughout the City.

Within the various water and sewer related enterprise funds, we are adding three new positions and associated equipment for the newly completed raw water impoundment facility, required as part of the Savannah Harbor Expansion Project (SHEP). Additionally, this budget includes four new positions needed to ensure compliance with state environmental standards and to operate and maintain our expanding water and sewer infrastructure.

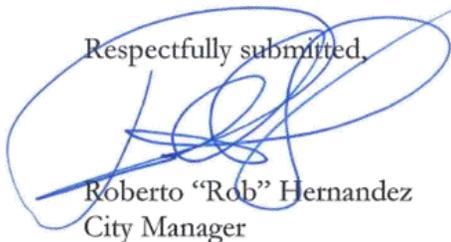
This budget reflects additional investments in customer service and technology to improve our operations and efficiency. Funding is included for additional litter service personnel, the launch of a new downtown cleanliness initiative funded by hotel occupancy fees, expanded youth basketball activities, and repairs to parks and playgrounds. Most notably, however, this proposed budget includes funding for staffing and operating the new Cultural Arts Center, Pennsylvania Avenue Resource Center, and Central Precinct. Lastly, our partnership with SEDA resulted in funding for enhanced coordination of filming events within the city.

LONG-RANGE FINANCIAL CAPACITY

The City of Savannah was selected to participate in a federal government initiative called "Strong Cities, Strong Communities" to gain access to experts, technical advice, and information to help us develop a sustainable funding plan. We will be working with the National Resource Network (NRN) and key community partners throughout 2019 to evaluate Savannah's unique capacities and constraints while charting our financial path to move [SAVANNAH FORWARD](#).

The budget before you is a critical step on the path to a better Savannah for everyone. I remain optimistic about the opportunities that lie ahead for Savannah and I very much look forward to working with the City Council on realizing our collective vision for this city.

Respectfully submitted,



Roberto "Rob" Hernandez
City Manager

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 Department. Each Service Center section begins with an overview of that Center's personnel, revenue sources, and expenditures.

Service Centers include:

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

Service Centers are appropriated 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.
- **COMMUNITY DEVELOPMENT FUND** – Accounts for revenues derived primarily from the Community Development Block Grant (CDBG) and other federal and state grants which are used to address Savannah's distressed neighborhoods.
- **GRANT FUND** – Accounts for revenues received from federal and state sources and used for a designated purpose.

- **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 City of Savannah and other surrounding areas.
- **SEWER FUND** – Accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah 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.
- **INTERNAL SERVICES FUND** – Accounts for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

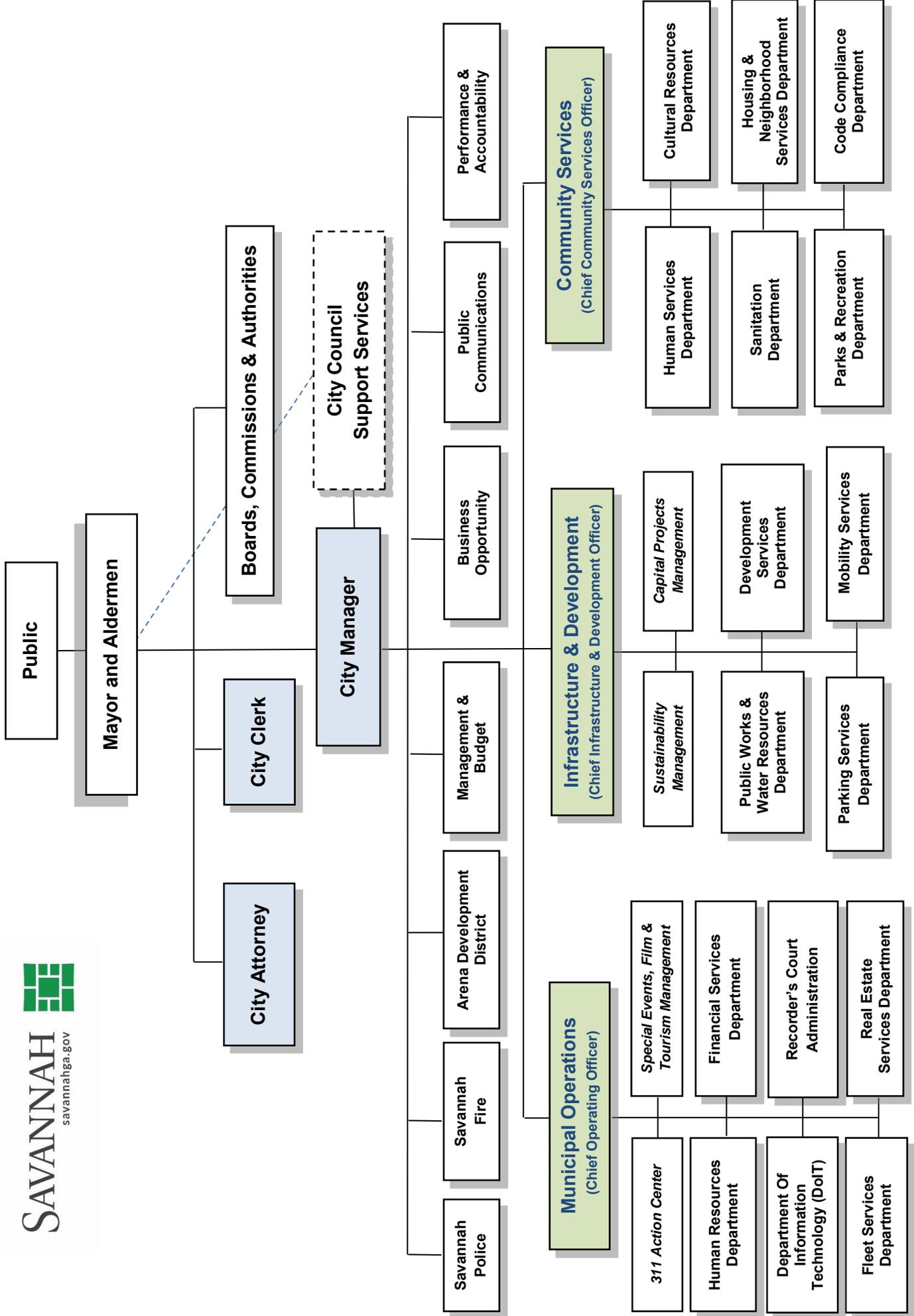
DEPARTMENT pages follow, and contain an overview of each line of business and its alignment to the strategic plan. Financial appropriations and staffing details are provided for each Department within each business plan.

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, Hotel/Motel Tax Fund, Debt Service Fund, Computer Purchase Fund, Vehicle Purchase 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.

APPENDIX includes an overview of the Community Partnerships Program, Cultural Contributions, Classification and Pay Grades, 2019 Salary Grade Table, 2019 Vehicle Replacement List, Glossary of Key Terms, and List of Acronyms.

CITY OF SAVANNAH ORGANIZATIONAL STRUCTURE



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PUBLIC SAFETY



INFRASTRUCTURE



NEIGHBORHOOD REVITALIZATION



ECONOMIC STRENGTH & POVERTY REDUCTION



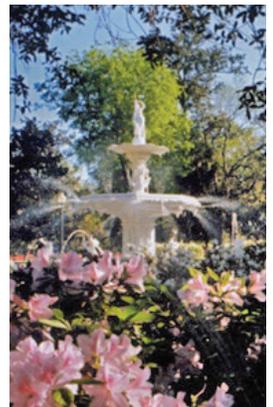
GOOD GOVERNMENT

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.



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.





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.

Adopted 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 Unit (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)	\$93,929
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)	\$85,343
Total			\$276,959



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)	\$98,850
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)	\$74,216
Infrastructure	City Facilities	Create Laboratory Technician Position (I&D Fund)	\$42,865
Infrastructure	City Facilities	Create Laboratory Administrator Position (I&D Fund)	\$91,798
Infrastructure	City Facilities	Request for a Plant Operator for Management & Operations of the Newly Completed Raw Water Impoundment (I&D Fund)	\$51,676
Infrastructure	Street Flooding	Storm and Sewer Television Inspection Truck (Water & Sewer Fund)	\$350,000
Infrastructure	Street Flooding	Sr. Television Inspector to Video Underground Infrastructure (Sewer and Storm Pipes) (Water & Sewer Fund)	\$62,592
Infrastructure	Street Flooding	Fats, Oil and Grease (FOG) Inspector to Investigate Grease Traps, Bins, & Sewer Overflows (Water & Sewer Fund)	\$103,112
Total			\$1,472,609



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)	\$127,000
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
Neighborhood Revitalization	Access to Recreation	2019 COS Winter Youth Basketball Program Expansion (General Fund)	\$107,048
Neighborhood Revitalization	City Owned Properties	Addition of 2 Park Litter Crews (4 Maintenance Workers) (General Fund)	\$206,540
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 (POR Fund)	\$165,227
Neighborhood Revitalization	City Owned Properties	Outside Contract for Downtown Cleanliness Crews for Litter Pickup for Designated Area (POR Fund)	\$172,708
Total			\$2,447,477



ECONOMIC STRENGTH & POVERTY REDUCTION

Strategic Priority	Strategic Goal	Details	Amount Requested
Economic Strength and Poverty Reduction	Poverty Reduction	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)	\$70,829
Economic Strength and Poverty Reduction	Poverty Reduction	1 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)	\$63,541
Economic Strength and Poverty Reduction	Poverty Reduction	Performing Arts Manager - Manage & Oversee the Operations of the Theatre & Performing Arts Programming for the New Cultural Arts Center (General Fund)	\$88,501
Economic Strength and Poverty Reduction	Poverty Reduction	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)	\$62,872
Total			\$285,743

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	Building Flooding	Stormwater Personnel for Annual Maintenance to 44 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
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

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
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	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
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

ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
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
Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Streets Cleaning Services for New Developments in Annexation Areas	\$390,550
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	Growth Program Coordinator to Oversee Development and Implementation of Initiatives Related to Poverty and Food Deserts	\$66,121
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 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
Economic Strength and Poverty Reduction	Soft Skills and Workforce Training	Workforce Program Specialist (Military Services Coordinator)	\$44,368

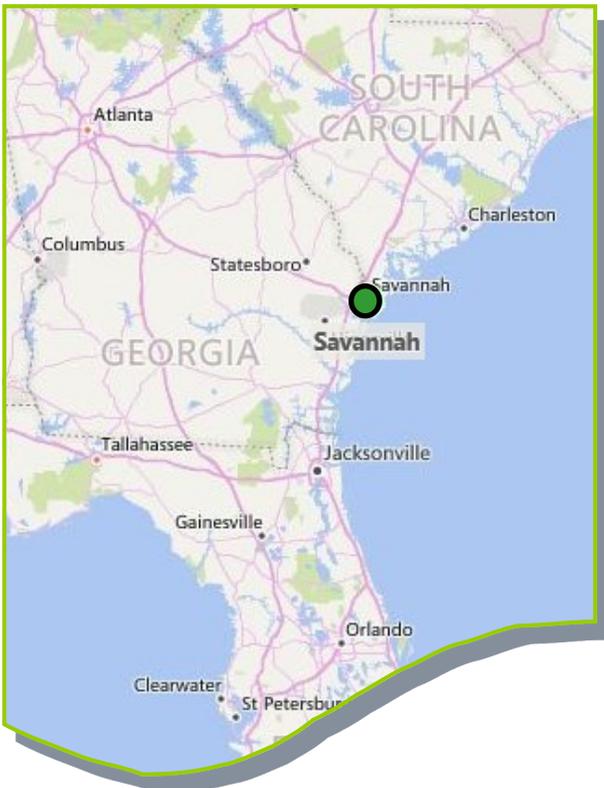
ITEMS PROPOSED BY BUSINESS UNITS NOT FUNDED FOR FY19

Strategic Priority	Strategic Goal	Details	Amount Requested
Good Government	Efficient Government Operations	Legislative Services Contract	\$60,000
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	One IT Auditor to Expand Department Capabilities	\$65,866
Good Government	Organizational Culture	Laptops and Phones for Human Resource Staff	\$8,867
Good Government	Organizational Culture	Online Training and Learning Management System	\$65,000
Good Government	Organizational Culture	Additional Personnel - Office of Public Communications	\$93,458
Good Government	Organizational Culture	Additional Customer Service Representative to Adequately Staff Call Center for Development Services	\$40,629
Total			\$17,181,965

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

SAVANNAH AT A GLANCE

ECONOMY

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

Source: SEDA



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	2,147
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		\$347,648,037	6.43%

Source: 2017 CAFR City of Savannah

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

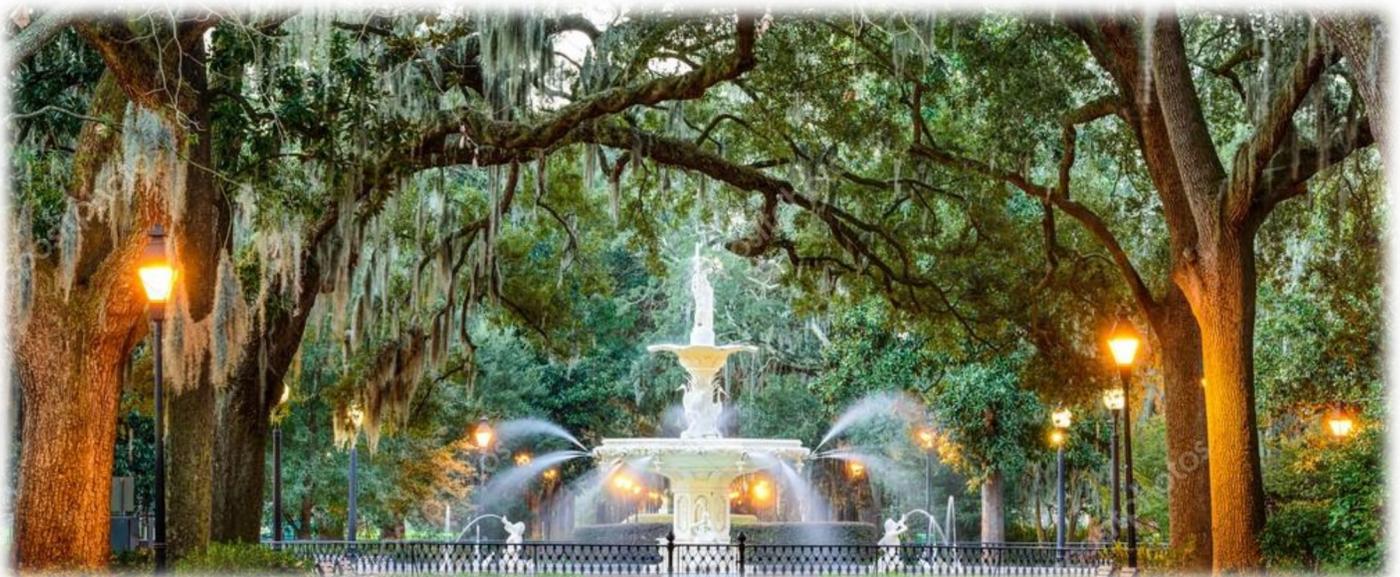
"Best Midsized Cities for Business Meetings" (#1 South Atlantic) RewardExpert.com, April 2018

"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

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

Financial Accounting Policies

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of financial accounting policies 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 Accounting Services Division 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.

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:

- 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.

Debt Policies

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. As of December 31, 2018, the City had outstanding general obligation bonded debt totaling \$6,000,000. To maintain this favorable position and the current AA+ bond rating designated by Standard & Poor's, the following debt policies are in place:

- Total long-term debt and major contractual obligations will not exceed 8% of assessed valuation.
- Long-term borrowing will be restricted to capital improvements that are too costly to be financed from current revenues.
- Proceeds from long-term debt will not be used for current ongoing operations.
- Bonds will be retired within a period not to exceed the expected useful life of the capital project.
- Additional major obligations should only be undertaken with new, dedicated streams of revenue to support them.
- When feasible, special assessment, revenue or other self-supporting bonds will be used instead of general obligation bonds.
- The use of any revenue anticipation borrowing will be avoided. If such borrowing becomes necessary, the debt will be retired in full within the same fiscal year as it is incurred.
- Good communication with bond rating agencies and full disclosure on every financial report as well as bond official statements are standard operating procedures.

Capital Expenditure Policies

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

- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources and allocates those funds to capital projects over five years. Funding allocation for each year is determined by: priorities established by City Council, available funding, and the immediate need to address critical infrastructure projects.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful life of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be included in 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.

Operating Budget Policies

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

- All governmental funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced.
- All requests for allocations are considered in conjunction with measurable performance criteria and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of 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 unassigned 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 unassigned fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years in which excess funds were reported to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid expending its reserves. As of the

end of 2017, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2018 or planned in the 2019 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. The Sales Tax Stabilization Fund may also be used for expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services and expansions.

BUDGET PROCESS

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

Budget Preparation

The City of Savannah's fiscal year begins January 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 and 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 Executive Leadership Team meet to review current staffing levels. Broad-based changes are recommended and are then 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 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 modified 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 the Executive Leadership Team, to lead discussions and guide decision making for the budget process. Feedback gained through all budget discussions is used to prepare the City Manager's proposed budget recommendation to 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. The legal level of control is set at the service center level per state law. Budget amendments that affect department totals must be approved by City Council.

BUDGET PREPARATION SCHEDULE

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

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 draft the Budget Retreat agenda, presentations and expectations	October 13, 2018 - October 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, 2018 - 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, 2018 - November 16, 2018
City Council Meeting - First Reading and Public Hearing	November 20, 2018
City Council Meeting - Budget Adoption	December 6, 2018

Financial Structure

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

FUND STRUCTURE

GOVERNMENTAL FUNDS

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

- **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, and 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. 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. These departments are permitted to supply services to outside agencies for a fee.

Departments within the City's Internal Services Fund include

- Information Technology
- Fleet Services
- Risk Management Fund

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.

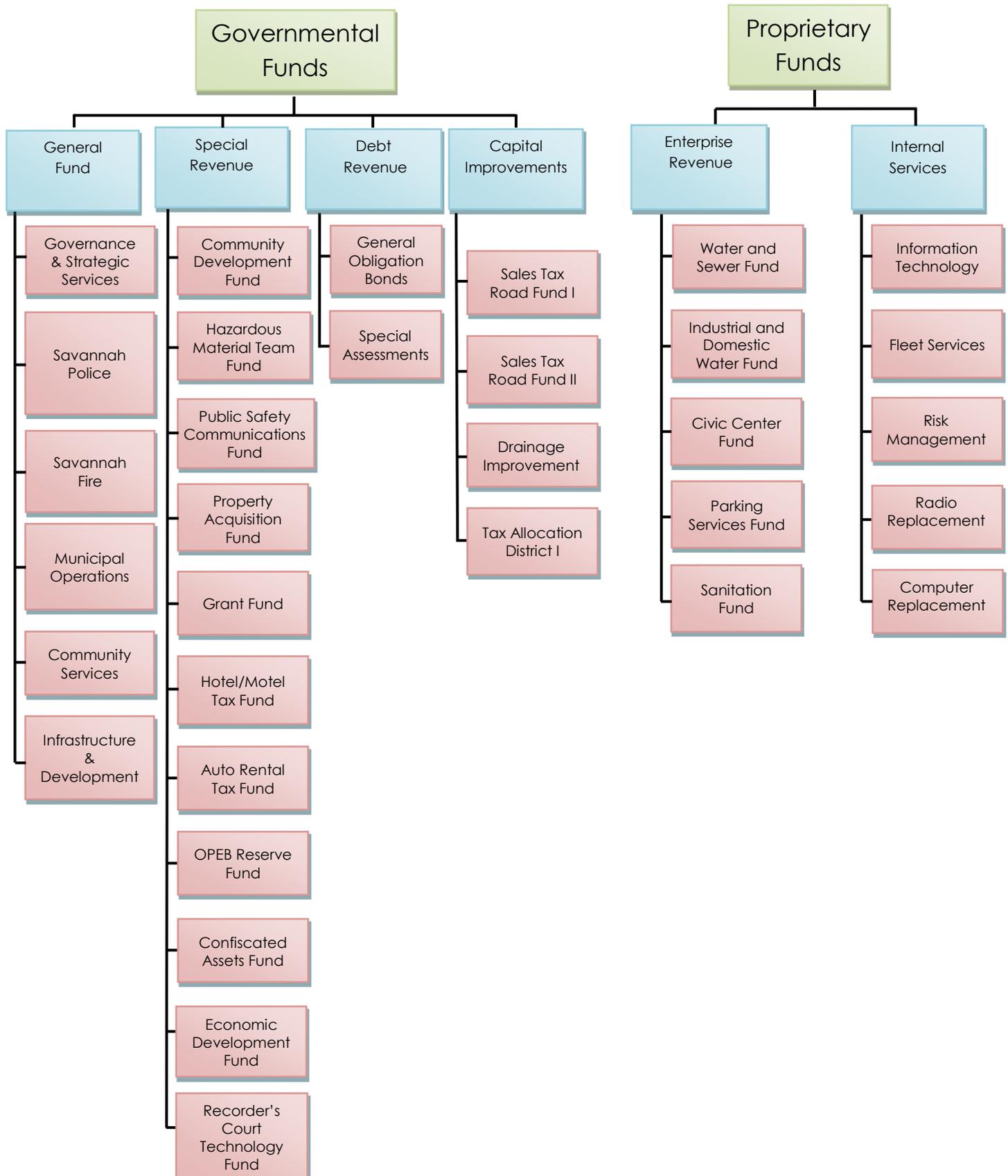
Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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 set at the Service Center level. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval by the City Manager or the 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 (CBO) updated 2018 Gross Domestic Product (GDP) to 3.1 percent. 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 of 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 increased 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.

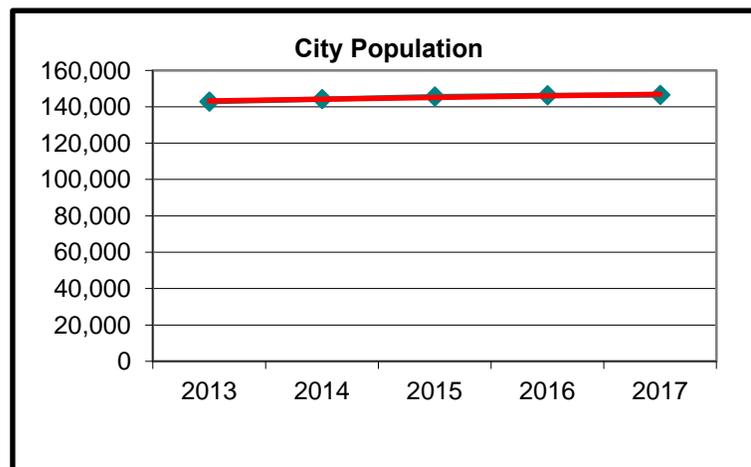
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

ECONOMIC 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

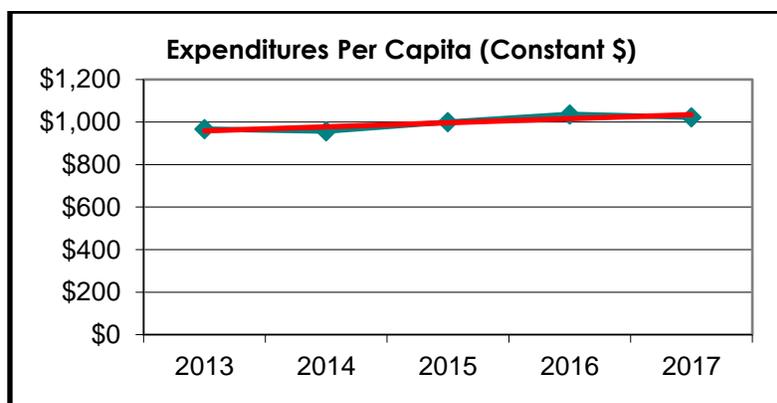
Population change can affect governmental revenues and service demand. According to the U.S. Census Bureau, the City of Savannah's 2017 population estimate was 146,444. The trend during the five-year period from 2013–2017 reflects slow and steady population increase. The estimates show population increased by 3,623 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. General Fund expenditures per capita adjusted for inflation were \$1,094 in 2017 when reduced by actual Chatham County reimbursements to the City for providing police services to the unincorporated service area population.

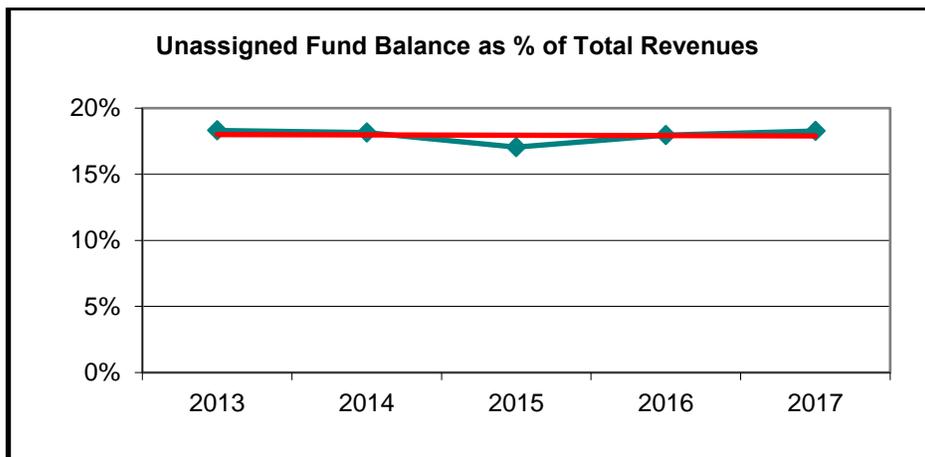


Expenditures generally increase and decrease as revenues increase and decrease. Expenditure growth can, in part, be controlled through the budget process.

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 the general fund of no less than two months of regular general fund operating revenues or expenditures. The choice the City adopts is dictated by what is more predictable in a government's particular circumstance. The City financial policy guidelines cites the unassigned fund balance in the general fund should have an amount between 15% and 20% of total general fund expenditures and transfers out. The unassigned fund balance for the General Fund at the end of 2017 was \$35,508,358 or 18.5% of total General Fund expenditures and transfers out. There is no planned draw from the reserves anticipated to cover 2018 expenditures nor is there a plan to draw on reserves in the 2019 budget.

In addition to the unassigned fund balance in the General Fund, the City also maintains Sales Tax Stabilization Fund reserves. These reserves were funded from higher than anticipated local option sales tax revenue in previous years and are used to fund sales tax revenue deficits, if needed. At the end of 2017, this reserve totaled \$5,501,000. There is no planned draw from the reserves anticipated in to cover 2018 expenditures nor is there a plan to draw on reserves in the 2019 budget.



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 Financial 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

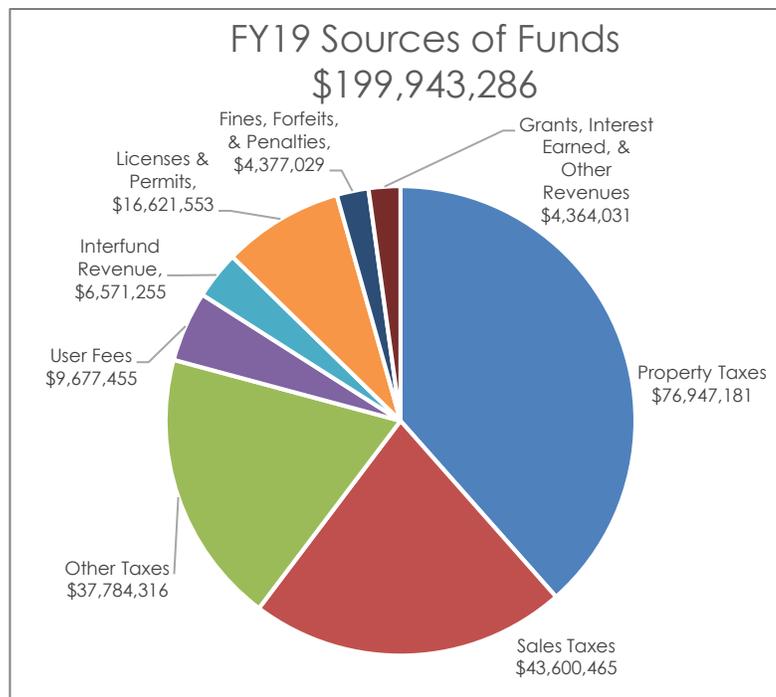
Property taxes are the single most significant source of revenue for the City and make up about one-third of the City's General Fund revenue.

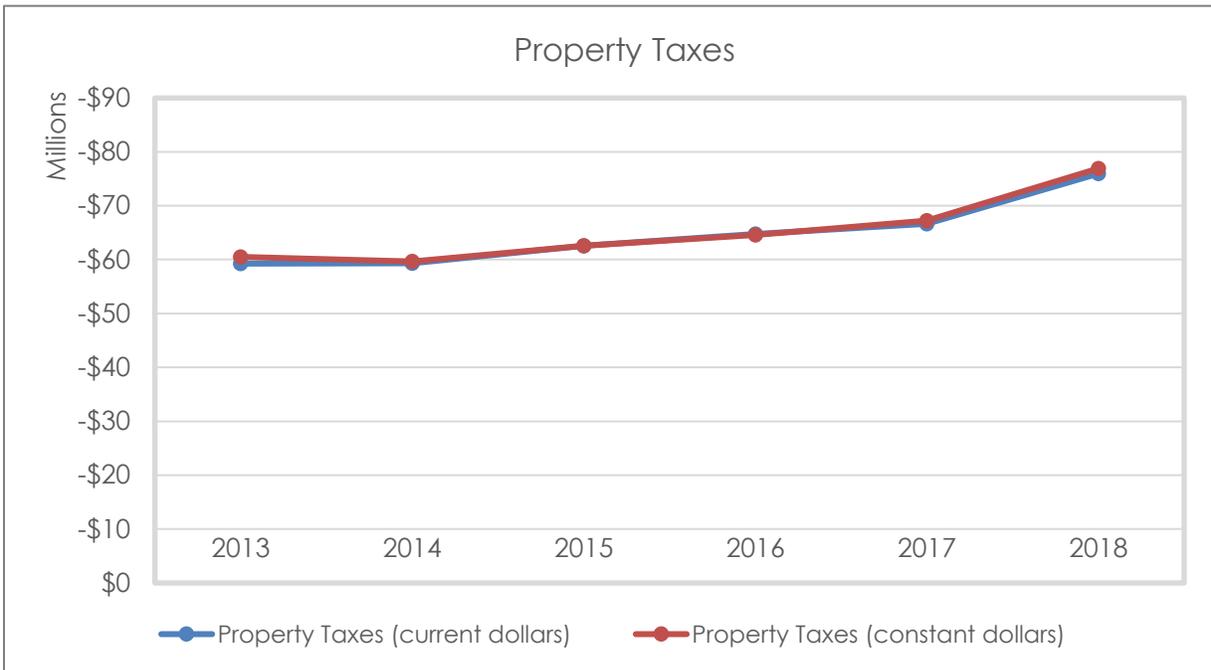
Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Historical property tax revenue is shown in the graph following this page. Over this time period the City's millage rate increased from 12.48 to 13.40 mills. 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

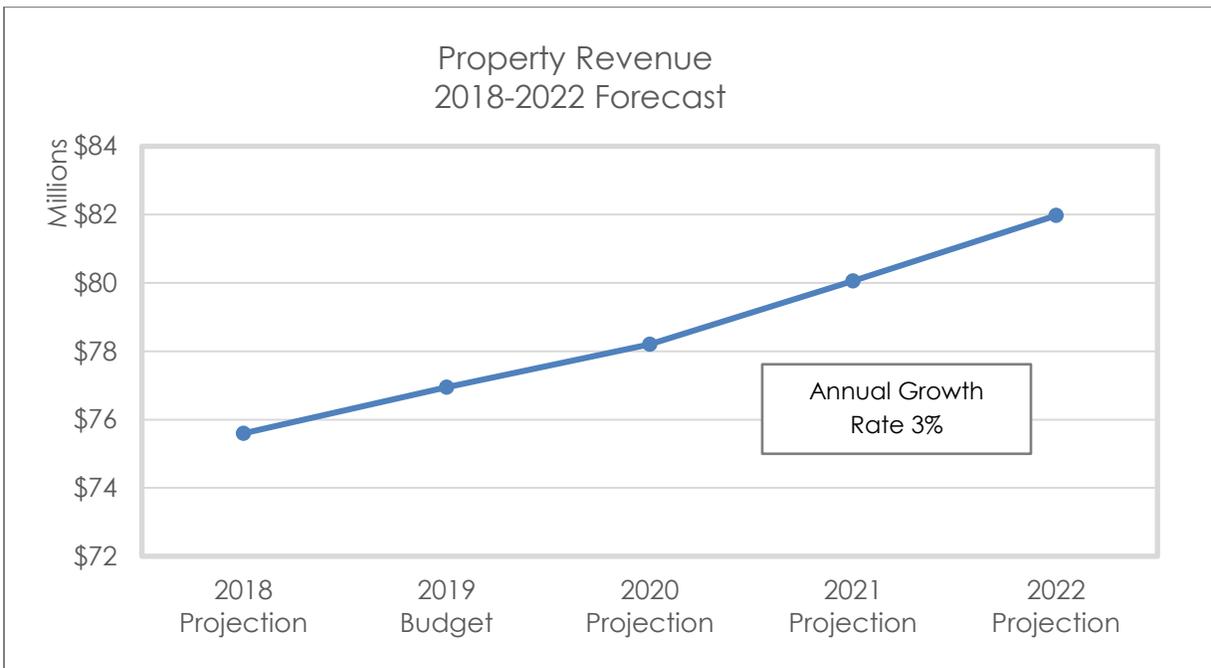
out the ad valorem vehicle property tax in favor of a vehicle title fee, which negatively impacts the property tax revenue category. The rise in 2015 revenue was due to an increase in tax digest assessed values, primarily related to commercial and industrial property. In 2016, the City began phasing in a Freeport Inventory tax exemption for personal property taxes, which is expected to cause a slight decline in this revenue source.

The 2018 projection is favorable due to higher than anticipated collection rates of current and delinquent real property taxes and a recent millage rate increase from 12.48 to 13.40 mills, subsequently reduced to 13.20 mills associated with the 2018 repeal of the Special Revenue Fund for Fire Services.



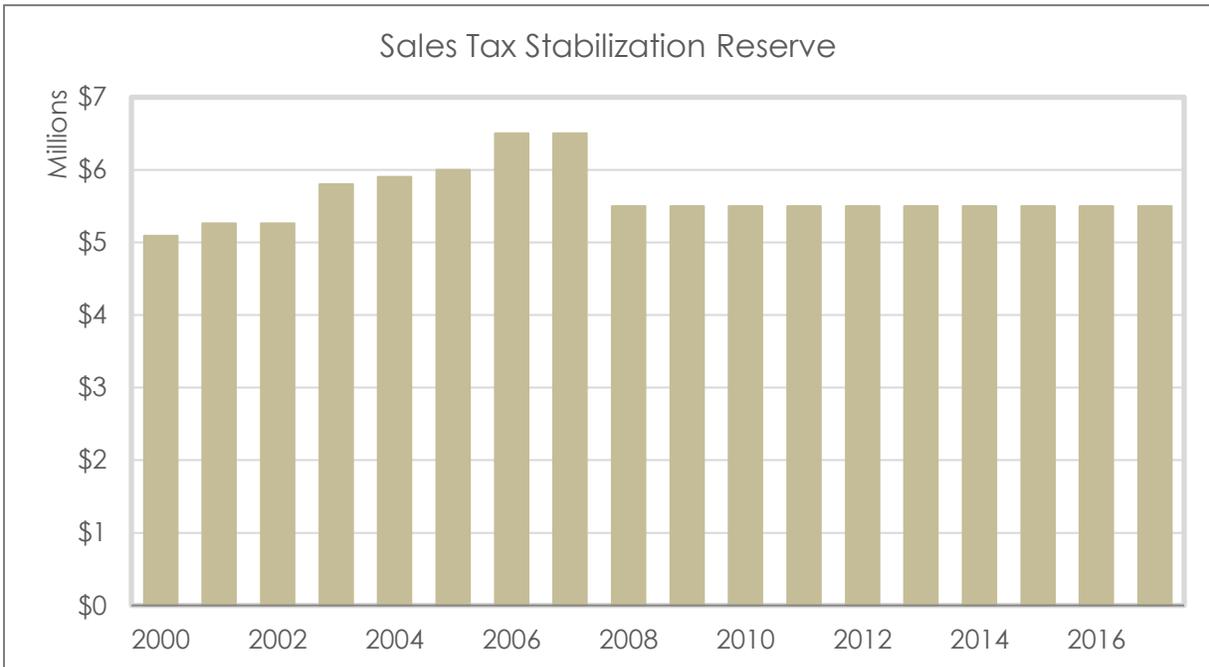


The following graph shows the five-year forecast for property tax revenue. Revenue is anticipated to rise due to projected growth in the tax digest, including new growth and development. Projections include the continued phase-in of the Freeport tax exemption.



SALES TAX

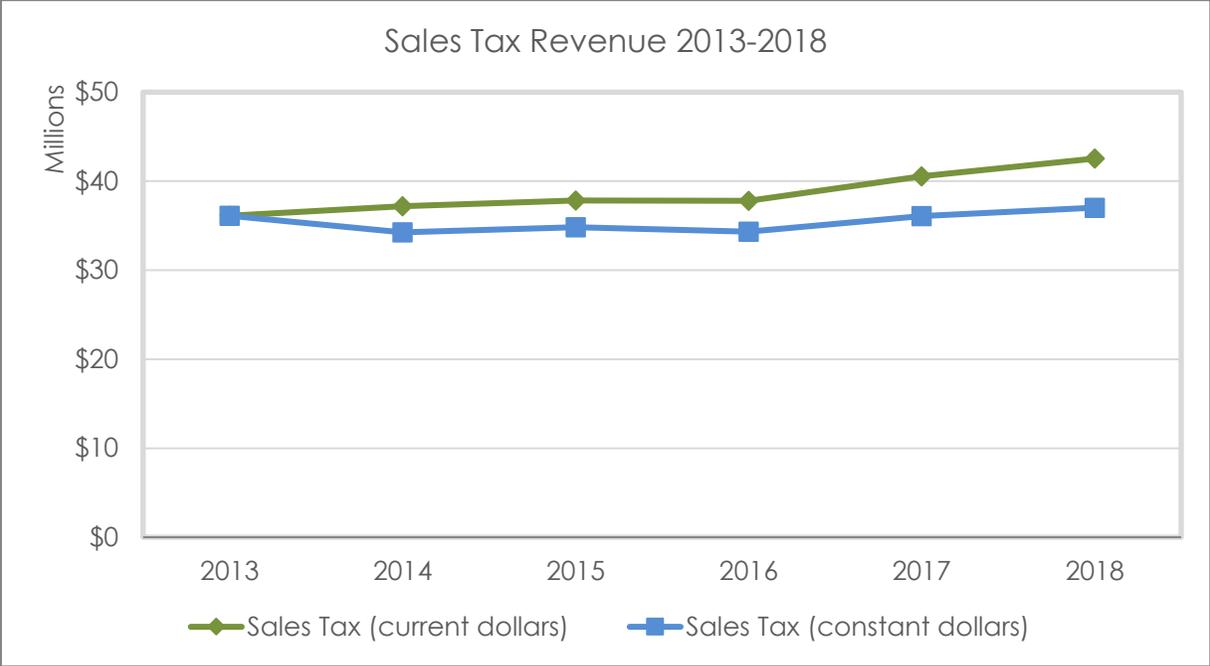
The General Fund's second major revenue source is sales tax. In Savannah, a 7% sales tax is levied. Of this amount, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option Sales Tax (SPLOST), 1% goes to the Savannah-Chatham County Public School System as the Education 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%.



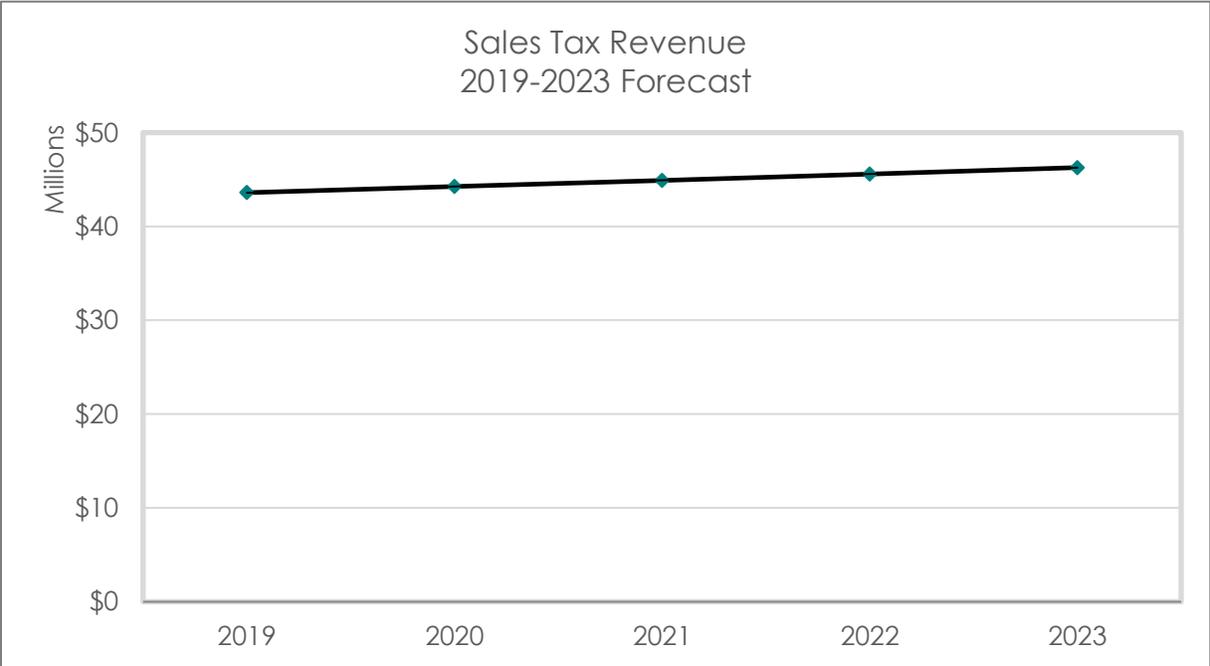
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the local and national economy, employment and real income levels, and the impact of tourism and business travel. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. As of the end of 2018, the sales tax stabilization reserve totaled \$5,501,000.

No draw from this reserve is planned in 2019.

Sales tax revenue over a six-year period is shown in the following graph. 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. Year-over-year growth has persisted since then, with a recent peak in 2018 due primarily to strong in the spring and summer months, partially attributed to increased tourism.



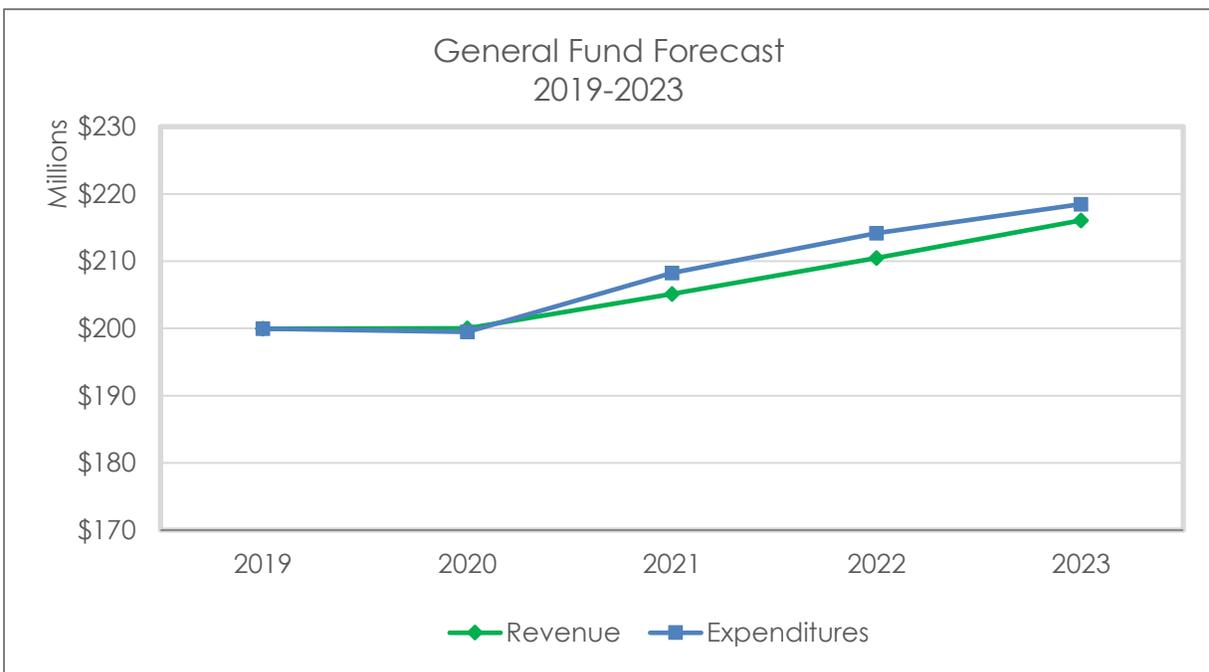
Prudent sales tax projection require and reasoning and conservative restraint. What is known is that sales tax revenues will drop again; what is unknown is when. Accordingly, sales tax revenue is budgeted at \$43.6 million in 2019, which represents projected growth of 2.4%, or \$1.06 million over estimated 2018 collections. Actual sales tax receipts falling short of budgeted levels can have significant repercussions with respect to maintaining a balanced General Fund budget, alternatively there are no consequences should this revenue exceed projections.



In preparing the City's budget, staff endeavor not only to ensure that the budget is balanced in the current fiscal year but, equally importantly, that it is structurally sound and sustainable into the future. The graph below compares projected expenditure growth in the General Fund over the next five years to projected growth in revenue. 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 imbalance 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	199,943,286	200,037,855	205,119,447	210,473,600	216,069,888
Expenditures	199,943,286	199,473,043	208,230,430	214,165,683	218,482,065

As estimated, Savannah has fiscal challenges on the horizon. Despite these challenges, Savannah has significant opportunities and potential for growth to aid fiscal sustainability in the long-term such as; steady population growth, pension and post-employment benefits sustainable relative to City revenues, lower millage rate today than before the 2008 recession, lowest water and sewer rates in the state of Georgia, City leaders committed to Savannah Forward and a multi-year financial plan.

WATER, SEWER AND SANITATION FUND FORECAST

FUTURE RATE PROJECTION

To ensure that water and wastewater services are both self-sustaining and resulting in equitable cost recovery, water and sewer rates are projected five years into the future. Projected rate increases are necessary to fund anticipated increases in the operation and maintenance of the system and to fund the water and sewer system 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 \$6.33/cy to \$6.39/cy (0.9%).

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

ALL FUNDS SUMMARY

The tables below provide a summary of 2017 actual, 2018 projected, and 2019 adopted revenues and expenses.

City-wide adopted revenue total for 2019 is \$398,571,417. This is a decrease of \$10,037,854 or 2.5% over the 2018 projected amount.

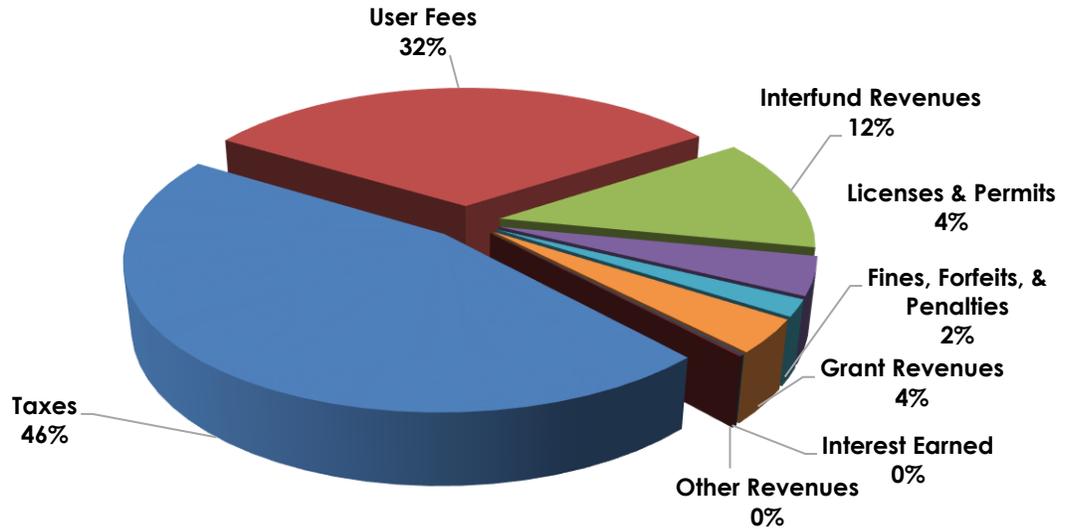
REVENUE SOURCE	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED	% Change 2018-2019
Taxes	\$164,658,728	\$179,511,149	\$183,964,760	2.5
User Fees	134,027,234	129,598,051	127,799,745	(1.4)
Interfund Revenues	42,510,136	49,676,855	47,399,192	(4.6)
Licenses & Permits	15,696,536	16,497,276	16,621,553	0.8
Fines, Forfeits, & Penalties	6,588,131	6,274,363	7,294,530	16.3
Grant Revenues	19,110,019	15,098,648	14,410,401	(4.6)
Interest Earned	746,384	453,900	512,400	12.9
Other Revenues	6,376,324	11,499,029	568,836	(95.1)
Total Revenue	\$389,713,492	\$408,609,271	\$398,571,417	(2.5)

After adjusting for transfers between funds, total adopted expenses for 2019 are \$345,231,824. This is a decrease of \$8,614,887 or 2.4% below the 2018 projected expenses.

EXPENSES BY TYPE	2017 ACTUAL	2018 PROJECTED	2019 ADOPTED	% Change 2018-2019
Personnel Services	\$168,930,897	\$164,750,692	\$166,438,675	1.0
Outside Services	46,008,990	53,203,816	56,454,388	6.1
Commodities	17,193,343	18,304,502	20,019,825	9.4
Internal 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	59,268,560	(16.7)
Other Expenses	44,474,024	32,976,217	33,469,265	1.5
SUBTOTAL	\$357,142,214	\$408,609,271	\$398,571,417	(2.5)
Less Transfers Between Funds	(45,176,585)	(54,762,561)	(53,339,593)	(2.6)
Total Expenses	\$311,965,629	\$353,846,710	\$345,231,824	(2.4)

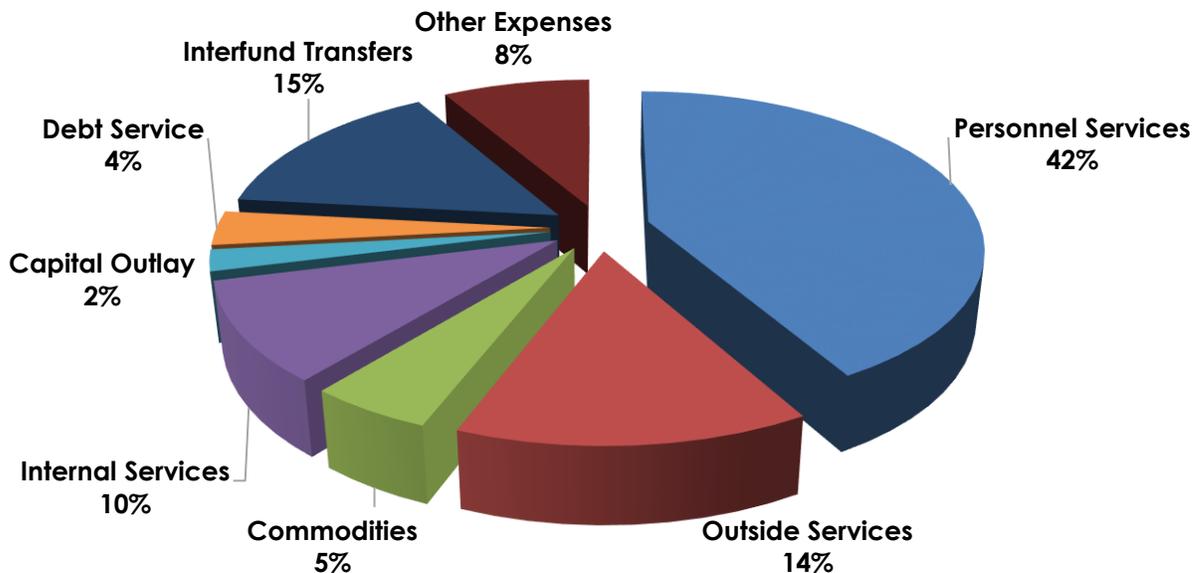
ALL FUNDS REVENUE

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 Revenue Overview

The City of Savannah is a multi-faceted municipal operation, and its revenue sources reflect the many businesses that make up City operations. City-wide revenue totals \$398,571,417 for 2019, a decrease of \$10,037,854 or 2.5% over 2018 projections.

With a property tax rate of \$13.20 per \$1,000 of valuation, total tax revenue for operations, maintenance, and debt service is anticipated at \$76.9 million. Additional tax revenue includes \$43.6 million from city sales tax, \$11.7 million from hotel/motel occupancy tax and \$51.8 million from taxes assessed on alcoholic beverages, vehicle rentals and etc. City revenue sources are divided into the following categories with major changes highlighted below:

- **Taxes** represent 46% of City revenue and include property taxes, sales tax, and other taxes such as alcohol taxes and the hotel/motel tax. Real property tax revenue increases to account for a budgeted one mill increase adopted by City Council in 2018, with a .2 mill rollback adopted in the 2019 Budget Ordinance. The addition of Memorial Health University and large residential developments to the tax digest contribute approximately \$875,000 to the increase in property taxes. Continued growth is also predicted for Savannah's tourism sector resulting in higher hotel/motel tax revenue, included in the "Other Taxes" category.
- **User Fees** are received for specific services provided by the City and represent 32% of revenue. More than half of user fee revenue is generated by water, sewer, and sanitation services. Rate increases are planned for water and sewer consumption charges in 2019, as well as rate changes/new fees for other selected city services. Fees for Other Services – General Fund within the User Fees revenue section declined significantly in 2019 as a result of phasing out the Chatham County police reimbursements due to the police demerger in 2018.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal, and General Fund contributions to subsidized funds. Interfund Revenues remain flat for 2019 in comparison to the previous year.
- **Licenses and Permits** revenue is derived from such sources as alcoholic beverage licenses and utility franchise fees. The most significant revenue source in this category is electric franchise fees, which accounts for more than half of Licenses and Permits revenue. Total revenue within this category is essentially flat in 2019 compared to 2018.
- **Fines, Forfeits, and Penalties** consist primarily of Recorder's Court fines and parking citations. In 2019, fines revenue is forecast to increase related to the renewal of the H.E.A.T. (Highway Enforcement of Aggressive Traffic) grant and additional traffic enforcement related activity.
- **Grant Revenues** are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. Grant awards can vary greatly from year to year. While some Federal grant awards will increase for 2019, the discontinuation of the State-funded Savannah Impact Program will mean an anticipated decrease of about \$30,000 in grant revenues overall.
- **Interest Earned** revenue comes from City investments. Revenue generated from this source is expected to increase by 12.9% in 2018. Financial policies related to the City's investments

encourage a diversified portfolio of allowable investments that provide a favorable rate of return with minimum risk.

- **Other Revenues** consist of various revenue sources. FEMA reimbursements related to Hurricane Matthew and Hurricane Irma which occurred in 2016 and 2017, respectively, are major sources contributing to this account.

CITY-WIDE REVENUE DETAIL

<u>Revenue Source</u>	<u>2017 ACTUAL</u>	<u>2018 PROJECTED</u>	<u>2019 ADOPTED</u>	<u>% Change 2018-2019</u>
<u>Taxes</u>				
Property Taxes	\$ 66,095,764	\$ 75,597,629	\$ 76,947,181	1.8
Sales Tax	\$ 40,546,599	\$ 42,537,039	\$ 43,600,465	2.5
Other Taxes	\$ 58,016,365	\$ 61,376,481	\$ 63,417,114	3.3
Subtotal	\$ 164,658,728	\$ 179,511,149	\$ 183,964,760	2.5
<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	\$ 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	\$ 8,123,153	23.0
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	\$ 127,799,745	(1.4)
<u>Interfund Revenues</u>				
Interfund Services	\$ 28,576,612	\$ 33,642,757	\$ 30,820,399	(8.4)
Internal Service Charges	\$ 10,887,867	\$ 13,146,523	\$ 14,152,754	7.7
General Fund Contribution	\$ 3,045,657	\$ 2,887,575	\$ 2,426,038	(16.0)
Subtotal	\$ 42,510,136	\$ 49,676,855	\$ 47,399,192	(4.6)
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	\$ 19,110,019	\$ 15,098,648	\$ 14,410,401	(4.6)
Interest Earned	\$ 746,384	\$ 453,900	\$ 512,400	12.9
Other Revenues	\$ 6,376,324	\$ 11,499,029	\$ 568,836	(95.1)
Draw from Reserves	\$ -	\$ -	\$ -	0.0
TOTAL	\$ 389,713,492	\$ 408,609,271	\$ 398,571,417	(2.5)

Fee Changes

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

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
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

Cemetery Fees (continued)	2018	2019
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
Perpetual Care*	\$ 16.00	\$ 19.00
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
Building Inspection Fees - Permit (Master Home Plan Fees)	\$ -	\$ 50.00
Daffin Park Pavilion – Non-Profit	\$ -	\$ 60.00
Daffin Park Pavilion	\$ 150.00	\$ 175.00

Licenses & Permit Fees (continued)	2018	2019
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
Miscellaneous (License Class - Wine)	\$ 100.00	\$ 150.00
Miscellaneous Advertisement	\$ 15.00	\$ 20.00
Miscellaneous Sign Posting Fee	\$ 5.00	\$ 10.00

Licenses & Permit Fees (continued)	2018	2019
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	\$ - (flat fee)	\$ 750 (flat fee)
	\$ 250 (per acre)	\$ 250 (per acre)
	\$ 125 (min)	\$ 875 (min)
	\$ 12,000 (max)	\$ 12,000 (max)
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) (10-15 Chairs) (16-20 Chairs) (21+ Chairs)	\$ 200.00	\$ 100.00 (per table)
	\$ 300.00	\$ 50.00 (per bench)
	\$ 400.00	\$ 25.00 (per chair)
	\$ 500.00	\$ 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

Licenses & Permit Fees (continued)	2018	2019
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

Recreation Fees (continued)	2018	2019
Performing Arts Studio Non-Profit (per rehearsal - 2 hours)	\$ -	\$ 150.00
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	\$ 200.00
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
4" ULFM-AMI	\$ -	\$ 4,550.00
6" ULFM-AMI	\$ -	\$ 6,000.00
8" ULFM-AMI	\$ -	\$ 7,500.00

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:

Utility Rates	
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
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

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

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.

* Fee is designated for the Cemetery Fund.

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 13.20 mills, which is \$8 less per \$40,000 assessed value than the 2018 amended rate of 13.40.

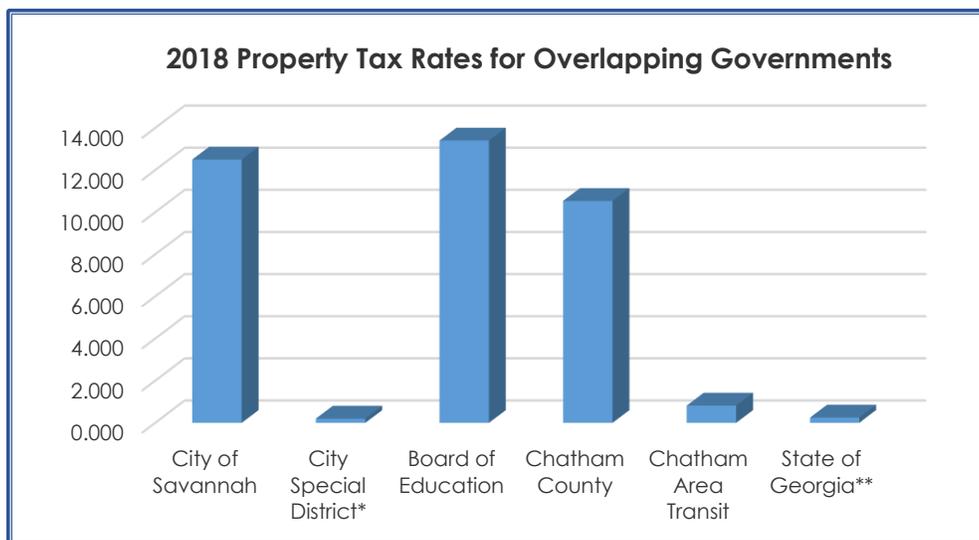


For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 13.20 mills for year 2019, the property tax would be \$528.00. This is \$13.20 for every \$1,000 of assessed value (or \$13.20 multiplied by 40).

<u>Year</u>	<u>Property Value</u>	<u>Assessed Value</u>	<u>Millage</u>	<u>City Property Tax</u>
2018	\$100,000	\$40,000	\$13.40 per \$1,000	\$536.00
2019	\$100,000	\$40,000	\$13.20 per \$1,000	\$528.00

Property tax revenue derives from the interplay between growth in taxable property valuations and the property tax rate, which is established annually during the City's budget process. The Savannah City Council officially adopted a lower property tax rate for FY19 at the final budget hearing in December 2018.

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).



Source <https://www.chathamcountyga.gov/Government/PropertyTaxRates>

* 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

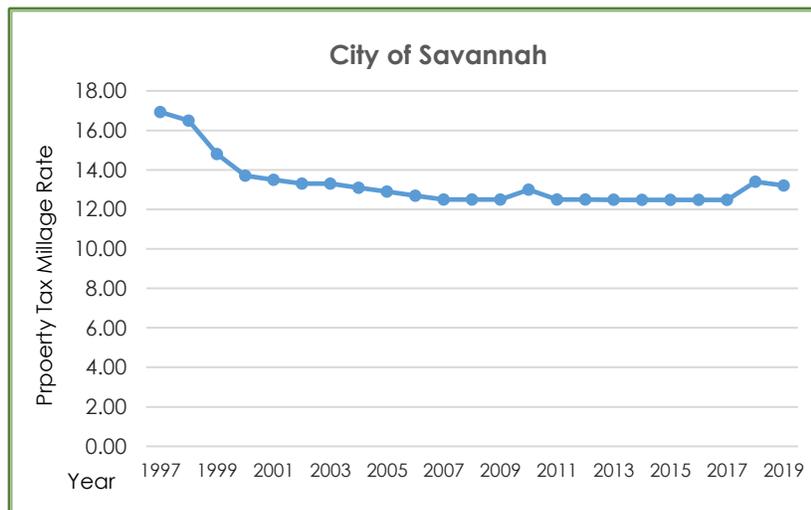
** Beginning January 2016, there is no state levy

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.

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

Source: <https://www.chathamcountyga.gov/Government/PropertyTaxRates>

City of Savannah Property Tax Rates & Total Assessed Values			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1997	16.93	2,079,467	6.5%
1998	16.50	2,208,079	6.2%
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	13.10	3,288,480	8.6%
2005	12.90	3,593,557	9.3%
2006	12.70	4,102,072	14.2%
2007	12.50	4,610,615	12.4%
2008	12.50	4,986,597	8.2%
2009	12.50	5,010,250	0.5%
2010	13.00	4,768,480	-4.8%
2011	12.50	4,539,928	-4.8%
2012	12.50	4,535,627	-0.1%
2013	12.48	4,603,176	1.5%
2014	12.48	4,751,473	3.2%
2015	12.48	5,098,015	7.3%
2016	12.48	5,121,455	0.5%
2017	12.48	5,404,808	5.5%
2018	13.40	5,640,929	4.4%
2019	13.20	**5,640,929	0.0%



* Total does not include Special District tax as it applies only to properties located within the district

** 2019 Assessed Value is estimated

Source <https://www.chathamcountyga.gov/Government/PropertyTaxRates>

City-Wide Expenditure Overview

City-wide expenditures total \$398,571,417 which is 2.5% 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 \$1,687,983 or 1% above 2018 projected expenditure. Major changes are described as follows:

The 2019 workforce budget is built on a base of 2,437.22 permanent positions, 50.38 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.

City Council adopted a Living Wage Pay Provision in the budget ordinance, stating that part-time and full-time benefit-eligible city employees would earn pay rates set at the proposed general wage increase rate. This provision was made to attract and retain a talented and knowledgeable workforce who will drive the mission of the Savannah Forward Strategic Plan and make the City of Savannah a desirable place to work. The minimum pay rate for any part-time or full-time benefit-eligible city employee is set at \$11.82.

The budget continues the comprehensive medical benefits plan to employees, dependents, and retirees with an employer contribution of \$21,950,476 which is \$414,513 or 1.9% over the 2018 contribution.

The 2019 budget also contains an allocation of \$2,815,331 in recognition of the City's cost of post-retirement medical benefits for employees. This is \$658,110 or 18.9% less than the 2018 projected expenditure.

Based on the latest actuarial study, \$9,121,271 will be contributed to the Pension Fund. This represents a decrease of \$104,793 or 1.1% 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 \$3,250,570 or 6.1% 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 preserving landfill capacity.
- **COMMODITIES** are items which are consumed or show material change in physical condition and are generally of limited value after use. Overall, this expenditure category increased \$1,715,323 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 to pay for such items as debt requirements and services performed by one department for another. Expenditures in this category represent 15% of the total budget and decreased \$11,880,683 or 16.7% over 2018 projected expenditures. The main reason for the decrease is due to enhanced police fleet additions budgeted in 2018 that are not needed for 2019.
- **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 \$493,048 or 1.5% in this category.

CITY-WIDE EXPENDITURE DETAIL

<u>Expenditure by Fund</u>	<u>2017 ACTUAL</u>	<u>2018 PROJECTED</u>	<u>2019 ADOPTED</u>	<u>% Change 2018-2019</u>
General Fund	\$ 192,072,965	\$ 200,291,563	\$ 199,943,286	(0.2)
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 592,136	\$ 410,034	\$ 474,575	15.7
Grant (211, 212, 213)	9,909,887	8,593,464	7,903,642	(8.0)
Community Development	7,045,019	7,577,219	8,098,605	6.9
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	\$ 42,178,522	(9.2)
<u>Enterprise Funds</u>				
Sanitation	\$ 27,277,989	\$ 28,220,875	\$ 29,296,383	3.8
Civic Center	3,270,072	4,695,300	3,896,525	(17.0)
Water	18,533,184	29,152,253	29,356,879	0.7
Sewer	26,414,570	41,938,114	44,457,376	6.0
I & D Water	7,479,960	6,756,043	8,286,000	22.6
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	\$ 132,679,985	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	8,006,721	(58.7)
Subtotal	\$ 20,041,773	\$ 33,744,154	\$ 23,769,622	(29.6)
Subtotal	\$ 357,041,798	\$ 408,609,271	\$ 398,571,417	(2.5)
Less Transfers Between Funds	\$ (45,176,585)	\$ (54,762,561)	\$ (53,339,593)	(2.6)
TOTAL	\$ 311,865,214	\$ 353,846,710	\$ 345,231,824	(2.4)

Projected Changes in Fund Balance

FUND BALANCES 2015-2017

The following table shows 2015-2017 beginning and ending fund balance levels for certain governmental funds. While these funds have historically trended with positive fund balances, natural disasters in 2016 and 2017 impacted our financial conditions. The Hurricane Matthew Fund was created in 2017 to monitor expenses incurred from these natural disasters and reimbursements received from the Federal Emergency Management Agency (FEMA). As of December 31, 2017, the City of Savannah was due a total of \$6.3 million, creating a fund balance deficit. This deficit is consolidated with the Grant, Public Safety Communications, Hazardous Material, Economic Development, Recorder's Court Technology Fee, Confiscated Assets, Hotel/Motel Tax and Auto Rental Tax fund balances in the Special Revenue section below.

Fund	Beginning Fund Balance 1-1-2015	Ending Fund Balance 12-31-2015	Net Increase/Decrease 2015	Beginning Fund Balance 1-1-2016	Ending Fund Balance 12-31-2016	Net Increase/Decrease 2016	Beginning Fund Balance 1-1-2017	Ending Fund Balance 12-31-2017	Net Increase/Decrease 2017
General	33,885,347	35,469,986	1,584,639	35,469,986	36,709,036	1,239,050	36,709,036	39,416,139	2,707,103
Special Revenue	2,947,238	2,493,258	(453,980)	2,493,258	1,811,476	(681,782)	1,811,476	(3,110,989)	(4,922,465)
Debt Service	927,191	930,017	2,826	930,017	933,528	3,511	933,528	941,713	8,185
Capital Improvement	35,532,703	43,031,798	7,499,095	43,031,798	42,082,815	(948,983)	42,082,815	52,689,600	10,606,785
TOTAL	73,292,479	81,925,059	8,632,580	81,925,059	81,536,855	(388,204)	81,536,855	89,936,463	8,399,608

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

FUND BALANCES 2018-2019

The General Fund is the chief operating fund of the City. The General Fund reserve balance provides funds for contingencies, emergencies and unforeseen situations. As of December 31, 2018, the General Fund reserve balance was approximately \$40.9 million, or 20.4% of General Fund expenditures plus transfers out. Of this amount, approximately \$38.5 million, or 19.2%, is classified as unassigned fund balance. The unassigned fund balance rate is on target with the City's financial policy to maintain an amount between 15% and 20% of total general fund expenditures and transfers out.

The 2019 Adopted budget presents anticipated revenues totaling anticipated expenditures for governmental funds. This results in no change to the General Fund reserve balance for fiscal year 2019. The projected fund balance of the General Fund is approximately \$40.9 million for 2019 and equates to 20.5% of total General Fund expenditures and transfers out.

Included in the following tables are the unaudited 2018 and budgeted 2019 fund balances for selected City governmental funds. The Special Revenue entry in the tables consists of the following funds: Grant, Public Safety Communications, Hazardous Material, Economic Development, Recorder's Court Technology Fee, Confiscated Assets, Hotel/Motel Tax and Auto Rental Tax.

The 2018 Ending Fund Balance is based upon the 2018 preliminary figures from unaudited financial reports and may be adjusted at year-end closeout as a result of 2018 audit findings.

Fund	Beginning Fund Balance 1-1-2018	Appropriated Funds Operating Revenues	Appropriated Funds Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Unaudited Ending Fund Balance 12-31-2018	% Change Projected Fund Balance
General	39,416,139	189,500,493	175,499,670	53,151,850	12,775,491	25,280,009	40,912,444	3.8%
Special Revenue	-3,110,989	42,049,945	27,694,949	11,244,007	926,279	16,627,088	-4,456,803	43.3%
Debt Service	941,713	15,405	2,513,809	-1,556,692	2,513,809	0	957,118	1.6%
Capital Improvement	52,689,600	21,712,675	14,653,295	40,230,358	15,592,870	0	75,341,850	43.0%
TOTAL	89,936,463	253,278,518	220,361,723	103,069,523	31,808,449	41,907,097	112,754,609	25.4%

Fund	Beginning Fund Balance 1-1-2019	Appropriated Funds Operating Revenues	Appropriated Funds Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Ending Fund Balance 12-31-2019	% Change Projected Fund Balance
General	40,912,444	187,001,446	189,113,114	38,750,776	12,941,840	10,830,172	40,912,444	0.0%
Special Revenue	-4,456,803	47,217,952	28,603,109	14,158,040	941,965	19,556,808	-4,456,803	0.0%
Debt Service	957,118	0	20,000,000	-19,042,882	20,000,000	0	957,118	0.0%
Capital Improvement	75,341,850	0	4,890,000	70,451,850	4,890,000	0	75,341,850	0.0%
TOTAL	112,754,609	234,219,398	242,606,223	104,317,784	38,773,805	30,386,980	112,754,609	0.0%

2019 Permanent Authorized Positions

The FY 2019 operating and grant budgets include funding for 2,437.22 full-time equivalent positions. Overall, the net change in positions citywide is a decrease of 50.38, or 2.1%. A summary of the personnel changes by service center are shown on the following pages.

<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	0.00
Clerk of Council	3.00	3.00	3.00	0.00
City Attorney	5.00	5.00	5.00	0.00
Governance Subtotal	20.00	20.00	20.00	0.00
<u>STRATEGIC SERVICES</u>				
City Manager	12.00	7.00	6.00	-1.00
Arena Development District	0.00	1.00	1.00	0.00
ACM, Utilities/Construction*	3.00	0.00	0.00	0.00
ACM, Administrative and Community Services*	3.00	0.00	0.00	0.00
Office of Public Communications	5.00	6.00	6.00	0.00
Office of Performance & Accountability	7.00	3.00	3.00	0.00
Office of Business Opportunity	0.00	6.00	6.00	0.00
Economic Development*	4.00	0.00	0.00	0.00
Entrepreneurial Center*	6.00	0.00	0.00	0.00
Office of Management and Budget	8.00	9.00	9.00	0.00
Strategic Services Subtotal	48.00	32.00	31.00	-1.00
<u>PUBLIC SAFETY</u>				
SavCommunications	104	103	6.00	-97.00
<u>Savannah Police Department</u>				
Police Chief	16.13	15.13	9.13	-6.01
Patrol and Special Operations	443.00	326.00	326.24	0.24
Criminal Investigations	91.00	81.25	80.25	-1.00
SARIC	18.00	20.00	20.00	0.00
Traffic Unit	20.00	23.00	25.00	2.00
Mounted Patrol	7.00	7.00	7.00	0.00
Canine Unit	6.00	7.00	7.00	0.00
Support Services	14.00	15.00	12.00	-3.00
Training and Recruitment	12.00	13.00	14.00	1.00

2019 Authorized Permanent Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
Information Management Division	26.00	25.00	29.00	4.00
Counter Narcotics Team (CNT)	32.00	32.00	30.00	-2.00
Professional Standards and Training	9.00	9.00	9.00	0.00
Savannah Impact Program*	13.00	0.00	0.00	0.00
CrimeStoppers*	3.00	0.00	0.00	0.00
Savannah Impact Work Venture	2.00	0.00	0.00	0.00
Strategic Investigative Unit	15.00	30.00	30.00	0.00
Management Services Division	0.00	0.00	14.00	14.00
HEAT Grant ¹	3.00	3.00	3.00	0.00
COP Grant ¹	15.00	15.00	15.00	0.00
Subtotal	745.13	619.38	630.62	9.24
Savannah Fire Department				
Fire Chief	24.00	22.00	22.00	0.00
Emergency Planning	1.00	2.00	2.00	0.00
Fire Operations	341.00	323.00	308.00	-15.00
Hazardous Material Team	4.00	4.00	4.00	0.00
Subtotal	370.00	351.00	336.00	-15.00
Public Safety Subtotal	1219.13	1073.38	972.62	-100.77
<u>MUNICIPAL OPERATIONS</u>				
Chief Operating Office				
Office of the Chief Operating Officer	2.00	3.00	3.00	0.00
311 Action Center Unit	3.00	3.00	5.00	2.00
Special Events, Film, & Tourism Unit	0.00	8.00	9.00	1.00
Film Services*	0.00	0.00	0.00	0.00
Subtotal	5.00	14.00	17.00	3.00
Human Resources Department				
Human Resources	20.00	16.00	21.00	5.00
Risk Management Division	6.00	6.00	6.00	0.00
Subtotal	26.00	22.00	27.00	5.00
Financial Services				
Accounting Services Division	13.00	14.00	14.00	0.00
Purchasing Division	6.00	11.00	11.00	0.00
Inventory Management*	5.00	0.00	0.00	0.00
Revenue Administration Division	19.00	20.00	22.00	2.00
Revenue Administration - Utility Services	24.00	34.00	33.00	-1.00
Subtotal	73.00	85.00	80.00	1.00

2019 Authorized Permanent Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
Fleet Services Department				
Fleet Administration	5.00	5.00	5.00	0.00
Fleet Maintenance Division	37.00	38.00	38.00	0.00
Subtotal	42.00	43.00	43.00	0.00
Department of Information Technology				
Information Technology	36.00	36.60	36.60	0.00
Mail and Municipal Building Services*	0.60	0.00	0.00	0.00
Subtotal	36.60	36.60	36.60	0.00
Real Estate Services				
Real Estate Administration	0.00	2.00	2.00	0.00
Property Acquisition, Disposition and Management Division	0.00	7.00	9.00	2.00
Real Property Services*	6.00	0.00	0.00	0.00
Facility Maintenance & Operations Division	0.00	26.00	24.00	-2.00
Buildings & Electrical Maintenance*	18.00	0.00	0.00	0.00
Civic Center Operations Division	20.00	20.00	20.00	0.00
Civic Center Concessions	2.00	2.00	2.00	0.00
Cemeteries Division	23.63	23.63	23.63	0.00
River Street Hospitality Center Division	2.25	2.25	2.25	0.00
Subtotal	71.88	82.88	82.88	0.00
Recorder's Court Department	28.00	28.00	28.00	0.00
Municipal Operations Subtotal	276.48	305.48	314.48	9.00
<u>INFRASTRUCTURE & DEVELOPMENT</u>				
Chief Infrastructure & Development Office				
Office of the Chief Infrastructure & Development Officer	0.00	5.00	5.00	0.00
Environmental Services & Sustainability Division*	4.00	0.00	0.00	0.00
Office of Capital Projects Management Unit	0.00	8.00	9.00	1.00
Subtotal	4.00	13.00	14.00	1.00
Parking Services Department				
Parking Management	32.00	29.00	31.00	2.00
Parking Facilities Division	33.70	33.70	33.70	0.00
Subtotal	65.70	62.70	64.70	2.00

2019 Authorized Permanent Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
Mobility Services Department				
Mobility Management	0.00	10.00	11.00	1.00
Signals and Street Lights Unit / Signs & Markings Unit	31.00	22.00	22.00	0.00
Streets Maintenance Unit	48.00	31.00	31.00	0.00
Subtotal	79.00	63.00	64.00	1.00
Development Services Department				
Development Services Administration	55.00	49.00	48.00	-1.00
Subtotal	55.00	49.00	48.00	-1.00
Public Works & Water Resources Department				
Public Works & Water Resources Administration	4.00	5.00	5.00	0.00
Greenscapes Division	0.00	127.00	129.00	2.00
Public Works & Water Resource Bureau Chief*	4.00	0.00	0.00	0.00
Buildings & Grounds Maintenance* Park & Tree*	44.00	0.00	0.00	0.00
Stormwater Management Division	71.00	0.00	0.00	0.00
Water Resources Planning & Engineering Division	60.00	50.00	50.00	0.00
Supply & Treatment Unit	18.00	18.00	18.00	0.00
Water Distribution Unit	26.00	26.00	26.00	0.00
Sewer Maintenance Unit	54.00	54.00	54.00	0.00
Lift Station Maintenance Unit	31.00	31.00	31.00	0.00
President Street Plant Unit	28.00	28.00	29.00	1.00
Regional Plants Unit	65.00	66.00	65.00	-1.00
I&D Water Distribution Unit	15.00	14.00	14.00	0.00
Subtotal	38.00	38.00	41.00	3.00
Infrastructure & Development Subtotal	458.00	457.00	462.00	5.00
Infrastructure & Development Subtotal	661.70	644.70	652.70	8.00
<u>COMMUNITY SERVICES</u>				
Office of the Chief Community Services Officer	4.00	3.00	4.00	1.00
Cultural Resources Department				
Cultural Arts Division	8.00	7.00	10.50	3.50
Municipal Archives Division	2.00	3.00	3.00	0.00
Subtotal	10.00	10.00	13.50	3.50

2019 Authorized Permanent Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
Code Compliance Department				
Code Compliance Administration	0.00	5.00	5.00	0.00
Business Regulation	0.00	7.75	0.00	-7.75
Code Enforcement	0.00	36.00	40.00	4.00
Property Maintenance*	31.00	0.00	0.00	0.00
Tourism Management & Ambassadorship*	24.75	0.00	0.00	0.00
Subtotal	55.75	48.75	45.00	-3.75
Human Services Department				
Human Services Administration	6.00	3.00	10.00	1.00
Grants & Contracts Division	8.00	4.00	7.00	1.00
Family & Community Services Unit	0.00	12.00	0.00	-12.00
Resource & Success Centers Division	4.00	4.00	6.00	2.00
Citizens' Office*	0.00	0.00	0.00	0.00
WorkSource Coastal/Employment Services	0.00	0.00	13.00	13.00
Worksource Coastal/Youthbuild GF	1.00	1.00	2.00	1.00
Subtotal	19.00	24.00	38.00	6.00
Housing & Neighborhood Services Department				
Housing and Neighborhood Services Administration	14.00	8.00	12.00	4.00
Neighborhood Services Division	0.00	7.00	9.00	2.00
Subtotal	14.00	15.00	21.00	6.00
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 ²	0.00	12.50	16.50	4.00
Therapeutic Recreation	4.20	4.20	4.20	0.00
Recreation Services ³	62.36	58.09	62.72	4.63
Senior Services	27.26	27.26	30.26	3.00
Subtotal	115.07	118.30	129.93	11.63

2019 Authorized Permanent Positions

<u>BUSINESS UNITS</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>2019 Permanent</u>	<u>Change 2018-2019</u>
Sanitation Administration	7.00	8.00	8.00	0.00
Residential Refuse Division	101.00	101.00	101.00	0.00
Refuse Disposal Division	14.00	14.00	14.00	0.00
Street Cleaning Division	22.00	22.00	22.00	0.00
Commercial Refuse Division	13.00	13.00	17.00	4.00
Recycling & Litter Services Division	33.00	33.00	33.00	0.00
Sanitation Subtotal	190.00	191.00	195.00	4.00
Community Services Subtotal	407.82	410.05	446.43	36.38
TOTAL CITYWIDE	2633.13	2487.60	2437.22	-50.38

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

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

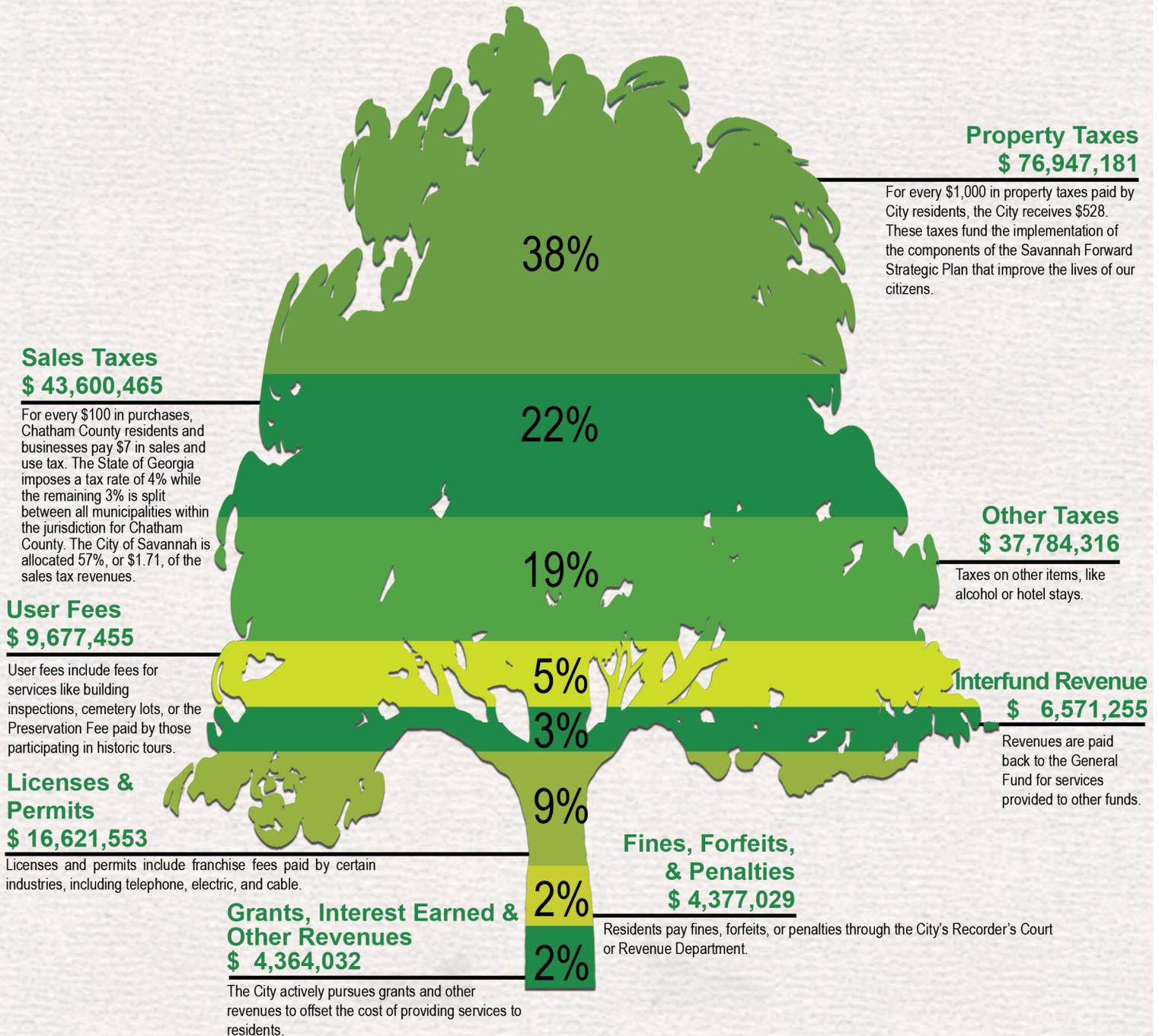
¹ Police Grant Funded Positions

² Formerly Athletic Maintenance Division

³ Formerly Youth Services Division

General Fund Revenues

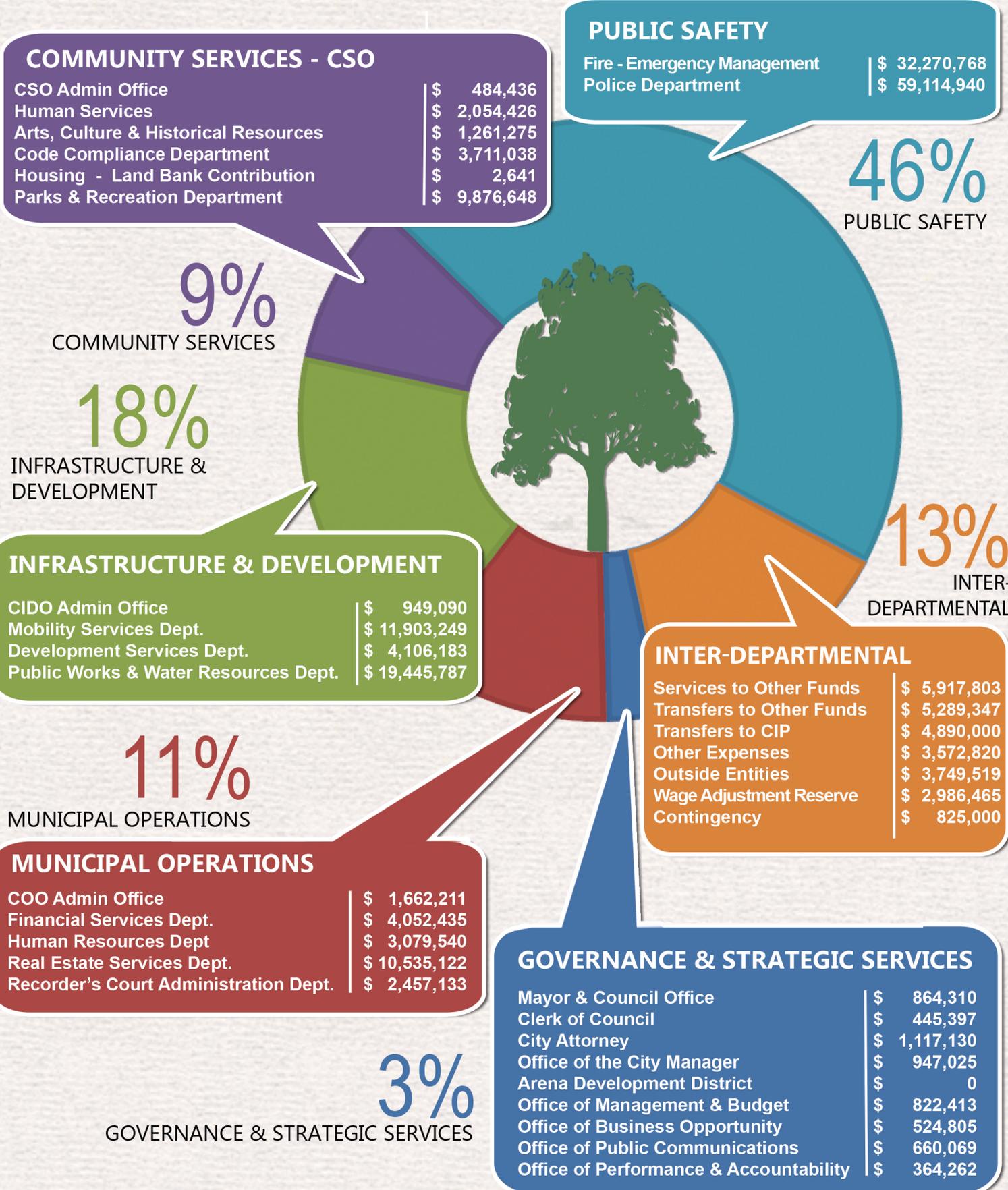
WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO? - The City's General Fund revenue portfolio is quite diversified. About 79% of all annual revenues are from taxes such as Property Tax, Sales Tax, or Other Taxes. The remaining revenue sources include fees and charges from residents and businesses, charges to other funds for services provided, and outside funding, like grants.



TOTAL \$199,943,286

All numbers indicated above are in \$ millions

General Fund Expenses

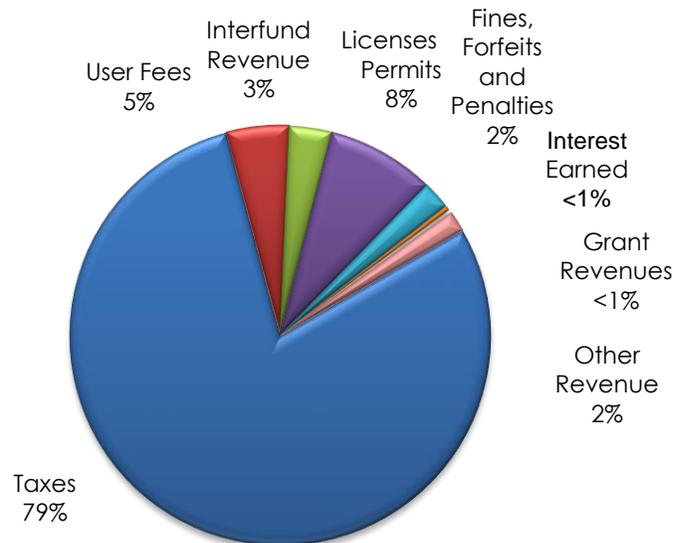


GENERAL FUND DETAILS

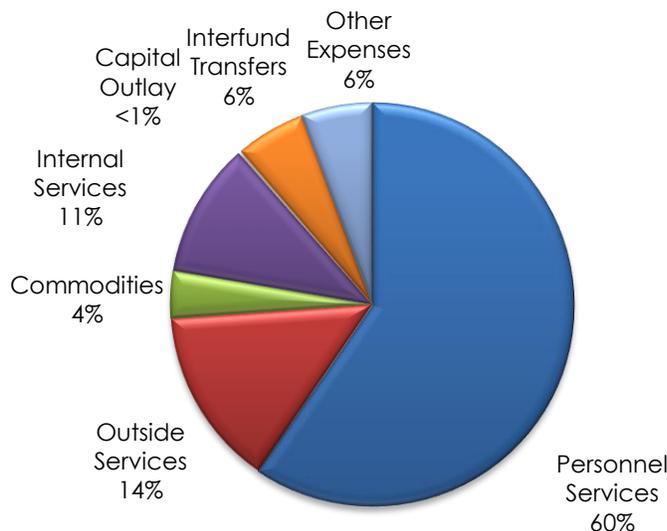
In FY 2019 the City plans on spending \$199.9 million on general operations. The charts below give a broad overview of the major revenues and expenditures for the City's operating budget. It is evident from this overview that Taxes, Licenses and Permits account for most of the revenues to cover the largest expenses for general operations; personnel and outside services. The General Fund comprises 50.2% of the City-wide operating budget.

WHERE THE MONEY COMES FROM

Taxes	\$	158,331,962
User Fees		9,677,455
Interfund Revenues		6,571,255
Licenses and Permits		16,621,553
Fines, Forfeits and Penalties		4,377,029
Grant Revenues		701,617
Interest Earned		410,000
Other Revenues		3,252,414
Total	\$	199,943,286



WHERE THE MONEY GOES



Personnel Services	\$	119,135,933
Outside Services		28,606,803
Commodities		7,603,821
Internal Services		21,609,750
Capital Outlay		372,913
Interfund Transfers		11,294,337
Other Expenses		11,319,729
Total	\$	199,943,286

REVENUES BY SOURCE

General Fund revenue is budgeted at \$199,943,286 for 2019. 38% of its total revenue (\$76.9 million) will come from property taxes, its largest and most stable source of revenue. Sales tax revenue, a significant but highly volatile revenue source, represents projected growth of 2.5% or \$1.06 million above estimated 2018 collections. Rate adjustments/new fees are included for selected certain revenue sources within the General Fund.

Highlights consist of the following:

- *Property Taxes* - The revenue forecast includes growth in the tax digest and an adopted millage rate of 13.20 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 post-demerger.
- *Hotel/Motel Tax* - Continued growth in the City's tourism sector is anticipated to result in 5% growth in tax revenue as well as impact other revenue sources.

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
<u>Taxes</u>				
<u>Property Taxes</u>				
Real Property Tax (Current)	\$ 50,220,862	\$ 58,391,897	\$ 59,821,192	2.4
Personal Property Tax (Current)	7,412,404	8,731,622	8,945,351	2.4
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	344,776	(33.5)
Intangible Tax	1,402,285	1,465,687	1,350,000	(7.9)
Public Utility Tax	1,593,777	1,814,700	1,859,120	2.4
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	\$ 76,947,181	1.8
<u>Sales Tax</u>				
Sales Tax	\$ 40,546,599	\$ 42,537,039	\$ 43,600,465	2.5

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</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	520,000	10.6
Subtotal	\$ 35,208,701	\$ 37,049,530	\$ 37,784,316	2.0
Total General Fund Taxes	\$ 141,851,064	\$ 155,184,198	\$ 158,331,962	2.0

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)

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Leisure Services Fees (continued)				
Park & Square Event Fees	285,321	425,731	372,800	(12.4)
Subtotal	\$ 952,130	\$ 1,143,198	\$ 1,380,300	20.7
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)

<u>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Fees for Other Services (continued)				
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)
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	\$ 18,136,136	\$ 9,082,199	\$ 5,001,705	(44.9)
Total General Fund User Fees	\$ 22,040,459	\$13,583,411	\$9,677,455	(28.8)
Interfund Revenues				
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>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
<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
<u>Fine, Forfeits & Penalties</u>				
Recorder's Court Fines	\$ 2,311,976	\$ 2,443,750	\$ 2,810,313	15.0
Red Light Camera Fines	727,880	500,000	850,000	70.0
Execution Fees	185,835	264,630	300,000	13.4
Interest on Delinquent Taxes	260,796	396,502	416,716	5.1
Subtotal	\$ 3,486,487	\$ 3,604,882	\$ 4,377,029	21.4
<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>Revenue Source</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
<u>Other Revenues</u>				
Recorder's Court Tech Fee	\$ 0	\$ 6,977	\$ 0	100.0
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)
Outside Fire Training Fees	950	0	0	0.0
Sale of Land and Property	0	13,058	0	(100.0)
Sale of Surplus Property	67,255	50,000	50,000	0.0
Discounts	94,164	108,045	100,000	(7.4)
Miscellaneous Revenue	712,313	422,700	457,360	8.2
Chatham County	89,574	(50,000)	(50,000)	0.0
From Parking Services Fund	0	940,000	770,990	(18.0)
Other State Grants	\$ 51,776	\$ 0	\$ 0	0.0
From Hurricane Matthew Fund	463,562	0	0	0.0
From Section 108 Loan	0	55,818	0	100.0
Witness Fees	21,240	20,000	20,000	0.0
Reimbursement				
Home Town Relief Grant	25,205	0	0	0.0
CrimeStoppers Reimbursement	52,350	0	0	0.0
Payment in Lieu of Taxes	1,711,128	1,441,085	1,295,064	(10.1)
Chatham County	30,000	0	0	0.0
Donations from Private	275,269	60,607	3,000	(95.1)
State of Georgia	14,000	0	0	0.0
Subtotal	\$ 4,400,528	\$ 3,672,885	\$ 3,252,414	(11.4)
Total Revenues Subtotal	\$ 194,230,128	\$ 200,291,563	\$ 199,943,286	(0.2)
Draw from Reserves	\$ 0	\$ 0	\$ 0	0.0
TOTAL REVENUES	\$ 194,230,128	\$ 200,291,563	\$ 199,943,286	(0.2)

EXPENDITURES BY TYPE

The 2019 General Fund expenditure budget of \$199,943,286 considers the effects of events that occurred during 2018, including the transfer of Public Safety Communications to Chatham County as well as a malware attack on the City's network that required cyber security measures to be implemented and carried into 2019.

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 vacant FTE positions in Savannah Fire Rescue. The budget includes funding to increase the City's minimum living wage for both regular and part-time employees to \$11.82 per hour.
- *General Wage Increase* - The City of Savannah implemented a 3.5% 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 increased 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 as a result of the police demerger with Chatham County.
- *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 will implement enhanced anti-virus software and cyber insurance to mitigate the costs of any future attacks throughout 2019. Internal Service chargebacks will increase primarily due to this programmatic change.

<u>Expenditure Area</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Personnel Services	\$ 116,267,777	\$ 115,375,249	\$ 119,135,933	3.3
Outside Services	20,655,614	28,037,068	28,431,803	1.4
Commodities	6,260,001	7,494,067	7,603,821	1.5
Interfund Services	18,790,570	19,448,974	21,609,750	11.1
Capital Outlay	236,986	282,792	372,913	31.9
Interfund Transfers	17,447,743	18,576,634	11,294,337	(39.2)
Other Expenses	12,414,274	11,076,779	11,494,729	3.8
TOTAL	\$ 192,072,965	\$ 200,291,563	\$ 199,943,286	(0.2)

EXPENDITURES BY SERVICE CENTER

	2017		2018		2019	% Change
	<u>Actual</u>		<u>Projected</u>		<u>Adopted</u>	<u>2018-2019</u>
<u>Governance</u>						
Mayor and Aldermen	\$ 790,211		\$ 847,139		\$ 864,310	2.0
Clerk of Council	282,768		308,743		445,397	44.3
City Attorney	996,323		1,035,257		1,117,130	7.9
Subtotal	\$ 2,069,302		\$ 2,191,139		\$ 2,426,837	10.8
<u>Strategic Services</u>						
City Manager's Office	\$ 2,022,569		\$ 1,145,754		\$ 947,025	(17.3)
Assistant City Manager – Administrative and Community Services†	131,270		0		0	0.0
Arena Development District	0		144,355		0	(100.0)
Office of Public Communications	453,403		605,369		660,069	9.0
Office of Performance and Accountability	447,132		284,209		364,262	28.2
Office of Business Opportunity	467,078		517,901		524,805	1.3
Entrepreneurial Center†	406,021		0		0	0.0
Savannah Development and Renewal Authority†	295,000		0		0	0.0
Office of Management and Budget	646,685		803,935		822,413	2.3
Subtotal	\$ 4,869,158		\$ 3,501,523		\$ 3,318,574	(5.2)
<u>Municipal Operations</u>						
Chief Operations Officer	\$ 157,134		\$ 411,151		\$ 376,598	(8.4)
Human Resources	1,487,200		1,642,694		2,172,132	32.2
Special Events, Film & Tourism†	487		961,720		887,274	(7.7)
Film Services†	4,389		0		0	0.0
311 Action Center	184,519		212,411		398,339	87.5
Accounting Services	1,143,704		1,256,973		1,395,627	11.0
Purchasing	473,724		830,731		843,757	1.6
Revenue Administration	1,364,097		1,660,441		1,813,051	9.2
Risk Management	712,414		892,723		907,408	1.6
Real Estate Administration	0		2,108,684		1,827,665	(13.3)

	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</u>	% Change <u>2018-2019</u>
Property Acquisition, Disposition and Management	445,824	796,549	3,838,575	381.9
Coffee Bluff Marina†	12,273	15,551	0	(100.0)
Facility Maintenance and Operations	1,429,902	3,131,791	2,713,553	(13.4)
Buildings and Grounds†	4,175,774	0	0	0.0
Mail and Municipal Building Services†	684,477	0	0	0.0
Inventory Management†	347,608	0	0	0.0
City Cemeteries	1,775,792	2,006,592	2,033,532	1.3
River Street Hospitality CT	144,827	129,505	121,797	(6.0)
Citizen Office†	(7,907)	0	0	0.0
Recorder's Court	2,128,589	2,401,507	2,457,133	2.3
Subtotal	\$ 16,664,827	\$ 18,459,023	\$ 21,786,441	18.0

Infrastructure and Development

Chief Infrastructure and Dev Office	\$ 0	965,979	949,090	(1.8)
Public Works and Water Resources Bureau Chief†	326,290	0	0	0.0
Customer & Employee Service Center†	257,447	0	0	0.0
Environmental Services & Sustainability†	339,779	0	0	0.0
Signals & Street Markings Unit	6,689,782	\$ 6,504,498	\$ 6,679,721	2.7
Stormwater Management	5,611,095	5,546,344	5,865,902	5.8
Streets Maintenance	5,122,684	4,229,909	4,336,442	2.5
Development Services Office of Capital Projects Management	4,295,910	\$ 3,974,997	\$ 4,106,183	3.3
Greenscapes	0	524,636	0*	(100.0)
Park & Tree†	0	12,112,581	13,579,885	12.1
Mobility Management	6,364,612	0	0	0.0
Subtotal	0	810,439	887,086	9.5
Subtotal	\$ 29,007,599	\$ 34,669,383	\$ 36,404,309	5.0

Community Services

Chief Community Services Officer	340,665	442,425	484,436	9.5
Municipal Archives Division	\$ 241,891	\$ 332,524	\$ 353,979	6.5
Human Services-Admin	454,300	893,908	2,054,426	129.8

	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2018-2019</u>
Code Compliance Administration†	0	432,961	604,496	39.6
Code Enforcement†	0	2,706,463	3,106,542	14.8
Business Regulations†	0	415,325	0	(100.00)
Park and Recreation-Administration	754,091	479,487	549,609	14.6
Cultural Arts and Municipal Archives	733,560	715,684	907,296	26.8
Youth Services	4,091,327	4,384,819	4,569,468	4.2
Athletic Services	1,137,642	1,084,290	1,019,872	(5.9)
Senior Services	2,033,975	2,116,118	2,250,644	6.4
Therapeutic Recreation	218,490	254,271	259,650	2.1
Athletic Maintenance Division	0	914,610	1,227,405	34.2
Subtotal	\$ 10,005,941	\$ 15,172,885	\$ 17,387,823	14.6

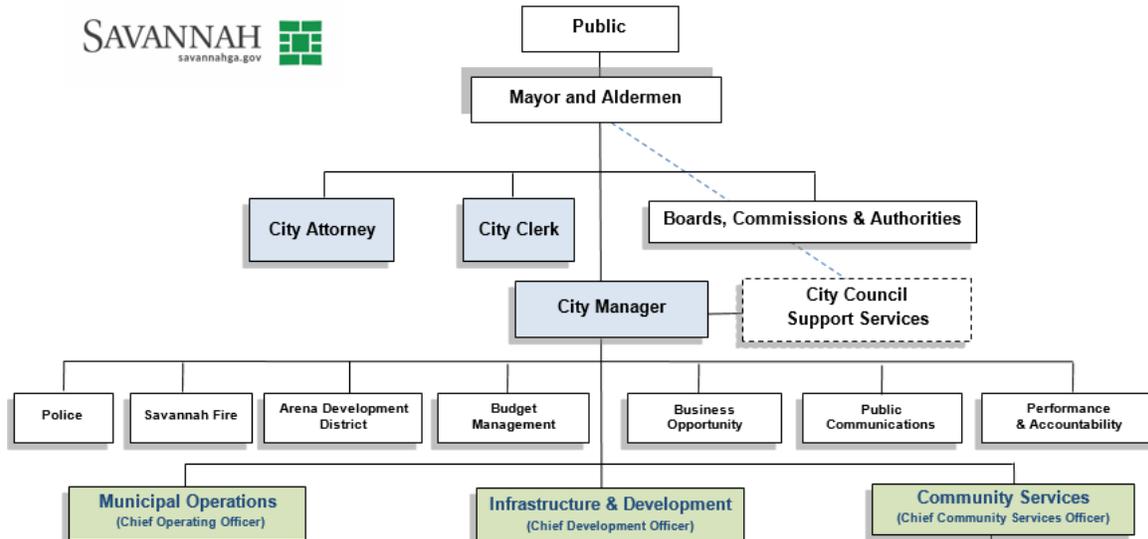
Public Safety

Police Chief	\$ 1,950,754	\$ 1,782,115	\$ 1,498,470	(15.9)
Patrol and Special Ops	41,554,958	35,091,284	32,283,364	(8.0)
Criminal Investigations Savannah Area	8,110,579	7,246,858	7,669,998	5.8
Regional Intelligence Center	1,411,185	1,643,768	1,621,123	(1.4)
Traffic Unit	1,736,361	2,159,758	2,300,577	6.5
Marine Patrol†	(4,238)	0	0	0.0
Mounted Patrol	479,457	655,406	654,240	(0.2)
Canine Unit	568,775	747,549	720,345	(3.6)
Animal Control†	3,272	0	0	0.0
Administrative Services	2,517,360	3,289,929	2,301,553	(30.0)
Training and Recruitment	1,646,836	1,883,082	1,912,317	1.6
Information Management	1,406,923	1,541,840	1,524,076	(1.2)
Counter Narcotics Team	2,347,715	2,545,242	1,966,628	(22.7)
Professional Standards & Training	748,107	929,804	830,928	(10.6)
Savannah Impact†	1,048,499	0	0	0.0
Crime Stoppers	184,029	100,726	2,875	(97.2)
Savannah Impact Work Venture†	429,695	0	0	0.0
Strategic Investigative Unit	1,184,672	2,354,590	2,381,923	1.2
Management Services Division	0	0	1,271,523	100.0
Fire Administration	7,063,335	8,788,275	9,348,966	6.4

	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2018-2019</u>
City-Wide Emergency Planning	170,364	206,899	266,284	28.7
Fire Operations	22,153,676	23,991,349	22,655,518	(5.6)
Subtotal	\$ 96,712,314	\$ 94,958,474	\$ 91,385,708	(3.8)
<u>Outside Agencies</u>				
Small Business Assistance Corporation – General Fund	\$ 80,000	\$ 0	\$ 1,100	100.00
Land Bank Administration	19	2,441	2,641	8.2
Step-Up Program	291,598	311,351	315,680	1.4
Subtotal	\$ 371,617	\$ 313,792	\$ 319,421	1.8
<u>Interdepartmental</u>				
Services From Civic Center Fund	\$ 135,000	\$ 135,000	\$ 135,000	0.0
Services From Sanitation Fund	6,605,063	5,437,912	5,782,803	6.3
Other Dues and Memberships	217,173	226,846	226,846	0.0
Other Expenses	2,879,548	4,093,015	2,888,137	(29.4)
Other Community Promotion	733,112	458,250	457,836	(0.1)
Cultural Arts Contributions	731,650	680,400	680,400	0.0
Social Service Contributions†	645,773	833,177	0	(100.0)
Youth Futures Authority†	(7,911)	0	0	0.0
Coastal Heritage Society	736,909	0	0	0.0
Convention & Visitors Bureau	1,520,811	1,559,678	1,311,886	(15.9)
Metropolitan Planning Commission	1,408,405	1,377,911	1,440,453	4.5
Cost of Living Adjustment	0	1,644,526	2,986,465	81.6
Contingencies	0	0	825,000	100.0
Transfer To Haz-Mat Fund	143,299	68,034	132,575	94.9
Transfer To CDBG Special Revenue Fund	1,388,776	1,571,204	1,843,233	17.3
Trans To CIP Fund	10,140,850	4,783,908	4,890,000	2.2
Trans To Debt Service Fund	2,340,531	2,989,492	1,505,721	(49.6)
Trans To Civic Center Fund	\$ 0	\$ 1,016,603	\$ (22,873)	(102.2)
Trans to Parking Fund	679,801	2,079,801	0	(100.0)

	2017	2018	2019	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>2018-2019</u>
Transfer To TAD Fund	2,073,417	2,069,591	1,830,690	(11.5)
Subtotal	\$ 32,372,207	\$ 31,025,348	\$ 26,914,173	(13.3)
TOTAL EXPENSES	\$ 192,072,965	\$ 200,291,563	\$ 199,943,286	(0.2)

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 and Council facilitates communication among and between the public, City staff, committees, boards, federal and state agencies and officials.

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

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 presenting and defending the City's legal interests and rights before all courts, legislative and administrative; supporting the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research, liens) and prosecuting complaints (misdemeanor traffic, municipal, criminal and superior courts).

FY19 RESOURCES

Revenue Source	2017 Actuals	2019 Projected	2019 Adopted
General Fund	\$ 2,069,302	\$ 2,191,139	\$ 2,426,838
Total Revenue	\$ 2,069,302	\$ 2,191,139	\$ 2,426,838
Expenditures by Type	2017 Actuals	2019 Projected	2019 Adopted
Personnel Services	\$ 1,495,655	\$ 1,567,586	\$ 1,581,898
Outside Services	\$ 487,169	\$ 493,262	\$ 691,903
Commodities	\$ 50,881	\$ 41,130	\$ 48,737
Internal Services	\$ 35,597	\$ 89,161	\$ 104,300
Total Expenditures	\$ 2,069,302	\$ 2,191,139	\$ 2,426,838
Expenditures by Business Unit	2017 Actuals	2019 Projected	2019 Adopted
Mayor and Aldermen	\$ 790,211	\$ 847,139	\$ 864,310
Clerk of Council	\$ 282,768	\$ 308,743	\$ 445,397
City Attorney	\$ 996,323	\$ 1,035,257	\$ 1,117,130
Total Expenditures	\$ 2,069,302	\$ 2,191,139	\$ 2,426,838

AUTHORIZED POSITIONS

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 Full Time Equivalents	20.00	20.00	0.00

Governance Performance Measures



Good Government

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

Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Petitions received and processed	500	500	Petition log
Percent of petitions routed to responding departments within 2 days or less	0	100%	Petition log

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

Objective: City Code Update & Review

Performance Measure(s)	2018 Projected	2019 Adopted	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	0	100%	Savannah City Code/Municode
25% will be assessed by July 2019 By Dec 2019, 100% will be assessed for total updates	10%	100%	City Code of Ordinance, and Code Review Committee

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. The City is committed to analyzing its own performance and communicating to the taxpayers how Public funds are spent in terms of results, functions that are essential for 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

Strategic Services works to improve the efficiency and effectiveness of City government operations and create an organizational culture that results in the delivery of excellent services and programs to the residents of the City of Savannah. Strategic Services is coordinated through the City Manager's office. The City Manager is the chief executive officer serving as the Mayor's and City Council chief advisor on operational and administrative matters. The City Manager's Office, working with the governing body, the community and City staff implements the policy decisions of the City Council.

Within the City Manager's office are the offices of Arena Development, Office of Business Opportunity, Office of Management and Budget, Office of Performance and Accountability and the Office of Public Communications. Reporting directly to the City Manager are Public Safety, Municipal Operations, Infrastructure and Development and Community Services. The office of the City Manager develops and is responsible for the City of Savannah Strategic Plan that includes Public Safety, Municipal Operations, Infrastructure and Development and Community Services, and assists in the establishment of citywide performance measures. Strategic Services is a coordinated effort between all City of Savannah Service Centers.

Linkage to Strategic Priorities and Results

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

Key Business Units/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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 4,949,158	\$ 3,501,523	\$ 3,319,673
Total Revenue	\$ 4,949,158	\$ 3,501,523	\$ 3,319,673
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 3,723,651	\$ 2,997,762	\$ 2,717,454
Outside Services	\$ 984,564	\$ 271,602	\$ 335,235
Commodities	\$ 92,885	\$ 51,131	\$ 47,980
Internal Services	\$ 141,248	\$ 181,028	\$ 215,923
Other	\$ 6,811	\$ 0	\$ 3,082
Total Expenditures	\$ 4,949,158	\$ 3,501,523	\$ 3,319,673
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
City Manager	\$ 2,022,569	\$ 1,145,754	\$ 947,025
Office of Public Communications	\$ 453,403	\$ 605,369	\$ 660,069
Office of Performance & Accountability	\$ 447,132	\$ 284,209	\$ 364,262
Arena Development District	\$ * 131,270	\$ 144,355	\$ ** 0
Office of Management & Budget	\$ 646,685	\$ 803,935	\$ 822,413
Office of Business Opportunity	\$ *** 1,248,100	\$ 517,901	\$ 525,905
Total Expenditures	\$ 4,949,158	\$ 3,501,523	\$ 3,319,673

* 2017 total includes ACM Admin & Community Services, which became the Arena Development District as part of the 2018 reorganization.

** As of 2019, expenses will be capitalized to the Arena capital project.

*** 2017 total includes the Entrepreneurial Center, SBAC, and the Savannah Development & Renewal Authority. These units were discontinued/merged into the Office of Business Opportunity as part of the 2018 reorganization.

AUTHORIZED POSITIONS

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

Strategic Services Performance Measures



Good Government

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

Objective: Online Dashboard Development

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Create an Online Dashboard for the City Manager to use to track key processes using ACL	0	1	ACL Software

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

Objective: Efficient Government Operations

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Produce two Reviews each Qtr for a total of eight for the year	4	8	2019 Annual Plan
Perform a Risk Assessment	0	1	Risk Assessment Report
Achieve at least one certification within our team	0	1	Training and Education

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

Objective: AAA Bond Rating Achievement

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Design & Construct Arena on schedule & within budget	0	Guarantee maximum project costs by July. Commence construction by Aug.	Contract / Field Report(s)
Collaborate with Finance to develop funding plan that minimizes issuance of general obligation bonds	0	\$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 Adopted	Data Source
GFOA Budget Rating Received	Distinguished	Distinguished	GFOA Award Notification
Conservative, balanced budget prepared and approved by City Council by December 31st 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: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Adopted	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/CityofSavannah
	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
The City's organizational culture will be recognized as customer focused, responsive and proactive	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 Adopted	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
Perform mid-year and year end reviews of the team	1	2	HR Procedures



Economic Strength & Poverty Reduction

Goal: Raise Savannah Residents Out of Poverty

Objective: Employment Assistance Improvement

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Develop recruitment strategy to train and employ local workforce for arena area construction	0	Minimum of 7 Neighborhood Association Meetings including 1 each in Carver Village, Tremont, Ogeecheeton, Cloverdale, Hudson Hill, Woodville & West Savannah	Neighborhood Association Meeting Minutes

Goal: Raise Savannah Residents Out of Poverty

Objective: Citizen Poverty Reduction

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Launch healthy food financing program	0	1	Staff Report

Goal: Raise Savannah Residents Out of Poverty

Objective: Assessment of Savannah Commercial Corridors

Performance Measure(s)	2018 Projected	2019 Adopted	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 Adopted	Data Source
Help complete Economic Development Strategic Action Plan	0	1	Staff Report



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity

Objective: Access to Quality Housing Improvement

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



Infrastructure

Goal: Safe and Sound Infrastructure

Objective: Savannah Sidewalk Installation

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Design new sidewalks on Stiles Ave. in connection with Arena Area Project by December	0	1.5 miles of new sidewalks	Design Plan



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

Key Business Units/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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 131,270	\$ 144,355	\$ 0
Total Revenue	\$ 131,270	\$ 144,355	\$ 0
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 114,215	\$ 127,337	\$ (18,808)
Outside Services	\$ 1,991	\$ 7,450	\$ 8,125
Commodities	\$ 2,907	\$ 825	\$ 1,875
Internal Services	\$ 10,239	\$ 8,744	\$ 8,808
Other	\$ 1,919	\$ 0	\$ 0
Total Expenditures	\$ 131,270	\$ 144,355	\$ 0
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Arena Development District	\$ * 131,270	\$ 144,355	\$ ** 0
Total Expenditures	\$ 131,270	\$ 144,355	\$ 0

* 2017 total includes ACM Admin & Community Services, which became the Arena Development District as part of the 2018 reorganization.

**As of 2019, expenses will be capitalized to the Arena capital project.

AUTHORIZED POSITIONS

Arena Development District - Position Detail	2019 FTE	Grade
Executive Director, Arena Development District	1.00	125
Total Full Time Equivalents	1.00	



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

Key Business Units/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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 1,248,100	\$ 517,901	\$ 525,905
Total Revenue	\$ 1,248,100	\$ 517,901	\$ 525,905
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 726,547	\$ 395,354	\$ 415,777
Outside Services	\$ 473,864	\$ 80,413	\$ 60,595
Commodities	\$ 8,205	\$ 3,160	\$ 3,680
Internal Services	\$ 37,644	\$ 38,974	\$ 45,779
Other	\$ 1,839	\$ 0	\$ 75
Total Expenditures	\$ 1,248,100	\$ 517,901	\$ 525,905
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of Business Opportunity	\$ *1,248,100	\$ 517,901	\$ 525,905
Total Expenditures	\$ 1,248,100	\$ 517,901	\$ 525,905

* 2017 total includes the Entrepreneurial Center, SBAC, and the Savannah Development & Renewal Authority. These units were discontinued/merged into the Office of Business Opportunity as part of the 2018 reorganization.

AUTHORIZED POSITIONS

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 of Management and Budget 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

Key Business Units/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 and streamline the submission process and act as liaison with funding agencies.

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 646,685	\$ 803,935	\$ 822,413
Total Revenue	\$ 646,685	\$ 803,935	\$ 822,413
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 579,846	\$ 706,429	\$ 716,664
Outside Services	\$ 28,175	\$ 33,751	\$ 38,040
Commodities	\$ 9,521	\$ 20,910	\$ 16,750
Internal Services	\$ 29,144	\$ 42,845	\$ 50,959
Other	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 646,685	\$ 803,935	\$ 822,413
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of Management & Budget	\$ 646,685	\$ 803,935	\$ 822,413
Total Expenditures	\$ 646,685	\$ 803,935	\$ 822,413

AUTHORIZED POSITIONS

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
Executive Assistant	1.00	112
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

Key Business Units/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 1st 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 447,132	\$ 284,209	\$ 364,262
Total Revenue	\$ 447,132	\$ 284,209	\$ 364,262
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 426,394	\$ 256,813	\$ 303,820
Outside Services	\$ 3,564	\$ 11,174	\$ 35,750
Commodities	\$ 647	\$ 1,780	\$ 2,525
Internal Services	\$ 16,527	\$ 14,443	\$ 22,167
Total Expenditures	\$ 447,132	\$ 284,209	\$ 364,262
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of Performance & Accountability	\$ 447,132	\$ 284,209	\$ 364,262
Total Expenditures	\$ 447,132	\$ 284,209	\$ 364,262

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

Key Business Units/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, groundbreaking, ribbon cuttings, open houses, public meetings and celebrations.

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 453,403	\$ 605,369	\$ 660,069
Total Revenue	\$ 453,403	\$ 605,369	\$ 660,069
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 376,181	\$ 456,087	\$ 463,532
Outside Services	\$ 43,603	\$ 91,056	\$ 134,100
Commodities	\$ 11,568	\$ 14,216	\$ 12,100
Internal Services	\$ 22,050	\$ 44,010	\$ 50,337
Total Expenditures	\$ 453,403	\$ 605,369	\$ 660,069
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of Public Communications	\$ 453,403	\$ 605,369	\$ 660,069
Total Expenditures	\$ 453,403	\$ 605,369	\$ 660,069

AUTHORIZED POSITIONS

Office of Public Communications - Position Detail	2019 FTE	Grade
Director, Office of Public Communications	1.00	123
Systems Analyst	1.00	115
Cable Access Coordinator	1.00	114
Event Planner	1.00	112
Video Producer	1.00	111
Senior Administrative Assistant	1.00	109
Total Full Time Equivalent	6.00	

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 uppermost 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 Rescue

Savannah Police
Department

SavCommunications
911

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 96,712,314	\$ 94,958,473	\$ 91,385,708
Haz-Mat Fund	\$ 592,136	\$ 410,034	\$ 474,575
Grant Fund	\$ 9,938,703	\$ 8,867,318	\$ 3,990,349
Total Revenue	\$ 107,243,152	\$ 104,235,825	\$ 95,850,632
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 86,351,046	\$ 79,076,372	\$ 71,902,795
Outside Services	\$ 5,733,575	\$ 5,114,986	\$ 6,242,513
Commodities	\$ 3,389,333	\$ 3,426,974	\$ 3,718,894
Internal Services	\$ 6,448,630	\$ 7,136,444	\$ 7,846,857
Capital Outlay	\$ 309,677	\$ 30,079	\$ 90,345
Interfund Transfers	\$ 78,399	\$ 3,358,875	\$ 249,212
Other	\$ 4,932,492	\$ 6,092,096	\$ 5,800,017
Total Expenditures	\$ 107,243,152	\$ 104,235,825	\$ 95,850,632
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Savannah Fire Rescue	\$ 31,565,876	\$ 33,422,050	\$ 32,768,831
Savannah Police Department	\$ 68,887,369	\$ 63,111,468	\$ 60,681,801
SavCommunications 911	\$ 6,789,907	\$ 7,702,308	\$ 2,400,000
Total Expenditures	\$ 107,243,152	\$ 104,235,825	\$ 95,850,632

AUTHORIZED POSITIONS

Public Safety – Position Detail	2018 FTE	2019 FTE	FY18-19 Difference
Savannah Fire Rescue	351.00	336.00	*-15.00
Savannah Police Department	**621.25	630.62	9.37
SavCommunications 911	103.00	6.00	***-97.00
Total	1075.25	972.62	-102.63

* 15 vacant positions reduced in FY19.

** Includes 18 Grant Funded positions.

*** Personnel for SAVCOMM to transfer to Chatham County, effective May 31, 2019.

Public Safety Performance Measures



Public Safety

Goal: Ensure Safe and Secure Communities

Objective: Meet Call Response Standards

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
7 minute response time to priority 1 calls for service	65%	100%	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%	100%	Training Logs / POST Records
Complete mandatory state training hours	100%	100%	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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: Reduction in Part 1 Violent Crimes

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Reduce violent crime by 5%	7%	5%	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%	Clearance Rate 80%	SARIC & CID Data
Robbery/aggravated assault cases	Combined clearance rate 43%	Combined clearance rate 46%	SARIC & CID Data
Special victims cases	Clearance rate rape only 48%	Clearance rate rape only 51%	SARIC & CID Data
Gang/Gun Investigations	100	100	Comp Stat Reports
Shotspotter calls, NIBIN matches, E-Trace	100	100	Shotspotter Reports/Crime Analyst Reports/ E-Trace Reports
Reduction of Gun violence	5%	10%	EGV Data Stats
Reduce group members involvement with guns	30%	40%	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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
Drug investigations	100	100	SIU Database
Drug complaints assigned	100	100	SIU Database
Reduce violent crime by 5%	7%	5%	Cad Data
Number of officers trained in firearms	556	556	Training Logs / POST Records
Number of officers trained in deadly force	100%	100%	Training Logs / POST Records
Number of officers trained in de-escalation	100%	100%	Training Logs / POST Records
Goal: Ensure Safe and Secure Communities			
Objective: Residents Feeling Safe in their Neighborhoods			
Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Value of stolen property recovered by the pawn shop unit	\$100,000	\$118,000	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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
Hit & run cases	2,736	2,636	Traffic Excel Data Base
Hit & run investigated	100%	100%	Traffic Excel Data Base
Hit & run investigation closed	90%	100%	Traffic Excel Data Base
Red light camera violations	8,139	8,005	Redflex Smartops
Citizen contacts	32,110	35,000	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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%	100%	Monthly Report
Scheduled events attended	85%	85%	Monthly Report
High crime area service request attained	95%	95%	Monthly Report
Public demos	21	19	Weekly Reports
Demos honored	100%	98%	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
State/Federal forfeitures processed	50	60	Monthly Report

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Inventory accountability	100%	100%	Monthly Report
Grants closed on schedule	100%	100%	Monthly Reports
Purchase orders and vouchers processed	5,049	6,000	Lawson System
Officers trained C.A.L.E.A. and State standards	100%	100%	Power DS
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%	100%	Intellevue
Audit passed	100%	100%	GCIC/NCIC Monthly Reports
Funds collected	\$47,000	\$60,000	Monthly Reports
Timely reports (3 days)	100%	100%	Section Tallies
Record checks (3 days)	100%	100%	Section Tallies
Warrants removed (within 1 business day)	100%	100%	Section Tallies
Citizen initiated complaints	79	70	LEAA

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Internal affairs cases investigated	198	150	LEAA
Use of force cases investigated	457	250	LEAA
Internal affairs cases investigated and closed	165	175	LEAA
Average cases assigned per investigator	13	14	LEAA
Percent of complaints referred for precinct investigation	69%	70%	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%	100%	LEAA

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Number of felony related arrest	175	200	Monthly Reports
Number of guns seized	90	120	Monthly Reports
Public fire safety education events	400	400	Records Mgt. System
Commercial building inspections	3,000	3,000	Records Mgt. System
Fire cause determination rate	80%	80%	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)
Customer service surveys	4,575	4,575	Records Mgt. System
Smoke detector installations/ home fire safety surveys	3,700	825	Records Mgt. System
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 Adopted	Data Source
EMT training	42 students	60 students	COS/SFES Strategic Plan



SAVANNAH FIRE RESCUE

Overview

Savannah Fire Rescue 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 29,387,374	\$ 32,986,523	\$ 32,270,768
Haz-Mat Fund	\$ 592,136	\$ 410,034	\$ 474,575
Grant Fund	\$ 1,586,366	\$ 25,493	\$ 23,488
Total Revenue	\$ 31,565,876	\$ 33,422,050	\$ 32,768,831
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 25,756,808	\$ 26,009,259	\$ 24,741,148
Outside Services	\$ 896,901	\$ 830,439	\$ 671,839
Commodities	\$ 930,484	\$ 781,326	\$ 913,883
Internal Services	\$ 1,948,188	\$ 1,953,506	\$ 2,380,491
Capital Outlay	\$ 107,273	\$ 7,410	\$ 16,000
Other	\$ 1,926,223	\$ 3,840,110	\$ 4,045,471
Total Expenditures	\$ 31,565,876	\$ 33,422,050	\$ 32,768,831
Expenditure Business Unit	2017 Actuals	2018 Projected	2019 Adopted
Fire Chief	\$ 7,063,335	\$ 8,788,275	\$ 9,348,966
Emergency Planning	\$ 170,364	\$ 206,899	\$ 266,284
Fire Operations	\$ 23,740,042	\$ 24,016,842	\$ 22,679,006
Hazardous Materials Team	\$ 592,136	\$ 410,034	\$ 474,575
Total Expenditures	\$ 31,565,876	\$ 33,422,050	\$ 32,768,831

AUTHORIZED POSITIONS

Savannah Fire Rescue - Position Details	2019 FTE	Grade
Fire Chief	1.00	130
Assistant Fire Chief	2.00	123
Director, Emergency Management	1.00	121
Fire Marshal	1.00	120
Fire Battalion Chief *	11.00	120
Chief Fire Investigator	1.00	117
Fire Captain	70.00	117
Senior Management Analyst	1.00	114
Public Information & Education Coordinator	1.00	114
Master Firefighter *	79.00	114
Fire Investigator	1.00	113
Inventory Specialist	1.00	112
Fire Prevention Inspector	5.00	112
Executive Assistant	1.00	112
Advanced Firefighter	155.00	112
Administrative Assistant	2.00	108
Administrative Secretary	3.00	107
Total Full-Time Equivalents	336.00	

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



SAVANNAH POLICE DEPARTMENT

Overview

The Savannah 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
- ✓ Traffic Unit
- ✓ Support Services
- ✓ Training and Recruitment
- ✓ Information Management
- ✓ Counter Narcotics Team
- ✓ Professional Standards and Training
- ✓ Strategic Investigations Unit
- ✓ Management Services

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 increase community outreach, relationship building and awareness through the dissemination of police published materials, social media platforms, and community education and training workshops.
- Respond to calls for police services, conducting the initial investigation of crimes, traffic accidents, and other major and minor incidents. Provides preventive patrol, crime prevention education and evaluation, and contact with at risk youth to prevent and deter deviant behavior.
- Investigates major crimes identifying, locating, and apprehending offenders with the goal of successfully prosecuting all criminal offenders while meeting the needs of the victims of crime.
- Provide crime analysis functions for collecting, analyzing and disseminating intelligence for specialized criminal investigations with continued emphasis on intelligence led policing to all portions of the organization.
- Plans and conducts traffic related functions while providing proactive enforcement focusing on the prevention of traffic law violations.
- Special Operations provides field support. Performs narcotic searches, evidence searches in water and on land, building and area searches, track lost person(s) or suspects, and physically apprehend criminal suspects. Provide assistance to other local, state and federal agencies with critical incidents requiring specialized training and service as well as crime prevention projects.
- Provide support services in obtaining equipment, vehicles, and safety items for officers to complete job tasks utilizing best practices; effectively monitoring and expensing fiscal resource allocations for the department. Research, implement and manage public safety grants that move the community and organization forward.
- Provide initial and continuing training for the promotion of policy efficiency, discipline and morale in the matters of law enforcement and crime prevention.
- Training and mentoring officers with competence and character to produce a great police force. Continued scenario based and leadership training to move officers forward toward promotional and career goals.
- Strategic Investigations conducts long term gang, gun and drug investigations, surveillance, and keeping a constant focus on prolific offenders.
- Plan strategic initiatives of meeting Savannah Police Department's goal to operate with maximum efficiency; moving forward on two key elements. The first is to adequately support existing technologies so that they can provide the maximum potential and the second is to identify and implement new enabling technologies.

FY19 RESOURCES

Revenue Source	2017 Actual	2018 Projected	2019 Adopted
General Fund	\$ 67,324,939	\$ 61,971,950	\$ 59,114,940
Grant Fund	\$ 1,562,429	\$ 1,139,517	\$ 1,566,861
Total Expenditures	\$ 68,887,368	\$ 63,111,467	\$ 60,681,801
Expenditures by Type	2017 Actual	2018 Projected	2019 Adopted
Personnel Services	\$ 54,528,064	\$ 46,219,609	\$ 46,859,083
Outside Services	\$ 4,520,243	\$ 3,917,617	\$ 3,473,396
Commodities	\$ 2,411,455	\$ 2,612,248	\$ 2,805,012
Internal Services	\$ 4,177,770	\$ 4,735,457	\$ 5,466,366
Capital Outlay	\$ 202,404	\$ 22,668	\$ 74,345
Interfund Transfers	\$ 78,399	\$ 3,358,875	\$ 249,212
Other Expenses	\$ 2,969,033	\$ 2,244,993	\$ 1,754,387
Total Expenses	\$ 68,887,368	\$ 63,111,467	\$ 60,681,801
Expenditures by Business Unit	2017 Actual	2018 Projected	2019 Adopted
Police Chief	\$ 1,950,754	\$ 1,782,115	\$ 1,498,470
Patrol & Special Operations	\$ 41,554,958	\$ 35,091,284	\$ 32,283,364
Criminal Investigations	\$ 8,110,579	\$ 7,246,858	\$ 7,669,998
Savannah Area Regional Intelligence Center (SARIC)	\$ 1,411,185	\$ 1,643,768	\$ 1,621,123
Traffic Unit	\$ 1,736,361	\$ 2,159,758	\$ 2,300,577
Marine Patrol	\$ *(4,238)	\$ 0	\$ 0
Mounted Patrol	\$ 479,457	\$ 655,406	\$ 654,240
Canine Unit	\$ 568,775	\$ 747,549	\$ 720,345
Animal Control	\$ *3,272	\$ 0	\$ 0
Support Services	\$ 2,517,360	\$ 3,289,929	\$ 2,301,553
Training and Recruitment	\$ 1,646,836	\$ 1,883,082	\$ 1,912,317
Information Management	\$ 1,406,923	\$ 1,541,840	\$ 1,524,076
Counter Narcotics Team (CNT)	\$ 2,347,715	\$ 2,545,242	\$ 1,966,628
Professional Standards & Training	\$ 748,107	\$ 929,804	\$ 830,928
Savannah Impact	\$ **1,048,499	\$ 0	\$ 0
CrimeStoppers	\$ 184,028	\$ 100,725	\$ 2,875
Sav Impact Work Venture	\$ 429,695	\$ 0	\$ 0
Strategic Investigative Unit	\$ 1,184,672	\$ 2,354,590	\$ 2,381,923
Management Services Division	\$ 0	\$ 0	\$ 1,446,523
HEAT Grant - Homeland Security	\$ 448,389	\$ 135,103	\$ 478,051
COP Grant - Justice Assistance	\$ 1,114,040	\$ 1,004,414	\$ 1,088,810
Total Expenditures	\$ 68,887,368	\$ 63,111,467	\$ 60,681,801

* Transfer to Chatham County completed by February 1, 2018.

** Personnel shifted to various Police Department units as part of the 2018 Reorganization.

AUTHORIZED POSITIONS

Savannah Police Department - Position Details	2019 FTE	Grade
Police Chief	1.00	130
Assistant Police Chief	2.00	127
Police Major	2.00	123
Police Captain	9.00	121
Intel/Counter-Terrorism	1.00	121
Police Budget Administrator	1.00	120
Police Lieutenant	21.00	119
Police Sergeant	67.00	117
Property & Evidence Technician	5.00	109
Crime Analyst Supervisor	1.00	116
Police Star Corporal	11.00	115
Principal Crime Analyst	2.00	115
Senior Accountant	1.00	115
Inventory Coordinator	1.00	115
Systems Analyst	1.00	115
Police Records Division Supervisor	1.00	115
Police Accreditation and Compliance Specialist	1.00	115
Police PIO Coordinator	2.00	114
Executive Assistant	1.00	112
Police Corporal*	154.00	114
Crime Analyst, Senior	1.00	114
Police Training Coordinator	1.00	114
Open Records Request Supervisor	1.00	114
Management Analyst	1.00	113
End Gun Violence Project Coordinator	1.00	113
Crime Analyst	5.00	113
Police Forensic Technician	2.00	113
Police Property & Evidence Supervisor	1.00	113
Director, Reserve Police Officer	0.13	112
Police Officer/Advanced Police Officer*	271.24	112
Cold Case Investigator	2.25	112
Open Records Request Specialist	1.00	112
Police Property Coordinator	1.00	111
Administrative Assistant	4.00	108
Revenue Investigator	2.00	108
Administrative Secretary	12.00	107

Criminal Investigation Assistant	1.00	107
Crime Analyst Assistant	2.00	107
Groom	1.00	107
Accounting Technician	1.00	107
Senior Accounting Clerk	1.00	107
Administrative Secretary/Training	1.00	107
Recruiting Assistant	1.00	107
Records Supervisor	4.00	107
Outside Employment Specialist	1.00	107
Customer Service Representative	5.00	106
Records Technician	18.00	105
Administrative Clerk/Recruiting	1.00	105
Administrative Clerk	2.00	105

Total Full-Time Equivalents	**630.62	
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* Includes (19) full-time interim (FI) positions (1-EGV Project Coordinator; COP Grant: 15-Officers; HEAT Grant: 2 Officers & 1- Corporal).

** 15 FTEs to be transferred from Counter Narcotics Team to Patrol in preparation for the Counter Narcotics Team shifting to Chatham County as part of an IGA.



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

Key Business Units/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 Adopted	
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 Adopted	
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 Services	\$	322,672	\$	447,481	\$	0
Other Expenses	\$	37,237	\$	6,993	\$	158
Total Expenditures*	\$	6,789,907	\$	7,702,308	\$	2,400,000

* Personnel for SavCommunications to transfer to Chatham County, effective May 31, 2019.

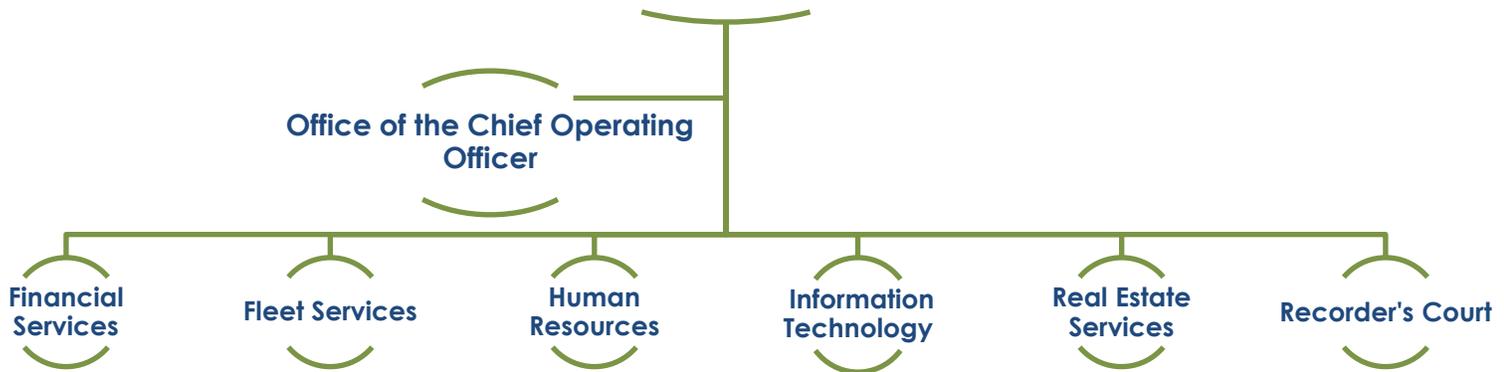
AUTHORIZED POSITIONS

SavCommunications 911 - Position Detail	2019 FTE	Grade
Communications Officer 1	6.00	108
Total Full Time Equivalent	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



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
- ✓ Real Estate Services Department
- ✓ Recorder's Court 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 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 other cities, counties and outside agencies and organizations.
- Provide leadership in developing a culture that values people and their differences, is free from inequities and barriers to people reaching their full potential and focuses on delivery of quality core services.
- Provide staff support to assigned boards and commissions.
- 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.

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2018 Adopted
General Fund	\$ 16,664,826	\$ 18,459,023	\$ 21,786,440
Water & Sewer Fund	\$ 2,087,428	\$ 2,325,119	\$ 2,720,718
Civic Center Fund	\$ 3,975,426	\$ 4,695,300	\$ 3,896,525
Internal Service Fund	\$ 11,014,010	\$ 13,146,523	\$ 14,152,754
Total Revenues	\$ 33,741,691	\$ 38,625,965	\$ 42,556,437
Expenditure by Type	2017 Actuals	2018 Projected	2018 Adopted
Personnel Services	\$ 18,169,908	\$ 18,532,723	\$ 19,914,226
Outside Services	\$ 7,694,839	\$ 11,383,972	\$ 14,047,657
Commodities	\$ 3,303,428	\$ 3,064,235	\$ 3,243,008
Internal Services	\$ 3,217,556	\$ 3,005,133	\$ 4,030,447
Capital Outlay	\$ 135,317	\$ 31,898	\$ 67,549
Interfund Transfers	\$ 200,625	\$ 1,049,135	\$ 20,000
Other	\$ 1,244,883	\$ 1,558,870	\$ 1,233,550
Total Expenditures	\$ 33,966,556	\$ 38,625,965	\$ 42,556,437
Expenditure by Department	2017 Actuals	2018 Projected	2018 Adopted
Office of the Chief Operating Officer	\$ * 338,620	\$ 1,585,282	\$ 1,662,212
Human Resources	\$ 2,199,615	\$ 2,535,418	\$ 3,079,539
Financial Services	\$ 5,416,562	\$ 6,073,264	\$ 6,773,153
Fleet Services	\$ 5,781,973	\$ 5,759,868	\$ 6,175,946
Department of Information Technology	\$ 6,846,734	\$ 7,386,655	\$ 7,976,808
Real Estate Services	\$ 11,254,464	\$ 12,868,420	\$ 14,431,646
Recorder's Court	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133
Total Expenditures	\$ 33,966,556	\$ 38,625,695	\$ 42,556,437

* 2017 total includes the Citizen's Office, the functions of which were merged into Special Events, Film and Tourism under the Office of the Chief Operating Officer as part of the 2018 reorganization.

AUTHORIZED POSITIONS

Municipal Operations - Position Details	2018 FTE	2019 FTE	FY18 -19 Difference
Office of the Chief Operating Officer	14.00	17.00	+3.00
Financial Services Department	85.00	80.00	-5.00
Fleet Services Department	43.00	43.00	0.00
Human Resources	16.00	27.00	+11.00
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 Full Time Equivalents	305.48	314.48	+9.00

Municipal Operations Performance Measures



Good Government

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

Objective: Employee Recognition & Performance Development

Performance Measure(s)	2018 Projected	2019 Adopted	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
Conduct Incident Review Board Prevention Board	6	10	Quarterly Report
Alcohol & drug testing	1,120	1,120	Quarterly Report
Conduct agency safety committee meetings	24	24	Loss Control SS
Safety, driver's, CPR, supervisory training courses	80	80	HR Training Report
Number of certified purchasing staff (CPPB/CPPO)	1	2	www.upgcc.org

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

Objective: City Code Update & Review

Performance Measure(s)	2018 Projected	2019 Adopted	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 Adopted	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Update policies and ordinances governing park and square rental	Policies edited and reviewed	Policies and ordinances approved and adopted	Reduced number of complaints from event organizers and residents
Successful management of turf athletic fields	Policy drafted	Policy adopted	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
Review and update of Revenue Ordinance	1	1	Department
Review and update of Alcoholic Beverage Ordinance	1	1	Department
Goal: Provide Exceptional Public Services to Residents, Businesses, and Guests			
Objective: AAA Bond Rating Achievement			

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
General fund – unassigned fund balance	\$35.5 million	\$37.0 million	City of Savannah 2017 Comprehensive Annual Financial Report
Bond rating	AA+/AA1	AA+/AA1	Rating Agencies
Pension plan funded status	83 %	84 %	Plan actuarial valuation dated 1-1-2018
In-year collection of property tax revenues	92% of all billed dollars	92% of all billed dollars	Lawson Revenue Reports
Collection of previous year delinquent property tax	99% of all billed dollars	99% of all billed dollars	Lawson Revenue Reports
Collection of known and active business tax accounts	93%	95%	Govern
Implementation of phase II of online payment options	0	1	Department
Percent of all payments made online	0	20%	Department

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

Objective: Efficient Government Operations

Performance Measure(s)	2018 Projected	2019 Adopted	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
TPA audit	90% or above	90% or above	Audit Report
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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Appearance rating	1.31	1.3	Monthly Dept. Evaluations. A scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is a slightly irregular, and 4.0 is a ragged appearance
Cost per lot maintained	\$63	\$60	Dept. Performance Measure Calculations/Mthly Expenses
Cost: revenue per interment	\$0.87	\$0.85	Dept. Performance Measure Calculations/Mthly Expenses & Interment Revenues
Sales of surplus property and reinvestment of proceeds in new projects	4	3	Council Minutes and Department Reports

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

Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Participate in creation of city-wide customer survey	0	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	0	1	Department
Average number of calls received per day	300	350	ShoreTel Phone Reporting

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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	0	1	Department
Number of complaints	70,000	7,200	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



Economic Strength & Poverty Reduction

Goal: Raise Savannah Residents Out of Poverty

Objective: Resilient Diversified Economy Implementation

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Income generated by special event application and permit fees	\$0.00	\$34,000	Permit Database
Income generated by Temporary Use permits	\$21,000	\$48,000	Revenue Collection
Income generated by an increase in Turff Field fee	\$0	\$5,000	EnerGov
Host 2 Food Truck Rodeos per year	Host 2 food truck rodeos. Vendors made over \$17,000	Host 2 food truck rodeos. Increase the number of vendors to allow small business owners the opportunity to increase their annual income.	Revenue Collection

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Income generated through Film Permit Fees	\$42,000	\$76,000	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 events	333	200	Rental Totals Document – Event Folders
Total ticket sales	\$4,725,724	\$4,000,000	Ticket Sales Audit
Total rental revenue	\$164,008	\$140,000	Lawson Revenue Report
Total concessions revenue	\$213,196	\$190,000	Lawson Revenue Report
Total alcohol revenue	\$188,571	\$165,000	Lawson Revenue Report



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity

Objective: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measure(s)	2018 Projected	2019 Adopted	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
Voluntary compliance rate	65%	80%	EnerGov

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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



Infrastructure

Goal: Safe and Sound Infrastructure

Objective: Achievement of Established City Facility Standards

Performance Measure(s)	2018 Projected	2019 Adopted	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 Precinct)	Real Estate Services
Renovate community centers	1	3	Real Estate Services
Completed 311 request	3200	3200	311 Service Request System



Public Safety

Goal: Ensure Safe and Secure Communities

Objective: Residents Feeling Safe in their Neighborhoods

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Felony cases filed	1,725	1,800	Odyssey Court System
Misdemeanor cases filed	6275	6750	Odyssey Court System
Traffic cases filed	34,224	40,200	Odyssey Court System
Local ordinance cases filed	1,300	1,500	Odyssey Court System



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 Services, Revenue, and Purchasing.

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

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.
- 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.

- 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.
- 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.

FY19 RESOURCES

Revenue Source	2017 Actuals		2018 Projected		2019 Adopted	
General Fund	\$	3,329,134	\$	3,748,145	\$	4,052,435
Water & Sewer Fund	\$	2,087,428	\$	2,325,119	\$	2,720,718
Total Revenue	\$	5,416,562	\$	6,073,264	\$	6,773,153
Expenditure by Type	2017 Actuals		2018 Projected		2019 Adopted	
Personnel Services	\$	3,973,723	\$	4,499,672	\$	4,749,476
Outside Services	\$	506,417	\$	462,041	\$	674,716
Commodities	\$	326,746	\$	354,430	\$	343,545
Internal Services	\$	559,467	\$	728,364	\$	990,511
Other	\$	50,208	\$	28,757	\$	14,904
Total Expenditures	\$	5,416,562	\$	6,073,264	\$	6,773,153
Expenditure by Division	2017 Actuals		2018 Projected		2019 Adopted	
Accounting Services	\$	1,143,704	\$	1,256,973	\$	1,395,627
Purchasing	\$	* 821,332	\$	830,731	\$	843,757
Revenue Administration	\$	1,364,097	\$	1,660,441	\$	1,813,051
Utility Revenue Administration	\$	2,087,428	\$	2,325,119	\$	2,720,718
Total Expenditures	\$	5,416,562	\$	6,073,264	\$	6,773,153

* 2017 total includes Inventory Management, which became part of Purchasing in the 2018 Reorganization.

AUTHORIZED POSITIONS

Financial Services - Position Details	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
Assistant Revenue Director	1.00	120
Revenue Administrator	2.00	120
Utilities Administrator	1.00	120
Public Communications Coordinator	1.00	117
Senior Accountant	1.00	115
Senior Accountant - Payroll	1.00	115
Inventory Control Supervisor	1.00	114
Revenue Compliance Analyst	1.00	113
Accountant	5.00	112
Revenue Supervisor	4.00	112
Purchasing Specialist	3.00	111
Customer Service/Utility Billing Lead	2.00	110
Billing Technician	1.00	109
Lead Water Services Representative	1.00	109
Senior 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	11.00	106
Supply Clerk	2.00	106
Cashier	4.00	105
Water Services Representative	10.00	105
Total Full-Time Equivalents	*80.00	

* Includes division positions as follows: (14) Accounting Services positions (11) Purchasing positions, (22) Revenue positions, (33) Revenue-Utility Services 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

Key Business Units/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 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 Actuals	2018 Projected	2019 Adopted
Internal Service Fund	\$ 5,345,189	\$ 5,759,868	\$ 6,175,946
Total Revenue	\$ 5,345,189	\$ 5,759,868	\$ 6,175,946
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 2,352,461	\$ 2,620,296	\$ 2,707,801
Outside Services	\$ 794,731	\$ 758,120	\$ 835,479
Commodities	\$ 2,011,397	\$ 1,748,120	\$ 2,053,445
Internal Services	\$ 543,955	\$ 568,189	\$ 518,649
Capital Outlay	\$ 20,805	\$ 10,000	\$ 10,000
Other	\$ 58,624	\$ 55,143	\$ 50,572
Total Expenditures	\$ 5,781,973	\$ 5,759,868	\$ 6,175,946
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Fleet Maintenance	\$ 5,236,585	\$ 5,181,854	\$ 5,564,251
Fleet Administration	\$ 545,388	\$ 578,014	\$ 611,695
Total Expenditures	\$ 5,781,973	\$ 5,759,868	\$ 6,175,946

AUTHORIZED POSITIONS

Fleet Services - Position Details	2019 FTE	Grade
Director, Fleet Services	1.00	123
Assistant Director, Fleet Services	1.00	120
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
Emergency Vehicle Technician	1.00	112
Master Equipment Mechanic	4.00	112
Principal Equipment Mechanic	7.00	111
Auto Parts Buyer	1.00	110
Senior Equipment Mechanic	8.00	110
Vehicle Maintenance Coordinator	1.00	109
Equipment Mechanic	9.00	108
Account Technician	1.00	107
Supply Clerk	2.00	106
Total Full-Time Equivalents	*43.00	

* Includes division positions as follows: (5) Fleet Administration positions and (38) Fleet Maintenance positions.

Human Resources Department



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

- ✓ Employee Benefits
- ✓ Recruitment and Selection
- ✓ Training and Organizational Development
- ✓ Employee Relations
- ✓ Risk Management
- ✓ Workforce Management

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; certify persons qualified for appointment to the classified service; administer 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 or 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 Adopted Budget.
- Process payroll and leave/attendance for all City employees; maintain official personnel files; serve as point of contact for employment verification; conduct exit interviews and train payroll coordinators throughout the City.
- Coordinate with the CFO and the Chief Budget Officer on matters related to the development and administration of the annual budget.
- Evaluate exposure to losses, monitor contingent liabilities and analyze and recommend measures to reduce or manage risk.
- Recommend and implement a cost-effective and feasible loss prevention program including a safety program that may aid in preventing injuries and reducing injury severity to City employees.
- Administer the City insurance program (with the exception of employee group benefits such as life/health/dental insurance, which shall be the responsibility of the Employee Benefits division of the Human Resources Department).
- Maintain all of the City's insurance records (with the exception of employee group benefits such as life/health/dental insurance).

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 2,199,615	\$ 2,535,418	\$ 3,079,539
Total Revenue	\$ 2,199,615	\$ 2,535,418	\$ 3,079,539
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 1,345,853	\$ 1,524,260	\$ 1,906,342
Outside Services	\$ 718,767	\$ 831,750	\$ 909,377
Commodities	\$ 29,902	\$ 28,211	\$ 43,150
Internal Services	\$ 101,046	\$ 144,799	\$ 217,271
Other	\$ 4,047	\$ 6,397	\$ 3,399
Total Expenditures	\$ 2,199,615	\$ 2,535,418	\$ 3,079,539
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Human Resources	\$ 1,487,200	\$ 1,642,694	\$ 2,172,132
Risk Management	\$ 712,414	\$ 892,723	\$ 907,408
Total Expenditures	\$ 2,199,615	\$ 2,535,418	\$ 3,079,539

AUTHORIZED POSITIONS

Human Resources - Position Details	2019 FTE	Grade
Director, Human Resources	1.00	125
Assistant Director, Human Resources	1.00	122
Administrative Services, Administrator	1.00	120
Human Resources Administrator-Benefits	1.00	120
Human Resources Administrator-Training	1.00	120
Risk Management Administrator	1.00	120
Employee Health Coordinator	1.00	115
Human Resources Analyst	5.00	115
Employee Development Coordinator	2.00	114
Risk Management Analyst	1.00	114
Risk Management Coordinator	1.00	114
Police Personnel Analyst	1.00	113
Benefits Specialist	1.00	111
Human Resources Technician	1.00	109
Risk Management Technician	3.00	109
Senior Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Human Resources Assistant	1.00	106
Police Personnel Technician	2.00	106
Total Full-Time Equivalents	*27.00	

* Includes division positions as follows: (6) Risk Management positions.



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

Key Business Units/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, implement, and provide adequate information technology resources and services throughout the City.
- Provide telephone service and equipment, which includes: design, installation (adds, moves, and changes), repair and restoration service, and contract administration.
- Acquire core computer hardware and software to support City service centers.
- Perform troubleshooting and problem resolution on City standard computer hardware, operating systems and utility programs.
- Operate a 24-hour a day, 7 days a week ("24 × 7") computer operations center.

- Install, configure, and maintain computer hardware and software systems, as well as 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. In addition, responsible for managing mailroom functions.
- Plan, implement and provide mobile radio, mobile data and SCADA communication services to Public Safety and other personnel.
- Plan, implement, and maintain communications network services required to support the provision of radio services which includes IP, microwave, and radio tower infrastructure.
- Provide, repair and maintenance services for all vehicle electronic accessory equipment utilized for communications, safety and warning.
- Provide maintenance and repair services for all radio end users equipment which includes mobile, portable and SCADA radios; as well as MDT computers and associated equipment.
- Facilitates and coordinates 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

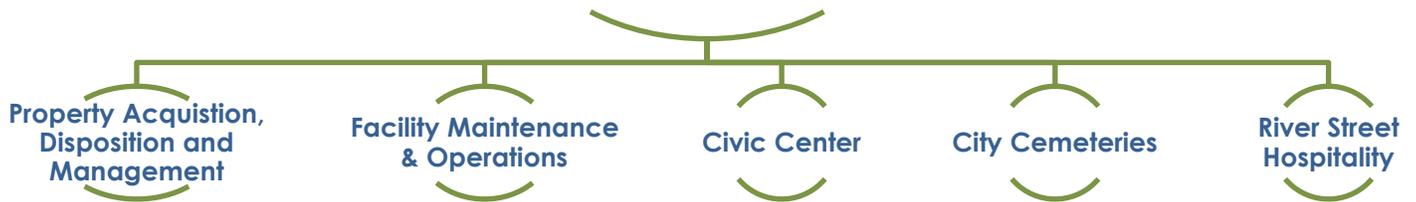
Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 684,477	\$ 0	\$ 0
Internal Service Fund	\$ 5,695,821	\$ 7,386,655	\$ 7,976,808
Total Revenue	\$ 6,380,298	\$ 7,386,655	\$ 7,976,808
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 2,454,227	\$ 2,042,571	\$ 2,457,499
Outside Services	\$ 3,024,051	\$ 3,968,819	\$ 3,992,203
Commodities	\$ 121,634	\$ 163,638	\$ 131,533
Internal Services	\$ 491,805	\$ 420,387	\$ 501,344
Other	\$ 755,018	\$ 791,239	\$ 894,229
Total Expenditures	\$ 6,846,734	\$ 7,386,655	\$ 7,976,808
Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Information Technology	\$ * 6,846,734	\$ 7,386,655	\$ 7,976,808
Total Expenditures	\$ 6,846,734	\$ 7,386,655	\$ 7,976,808

* 2017 total includes Mail & Municipal Services, which became part of the Information Technology Department in the 2018 reorganization.

AUTHORIZED POSITIONS

Department of Information Technology - Position Details	2019 FTE	Grade
Director, Information Technology	1.00	125
Assistant IT Director	1.00	121
IT Administrator	3.00	120
Network Engineer	1.00	118
Network Supervisor	1.00	118
Radio Systems Engineer	1.00	118
Systems Engineer	4.00	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	113
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	

Real Estate Services Department



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

Key Business Units/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 and 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 7,984,392	\$ 8,188,671	\$ 10,535,121
Civic Center Fund	\$ 3,975,426	\$ 4,695,300	\$ 3,896,525
Total Revenue	\$ 11,959,818	\$ 12,883,971	\$ 14,431,646
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 6,257,743	\$ 5,059,754	\$ 5,060,315
Outside Services	\$ 2,324,294	\$ 4,630,735	\$ 7,147,033
Commodities	\$ 747,170	\$ 695,084	\$ 600,935
Internal Services	\$ 1,287,663	\$ 800,230	\$ 1,347,916
Capital Outlay	\$ 60,986	\$ 0	\$ 5,000
Interfund Transfers	\$ 200,625	\$ 1,025,635	\$ 0
Other	\$ 375,983	\$ 672,534	\$ 270,447
Total Expenditures	\$ 11,254,464	\$ 12,883,971	\$ 14,431,646
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Real Estate Administration	\$ 0	\$ 2,108,684	\$ 1,827,665
Property Acquisition, Disposition & Management	\$ 445,824	\$ 796,549	\$ 3,838,575
Facility Maintenance & Operations	\$ * 5,617,949	\$ 3,147,342	\$ 2,713,553
Civic Center	\$ 3,270,072	\$ 4,695,300	\$ 3,896,525
City Cemeteries	\$ 1,775,792	\$ 2,006,592	\$ 2,033,532
River Street Hospitality Center	\$ 144,827	\$ 129,505	\$ 121,797
Total Expenditures	\$ 11,254,464	\$ 12,883,971	\$ 14,431,646

* 2017 total includes Building & Grounds, which was largely incorporated into Facility Maintenance & Operations as part of the 2018 reorganization, although some Building & Grounds personnel moved to Greenscapes in the Infrastructure & Development Service Center.

AUTHORIZED POSITIONS

Real Estate Services - Position Details	2019 FTE	Grade
Director, Real Estate Services	1.00	125
Cemetery Director	1.00	123
Civic Center Director	1.00	123
Assistant Civic Center Director	1.00	120
Assistant Director, Real Estate	1.00	120
Real Estate Officer	1.00	120
Real Estate Manager	4.00	117
Production Operations Coordinator	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 Property Coordinator	4.00	113
Box Office Supervisor	1.00	112
Event Planner	2.00	112
Cemetery Event Coordinator	1.00	111
Maintenance Crew Chief	5.00	111
Assistant Box Office Supervisor	1.00	110
Concessions Supervisor	1.00	110
Electrician	2.00	110
Building Maintenance Technician	14.00	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
Lead Medium Equipment Operator	1.00	108
Medium Equipment Operator	3.00	107
Customer Service Representative	1.00	106
Painter	1.00	106
Senior Maintenance Worker	4.00	106
Box Office Cashier	1.00	105
Concessions Clerk	1.00	105
Maintenance Worker	10.00	104
Maintenance Assistant	0.63	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 Administration, (7) Property Acquisition, (9) Disposition, and Management positions, (24) Facility Maintenance & Operations positions, (22) Civic Center positions, (23.63) Cemeteries 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

Key Business Units/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 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 and 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 the Adopted 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133
Total	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133
Expenditure by Type			
Personnel Services	\$ 1,595,728	\$ 1,703,254	\$ 1,835,038
Outside Services	\$ 291,677	\$ 397,360	\$ 272,130
Commodities	\$ 62,427	\$ 62,800	\$ 52,800
Internal Services	\$ 177,752	\$ 238,094	\$ 297,166
Other	\$ 1,005	\$ 0	\$ 0
Total	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133
Expenditure by Division			
Recorder's Court	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133
Total	\$ 2,128,589	\$ 2,401,507	\$ 2,457,133

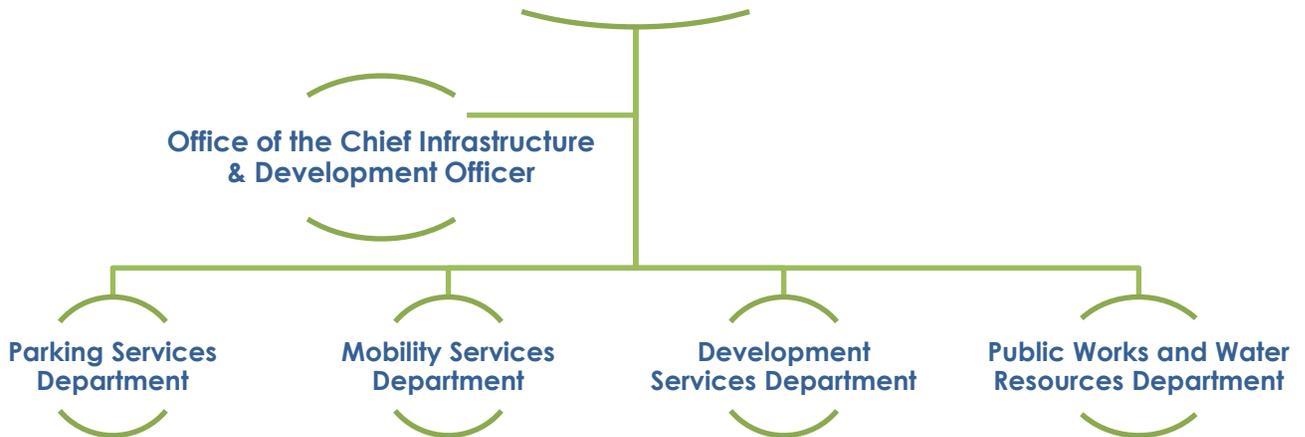
AUTHORIZED POSITIONS

Recorders Court Department - Position Details	2019 FTE	Grade
Recorder's Court Judge	2.00	99
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 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.
- 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.
- 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.
- 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

Service Center Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 29,007,598	\$ 34,669,381	\$ 36,404,309
Water & Sewer Fund	\$ 68,248,753	\$ 68,765,248	\$ 71,093,537
Industrial & Domestic Water Fund	\$ 7,647,044	\$ 6,756,043	\$ 8,285,999
Mobility & Parking Fund	\$ 14,746,876	\$ 17,335,848	\$ 17,386,823
Total Revenues	\$ 119,650,271	\$ 127,526,520	\$ 133,170,668

Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 35,173,512	\$ 36,435,652	\$ 40,666,055
Outside Services	\$ 21,696,676	\$ 24,944,999	\$ 25,207,534
Commodities	\$ 6,931,697	\$ 7,981,274	\$ 8,798,506
Internal Services	\$ 12,346,349	\$ 14,643,897	\$ 15,500,758
Capital Outlay	\$ 73,106	\$ 493,377	\$ 360,000
Debt Service	\$ 7,965,601	\$ 8,061,578	\$ 10,368,933
Interfund Transfers	\$ 3,347,271	\$ 28,031,947	\$ 25,512,308
Other Expenditures	\$ 6,922,326	\$ 6,933,796	\$ 6,756,575
Total Expenditures	\$ 94,456,538	\$ 127,526,520	\$ 133,170,668

Expenditure by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of the CIDO	\$ * 923,516	\$ 1,490,615	\$ 949,090
Parking Services	\$ 15,108,654	\$ 17,335,848	\$ 17,386,823
Mobility Services	\$ 11,812,466	\$ 11,544,845	\$ 11,903,249
Development Services	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183
Public Works & Water Resources	\$ 62,315,992	\$ 93,180,215	\$ 98,825,323
Total Expenditures	\$ 94,456,538	\$ 127,526,520	\$ 133,170,668

* 2017 Total includes the Office of the Public Works & Water Resources Bureau Chief, Environmental Service & Sustainability and the Customer and Employee Service Center that became part of the Office of the Chief Infrastructure & Development Officer during the 2018 reorganization.

AUTHORIZED POSITIONS

Infrastructure & Development - Position Detail	2018 FTE	2019 FTE	FY18-19 Difference
Office of the Chief Infrastructure & Development Officer	14.00	14.00	0.00
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	651.70	+6.00

Infrastructure & Development Performance Measures



Infrastructure

Goal: Safe and Sound Infrastructure

Objective: Achievement of Established City Facility Standards

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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
Traffic Studies Conducted	1000	1000	Based on previous years data of 2015-2017
Building permits issued for City facilities shall comply with State-mandated minimum construction and life safety codes	100%	100%	Energov and GIS
New City facilities will comply with State-mandated minimum construction and life safety codes	0%	100%	Staff
Maintain/repair water resources facilities to ensure that they meet building code standards	180	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Update water/sewer model based on features added	6000	6500	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
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
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 Adopted	Data Source
Watershed protection plan goals achieved	1	2	Georgia Environmental Protection Division
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/textended	2,990	3,100	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% reduction – 2019)
Maintenance tasks and Odor Control unit operations	617,528	620,003	Daily System Records and City Works (CMMS) Work Orders
Station inspections (including air release valve program)	18,713	20,110	Daily System Records and City Works (CMMS) Work Orders
Performance of station head / capacity tests	120	130	Test Result Records
Gallons of wastewater treated (millions of gallons)	7,000	7,000	Treatment Facility Flow Measurement Devices
Monthly N.P.D.E.S. permit compliance achieved	12	12	Georgia Environmental Protection Agency
Industrial pretreatment permit renewals	10	10	Georgia Environmental Protection Agency
Water treated by 3 regional wastewater facilities - (millions of gallons)	2,400	2,400	Treatment Facility Flow Meters.
Monthly N.P.D.E.S. permit compliance achieved	36	36	Georgia Environmental Protection Agency
Water sold (millions of gallons)	12,990	10,950	SCADA Reports

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Chemical and biological tests performed	137,000	205,000	Laboratory Staff

Calibrations within standard	1,299	1,200	I & D Monthly Report
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Goal: Safe and Sound Infrastructure

Objective: Reduction of Building Flooding

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Maintain pump stations on line	94%	94%	Department Monthly Report

Building permits issued shall comply with the City of Savannah's Flood Damage Prevention Ordinance	100%	100%	Energov and GIS
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Leak and water main repair and installation program	692	670	311, Daily Division and 2019 City Works (CMMS) Records
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Goal: Safe and Sound Infrastructure

Objective: Street Flooding Reduction

Performance Measure(s)	2018 Projected	2019 Adopted	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% increase – 2019)
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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)
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Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Miles of sanitary/storm lines televised	32 Miles	40 Miles	311 Requests and City Works Software

Goal: Safe and Sound Infrastructure
Objective: Savannah Street Resurfacing

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Miles of asphalt placed per Lane	15	15	Based on Previous Years Data

Goal: Safe and Sound Infrastructure
Objective: Savannah Sidewalk Installation

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Miles of sidewalk installed	3	3	Based on Previous Years Data

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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Internet Communication Conduit installation	0	0	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

Objective: City-Owned Property Maintenance

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Traffic signal repairs	800	850	Based on previous years data of 2015-2017
Percent of City-owned light outages reported through	90%	90%	Based on previous years data of 2015-2017
311 that are responded to within 3 days	2500	2300	Based on previous years data of 2015-2017
Miles of Graded Lanes/Shoulders Maintained	155	155	Based on previous years data
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
Maintain/repair water resources facilities to ensure that they meet building code standards	180	200	Monthly Reports
Water service to active accounts	0	100%	Departmental Audit

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Stoppages cleared	325	310	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records (5% reduction – 2019)
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)
Maintenance tasks and Odor Control unit operations	617,528	620,003	Daily System Records and City Works (CMMS) Work Orders
Station Inspections (including air release valve program)	18,713	20,110	Daily System Records and City Works (CMMS) Work Orders
Performance of station head/capacity tests	120	130	Test Result Records
Repair Spalling concrete and building infrastructure	Building panels (3)	Repair all areas around the plant that have degraded due to spalling concrete	Structural Engineers

Goal: Providing a Pathway to Prosperity

Objective: Reestablishment & Preservation of Savannah Neighborhoods

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Complaints Investigated	100%	100%	City Staff
EPD Violations	0	0	Georgia EPD
Complaints Investigated	100%	100%	City Staff

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
EPD Violations	0	0	Georgia EPD
Maintain/Repair Water Resources facilities to ensure that they meet building code standards	180	200	Monthly Report
Plan Reviews Completed to Standards	99%	99%	Energov
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
Plan Review: (Alcoholic Beverage Licenses, Antennas, Commercial and Residential Buildings, Signs/Awnings, Zoning Confirmation Letters, Zoning Information Requests, Zoning amendments, Board of Appeals)	4,000	3,500	Energov
Business Location Approvals	1,800	1,800	Energov

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Short-term Vacation Rental Certificates	1,400	1,400	Energov
Plan Improvements (Downtown Streetscape Improvements, Wayfinding & Direction Signage, CNU Legacy Projects, etc.)	4	8	Council Presentations
New City facilities will add value to the neighborhood through quality, functionality, safety, code compliance, and/or improved aesthetics	0	100%	Staff; Checklist
Goal: Providing a Pathway to Prosperity			
Objective: Mobility & Neighborhood Connectivity Upgrade			

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Clean inlets and manholes to assure flow	2500	2500	Department Monthly Report
New City facilities and the surrounding areas will be evaluated for mobility and neighborhood connectivity, and measures will be incorporated into the design as applicable	0	100%	Staff; checklist
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

Goal: Providing a Pathway to Prosperity

Objective: Access to Quality Housing Improvement

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Building permits and inspections shall comply with State-mandated minimum codes for construction to ensure quality housing	100%	100%	Energov and GIS



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

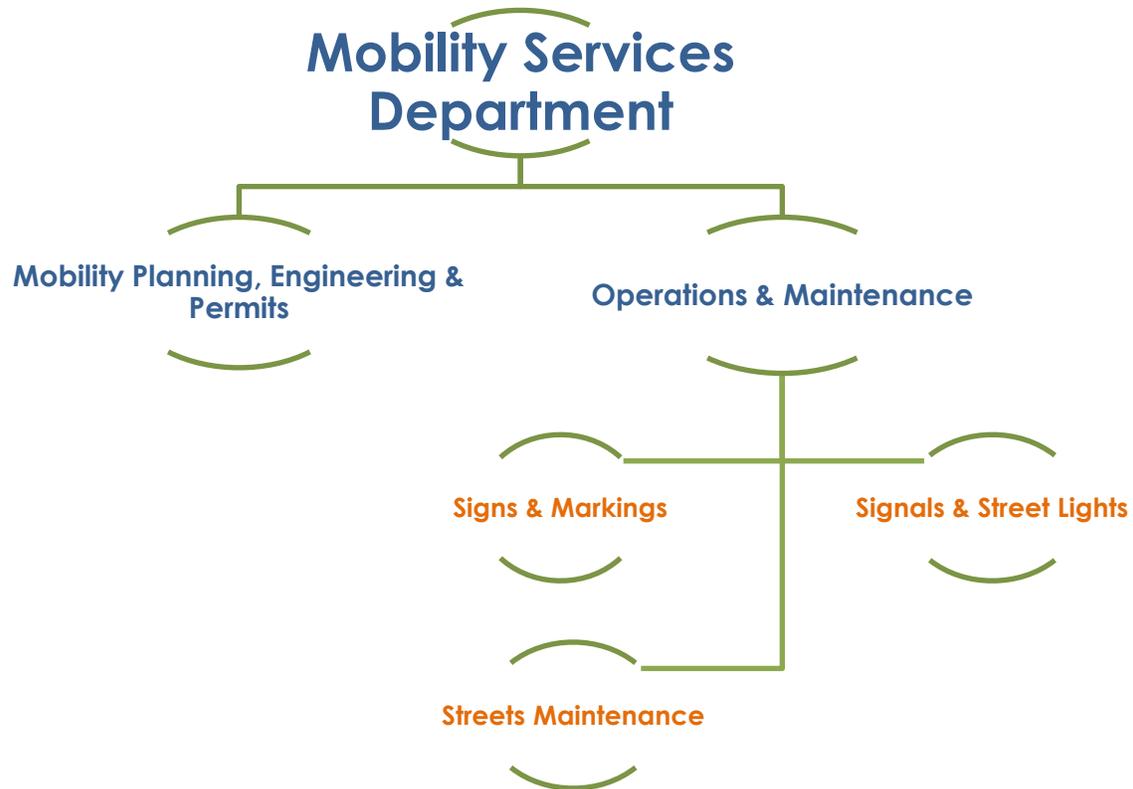
- Responsible for on-street parking, parking meters, citation collection, red light camera citation processing and collection.
- Issue permits for parking meter bags, street blocking, construction parking and construction dumpster and storage container placement on the public rights-of-way to manage 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 Actuals	2018 Projected	2019 Adopted
Parking Fund	\$ 14,746,876	\$ 17,335,848	\$ 17,386,823
Total Revenue	\$ 14,746,876	\$ 17,335,848	\$ 17,386,823
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 3,270,514	\$ 3,410,938	\$ 3,758,702
Outside Services	\$ 3,873,532	\$ 3,543,773	\$ 3,333,890
Commodities	\$ 265,064	\$ 301,238	\$ 323,900
Internal Services	\$ 1,015,392	\$ 1,868,455	\$ 1,834,516
Debt Service	\$ 3,185,043	\$ 3,212,038	\$ 5,524,319
Interfund Transfers	\$ 3,343,013	\$ 4,652,294	\$ 2,269,485
Other	\$ 156,096	\$ 347,112	\$ 342,011
Total Expenditures	\$ 15,108,654	\$ 17,335,848	\$ 17,386,823
Expenditure by Business Unit	2017 Actuals	2018 Projected	2019 Adopted
Parking Management	\$ 3,705,471	\$ 4,409,846	\$ 4,429,820
Parking Facilities	\$ 6,122,319	\$ 6,062,207	\$ 9,196,658
Parking Interdepartmental	\$ 5,280,864	\$ 6,863,795	\$ 3,760,345
Total Expenditures	\$ 15,108,654	\$ 17,335,848	\$ 17,386,823

AUTHORIZED POSITIONS

Parking Services - Position Details	2019 FTE	Grade
Director, Parking Service	1.00	124
Assistant Director, Parking	1.00	120
Mobility & Park Service Analyst	1.00	113
Mobility & Parking Services Coordinator	1.00	112
Parking Facilities Supervisor	4.00	112
Administrative Assistant	1.00	108
Parking Facilities Shift Supervisor	3.00	108
Revenue Investigator	5.00	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 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 matters 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 11,812,466	\$ 11,544,845	\$ 11,903,249
Total Revenue	\$ 11,812,466	\$ 11,544,845	\$ 11,903,249
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 4,099,398	\$ 3,489,040	\$ 3,882,777
Outside Services	\$ 5,274,129	\$ 5,367,579	\$ 5,468,564
Commodities	\$ 1,150,719	\$ 1,123,406	\$ 1,145,493
Internal Services	\$ 934,958	\$ 1,112,583	\$ 1,131,963
Capital Outlay	\$ 0	\$ 125,156	\$ 100,000
Other	\$ 353,261	\$ 327,082	\$ 174,451
Total Expenditures	\$ 11,812,466	\$ 11,544,845	\$ 11,903,249
Expenditure by Business Unit	2017 Actuals	2018 Projected	2019 Adopted
Operations & Maintenance	\$ 11,812,466	\$ 10,734,406	\$ 11,016,163
Mobility Planning, Engineering & Permits	\$ 0	\$ 810,439	\$ 887,086
Total Expenditures	\$ 11,812,466	\$ 11,544,845	\$ 11,903,249

AUTHORIZED POSITIONS

Mobility Services - Position Details	2019 FTE	Grade
Director, Mobility Management	1.00	125
Mobility Services Administrator	1.00	120
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
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 Specialist	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	2.00	105
Maintenance Worker	5.00	104
Total Full-Time Equivalent	*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

Key Business Units/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 Adopted 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.
- Manages the Development Services program and tracks the performance, efficiency and effectiveness of the Permits & Inspections Division.
- Provides technical guidance and assistance to homeowners, developers, consultants and contractors during the development review and approval processes.
- Manages and implements customer service improvements and conducts education and outreach to assist with the development review process.
- Receives, reviews and processes applications for site plan and plat approval to ensure compliance with required development standards and the Subdivision Ordinance, and approves all plats and site development plans for permit issuance and ensures the proper closeout of site development projects.
- Provides engineering services, surveying services, Geographic Information Systems (GIS) and graphics support services to other City departments upon request.
- Enforces 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.
- Coordinates with the Historic Preservation Officer during building construction to ensure compliance with historic preservation standards in designated historic districts.
- Provides planning, zoning and design services to enhance the livability, sustainability and vitality of Savannah.
- Maintains demographic, land use, economic and housing inventories and databases to support planning initiatives of City divisions and agencies.
- 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.

- 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.
- Reviews building permit plans for compliance with the Zoning Ordinance, including setbacks, height, plot coverage, parking, lighting, landscaping and signs.
- 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

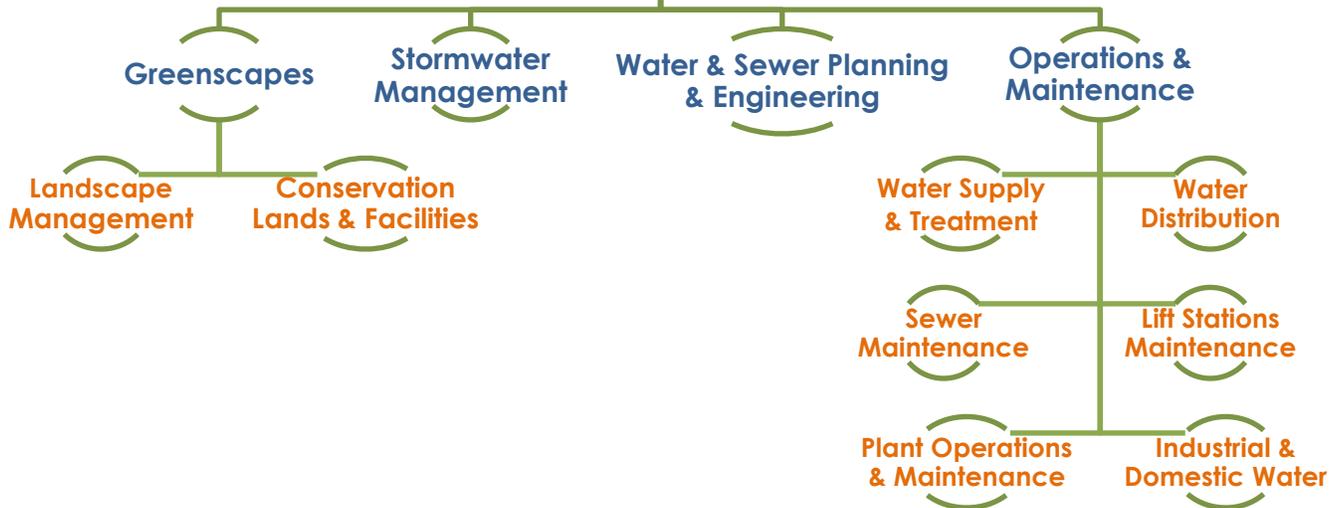
Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183
Total Revenue	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183
Expenditure by Type			
Personnel Services	\$ 3,720,512	\$ 3,339,264	\$ 3,439,013
Outside Services	\$ 220,885	\$ 255,096	\$ 235,915
Commodities	\$ 68,279	\$ 64,444	\$ 78,240
Internal Services	\$ 243,399	\$ 267,209	\$ 332,649
Capital Outlay	\$ 655	\$ 0	\$ 0
Other	\$ 42,179	\$ 48,984	\$ 20,366
Total Expenditures	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183
Expenditure by Business Unit			
Development Services	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183
Total Expenditures	\$ 4,295,910	\$ 3,974,997	\$ 4,106,183

AUTHORIZED POSITIONS

Development Services Department - Position Details	2019 FTE	Grade
Director, Development Services	1.00	125
Director, Planning & Urban Design	1.00	123
Building Official	1.00	121
Development Liaison Administrator	1.00	120
Permit Services Administrator	1.00	120
Permitting/Flood Plain Administrator	1.00	117
Senior Systems Analyst	1.00	117
City Surveyor	1.00	115
Senior Plans Examiner	1.00	115
Building Plans Examiner	2.00	114
GIS Analyst	2.00	114
Zoning Use Coordinator	1.00	114
Program Coordinator	1.00	113
Senior Electrical Inspector	2.00	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
Management Analyst	1.00	107
Customer Service Representative	1.00	106
Permit Specialist	4.00	105
Total Full-Time Equivalents	*48.00	

*Includes (9), Development Services-Admin positions, (33) Building Permits & Inspections positions and (6), Planning & Urban Design positions.

Public Works & Water Resources Department



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

Key Business Units/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.

- Provide vegetation maintenance, mowing, servicing and maintaining rights-of-way, ditches, canals, lanes, City-owned parcels, parks, historic squares and monuments.
- Management of the City-wide urban forest and Tree Preservation Ordinance, landscape and hardscape installation and tree maintenance programs for the City, including tree trimming, irrigation maintenance/repair, tree removal inspections and permitting, pest control and fertilization.
- 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.
- Inspection and maintenance of 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.
- Reviews and approves all water and sewer construction plans and specifications to ensure compliance with Federal, State and local rules, regulations and ordinances as an enforcement service center for the Georgia Environmental Protection Division (EPD Delegation Authority).
- Management of water and sewer capital improvement projects, conducting utility plan reviews, planning and developing in-house water and wastewater projects and tap-in and additional connection fees collection.
- Maintenance and management of the Department's GIS, Valve Program and as-built plans, as well as providing technical support.
- Operation and maintenance of the City potable water and sanitary sewer systems, obtaining maximum reasonable beneficial use of our natural resources and ensuring safe and adequate water supply.
- Treatment, filtering and testing of 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.
- Operation and maintenance of 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.
- Installation, repair and construction of water mains and water meters, cross-connection testing and investigation, fire hydrant installation and repair and water, sewer and storm line location in accordance with the Georgia Dig Law.
- 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.

- Facilitation of efficient transportation of sanitary sewage, operation and maintenance of the electrical facilities at all lift stations including operation of portable generators, operation and maintenance of the SCADA system.
- Operation and maintenance of the lift stations, including pumps, piping, valves and ancillary facilities.
- Provide premium, cost effective, permit compliant, continuous wastewater treatment, supporting conservation efforts and preparing wastewater for irrigation reuse, as well as potable water sales.

FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 11,975,706	\$ 17,658,925	\$ 19,445,787
Water & Sewer Fund	\$ 66,161,325	\$ 68,765,248	\$ 71,093,537
I&D Fund	\$ 7,647,044	\$ 6,756,043	\$ 8,285,999
Total Revenue	\$ 85,784,075	\$ 93,180,215	\$ 98,825,323
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 23,500,463	\$ 25,104,857	\$ 29,013,580
Outside Services	\$ 12,048,572	\$ 15,507,000	\$ 15,892,998
Commodities	\$ 5,430,492	\$ 6,481,138	\$ 7,222,167
Internal Services	\$ 10,109,816	\$ 11,326,600	\$ 12,132,990
Capital Outlay	\$ 72,451	\$ 368,221	\$ 260,000
Debt Service	\$ 4,780,558	\$ 4,849,540	\$ 4,844,614
Interfund Transfers	\$ 4,258	\$ 23,332,653	\$ 23,242,823
Other	\$ 6,369,384	\$ 6,210,206	\$ 6,216,152
Total Expenditures	\$ 62,315,992	\$ 93,180,215	\$ 98,825,323
Expenditure by Business Unit	2017 Actuals	2018 Projected	2019 Adopted
Stormwater Management	\$ 5,611,095	\$ 5,546,344	\$ 5,865,902
Greenscapes	\$ * 6,364,612	\$ 12,112,581	\$ 13,579,885
Water Planning & Engineering	\$ 1,428,102	\$ 1,536,806	\$ 1,571,677
Water Supply & Treatment	\$ 5,636,291	\$ 5,938,474	\$ 6,892,943
Water Distribution	\$ 4,906,226	\$ 5,524,882	\$ 5,576,109
Public Works & Water Resources Administration	\$ ** 883,029	\$ 615,400	\$ 603,983
Sewer Maintenance	\$ 3,720,606	\$ 3,580,519	\$ 3,909,489
Lift Station Maintenance	\$ 4,852,303	\$ 5,191,065	\$ 5,135,962
President Street Plant	\$ 6,425,667	\$ 6,812,671	\$ 8,076,695
Regional Plants	\$ 2,109,414	\$ 2,238,832	\$ 2,369,351
Industrial & Domestic Plant	\$ 7,479,960	\$ 6,756,043	\$ 8,285,999
Water & Sewer Interdepartmental	\$ 12,898,688	\$ 37,326,599	\$ 36,957,328
Total Expenditures	\$ 62,315,992	\$ 93,180,215	\$ 98,825,323

* 2017 total includes Park & Tree, which combined with personnel from Building & Grounds to create GreenScapes in the 2018 reorganization.

** 2017 total includes ACM - Utilities/Construction, the functions of which primarily reorganized to Public Works & Water Resources Administration in 2018.

Public Works & Water Resources Department - Position Details	2019 FTE	Grade
Operations Director	1.00	125
Director, Greenscapes	1.00	124
Stormwater Director	1.00	124
Water Reclamation Director	1.00	124
Water Supply & Treatment Director	1.00	124
Water & Sewer Conveyance & Distribution Director	1.00	123
Water & Sewer Planning Director	1.00	123
Greenscapes Administrator	1.00	120
Landscape Administrator	1.00	120
Park & 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	7.00	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
Maintenance Superintendent	3.00	116
Microbiologist	1.00	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	22.00	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	12.00	112
Principal Plant Operator	2.00	112
SCADA Technician	1.00	112
Senior Water & Sewer Television Inspector	3.00	112
Urban Forestry Operations Crew Chief	2.00	112
Water & Sewer Meter Shop Supervisor	1.00	112
GIS Technician	1.00	111
Industrial Pretreatment Technician	2.00	111
Maintenance Crew Chief	32.00	111
Aerial Lift Specialist	8.00	110
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	2.00	110
Senior Water & Sewer Maintenance Mechanic	16.00	110
Carpenter	1.00	109
Grounds Equipment Maintenance Specialist	1.00	109
Heavy Equipment Operator	22.00	109
Laboratory Technician	7.00	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	36.00	108
Pruning Specialist	3.00	108
Water & Sewer Television Inspector	2.00	108
Administrative Secretary	2.00	107
Ground Operations Specialist	6.00	107
Landscape Specialist	2.00	107
Maintenance Specialist	3.00	107
Medium Equipment Operator	18.00	107
Water Meter Technician	7.00	107
Customer Service Representative	6.00	106
Painter	2.00	106

Senior Maintenance Worker	46.00	106
Supply Clerk	2.00	106
Administrative Clerk	1.00	105
Permit Specialist	1.00	105
Water Service Representative	5.00	105
Maintenance Worker	54.00	104
Total Full-Time Equivalents	*462.00	

* Includes division positions as follows: (5) Public Works & Water Resources Administration positions, (129) Greenscapes positions, (50) Stormwater Management positions, (18) Water Resources Planning & Engineering Division positions, (260) Operations & Maintenance positions.

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 Resources 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 and direct and implement changes.
- Oversee and participate in the development and administration of the assigned segment of the City budget; approve the forecast of funds needed by service area assigned for staffing, equipment, materials and supplies.
- Provide leadership in developing a culture that values people and their differences and is free from inequities and barriers to people reaching their full potential and focuses on delivering quality core services.
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the department.
- 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 Resources.
- 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

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 10,005,961	\$ 15,175,324	\$ 17,390,463
Community Development Fund	\$ 2,821,182	\$ 3,250,778	\$ 3,552,269
Grant Fund	\$ 6,051,218	\$ 6,064,281	\$ 6,167,780
Parking Services Fund	\$ 1,476,904	\$ 0	\$ 0
Sanitation Fund	\$ 32,250,287	\$ 28,220,875	\$ 29,296,383
Total Revenue	\$ 50,402,706	\$ 53,605,167	\$ 56,406,894

Expenditures by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 23,605,994	\$ 24,190,316	\$ 26,734,630
Outside Services	\$ 5,947,763	\$ 6,697,280	\$ 7,408,443
Commodities	\$ 1,988,559	\$ 3,048,510	\$ 3,087,848
Internal Services	\$ 4,655,858	\$ 4,998,280	\$ 5,329,532
Debt Service	\$ 3,025,668	\$ 3,084,488	\$ 3,469,631
Interfund Transfers	\$ 1,262,967	\$ 7,608,813	\$ 5,806,353
Capital Outlay	\$ 83,346	\$ 63,000	\$ 137,000
Other	\$ 7,063,098	\$ 3,914,481	\$ 4,433,457
Total Expenditures	\$ 47,633,253	\$ 53,605,167	\$ 56,406,894

Expenditures by Department	2017 Actuals	2018 Projected	2019 Adopted
Office of the Chief Community Services Officer	\$ 340,665	\$ 442,425	\$ 484,436
Cultural Resources	\$ 975,451	\$ 1,048,208	\$ 1,261,275
Code Compliance	\$ 3,679,749	\$ 3,554,749	\$ 3,711,038
Human Services	\$ 7,543,038	\$ 9,183,086	\$ 9,663,061
Housing & Neighborhood Services	\$ 1,493,635	\$ 1,632,032	\$ 1,777,990
Parks & Recreation	\$ 8,525,572	\$ 9,523,793	\$ 10,212,711
Sanitation	\$ 25,075,144	\$ 28,220,875	\$ 29,296,383
Total Expenditures	\$ 47,633,253	\$ 53,605,167	\$ 56,406,894

AUTHORIZED POSITIONS

Community Services - Position Detail	2018 FTE	2019FTE	FY18 -19 DIFFERENCE
Office of the Chief Community Services Officer	3.00	4.00	1.00
Cultural Resources Department	10.00	13.50	3.50
Human Services Department	24.00	38.00	14.00
Code Compliance Department	48.75	45.00	-5.75
Housing & Neighborhood Services Department	15.00	21.00	6.00
Parks & Recreation Department	118.30	129.03	8.73
Sanitation Department	191.00	195.00	4.00
Total Full-Time Equivalents	410.05	*445.53	*31.48

*Excludes grant funded positions in WorkSource Coastal but includes grant funded positions in Neighborhood Svcs.

Community Services Performance Measures



Neighborhood Revitalization

Goal: Providing a Pathway to Prosperity

Objective: Access to Recreational Facilities and Programs Installation

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Increase recreational activity in neighborhoods	Work with local sport teams to utilize turf fields	Host 50 athletic events on turf fields	Turf Field Application
Percent of responding participants rating Recreation programs/services as very good or excellent 90 percent customer survey	90%	90%	Customer Survey
Percent of responding participants rating Athletics programs/services as very good or excellent	90%	90%	Customer Survey
Percent of responding participants rating Sr. Services programs/services as very good or excellent	90%	90%	Customer Survey
Percent of responding participants rating Therapeutic Recreation programs/services as very good or excellent	90%	90%	Customer Survey
Number of Registered Youth Sports Participants	2350	2500	Registration
Number of registered adult sports participants	225	270	Registration
Number of registered tennis program/league participants	800	835	Registration
Number of open courts Participants (basketball/tennis)	18250	18250	Quarterly Point in Time Counts

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Unsecure property secured within 30days	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
Voluntary compliance rate	65%	80%	EnerGov
Percent of responding participants rating programs/services as very good or excellent	90%	90%	Customer Survey
Total attendance: Outdoor Pools/Playgrounds	21094	24025	Quarterly Point in Time Counts
Number of registered youth participants	6,185	6450	Registration
Number of registered adult participants	2,100	2250	Registration
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
Percent of responding participants rating programs/services as very good or excellent	90%	90%	Customer Survey

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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 athletic field preparations completed	500	500	Daily Counts
Number of athletic grass field mowing's completed	615	615	Daily Counts
Number of playground inspections completed	864	864	Registration
Number of work order repairs/preventative maintenance functions completed	1200	1200	Daily Counts
Goal: Providing a Pathway to Prosperity			
Objective: Reestablishment & Preservation of Savannah Neighborhoods			

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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	3	Mid-Point Cleanliness Evaluation Scores
Percent of service requests completed within the standard response time	0%	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

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
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
Total number of persons served via Community Services neighborhood based programs	0	21,477	Human Services, Housing, Parks & Recreation, Arts & Culture Program Data
Percent of responding participants rating Community Services programs/services as very good or excellent	0	90%	Human Services, Housing, Parks & Recreation, Arts & Culture Survey Data
Number of positive media stories highlighting Community Services programs/services	0	20	Media Coverage
Increase the number of certified Neighborhood Associations	10	20	Application Forms Approved
Increase the number of registered Neighborhood Associations	20	40	Neighborhood Association Registry
Number of neighborhood grants administered	0	10	Grant Agreement Executed
Number of neighborhood leaders and residents participating in leadership training activities	600	600	Fair Housing Events Grant Training Workshops Organizational Training
Number of Youth engaged in neighborhood improvement or leadership activities	300	350	SYC, SYA, YLP Attendance Rosters

Goal: Providing a Pathway to Prosperity

Objective: Access to Quality Housing Improvement

Performance Measure(s)	2018 Projected	2019 Adopted	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 satisfactory or satisfactory	95%	95%	Housing & Neighborhood Services



Good Government

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

Objective: Organizational Culture Recognition

Performance Measure(s)	2018 Projected	2019 Adopted	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



Economic Strength & Poverty Reduction

Goal: Raise Savannah Residents Out of Poverty

Objective: Citizen Poverty Reduction

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Number of Community Partners and service providers engaged to address poverty reduction strategies *Poverty Summit not to occur in 2019	116	*0	MOA/MOUs
Number of residents connected to services through Community poverty reduction programs	579	700	Community Partnership Agencies' Quarterly Status Reports
Total number of Youth gaining summer or other employment	253	500	Summer 500 Job Placement Records
Total number of persons served (All center activities)	500	1000	Member Attendance Tracking
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	80	130	Member Attendance Tracking
Total partner organizations providing services	25	60	MOA/MOUs
Number of visual and performing arts classes	65	78	SCAC program
Number of class participants	681	852	SCAD Program Data
Number of visual and performing arts events	40	52	SCAC Program Data

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Total event attendance	0	90%	SCAC Survey Data
Non-profit grants and contracts administered *includes prior year ESG-funded grants	*48	44	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Grantee monitoring visits, technical assistance reviews and training conducted.	182	182	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

Goal: Raise Savannah Residents Out of Poverty

Objective: Soft Skills & Work Readiness Training for Savannah Youth

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Total number of youth receiving work readiness training	253	500	Savannah Youth Council Savannah Youth Ambassadors Summer 500
Provide soft skills and work readiness training for high school youth through Summer Enrichment	0	100	Summer Enrichment Attendance records
Number of work readiness sessions and soft skills training completed	0	7	MJAC + PARC Client Records
WSC-Number of soft skills/work readiness training sessions offered to youth prior job placement	0	8	Monthly data report collected from Youth Services Provider

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
WSC-Number of youth employed after completion of soft skills/work readiness training sessions	0	50	Data collected from the Virtual One-Stop (VOS) case management system
WSC-Number of youth participants that will receive a credential (i.e. HS Diploma, GED, industry-recognized certifications, etc.)	0	30	Data collected from the Virtual One-Stop (VOS) case management system
Number of youth to enroll in construction job training program	0	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	0	15	Data collected from the USDOL's--ETA Management Information System (MIS)
Number of participants to attain post-secondary enrollment and/or employment	0	12	Data collected from the USDOL's--ETA Management Information System (MIS)
Number of youth internships through department and contracted organizations (paid & unpaid)	239	249	Art & Cultural Grants

Goal: Raise Savannah Residents Out of Poverty

Objective: Soft Skills & Workforce Training for Unemployed & Underemployed

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
WSC-Number of adults to complete a certificate training program	0	50	Data collected from the Virtual One-Stop (VOS) case management system
WSC-Number of adults employed after completion of soft skills/work readiness training sessions	0	40	Data collected from the Virtual One-Stop (VOS) case management system

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
WSC-Number of unemployed adults to complete On-the-Job-Training program	0	30	Data collected from the Virtual One-Stop (VOS) Case Management System
WSC- Number of adults maintaining employment for at least 6 months after training	0	40	Data collected from the Virtual One-Stop (VOS) Case Management System
Number of adults completing soft skills training	50	100	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting	4	7	Attendance Records, Surveys

Goal: Raise Savannah Residents Out of Poverty

Objective: Employment Assistance Improvement

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Total number of adults receiving employment assistance	150	100	Job Fair sign-in Soft Skills Training
WSC-Number of partners to complete workforce development performance assessments	0	25	Data collected from the Virtual One-Stop (VOS) case management system
WSC-Number of services providers/partners above the 75% job placement rate	0	20	Data collected from the Virtual One-Stop (VOS) case management system
WSC- Number of new business partners recruited for in-demand occupations	0	15	Monthly data report collected from WSC Business Service Representative and Services Provider

Goal: Raise Savannah Residents Out of Poverty

Objective: Resilient Diversified Economy Implementation

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Number of facility rentals	54	95	SCAC rentals

Performance Measure(s)	2018 Projected	2019 Adopted	Data Source
Number of entrepreneurial skill development programs	0	75	SCAC program data



Overview

The Cultural Resources 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

Key Business Units/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.

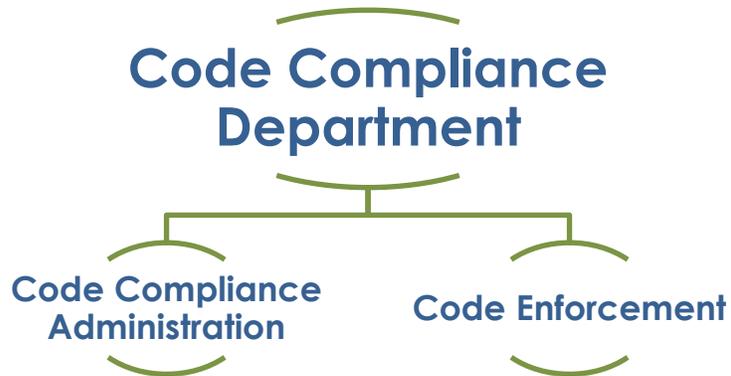
FY19 RESOURCES

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 975,451	\$ 1,048,208	\$ 1,261,275
Total Revenue	\$ 975,451	\$ 1,048,208	\$ 1,261,275
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 636,992	\$ 629,418	\$ 881,568
Outside Services	\$ 280,349	\$ 312,765	\$ 208,876
Commodities	\$ 28,765	\$ 29,702	\$ 91,153
Internal Services	\$ 29,345	\$ 76,323	\$ 79,678
Total Expenditures	\$ 975,451	\$ 1,048,208	\$ 1,261,275
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Cultural Arts	\$ 733,560	\$ 715,684	\$ 907,296
Municipal Archives	\$ 241,891	\$ 332,524	\$ 353,979
Total Expenditures	\$ 975,451	\$ 1,048,208	\$ 1,261,275

AUTHORIZED POSITIONS

Cultural Resources Department - Position Details	2019 FTE	Grade
Director, Cultural Arts	1.00	123
Director, Municipal Archives	1.00	121
Recreation Services Manager	1.00	118
Cultural Services Control Coordinator	1.00	114
Marketing Coordinator	1.00	114
Electronic Control Technician	1.00	113
Arts Program Coordinator	1.00	112
Library Archivist	1.00	112
Administrative Assistant	2.00	108
Arts Program Specialist	1.00	107
Visual Arts Specialist	1.00	107
Customer Service Representative	1.50	106
Total Full-Time Equivalents	*13.50	

* Includes division positions as follows: (10.50) Cultural Arts positions and (3) Municipal Archives positions.



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

Key Business Units/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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 0	\$ 3,554,749	\$ 3,711,038
Parking Fund	\$ 1,476,904	\$ 0	\$ 0
Sanitation Fund	\$ 2,202,845	\$ 0	\$ 0
Total Revenue	\$ 3,679,749	\$ 3,554,749	\$ 3,711,038
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 2,883,142	\$ 2,694,241	\$ 2,745,889
Outside Services	\$ 482,333	\$ 434,225	\$ 436,880
Commodities	\$ 82,954	\$ 101,600	\$ 136,000
Internal Services	\$ 204,235	\$ 270,651	\$ 302,430
Interfund Transfers	\$ 44	\$ 0	\$ 72,000
Other	\$ 27,040	\$ 54,032	\$ 17,839
Total Expenditures	\$ 3,679,749	\$ 3,554,749	\$ 3,711,038
Expenditure by Business Unit	2017 Actuals	2018 Projected	2019 Adopted
Code Compliance - Administration	\$ 0	\$ 432,961	\$ 604,496
Business Regulation	\$ 0	\$ 415,325	\$ * 0
Code Enforcement	\$ ** 3,679,749	\$ 2,706,463	\$ 3,106,542
Total Expenditures	\$ 3,679,749	\$ 3,554,749	\$ 3,711,038

* Business Regulation was absorbed into Code Enforcement for FY19.

** Staff from Property Maintenance Enforcement and Tourism Management & Ambassadorship were combined to create the Code Enforcement Division as part of the 2018 reorganization.

AUTHORIZED POSITIONS

Code Compliance Department - Position Details	2019 FTE	Grade
Director, Code Compliance	1.00	123
Code Compliance Administrator	2.00	120
Code Compliance Supervisor	6.00	113
Zoning Inspector	1.00	112
Code Compliance Officer	22.00	111
Senior Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Code Compliance Technician	1.00	108
Revenue Investigator	1.00	108
Transportation Compliance Officer	2.00	108
Customer Service Representative	3.00	106
Tourism Compliance	4.00	105
Total Full-Time Equivalents	*45.00	

* Includes division positions as follows: (5) Code Compliance Administration positions and (40) 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

Key Business Units/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

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 454,300	\$ 893,908	\$ 2,054,426
Grant Fund	\$ 5,761,171	\$ 6,667,991	\$ 5,831,715
Community Development Fund	\$ 1,327,566	\$ 1,621,187	\$ 1,776,920
Total Revenue	\$ 7,543,038	\$ 9,183,085	\$ 9,663,061
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 2,012,804	\$ 2,013,144	\$ 2,734,379
Outside Services	\$ 1,237,685	\$ 1,257,438	\$ 1,548,114
Commodities	\$ 241,335	\$ 464,678	\$ 311,212
Internal Services	\$ 486,915	\$ 545,524	\$ 657,319
Capital Outlay	\$ 65,346	\$ 0	\$ 0
Interfund	\$ 0	\$ 4,886,943	\$ 3,554,861
Other	\$ 3,498,952	\$ 15,359	\$ 857,176
Total Expenditures	\$ 7,543,038	\$ 9,183,086	\$ 9,663,061
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Human Services - Administration	\$ 454,300	\$ 893,908	\$ 2,054,425
Grants & Contracts	\$ 861,160	\$ 771,208	\$ 846,322
Continuum of Care	\$ 142,362	\$ 500,001	\$ 500,000
Resource & Success Centers	\$ 324,044	\$ 349,978	\$ 430,598
WorkSource Coastal	\$ 5,761,171	\$ 6,667,991	\$ 5,831,716
Total Expenditures	\$ 7,543,038	\$ 9,183,086	\$ 9,663,061

AUTHORIZED POSITIONS

Human Services - Position Details	2019 FTE	Grade
Director, Human Services	1.00	125
Assistant Director, Human Services	1.00	120
Community Services Administrator	1.00	120
Program Coordinator	2.00	114
Program Analyst - Grants	2.00	113
Community Outreach Coordinator	7.00	112
Administrative Assistant	4.00	108
Grants Administrator	1.00	120
Contract Compliance Specialist	1.00	114
Senior Program Analyst-Grants	1.00	114
Resource Center Administrator	1.00	120
Resource Center Manager	1.00	117
Educational Specialist	1.00	112
Community Program Specialist	1.00	107
Coastal Workforce Services Director	1.00	123
Assistant Director, Coastal Workforce Services	1.00	120
Coastal Worksource Finance Administrator	1.00	120
Senior Workforce Program Specialist	1.00	115
Workforce Program Specialist	5.00	114
Workforce Planner	1.00	112
Account Technician	1.00	107
Accounting Clerk	1.00	106
Youth Build Program Coordinator *	1.00	114
Total Full-Time Equivalents	*38.00	

* Includes (6) Resource & Success Center positions, (1) full-time permanent, (1) Interim WorkSource Coastal/Youthbuild position funded by the General Fund as the grant match and (13) grant-funded interim positions for WorkSource Coastal/Employment Services.

Housing & Neighborhood Services Department



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 Landbank Authority.

Linkage to Strategic Priorities and Results

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

Key Business Units/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

Revenue Source	2017 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 19	\$ 2,441	\$ 2,641
Community Development Fund	\$ 1,493,616	\$ 1,629,591	\$ 1,775,349
Total Revenue	\$ 1,493,635	\$ 1,632,032	\$ 1,777,990
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 1,238,455	\$ 1,333,309	\$ 1,432,590
Outside Services	\$ (70,757)	\$ (40,156)	\$ (43,671)
Commodities	\$ 14,879	\$ 32,581	\$ 25,105
Internal Services	\$ 292,834	\$ 298,167	\$ 355,835
Capital Outlay	\$ 18,000	\$ 0	\$ 0
Other	\$ 224	\$ 8,131	\$ 8,131
Total Expenditures	\$ 1,493,635	\$ 1,632,032	\$ 1,777,990
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Housing Services*	\$ 806,673	\$ 965,337	\$ 1,078,114
Neighborhood Services	\$ 686,962	\$ 666,695	\$ 699,876
Total Expenditures	\$ 1,493,635	\$ 1,632,032	\$ 1,777,990

* Includes some Land Bank expenditures.

AUTHORIZED POSITIONS

Housing & Neighborhood Services Department - Position Details	2019 FTE	Grade
Director, Housing and Neighborhood Services	1.00	123
Director, Community Housing Services	1.00	121
Housing Administrator	3.00	120
Lending Coordinator	1.00	116
Senior Planner	1.00	115
Construction Coordinator, Youthbuild	1.00	114
Senior Program Analyst	1.00	114
Housing Development Inspector	1.00	112
Construction & Rehabilitation Specialist	4.00	111
Loan Officer	3.00	110
Senior Administrative Assistant	1.00	109
Administrative Assistant	1.00	108
Loan Specialist	2.00	107
Total Full-Time Equivalents	21.00	

Parks & Recreation Department



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

Key Business Units/Core Services

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

Core Responsibilities

- Provide high quality recreational services at City park facilities and community centers.
- Enforce 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 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 Actuals	2018 Projected	2019 Adopted
General Fund	\$ 8,235,525	\$ 9,233,594	\$ 9,876,647
Grant Fund	\$ 290,047	\$ 290,199	\$ 336,064
Total Revenue	\$ 8,525,572	\$ 9,523,793	\$ 10,212,711
Expenditure by Type	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 6,165,785	\$ 6,317,494	\$ 6,955,499
Outside Services	\$ 1,751,301	\$ 2,051,224	\$ 1,914,636
Commodities	\$ 248,916	\$ 666,423	\$ 714,655
Internal Services	\$ 307,416	\$ 389,426	\$ 454,453
Capital Outlay	\$ 0	\$ 63,000	\$ 137,000
Other	\$ 52,154	\$ 36,226	\$ 36,468
Total Expenditures	\$ 8,525,572	\$ 9,523,793	\$ 10,212,711
Expenditure by Division	2017 Actuals	2018 Projected	2019 Adopted
Parks & Recreation			
Administration	\$ 754,091	\$ 479,487	\$ 549,609
Athletic Services	\$ 1,137,642	\$ 1,084,290	\$ 1,019,872
Athletic Maintenance	\$ 0	\$ 914,610	\$ 1,227,405
Therapeutic Recreation	\$ 218,490	\$ 254,271	\$ 259,650
Youth Services	\$ 4,381,374	\$ 4,675,018	\$ 4,905,532
Senior Services	\$ 2,033,975	\$ 2,116,118	\$ 2,250,644
Total Expenditures	\$ 8,525,572	\$ 9,523,793	\$ 10,212,711

AUTHORIZED POSITIONS

Parks & Recreation Department - Position Details	2019 FTE	Grade
Director, Parks & Recreation Services	1.00	125
Assistant Director, Park & Recreation Services	1.00	120
Athletics Administrator	1.00	120
Maintenance Superintendent	1.00	116
Program Coordinator	7.00	114
Arts Program Coordinator	1.00	112
Recreation Services Manager	1.75	112
Maintenance Crew Chief	3.00	111
Computer Services Specialist	1.00	110
Recreation Services Supervisor	23.48	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 Lead	53.65	107
Therapeutic Specialist	1.20	107
Senior Maintenance Work	4.00	106
Administrative Clerk	2.00	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 Equivalents	*129.93	

* Includes division positions as follows: (5.5) Parks & Recreation-Administration positions, (10.75) Athletic Services positions, (16.5) Athletic Maintenance positions, (4.2) Therapeutic Recreation positions, (62.72) Youth Services positions and (30.26) 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 provides 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 Actuals	2018 Projected	2019 Adopted
Sanitation Fund	\$ 27,844,597	\$ 28,220,875	\$ 29,296,383
Total Revenue	\$ 27,844,597	\$ 28,220,875	\$ 29,296,383
Expenditure by Type			
	2017 Actuals	2018 Projected	2019 Adopted
Personnel Services	\$ 10,353,540	\$ 10,815,752	\$ 11,572,327
Outside Services	\$ 2,256,881	\$ 2,666,917	\$ 3,317,538
Commodities	\$ 1,366,797	\$ 1,748,326	\$ 1,804,254
Internal Services	\$ 3,324,607	\$ 3,400,783	\$ 3,457,445
Debt Service	\$ 3,025,668	\$ 3,084,488	\$ 3,469,631
Interfund Transfers	\$ 1,262,923	\$ 2,703,878	\$ 2,161,500
Other	\$ 3,484,727	\$ 3,800,732	\$ 3,513,688
Total Expenditures	\$ 25,075,144	\$ 28,220,875	\$ 29,296,383
Expenditure by Division			
	2017 Actuals	2018 Projected	2019 Adopted
Sanitation Administration	\$ 659,243	\$ 716,062	\$ 830,919
Residential Refuse	\$ 8,180,351	\$ 8,455,723	\$ 8,270,059
Refuse Disposal	\$ 6,708,377	\$ 7,208,883	\$ 7,930,656
Street Cleaning	\$ 2,728,254	\$ 3,020,622	\$ 3,185,013
Commercial Refuse	\$ 1,677,495	\$ 2,081,688	\$ 1,984,704
Recycling & Litter Services	\$ 2,532,572	\$ 2,800,227	\$ 3,594,831
Sanitation Interdepartmental	\$ 2,588,854	\$ 3,937,672	\$ 3,500,202
Total Expenditures	\$ 25,075,144	\$ 28,220,875	\$ 29,296,383

AUTHORIZED POSITIONS

Sanitation - Position Details	2019 FTE	Grade
Director, Sanitation	1.00	129
Director, Commercial Refuse & Recycling	1.00	124
Director, Residential Refuse Services	1.00	124
Director, Refuse Disposal	1.00	123
Assistant Sanitation Director	1.00	121
Commercial Refuse/Recycling Administrator	1.00	120
Landfill Administrator	1.00	120
Residential Refuse Services Administrator	1.00	120
Street Cleaning Administrator	1.00	120
Environmental Compliance Coordinator	1.00	117
Sanitation Education Coordinator	1.00	114
Sanitation Supervisor	10.00	112
Maintenance Crew Chief	1.00	111
Heavy Construction Equipment Operator	3.00	110
Heavy Equipment Operator	32.00	109
Personnel Technician	1.00	109
Senior Administrative Assistant	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	44.00	107
Senior Maintenance Worker	4.00	106
Senior Sanitation Worker	34.00	106
Administrative Clerk	2.00	105
Maintenance Worker	5.00	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, (12) Commercial Refuse positions and (33) Recycling & Litter services positions.

Other Funds

RISK MANAGEMENT FUND

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees and natural disasters. The City's Risk Management Fund provides insurance to employees in the areas of long-term disability, workers' compensation, life insurance, group medical/dental insurance, general liability, property liability and auto liability.

Risk Management focusses 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. All funds of the City make payments to the Risk Management Fund 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 \$45,177,347 while employee contributions total \$22,605,293.

Social Security: The City will contribute \$8,973,588 to Social Security in 2019. City employees will contribute an equal amount for a total Social Security contribution of \$17,974,176.

Pension: In 2019, the City's contribution to the Pension Fund is \$9,411,259. 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 address increasing health insurance costs, the City plans to increase the amount of contributions to manage the health plan and maintain Fund Reserves. City contributions for health, life, disability, unemployment and workers' compensation total \$26,792,500 in 2019. Total contributions for insurance protection include interest earned and other revenue sources.

EMPLOYER CONTRIBUTIONS

<u>Contributions</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 2018-2019</u>
Social Security	\$ 8,838,365	\$ 9,087,379	\$ 8,973,588	(1.3)
Pension	9,310,479	9,226,064	9,411,259	2.0
Group Medical Insurance	20,917,529	21,535,963	21,950,476	1.9
Group Life Insurance	349,655	460,889	469,076	1.8
Disability Insurance	318,627	318,862	324,489	1.8
Unemployment Compensation	0	75,000	48,459	(35.4)
Workers' Compensation	3,999,529	3,923,842	4,000,000	1.9
TOTAL	\$ 43,734,184	\$ 44,627,999	\$ 45,177,347	1.2

EMPLOYEE CONTRIBUTIONS

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</u>	% Change <u>2018-2019</u>
Social Security	\$ 8,838,365	\$ 9,087,379	\$ 8,973,588	(1.3)
Pension	7,458,818	6,976,112	7,426,935	6.5
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	\$ 22,605,293	2.2

PENSION

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</u>	% Change <u>2018-2019</u>
City	\$ 9,310,479	\$ 9,226,064	\$ 9,411,259	(2.0)
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	\$ 10,643,079	3.0

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>Adopted</u>	% Change <u>2018-2019</u>
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	\$ 27,956,524	\$ 28,196,802	0.9

	2017	2018	2019	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</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 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>Adopted</u>	<u>2018-2019</u>
City	\$ 349,655	\$ 460,889	\$ 483,989	5.0
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)	(274,172)	5.0
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>Adopted</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>Adopted</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
	2017	2018	2019	% Change

<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</u>	<u>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 Adopted</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 Adopted</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 Adopted</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>Adopted</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. In addition, money, securities, as well as blanket and fidelity bonds are covered.

<u>Contributions</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</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>Adopted</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>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 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>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 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 self-insured with the exception of vehicles driven out of state.

<u>Contributions</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 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

	2017	2018	2019	% Change
<u>Expenditures</u>	<u>Actual</u>	<u>Projected</u>	<u>Adopted</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	3,097	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.

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

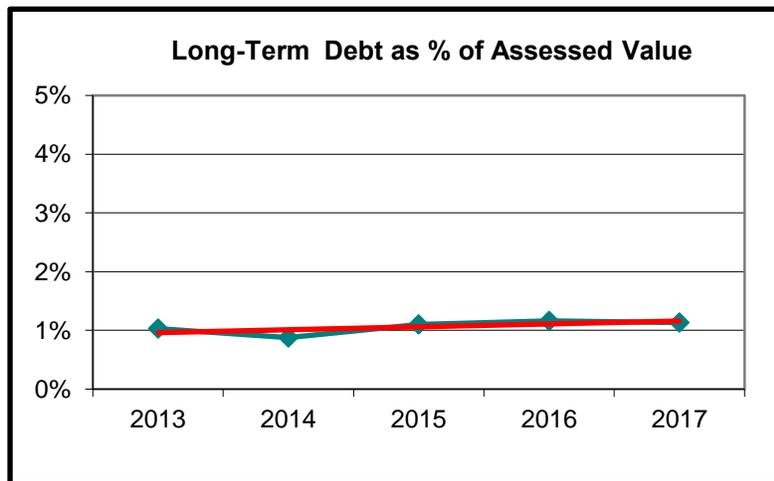
Debt Service Fund

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 \$540,450,752. As of December 31, 2017, the City had outstanding general obligation bonded debt totaling \$4,000,000.

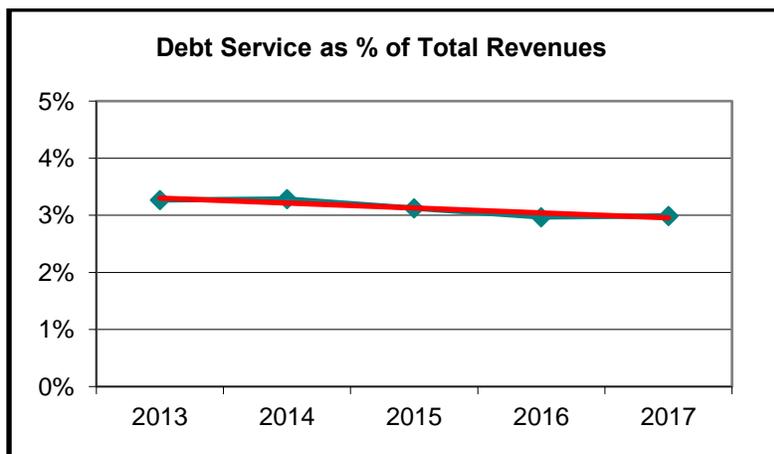
DEBT AS A PERCENT OF ASSESSED VALUE

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 1.13% 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 are 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 General Obligation 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

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 2009B	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		\$259,385,000			\$194,740,000	\$15,583,298

* DSA - Downtown Savannah Authority contractual obligation

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

*** RRDA - Resource Recovery Development Authority contractual obligation

ANNUAL DEBT SERVICE REQUIREMENTS

The table below shows 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 Obligations		Non Tax Supported Contractual Obligations		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	\$ 15,199,671
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.

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. One-half of the Hotel/Motel Tax revenue collected by the City is transferred to the General Fund. The other half is distributed between Visit Savannah to promote tourism; 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 Adopted</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 Adopted</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 various 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 is allocated to the General Fund. The revenue is utilized to support promote trade, commerce, and tourism; as well as, convention facilities.

<u>Revenue Source</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</u>	% Change <u>2018-2019</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 1,818,388	\$ 1,880,000	\$ 2,080,000	10.6
TOTAL	\$ 1,818,388	\$ 1,880,000	\$ 2,080,000	10.6

<u>Expenditure Area</u>	2017 <u>Actual</u>	2018 <u>Projected</u>	2019 <u>Adopted</u>	% Change <u>2018-2019</u>
Transfer to General Fund	\$ 454,597	\$ 470,000	\$ 520,000	10.6
Transfer to Civic Ctr.	1,363,791	1,410,000	1,560,000	10.6
TOTAL	\$ 1,818,388	\$ 1,880,000	\$ 2,080,000	10.6

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>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 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>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</u>	<u>% Change 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 Adopted</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	\$ 6,401,547	\$ 19,404,386	\$ 8,006,721	(58.7)
<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Adopted</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 Adopted</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 Adopted</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 Program

2019-2023

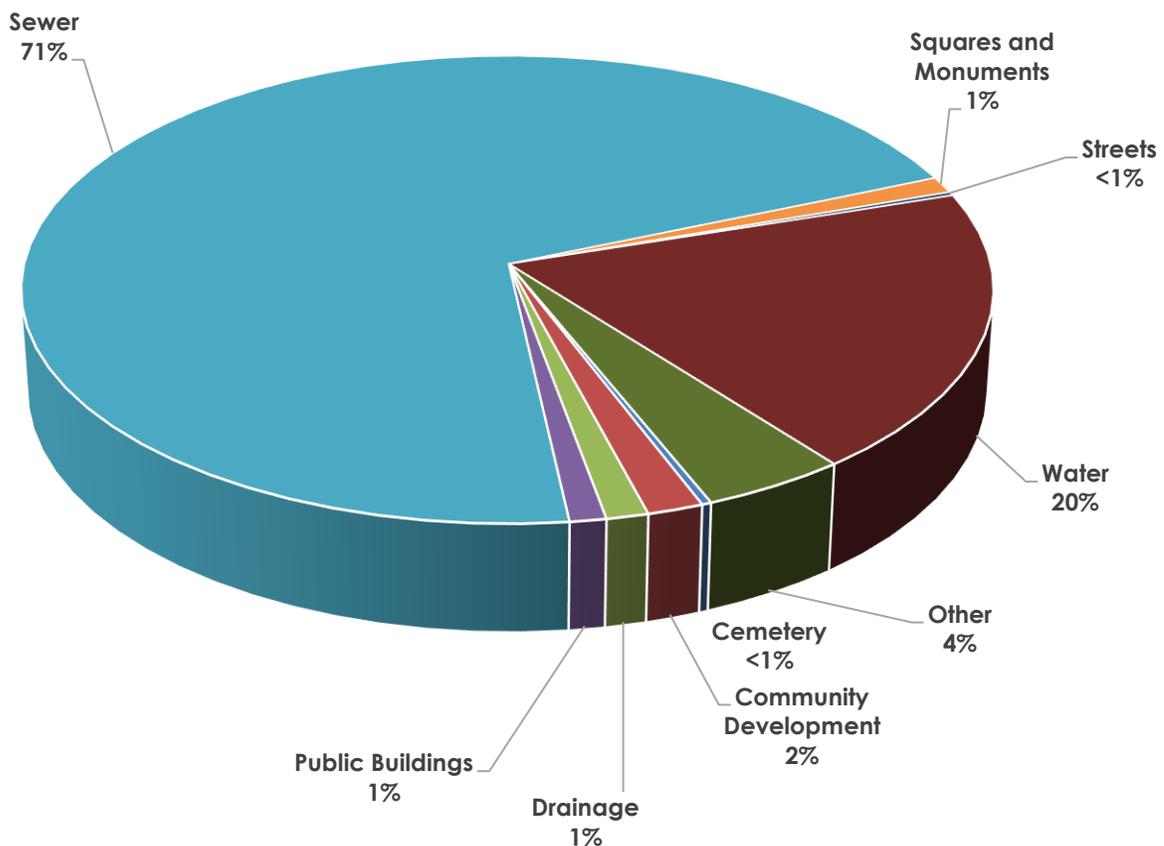
SAVANNAH 



Capital Improvement Planning

The City of Savannah regularly undertakes projects to improve public facilities and infrastructure assets for the benefit of its citizens. These projects, collectively referred to as the Capital Improvements Plan (CIP), may include construction and renovation of recreation centers, acquisition of assets, repaving of streets, replacement of water and wastewater lines, provision of technology connectivity and the purchase of new fleet vehicles and other equipment. CIPs vary in scope, so some may require years of planning and construction while others may be completed in a shorter timeframe. Once funded, the status of each capital project can be viewed on a quarterly basis located at <https://public.sagis.org/cip/>.

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 Capital Budget is a multi-year spending authorization and as a result, there is a distinction between what the City plans to spend in the next fiscal year and the new appropriations required to be approved in the budget. The capital program is usually funded using a combination of current revenues, special taxes, bonds and contractual payments. Development of the five-year capital plan is coordinated with the development of the annual operating budget. Projects included in the first year of the plan are adopted as a part of the annual operating budget. The remaining years of the capital program serve as a guide for future planning 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 include:

- 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 considered City Council priorities discussed in public forums throughout the year and ongoing capital projects to draft a Capital Improvement Plan for review by the City Manager and Executive Leadership. Funds were allocated to the proposed projects based on dedicated capital revenue sources and available funds identified in the 2019 base budget projections.

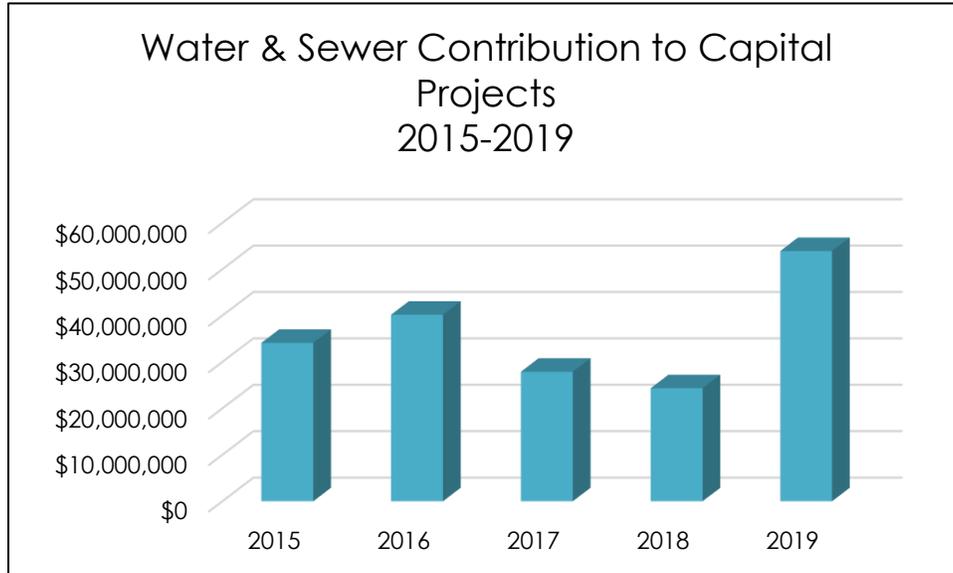
The City Manager's final recommendation for the Capital Improvement Plan to the Mayor and Council was made in November 2018, in conjunction with the presentation of the 2019 Proposed Budget. Council approved all proposed plans and supplemental funding in December 2018.

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.

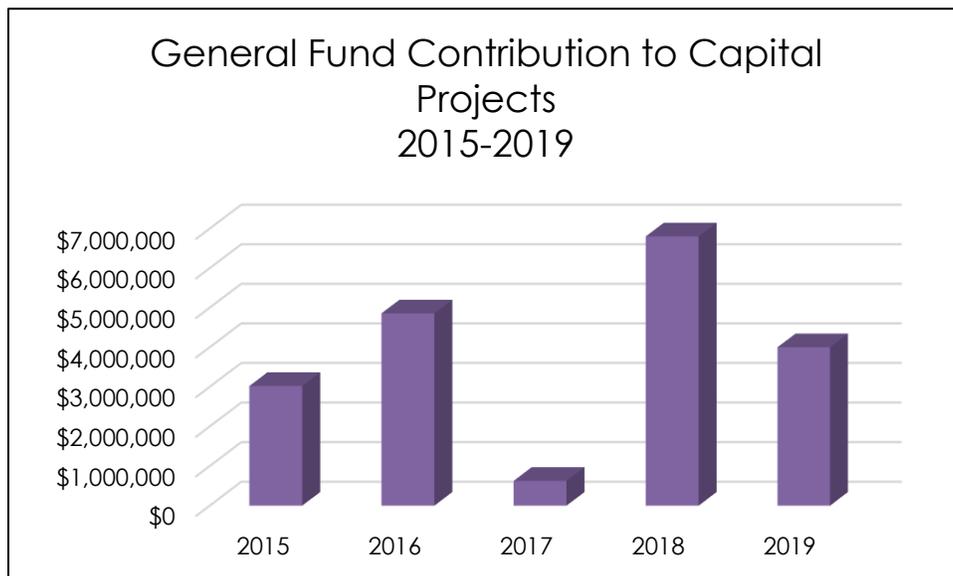
WATER AND SEWER FUND

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. The graph below shows budgeted historical capital investments from this funding course, including Industrial & Domestic Water Fund contributions.



GENERAL FUND

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



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

FIVE-YEAR 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 6.0% of planned capital spending. Planned projects include intersection improvements, bridge maintenance, street resurfacing and sidewalk/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

2019 CAPITAL IMPROVEMENT PROJECT SUMMARIES

Projects funded in 2019 are listed below by Improvement Category with a brief description. An "R" or "N" is shown by each project to indicate, respectively, whether the cost is recurring or non-recurring. A recurring project is included in almost every budget and/or will have no significant impact on the operating budget. Each description includes the 2019 cost, five-year cost, funding source(s), operating budget and service impacts and Council priorities aligned with the Savannah Forward Strategic Plan. More information regarding these projects can be found at <https://www.savannahga.gov/2353/Special-Projects-Initiatives>.

CEMETERY IMPROVEMENTS \$170,000

Cemetery Monument Conservation		R
2019 Cost:	\$60,000	
Total 5 Year Cost:	\$380,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Restore and repair cemetery monuments and other dilapidated structures	

Colonial Cemetery Lighting Upgrades		R
2019 Cost:	\$10,000	
Total 5 Year Cost:	\$70,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Upgrade of all lampposts, electrical wiring and components in Colonial Park Cemetery	

Cemetery Master Plan		R
2019 Cost:	\$90,000	
Total 5 Year Cost:	\$105,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Creation and execution of an in-depth cemetery master plan	

Laurel Grove South Survey		R
2019 Cost:	\$10,000	
Total 5 Year Cost:	\$50,000	
Funding Source:	Cemetery Lot Sales	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Survey and mapping of Laurel Grove South Cemetery	

COMMUNITY DEVELOPMENT IMPROVEMENTS **\$1,000,000**

Savannah Shines Project		R
2019 Cost:	\$1,000,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	General Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Neighborhood Revitalization	
Service Impact:	Continue funding to complete capital improvements for the Edgemere-Sackville neighborhood	

DRAINAGE IMPROVEMENTS **\$750,000**

Storm Sewer Rehabilitation		R
2019 Cost:	\$750,000	
Total 5 Year Cost:	\$3,750,000	
Funding Source:	General Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Rehabilitate deteriorating storm drains	

PUBLIC BUILDING IMPROVEMENTS **\$650,000**

Garage CCTV Upgrade		N
2019 Cost:	\$200,000	
Total 5 Year Cost:	\$200,000	
Funding Source:	Parking Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Public Safety	
Service Impact:	Upgrade cameras that record activities in the City parking garages	

Parking Garages Repair and Restoration**R**

2019 Cost:	\$300,000
Total 5 Year Cost:	\$1,500,000
Funding Source:	Parking Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Restore and repair the interior of parking garages to maintain the life expectancy of garages for daily and monthly customers

Fire Building Capital Maintenance**N**

2019 Cost:	\$150,000
Total 5 Year Cost:	\$750,000
Funding Source:	General Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Continuous repair and maintenance of multiple fire stations throughout the City of Savannah

SEWER IMPROVEMENTS**\$41,806,000****72" Line to Savannah River****N**

2019 Cost:	\$1,000,000
Total 5 Year Cost:	\$2,000,000
Funding Source:	Sewer Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Install new discharge line that would lessen the burden on Kayton Canal

SEDA (Newton Tract) 16" Force Main**N**

2019 Cost:	\$2,200,000
Total 5 Year Cost:	\$2,200,000
Funding Source:	Sewer Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Installation of force main in areas to be determined

Bacon Park Re-Use Water System		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Construct a mid-size re-use water system for irrigation of the golf courses and ball fields	

Sewer Share of New City Lot		N
2019 Cost:	\$5,000,000	
Total 5 Year Cost:	\$5,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Allocate portion of Sewer funds to build new Public Works and Water Resources facility	

Developer Oversizing for Sewer Lines		R
2019 Cost:	\$125,000	
Total 5 Year Cost:	\$625,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Enlarge or upgrade the sewer system or lift station to meet future system demands in areas of potential growth	

Hercules Force Main Rehabilitation		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Rehabilitate force main which services Hercules area and a lift station	

Force Main Pigs		N
2019 Cost:	\$250,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Perform maintenance pigging program to maintain system	

Georgetown Nutrient Removal		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Modify plant and/or processes in order to meet future limitations on nutrient loadings to ensure compliance with federal regulations	

President Street Generator Upgrade		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replacement of existing generator at President Street Plant that is past its useful life	

Large Tract Infrastructure Extension		R
2019 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	Estimation pending	
Council Priority:	Infrastructure	
Service Impact:	Support economic development of newly annexed areas that will increase the tax base and sewer revenue	

Lift Station Rehabilitation		N
2019 Cost:	\$1,500,000	
Total 5 Year Cost:	\$8,250,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Rehabilitate or replace obsolete pump stations with more reliable pump stations with the capacity to serve future customers	

Lift Station/Small Plants Monitoring		R
2019 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Place remote terminal units at lift stations to serve as an additional safety mechanism to avoid SCADA system failures	

Variable Frequency Detector		N
2019 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replace current equipment that is past its useful life to maintain successful treatment of waste water	

Travis Field Water Reclamation Facility		R
2019 Cost:	\$15,000,000	
Total 5 Year Cost:	\$15,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Expand facility and operations of the Crossroads Water Treatment Plant to increase service capacity for population growth	

Directional Bore for 23 Parallel Improvements		N
2019 Cost:	\$9,500,000	
Total 5 Year Cost:	\$9,500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Project being done to assure Lift Station 23 and force main will have the capacity for the upcoming Arena Project to handle sewage from the Arena site	

SCADA Upgrade (Sewer)		R
2019 Cost:	\$31,000	
Total 5 Year Cost:	\$154,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Provide SCADA system hardware and software upgrades to allow for prompt response to potential problems through remote monitoring and control	

Sewer Extensions		R
2019 Cost:	\$130,000	
Total 5 Year Cost:	\$650,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	Estimation pending	
Council Priority:	Infrastructure	
Service Impact:	Install sanitary sewers to support economic development in new service areas	

Sewer Line Rehabilitation		R
2019 Cost:	\$2,250,000	
Total 5 Year Cost:	\$11,250,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Rehabilitate and/or replace deteriorated or damaged sewer lines to reduce sewer stoppages and cave-ins	

Sewer Share of Paving**R**

2019 Cost:	\$90,000
Total 5 Year Cost:	\$452,000
Funding Source:	Sewer Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Replace deteriorated lines prior to initiating street paving projects to prevent damaging newly paved streets

Sewer Storm Water Separation**R**

2019 Cost:	\$130,000
Total 5 Year Cost:	\$650,000
Funding Source:	Sewer Fund
Operating Budget Impact	No impact expected
Council Priority:	Infrastructure
Service Impact:	Remove storm water that could create additional wastewater flows and stoppages out of the sanitary sewer system

Treatment Plant Capital Expansion**R**

2019 Cost:	\$400,000
Total 5 Year Cost:	\$2,000,000
Funding Source:	Sewer Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Increase treatment capacity at the City's wastewater treatment plants to enhance public health and safety, provide for economic stimulus and further ensure compliance with environmental regulations

Treatment Plant Capital Improvements**R**

2019 Cost:	\$500,000
Total 5 Year Cost:	\$2,500,000
Funding Source:	Sewer Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Undertake necessary improvements throughout the year to allow the City to continue to meet its discharge requirements under the NPDES permit

Treatment Plant Capital Maintenance		R
2019 Cost:	\$350,000	
Total 5 Year Cost:	\$1,750,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replace equipment, correct design deficiencies, and achieve other goals to allow the City to continue to meet its discharge requirements as required under the NPDES permit	

Turblex Blower Replacement		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replace blowers used for air circulation during the biological waste treatment process that are safer, more energy efficient, and easier to maintain	

Wilshire Nutrient Removal		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Sewer Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Conduct modifications to plant and/or processes in order to meet future limitations on nutrient loadings to allow the City to continue to meet its discharge requirements under the NPDES permit	

SQUARE AND MONUMENT IMPROVEMENTS	\$670,000
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Factor's Walk Wall Stabilization		N
2019 Cost:	\$50,000	
Total 5 Year Cost:	\$60,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Neighborhood Revitalization	
Service Impact:	Stabilize the wall along Factor's Walk and improve aesthetics of the historic squares	

Forsyth Park Lighting Upgrades		N
2019 Cost:	\$150,000	
Total 5 Year Cost:	\$550,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Upgrading lighting in Forsyth Park to increase safety for evening park visitors	

Monument Conservation		R
2019 Cost:	\$35,000	
Total 5 Year Cost:	\$260,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Preserve and improve the condition of various monuments throughout the City	

Park, Square, Medians, and Irrigations Improvements		R
2019 Cost:	\$30,000	
Total 5 Year Cost:	\$210,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Thin out overcrowded vegetation, add landscape and improve appearances to parks, square, medians and irrigation systems	

Public Monuments Lighting		N
2019 Cost:	\$75,000	
Total 5 Year Cost:	\$265,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Install and repair lighting of public monuments that would enhance nighttime appearance of monuments thus promoting tourism	

Square Lighting Upgrades		R
2019 Cost:	\$150,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Improve lighting in Downtown Historic District squares	

Square Walkway Repairs		R
2019 Cost:	\$45,000	
Total 5 Year Cost:	\$350,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Neighborhood Revitalization	
Service Impact:	Repair brick walkways in the Historic Squares through the removal and resetting of brick pavers	

Square Renovation		R
2019 Cost:	\$60,000	
Total 5 Year Cost:	\$585,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Neighborhood Revitalization	
Service Impact:	Improve lighting, paving, landscaping, and furnishings in Downtown Historic District squares	

Fountain Conservation		R
2019 Cost:	\$25,000	
Total 5 Year Cost:	\$200,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Preserve and maintain the City's fountains to ensure safe and efficient operations	

Liberty Square Reconstruction		R
2019 Cost:	\$50,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	General Fund – Preservation Fee	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Reconstruct Liberty Square located between Broughton Street and Oglethorpe Avenue as part of Montgomery Street traffic plans	

STREET IMPROVEMENTS	\$150,000
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River Street Ramps Reconstruction		R
2019 Cost:	\$50,000	
Total 5 Year Cost:	\$140,000	
Funding Source:	General Fund (Preservation Fee)	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Repair stone ramps and prevent vehicle damage while accessing River Street	

LMIG Resurfacing		R
2019 Cost:	\$100,000	
Total 5 Year Cost:	\$1,840,000	
Funding Source:	General Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Required matching contribution for state-funded local maintenance and improvement grant projects	

Automated Meter Reading Expansion

N

2019 Cost: \$1,000,000
Total 5 Year Cost: \$1,000,000
Funding Source: Water Fund
Operating Budget Impact: No impact expected
Council Priority: Infrastructure
Service Impact: Continuing completion of Automated Badger Orion Meter Reading (AMR) installation and planning for beginning of Advanced Meter Infrastructure (AMI) installation that would allow for more accurate utility billing

Water Share of New City Lot

N

2019 Cost: \$3,500,000
Total 5 Year Cost: \$3,500,000
Funding Source: Water Fund
Operating Budget Impact: No impact expected
Council Priority: Infrastructure
Service Impact: Allocate portion of Water funds to build new Public Works and Water Resources facility

Dean Forest 24" to New Hampstead

N

2019 Cost: \$250,000
Total 5 Year Cost: \$7,750,000
Funding Source: Water Fund
Operating Budget Impact: No impact expected
Council Priority: Infrastructure
Service Impact: Installation of 24" waterline from Dean Forest Road into New Hampstead to provide necessary water flow into the New Hampstead area

Dean Forest 24" to SPAIP

N

2019 Cost: \$250,000
Total 5 Year Cost: \$1,250,000
Funding Source: Water Fund
Operating Budget Impact: No impact expected
Council Priority: Infrastructure
Service Impact: Installation of 24" waterline from Dean Forest Road into Savannah Port Authority Industrial Park (SPAIP) to improve water service and fire flows

Developer Oversizing for Water Lines**R**

2019 Cost:	\$200,000
Total 5 Year Cost:	\$1,000,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Enlarge or upgrade the sewer system or lift stations to ensure future capacity in areas of potential growth

Extension to Unserved Areas (Water)**R**

2019 Cost:	\$200,000
Total 5 Year Cost:	\$1,000,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Extend water mains to sparsely populated areas within the distribution system that are presently served by private well or are potential growth areas with subsequent consequence of providing increased revenue as the customer base increases and the City is fulfilling its obligation to provide services

Fire Hydrant Replacement Program**R**

2019 Cost:	\$100,000
Total 5 Year Cost:	\$500,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Replacement of obsolete and/or non-functioning fire hydrants throughout the City, resulting in increased public safety

Groundwater Reductions**R**

2019 Cost:	\$1,000,000
Total 5 Year Cost:	\$3,000,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Gain compliance with groundwater withdrawal regulations

Gwinnett Street Water Line		N
2019 Cost:	\$1,000,000	
Total 5 Year Cost:	\$3,000,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replacement of the old waterline as part of the Gwinnett St. widening	

Improvements for Paving Projects (Water)		R
2019 Cost:	\$105,000	
Total 5 Year Cost:	\$535,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets	

Large Tract Infrastructure Extension (Water)		R
2019 Cost:	\$400,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Water Fund	
Operating Budget Impact:	Estimation pending	
Council Priority:	Infrastructure	
Service Impact:	Extend existing infrastructure to newly annexed areas to support economic development	

Large Tract Water Supply		R
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$2,250,000	
Funding Source:	Water Fund	
Operating Budget Impact:	Estimation pending	
Council Priority:	Infrastructure	
Service Impact:	Provide necessary infrastructure to large commercial and industrial development	

Megasite-New Hampstead 24" Main**N**

2019 Cost:	\$500,000
Total 5 Year Cost:	\$2,500,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Provide necessary infrastructure to accommodate growth in the area

Miscellaneous Water Line Improvements**R**

2019 Cost:	\$778,000
Total 5 Year Cost:	\$4,030,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Replace certain deteriorated and/or undersized water lines to reduce water leaks in the system

Crossroads Booster Upgrade**N**

2019 Cost:	\$250,000
Total 5 Year Cost:	\$750,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Upgrade existing facility to improve service operations

Overhead Water Storage Tank Repair and Repainting**R**

2019 Cost:	\$50,000
Total 5 Year Cost:	\$250,000
Funding Source:	Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University to ensure the physical integrity of the infrastructure

Expand I&D Phase II		N
2019 Cost:	\$500,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Increase surface water usage resulting in the reduction in groundwater as mandated by Georgia Environmental Protection Department (GAEPD)	

Replacement of Hydro-Pneumatic Tanks		R
2019 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replace hydro-pneumatic tanks at various well sites throughout the supply system to ensure that wells continue to perform at design capacity 24-hours per day	

Supervisory Control and Data Acquisition (SCADA) Upgrade		R
2019 Cost:	\$40,000	
Total 5 Year Cost:	\$214,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Upgrade SCADA system hardware and software to provide remote monitoring and control to allow for prompt response to potential problems	

Valve Replacement Program		R
2019 Cost:	\$88,000	
Total 5 Year Cost:	\$468,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Replace or repair aging or inaccurate valves to lower the possibility of leaks and provide more accurate billing information	

Well Electrical Preventive Maintenance		R
2019 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Periodically clean, repair, and/or replace electrical power and control systems of 41 wells ensure that wells continue to perform as needed	

Well Preventive Maintenance Program		R
2019 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Perform preventive maintenance of 5 wells to ensure continuous reliable operation	

Lathrop Avenue Pump Upgrade		R
2019 Cost:	\$250,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Increase the pumping capacity of Lathrop Avenue Booster Station as a function of mandated groundwater reductions	

Sludge Pond Dredging		R
2019 Cost:	\$400,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Water Fund	
Operating Budget Impact:	No impact expected	
Council Priority:	Infrastructure	
Service Impact:	Remove sludge from the pond and place in the drying bed for subsequent drying ultimately to haul to the landfill for final disposal	

Records Management System/E-Ticketing**N**

2019 Cost:	\$1,000,000
Total 5 Year Cost:	\$3,000,000
Funding Source:	General Fund
Operating Budget Impact:	Estimation pending
Council Priority:	Public Safety
Service Impact:	Implement an electronic ticketing system used by law enforcement and Recorder's Court to more accurately track traffic citations which is supported by the regional database

I&D Water Plant Laboratory Equipment**R**

2019 Cost:	\$552,000
Total 5 Year Cost:	\$552,000
Funding Source:	I&D Water Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	The addition of the raw water reservoir requires the procurement of equipment to increase the capacity to test both treated and untreated water which will ensure protection of the public health

Pedestrian Wayfinding Signage**N**

2019 Cost:	\$50,000
Total 5 Year Cost:	\$250,000
Funding Source:	Parking Fund
Operating Budget Impact:	No impact expected
Council Priority:	Infrastructure
Service Impact:	Coordinated, user-friendly, visible navigation system and maps encourage visitors and residents to use parking facilities and engage in a pedestrian experience

Wage Adjustment Reserve**N**

2019 Cost:	\$1,000,000
Total 5 Year Cost:	\$1,000,000
Funding Source:	General Fund
Operating Budget Impact:	Estimation pending
Council Priority:	Good Government
Service Impact:	Enact competitive wages as approved by Executive Leadership for various positions throughout the organization which would allow increased retention rates and improved service levels

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

2019 Adopted Cultural and Arts Services Contracts

Coastal Jazz Association Savannah Jazz Festival 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 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 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 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 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 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 Adopted for Weave-a-Dream Investment*		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 approved to receive funding from 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 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 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 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 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	Investment: \$22,400
<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	Investment: \$23,000
<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>	

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 Adopted Community Partnership Program Budget

Homeless Continuum of Care Services

Agency Name/Program Description	2019 Requested Funding	2019 Adopted 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 Adopted Homeless Continuum of Care Programs	\$ 195,000	\$ 195,000

Neighborhood Revitalization

Agency Name/Program Description	2019 Requested Funding	2019 Adopted 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 Adopted Neighborhood Revitalization Programs	\$ 35,000	\$ 19,000

Economic Strength & Poverty Reduction

Agency Name/Program Description	2019 Requested Funding	2019 Adopted 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 Adopted 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 Adopted 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 Adopted 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 Adopted Economic Strength & Poverty Reduction Programs	\$ 725,975	\$ 489,000

Public Safety Programs		
Agency Name/Program Description	2019 Requested Funding	2019 Adopted 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 Adopted Public Safety Programs	\$ 210,000	\$ 130,000
Total Adopted Community Partnerships Programs	\$ 1,165,975	\$ 833,000

Classification and Pay Grades

POSITION TITLE	GRADE	POSITION TITLE	GRADE
Accountant	112	Administrator, Street Cleaning	120
Administrative Assistant	108	Administrator, Traffic Engineering	120
Administrative Secretary	107	Administrator, Utilities	120
Administrator, Athletics	120	Administrator, Water & Sewer	120
Administrator, Commercial Refuse & Recycling Services	120	Alderman	99
Administrator, Community Services	120	Analyst, Budget	115
Administrator, CWS Finance	120	Analyst, Crime	113
Administrator, Development Liaison	120	Analyst, GIS	114
Administrator, Environmental Affairs	117	Analyst, Human Resources	115
Administrator, Grants	120	Analyst, Management	113
Administrator, Greenscapes	120	Analyst, Mobility & Parking Services	113
Administrator, Housing	120	Analyst, Personnel	113
Administrator, Human Resources	120	Analyst, Police Personnel	113
Administrator, Information Technology	120	Analyst, Program	113
Administrator, Laboratory	120	Analyst, Recorder's Court Data Quality	113
Administrator, Land Bank	120	Analyst, Revenue Compensation	113
Administrator, Landfill	120	Analyst, Risk Management	115
Administrator, Landscape	120	Analyst, SCADA	114
Administrator, Mobility Services	120	Analyst, Systems	115
Administrator, Operations & Maintenance	120	Assistant Director, Civic Center	120
Administrator, Park & Tree	120	Assistant Director, Fleet Services	120
Administrator, Permit Services	120	Assistant Director, Human Resources	122
Administrator, Permitting/Flood Plane	117	Assistant Director, Human Services	120
Administrator, Police Administrative Services	120	Assistant Director, Information Technology	121
Administrator, Police Budget	120	Assistant Director, Parking	120
Administrator, Police Communications Relations	120	Assistant Director, Parks & Recreation	120
Administrator, Property Maintenance	120	Assistant Director, Purchasing	120
Administrator, Residential Refuse Services	120	Assistant Director, Real Estate	120
Administrator, Resource Center	120	Assistant Director, Revenue	120
Administrator, Revenue	120	Assistant Director, Sanitation	121
Administrator, Risk Management	120	Assistant Director, WorkSource	120
Administrator, SCADA	120	Assistant Supervisor, Box Office	110
Administrator, Special Events, Film, Tourism	120	Assistant to Clerk of Council	110
Administrator, Stormwater Development/Environmental	120	Assistant to the City Manager	125
Administrator, Stormwater Management	120	Assistant, Chief Budget Officer	120
		Assistant, Chief Financial Officer	124
		Assistant, City Attorney	121
		Assistant, Crime Analyst	107
		Assistant, Criminal Investigations	107
		Assistant, Fire Chief	123
		Assistant, Human Resources	106
		Assistant, Maintenance	103

Classification and Pay Grades

POSITION TITLE	GRADE	POSITION TITLE	GRADE
Assistant, Police Chief	127	Coordinator, Contract	113
Assistant, Recruiting	107	Coordinator, Cultural Services Contract	114
Assistant, Senior Administrative	109	Coordinator, Employee Development	114
Auto Parts Buyer	110	Coordinator, Employee Health	115
Box Office Cashier	105	Coordinator, End Gun Violence Program	113
Building Official	121	Coordinator, Environmental Compliance	117
Building Plans Examiner	114	Coordinator, Industrial Pretreatment	113
Carpenter	109	Coordinator, Inventory	115
Cashier	105	Coordinator, Lending	116
Chemist	116	Coordinator, Marketing	114
Chief Budget Officer	124	Coordinator, Mobility & Parking Services	112
Chief Community Services Officer	131	Coordinator, Permit	114
Chief Deputy Court Clerk	120	Coordinator, Police Property	111
Chief Financial Officer	129	Coordinator, Police Public Information Officer (PIO)	114
Chief Fire Investigator	117	Coordinator, Police Training	114
Chief Infrastructure & Development Officer	131	Coordinator, Production Operations	116
Chief of Staff Mayor's Office	120	Coordinator, Program	114
Chief Operating Officer	131	Coordinator, Public Communications	117
City Attorney	99	Coordinator, Public Information & Education	114
City Manager	99	Coordinator, Real Property	113
City Surveyor	115	Coordinator, Revenue	115
Civil Engineer	116	Coordinator, Risk Management	114
Clerk of Chatham County Recorder's Court	123	Coordinator, Sanitation Education	114
Clerk of Council	124	Coordinator, Site Development	113
Clerk, Accounting	106	Coordinator, Special Projects	117
Clerk, Administrative	105	Coordinator, Tourism Management	113
Clerk, Case Disposition	105	Coordinator, Traffic Engineering	114
Clerk, Concessions	105	Coordinator, Traffic System	114
Clerk, Deputy Court	108	Coordinator, Vehicle Maintenance	109
Clerk, Supply	106	Coordinator, Vehicle Maintenance Projects	114
Clubhouse Attendant	103	Coordinator, Water & Sewer Project	117
Code Compliance Trainee	110	Coordinator, Youthbuild Program	114
Construction Site Safety	105	Coordinator, Zoning Use	114
Coordinator, Administrative	114	Crew Chief, Maintenance	111
Coordinator, Arts Program	112	Crew Chief, Urban Forestry Operations	112
Coordinator, Asset Building	114	Customer Service Representative	106
Coordinator, Asset Management	114	Deputy City Attorney	130
Coordinator, Cemetery Conservation	115		
Coordinator, Cemetery Events	111		
Coordinator, Cemetery Services	115		
Coordinator, Communications	114		
Coordinator, Community Outreach	112		

Classification and Pay Grades

POSITION TITLE	GRADE	POSITION TITLE	GRADE
Director, Cemetery	123	Director, Special Events, Film, & Tourism	123
Director, Civic Center	123	Director, Stormwater	124
Director, Coastal Workforce Services	123	Director, Water & Sewer Convey & Distribution	123
Director, Code Compliance	124	Director, Water & Sewer Planning	123
Director, Commercial Refuse & Recycling Services	124	Director, Water Reclamation	124
Director, Community Housing Services	121	Director, Water Supply & Treatment	124
Director, Cultural Resources	123	Driver	105
Director, Development Services/City Engineer	125	Electrician	110
Director, Emergency Management	121	Event Planner	112
Director, Environmental & Sustainability	121	Executive Assistant	112
Director, Fleet Services	123	Executive Assistant to City Manager	112
Director, Greenscapes	124	Executive Director, Arena Development District	125
Director, Housing & Neighborhood Services	123	Facilities Service Worker	102
Director, Human Resources	125	Fire Battalion Chief	120
Director, Human Services	123	Fire Captain	117
Director, Information Technology	125	Fire Chief	130
Director, Mobility Management	125	Fire Investigator	113
Director, Municipal Archives	121	Fire Marshal	120
Director, Office of Business Opportunity	123	Firefighter	110
Director, Office of Capital Project Management	124	Firefighter Trainee	108
Director, Office of Performance & Accountability	123	Firefighter, Advanced	112
Director, Office of Public Communications	123	Groom	107
Director, Operations	125	Heavy Construction Equipment Operator	110
Director, Parking Services	124	Heavy Equipment Operator	109
Director, Parks & Recreation Services	125	Implementation Leader	123
Director, Planning & Urban Design	123	Inspector, Building	112
Director, Public Works & Water Resources	129	Inspector, Construction	112
Director, Purchasing	123	Inspector, Electrical	112
Director, Real Estate Services	125	Inspector, Fire Prevention	112
Director, Refuse Disposal	123	Inspector, Forestry	113
Director, Reserve Police Officer	112	Inspector, Housing Development	112
Director, Residential Refuse Services	124	Inspector, Mechanical	112
Director, Revenue	124	Inspector, Plumbing	112
Director, Sanitation	129	Inspector, Zoning	112
		Intel/Counter-Terrorism Commander	121
		Judicial Secretary	109
		Landscape Architect	119
		Lead Customer Service Utility Billing	110
		Lead Medium Equipment Operator	108
		Lead Water Service Representative	109
		Library Archivist	112

Classification and Pay Grades

POSITION TITLE	GRADE	POSITION TITLE	GRADE
Lifeguard	103	Principal Mechanic, Equipment	111
Maintenance Superintendent	116	Principal, Internal Auditor	118
Maintenance Worker	104	Principal, Plant Operator	112
Manager, Capital Project	116	Project Archivist	113
Manager, Real Estate	117	Project Manager	115
Manager, Recreation Services	118	Radio Systems Engineer	118
Manager, Resource Center	117	Recorder's Court Judge	99
Manager, Strategic Initiatives	125	Recreation Services Leader	107
Manager, Swimming Pool	108	Refuse Truck Operator	107
Master Firefighter	114	Revenue Investigator	108
Master Mechanic, Equipment	112	Sanitation Worker	104
Mayor	99	Senior Analyst, Budget	116
Mechanic, Equipment	108	Senior Analyst, Crime	114
Mechanic, Lead Equipment	113	Senior Analyst, Management	114
Mechanic, Stormwater Maintenance	109	Senior Analyst, Program	114
Mechanic, Water & Sewer Maintenance	109	Senior Analyst, Systems	117
Medium Equipment Operator	107	Senior Inspector, Electrical	113
Microbiologist	116	Senior Inspector, Mechanic	113
Network Engineer	118	Senior Inspector, Plumbing	113
Officer, Code Compliance	111	Senior Inspector, Water & Sewer Television	112
Officer, Communications	108	Senior Inspector, Zoning	113
Officer, Loan	110	Senior Mechanic, Equipment	110
Officer, Parking Services	105	Senior Mechanic, Water & Sewer Maintenance	110
Officer, Real Estate	120	Senior Officer, Parking Services	106
Officer, Tourism Compliance	105	Senior Specialist, Workforce Program	115
Painter	106	Senior Technician, Laboratory	110
Paralegal	112	Senior Technician, Network	116
Parking Facilities Attendant/Monitor	104	Senior Technician, Parking Meter	108
Planner	113	Senior, Accountant	115
Plant Operator	108	Senior, Accounting Clerk	107
Plant Operator Trainee	106	Senior, Carpenter	110
Police Captain	121	Senior, Civil Engineer	120
Police Chief	130	Senior, Deputy Court Clerk	110
Police Corporal	114	Senior, Judicial Secretary	110
Police Lieutenant	119	Senior, Lifeguard	104
Police Major	123	Senior, Maintenance Worker	106
Police Officer Trainee	110	Senior, Planner	115
Police Officer/Advanced Police Officer	112	Senior, Plans Examiner	115
Police Sergeant	117	Senior, Plant Operator	110
Police Star Corporal	115	Senior, Sanitation Worker	106
Principal Analyst, Budget	118	Shift Supervisor, Parking Facilities	108
Principal Analyst, Crime	115	Specialist Apprentice, Construction	107

Classification and Pay Grades

POSITION TITLE	GRADE	POSITION TITLE	GRADE
Specialist, Aerial Lift	110	Supervisor, Network	118
Specialist, Arts Program	114	Supervisor, Open Records Request	114
Specialist, Benefits	111	Supervisor, Parking Facility Services	112
Specialist, Community Program	107	Supervisor, Permit Center	108
Specialist, Computer Services	110	Supervisor, Police Property & Evidence	113
Specialist, Construction & Rehabilitation	111	Supervisor, Police Records Division	115
Specialist, Contract Compliance	114	Supervisor, Records	107
Specialist, Court Services	109	Supervisor, Recreation Services Center	110
Specialist, Educational	112	Supervisor, Revenue	112
Specialist, Ground Operations	107	Supervisor, Sanitation	112
Specialist, Grounds Equipment Maintenance	109	Supervisor, Water & Sewer	113
Specialist, Inventory	112	Supervisor, Water & Sewer Building Maintenance	113
Specialist, Landscape	107	Supervisor, Water & Sewer Meter Shop	112
Specialist, Loan	107	Supervisor, Water Services	113
Specialist, Location	111	Systems Engineer	118
Specialist, Maintenance	107	Technician I, Radio Systems	112
Specialist, Open Records Request	112	Technician II, Radio Systems	114
Specialist, Outside Employment	107	Technician, Accounting	107
Specialist, Permit	105	Technician, Billing	109
Specialist, Police Accreditation & Comp	115	Technician, Building Maintenance	109
Specialist, Pruning	108	Technician, Cemetery Conservation	109
Specialist, Public Communications - Broadcast Production	114	Technician, Community Projects	107
Specialist, Public Communications - Creative Design	114	Technician, Court Services	106
Specialist, Purchasing	111	Technician, Electronic Control	112
Specialist, Revenue	108	Technician, Emergency Vehicle	112
Specialist, Sign	106	Technician, Engineering	110
Specialist, Therapeutic	107	Technician, GIS	111
Specialist, Traffic Maintenance	109	Technician, Help Desk	110
Specialist, Visual Arts	107	Technician, Human Resources	109
Specialist, Workforce Program	114	Technician, Industrial Pretreatment	111
Supervisor, Box Office	112	Technician, Laboratory	109
Supervisor, Code Compliance	113	Technician, Network	115
Supervisor, Concessions	110	Technician, Parking Meter	107
Supervisor, Crime Analyst	116	Technician, Permit Services	110
Supervisor, Customer Service	111	Technician, Personnel	109
Supervisor, Electronic Control Technician	114	Technician, Police Forensic	113
Supervisor, Equipment Maintenance	115	Technician, Police Personnel	106
Supervisor, Inventory Control	114	Technician, Police Property & Evidence	109
Supervisor, Laboratory	114	Technician, Property Maintenance	108
Supervisor, Maintenance	113	Technician, Purchasing	108
		Technician, Records	105

Classification and Pay Grades

POSITION TITLE	GRADE
Technician, SCADA	112
Technician, Site Development	110
Technician, Surplus Inventory	108
Technician, Surveying	109
Technician, Television Inspection	108
Technician, Traffic Engineering	111
Technician, Water & Sewer Locator	109
Technician, Water & Sewer Modeling	113
Technician, Water Meter	107
Traffic Engineering Superintendent	116
Transfer Station Attendant	104
Water & Sewer Superintendent	116
Water Service Representative	105
Water Supply Process Engineer	118
Welder	109
Workforce Planner	112
Zoning Plans Reviewer	112

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
Stormwater Management Division	803	F750 Crew Cab non dumping 2½ ton w/ air	\$ 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
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	M2106 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 85,000
Streets Maintenance	8244	M2106 Dump Truck 13.5 15.2 cubic yards w/ air	\$ 83,000
Streets Maintenance	8245	M2106 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 Crew Cab dumping 2½ ton crew cab	\$ 65,974
Streets Maintenance Subtotal			\$ 784,631

Business Unit	Vehicle #	Vehicle Type	Total Cost
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 marked Police 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 mid-sized unmarked Police unit	\$ 20,000
Patrol Division	8480	Impala Sedan mid-sized unmarked Police unit	\$ 20,000
Patrol Division	9418	F250 Utility Truck super duty crew cab	\$ 23,300
Patrol Division Subtotal			\$ 172,697
Greenscapes	233	M6040 Tractor w/ cab	\$ 32,000
Greenscapes	4627	F150 Pickup ½ ton long bed	\$ 19,000
Greenscapes	4998	F-150 FRDLT Pickup extended cab 2-wheel drive	\$ 20,842
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	\$ 17,824
Greenscapes Division Subtotal			\$ 374,926
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
Development Services Subtotal			\$44,000

Business Unit	Vehicle #	Vehicle Type	Total Cost
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	Impala Sedan mid-size unmarked hot seat	\$ 20,000
Support Services	8481	Impala Sedan mid-size Police unit	\$ 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	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	\$ 21,813
Fire Chief	6504	Metro Star Fire Unit pumper	\$ 671,000
Fire Chief	6503	Metro Star Fire Unit pumper	\$ 671,000
Fire Chief	7506	Ford F250 Pickup ¾ ton long bed	\$ 21,000
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			\$ 2,883,265
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 Utility Vehicle	\$ 19,482
Hazardous Materials Team	8558	Ford F450 Pickup super duty 1½ ton	\$ 35,985
Hazardous Materials Team Subtotal			\$ 55,467

Business Unit	Vehicle #	Vehicle Type	Total Cost
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	LT7500 Dump Truck 13.5 15.2 cubic yards w/air	\$ 85,000
Street Cleaning Division	7729	LT7500 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 Pickup ¾ ton	\$ 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	F250 Pickup ¾ ton long bed	\$ 21,000
Supply and Treatment	9825	F150 Pickup ½ ton long bed	\$ 19,900
Supply and Treatment Subtotal			\$ 84,900
Water Distribution	102	Ford Focus Sedan small general purpose	\$ 12,096
Water Distribution	5904	Ford Taurus Sedan mid-size	\$ 20,000

Business Unit	Vehicle #	Vehicle Type	Total Cost	
Water Distribution	8889	Ford F450 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
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.

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

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

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

Balanced Budget – A budget in which planned revenues equal planned expenditures.

Base Budget - The base budget includes the approved expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Service changes and capital improvements are not included in the base budget.

Bond - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

Budget - An annual financial plan embodying estimated expenditures for providing services and the proposed means of financing them.

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

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

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

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

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

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

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

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

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

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

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

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

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

Factor – An important contributor to an outcome.

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

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

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

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

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

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

General Fund Contribution - Subsidy to a fund which is not supported by its own revenues. Several funds, such as Public Safety Communications and Civic Center, generally require this contribution.

General Obligation Bonds - Bonds used to finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from property taxes and these bonds are backed by the "full faith and credit" of the issuing government.

Generally Accepted Accounting Principles (GAAP) - A set of standard rules and procedures used to account for 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 of organization in aid or support of a particular governmental function or program.

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

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

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

Infrastructure - Physical assets such as streets and buildings.

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

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

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

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

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

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

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

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

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

Operations Budget - Referred to as an operating budget. The operations budget is the portion of the budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, travel, and fuel.

Ordinance - A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the City.

Organization Chart - A chart representing the authority, responsibility, and relationship among business structures within the organization.

Other Expenses - Items of expenditure primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City.

Outside Services - Items of expenditure for services the City receives primarily from an outside company. Utilities, rent, travel, and advertising are examples of outside services.

Performance Measures - Specific quantitative measures of work performed or results obtained within an activity or program.

Personnel Services - Items of expenditure in the operating budget for salaries and wages paid for services performed by City employees as well as the fringe benefit costs associated with City employment.

Program - An organized set of related work activities within a service center or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

Projected – An estimation of revenues and expenditures based on past trends, current economic conditions, and future financial forecasts.

Property Tax - A tax levied on the assessed value of real and personal property. Generally, assessed value is 40% of market value.

Proprietary Funds - All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. The City utilizes two types of proprietary funds: Enterprise Funds and Internal Services Fund.

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

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

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

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

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

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

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

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

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

LIST OF ACRONYMS

ACM	Assistant City Manager
AMI	Automatic Meter Infrastructure
AMR	Automatic Meter Reading Systems
BPTS.....	Bacon Park Transfer Station
CAFR.....	Comprehensive Annual Financial Report
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CDBG	Community Development Block Grant
CEMA	Chatham Emergency Management Agency
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
COP.....	Community Oriented Policing
COS	City of Savannah
CPP	Community Partnerships Program
DBE.....	Disadvantaged Business Enterprise
DCA.....	Department of Community Affairs
DFRL.....	Dean Forest Road Landfill
EMD	Emergency Medical Dispatch
EPD	Environmental Protection Division
ESPLOST	Education Special Purpose Local Option Sales Tax
FTE.....	Full Time Equivalent
GAAP.....	Generally Accepted Accounting Principles
GCCMA	Georgia City/County Management Association
GCIC	Georgia Crime Information Center
GDP	Gross Domestic Product

GFOA Government Finance Officers Association

GIS Geographic Information System

HEAT..... Highway Enforcement of Aggressive Traffic

HOME Home Investment Partnership Program

HUD..... U.S. Department of Housing and Urban Development

ICMA International City/County Management Association

I & D..... Industrial and Domestic

IGA Intergovernmental Agreement

ISO Insurance Services Offices

LEPC..... Local Emergency Planning Committee

LOST Local Option Sales Tax

MLK Martin Luther King, Jr., Blvd.

MPC..... Metropolitan Planning Commission

MSA Metropolitan Statistical Area

MVR Motor Vehicle Report

NCIC National Crime Information Center

NIMS..... National Incident Management System

NPDES National Pollutant Discharge Elimination System

NSP..... Neighborhood Stabilization Program

OPEB Other Post-Employment Benefits

POR..... Per Occupied Room

PSAP Public Safety Answering Point

RMS Records Management System

ROW Right-of-Way

SAGIS..... Savannah Area Geographic Information System

SARIC..... Savannah Area Regional Intelligence Center

SBAC..... Small Business Assistance Corporation
SBE.....Savannah Business Enterprise
SCADA Supervisory Control and Data Acquisition
SEDA Savannah Economic Development Authority
SFES Savannah Fire & Emergency Services
SPLOSTSpecial Purpose Local Option Sales Tax
TBD..... To Be Determined
WIAWorkforce Investment Act
WIOAWorkforce Innovation and Opportunity Act
WSCWork Source Coastal
YFA..... Youth Futures Authority

BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2019 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN FOR THE CITY.

WHEREAS, the City Manager submitted the Proposed 2019 Service Program and Budget to the Mayor and Aldermen on November 15, 2018, and the City Manager also submitted the Capital Improvement Program for 2019-2023 on November 15, 2018; and

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

WHEREAS, the Proposed 2019 Service Program and Budget was made available for public review on November 12, 2018 and the time and place of the public hearing on the budget was advertised on November 11, 2018; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2019 Service Program and Budget on November 20, 2018, and December 6, 2018, to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2019 Service Program and Budget, and are included:

- Reduce the budgeted millage rate from 13.40 mills down to 13.20 mills
- Increase property tax allocation by a total of \$689,618, which is 4% above the current year projection
- General wage appropriation should be increased from 3% to 3.5% for permanent, authorized city employees
- Reduce contingency to appropriate funding for independent anonymous tip program for public safety

THEREFORE, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled that:

Section 1. The following estimated revenues and appropriations are adopted for the indicated funds and departments for the year 2018 (January 1, 2018 through December 31, 2018) and the year 2019 (January 1, 2019 through December 31, 2019):

	<u>Revised 2018</u>	<u>2019</u>
General Fund		
Total estimated revenue	\$ 200,291,563	\$ 199,943,286
Service Center Appropriations (General Fund):		
Governance	\$ 2,191,139	\$ 2,426,837
Strategic Services	\$ 3,501,523	\$ 3,318,574
Municipal Operations:		
Administration	\$ 1,585,282	\$ 1,662,211
Financial Services	\$ 4,640,868	\$ 4,052,435
Human Resources	\$ 1,642,694	\$ 3,079,540
Real Estate Services	\$ 8,188,672	\$ 10,535,122
Recorder's Court	\$ 2,401,507	\$ 2,457,133
	<u>Revised 2018</u>	<u>2019</u>
Infrastructure and Development:		
Administration	\$ 1,490,615	\$ 949,090
Public Works	\$ 17,658,925	\$ 19,445,787
Mobility Services	\$ 11,544,846	\$ 11,903,249
Development Services	\$ 3,974,997	\$ 4,106,183
Community Services:		
Administration	\$ 442,425	\$ 484,436
Human Services	\$ 893,908	\$ 2,054,426
Parks & Recreation	\$ 9,233,595	\$ 9,876,648
Cultural Resources	\$ 1,048,208	\$ 1,261,275
Code Compliance	\$ 3,554,749	\$ 3,711,038
Public Safety:		
Police	\$ 61,971,951	\$ 59,114,940
Fire	\$ 32,986,523	\$ 32,270,768
Other Governmental Services	\$ 11,187,595	\$ 11,136,444
Interfund Transfers	\$ 20,151,541	\$ 16,097,150
Total Appropriations	\$ 200,291,563	\$ 199,943,286
Hurricane Matthew Fund		
Total estimated revenue	\$ 10,000,000	\$ 10,000,000
Total appropriations	\$ 10,000,000	\$ 10,000,000
Recorder's Court Technology Fund		
Total estimated revenue	\$ 200,000	\$ 300,000
Total appropriations	\$ 200,000	\$ 300,000

Grant Fund

Total estimated revenue	\$	8,593,465	\$	7,903,643
Total appropriations	\$	8,593,465	\$	7,903,643

Community Development Fund

Total estimated revenue	\$	7,577,218	\$	8,098,605
Total appropriations	\$	7,577,218	\$	8,098,605

Housing/Property Acquisition Fund

Total estimated revenue	\$	2,100,000	\$	2,100,000
Total appropriations	\$	2,100,000	\$	2,100,000

Hazardous Material Team Fund

Total estimated revenue	\$	410,034	\$	474,575
Total appropriations	\$	410,034	\$	474,575

Public Safety Communications Fund

Total estimated revenue	\$	7,702,308	\$	2,400,000
Total appropriations	\$	7,702,308	\$	2,400,000

	<u>Revised 2018</u>	<u>2019</u>
Public Safety Wireless Reserve		
Total estimated revenue	\$ 1,000,000	\$ 1,000,000
Total appropriations	\$ 1,000,000	\$ 1,000,000
Economic Development Fund (Section 108 Loan)		
Total estimated revenue	\$ 1,500,000	\$ 1,500,000
Total appropriations	\$ 1,500,000	\$ 1,500,000
Confiscated Assets Fund		
Total estimated revenue	\$ 400,000	\$ 200,000
Total appropriations	\$ 400,000	\$ 200,000
Debt Service Fund		
Total estimated revenue	\$ 20,000,000	\$ 20,000,000
Total appropriations	\$ 20,000,000	\$ 20,000,000
Special Assessment Debt Fund		
Total estimated revenue	\$ 100,000	\$ 100,000
Total appropriations	\$ 100,000	\$ 100,000
Hotel/Motel Tax Fund		
Total estimated revenue	\$ 22,192,096	\$ 23,301,700
Total appropriations	\$ 22,192,096	\$ 23,301,700
Auto Rental Tax Fund		
Total estimated revenue	\$ 2,000,000	\$ 2,080,000
Total appropriations	\$ 2,000,000	\$ 2,080,000

Section 2. Appropriations and estimated revenues for the Capital Improvements Fund are made on a project-length basis, rather than on an annual basis and remain in effect until the project is completed and closed. Appropriations and estimated revenues for the Capital Improvements Fund are adopted as follows:

	<u>Revised 2018</u>	<u>2019</u>
Capital Improvements Fund		
Open project appropriations at year beginning	\$709,469,879	\$ 797,469,879
Add: New appropriations for projects	103,000,000	59,359,000
Less: Appropriations for closed projects	(15,000,000)	(15,000,000)
Open project appropriations at year end	\$ 797,469,879	\$ 841,828,879

Section 3. In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2019 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2018.

Section 4. In order to comply with requirements of generally accepted accounting principles as set forth in Statement 54 issued by the Governmental Accounting Standards Board, the fund balance amounts reported in the City's special revenue funds, unless otherwise restricted, shall be constrained for the specific purpose for which the special revenue fund was created. These balances, though they may be combined with other funds for financial reporting purposes, shall maintain the committed status hereby designated.

Section 5. In order to maintain a balanced budget, it is authorized that the total 2018 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2018 revenues exceed estimated revenues. It is also authorized that any unused service center appropriations be transferred to the appropriation for Interfund Transfers for contribution to Capital Improvement Funds.

Section 6. For purposes of administering the budget, the legal level of control is designated to be the Service Center as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A. 36-81-1 et. seq.

Section 7. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2019-2023 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2019-2023 follow.

	<u>2019 - 2023</u>
Community Development	\$ 2,800,000
Cemetery Improvements	850,000
Civic Center Improvements	5,107,000
Drainage Improvements	4,950,000
Other Improvements	10,706,000
Park and Recreation Improvements	1,151,000
Public Building Improvements	6,325,000
Sanitation Improvements	0
Sewer Improvements	93,356,000
Squares and Monuments Improvements	3,180,000
Street Improvements	4,905,000
Traffic Improvements	6,400,600
Water Improvements	<u>45,747,000</u>
Total	\$ 185,477,600

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

Section 8. All ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

Fund Appropriations

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

LINE ITEM APPROPRIATIONS BY FUND

	<u>2017</u> <u>Actuals</u>	<u>2018 OMB</u> <u>Projected</u>	<u>2019 OMB</u> <u>Adopted</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
41111 Real Property Taxes - Current	(50,220,862)	(58,391,897)	(59,821,192)	(1,429,295)	2.45%
41113 Personal Prop. Taxes-Current	(7,412,404)	(8,731,622)	(8,945,351)	(213,729)	2.45%
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)	(344,776)	173,878	(33.52%)
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)	(1,859,120)	(44,420)	2.45%
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%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
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%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
43921 Homeown Tax Relief 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)	(520,000)	(50,000)	10.64%
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	81,264,912	6,541,880	8.75%
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	339,196	17,390	5.40%
51123 Unemployment Comp	0	52,361	35,042	(17,319)	(33.08%)
51124 Disability Insurance	225,256	222,613	234,642	12,030	5.40%
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	1,645,190	(658,109)	(28.57%)
51128 Retiree Medical County	122,667	1,284	0	(1,284)	(100.00%)
51130 Pension	6,451,425	6,441,156	6,595,719	154,563	2.40%
51131 Pension - Chatham Count	453,050	4,337	0	(4,337)	(100.00%)
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 Svcs	(1,732,341)	2,137,685	(634,884)	(2,772,569)	(129.70%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
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	140.62%
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	356,347	67,713	23.46%
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	475,767	(15,110)	(3.08%)
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	10,122,350	745,197	7.95%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
101 General Fund					
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	132,575	64,541	94.87%
51722 Trans to CDBG Spec Revs	1,388,776	1,571,204	1,843,233	272,029	17.31%
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	650,825	(1,970,610)	(75.17%)
51746 E-Commnctns Exp Transfr	0	0	0	0	(148.25%)
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	(22,873)	(1,039,476)	(102.25%)
51810 Contingencies	0	0	825,000	825,000	100.00%
51811 Contributions	737,151	500,750	488,336	(12,414)	(2.48%)
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 Contrbtn-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 Contrbtn-Trade Ctr Auth	6,513	8,200	143,708	135,508	1652.54%
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%
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	(87.49%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
104 Haz-Mat Fund					
43705 Chath Co Haz Mat Reimbu	(175,661)	(68,000)	(68,000)	0	0.00%
48101 Contrbtn Frm Generl Fnd	(143,299)	(68,034)	(132,575)	(64,541)	94.87%
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	927	56	6.47%
51123 Unemployment Comp	0	142	96	(46)	(32.40%)
51124 Disability Insurance	567	602	641	39	6.47%
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	18,028	599	3.44%
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%
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	0.00%
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	0.00%
211 Grant Fund					
43196 Workforce Investmnt Act	(5,374,551)	(6,068,684)	(5,215,673)	853,011	(14.06%)
43317 Dol - Youthbuild	(363,385)	(433,836)	(437,825)	(3,989)	0.92%
48101 Contrbtn Frm Generl Fnd	(150,739)	(165,470)	(178,217)	(12,747)	7.70%
51105 Salaries and Wages	675,819	547,864	755,457	207,593	37.89%
51110 Social Security	49,498	60,869	67,805	6,936	11.40%
51121 Group Medical Insurance	85,529	126,365	134,710	8,345	6.60%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
211 Grant Fund					
51122 Group Life Insurance	1,850	2,986	3,274	288	9.65%
51123 Unemployment Comp	0	494	338	(156)	(31.59%)
51124 Disability Insurance	1,686	2,102	2,265	163	7.74%
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	63,671	2,843	4.67%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
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)	(8017.12%)
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%)
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	3,936	784	24.88%
51123 Unemployment Comp	0	513	407	(106)	(20.72%)
51124 Disability Insurance	0	2,180	2,722	542	24.86%
51127 Retiree Grp Medcal Opeb	0	24,947	24,947	0	0.00%
51130 Pension	0	63,089	76,528	13,439	21.30%
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	1100.00%
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	51,793	13,959	36.90%
51321 Small Fixed Assets	86,269	10,307	26,488	16,181	156.99%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
212 Grant Fund – Other Fed					
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	1917.27%
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	0.00%
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%
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	0.00%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
215 Hurricane Matthew Grant Fd					
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%
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)	(1,334,073)	(275,746)	26.05%
51105 Salaries and Wages	1,630,761	1,490,642	1,639,632	148,990	10.00%
51110 Social Security	119,255	117,195	126,711	9,516	8.12%
51121 Group Medical Insurance	233,390	325,528	278,420	(47,108)	(14.47%)
51122 Group Life Insurance	4,645	8,117	7,107	(1,011)	(12.45%)
51123 Unemployment Comp	0	1,321	734	(587)	(44.41%)
51124 Disability Insurance	4,233	5,615	4,916	(699)	(12.45%)
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	138,195	(24,281)	(14.94%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
221 Community Development Fund					
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%)
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	973,829	(75,848)	(7.23%)
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	0.00%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
222 Comm Devel Fund-Rental Rehab					
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%
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	0.00%
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	118	5	4.13%
51123 Unemployment Comp	0	18	12	(6)	(33.89%)
51124 Disability Insurance	0	78	82	3	4.13%
51127 Retiree Grp Medcal Opeb	403	1,386	1,386	0	0.00%
51130 Pension	0	2,271	2,297	26	1.16%
51132 City Contr-Def Comp	83	240	240	0	0.00%
51199 Reimbrsmnt Persnl Svcs	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	457,542	(2,792)	(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	(1)	0.00%
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	33.33%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
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%
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	0.00%
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%)
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	0	(148.25%)
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	393	(15,428)	(97.52%)
51123 Unemployment Comp	0	2,574	41	(2,534)	(98.42%)
51124 Disability Insurance	10,536	10,944	272	(10,672)	(97.52%)
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	7,639	(309,017)	(97.59%)
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%)
51271 Food-Catered Meals	998	1,500	0	(1,500)	(100.00%)
51295 Other Contractual Service	82,897	85,000	2,097,278	2,012,278	2367.39%
51309 Laundry Allowance	23,639	21,000	0	(21,000)	(100.00%)

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
241 Emerg Communicatns Fund					
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	0.00%
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	0.00%
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%
Total 275 Hotel/Motel Tax Fund	0	0	0	0	0.00%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
280 Rental Mv Excise Tax Fd					
41307 Rental Motor Vehicle Tax	(1,818,388)	(1,880,000)	(2,080,000)	(200,000)	10.64%
51727 Transfer to General Fd	454,597	470,000	520,000	50,000	10.64%
51728 Transfer to Civic Ctr	1,363,791	1,410,000	1,560,000	150,000	10.64%
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 Ii	(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%
48360 2017 GO Bond Fund	(1,946,800)	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 & Matls	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					
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
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	0.00%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
511 Sanitation Fund-Operating					
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	29,431	1,844	6.68%
51123 Unemployment Comp	0	4,489	3,040	(1,448)	(32.26%)
51124 Disability Insurance	21,540	19,084	20,359	1,275	6.68%
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	572,285	20,112	3.64%
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 Srvs	0	230,526	255,822	25,296	10.97%
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%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
511 Sanitation Fund-Operating					
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	1,660,500	(501,378)	(23.19%)
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	0.00%
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%
Total 517 RRDA Bond Fund 2003	(7,049)	0	0	0	0.00%
521 Water and Sewer Fund-Operating					
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%

	2017 Actuals	2018 OMB Projected	2019 OMB Adopted	Variance	Variance %
521 Water and Sewer Fund-Operating					
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	11,218,819	1,697,724	17.83%
51106 Vacation Pay	18,198	0	0	0	0.00%
51110 Social Security	826,847	916,120	956,622	40,502	4.42%
51116 Stipend	41,368	44,100	44,100	0	0.00%
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	46,984	1,493	3.28%
51123 Unemployment Comp	0	7,402	4,854	(2,548)	(34.42%)
51124 Disability Insurance	29,770	31,469	32,501	1,033	3.28%
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	913,606	3,074	0.34%
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	10521.68%
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	2996.52%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
521 Water and Sewer Fund-Operating					
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	1126.99%
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%
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-Commrcl 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%)

	2017 Actuals	2018 OMB Projected	2019 OMB Adopted	Variance	Variance %
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	22,148,363	(1,184,291)	(5.08%)
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%
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-Operating	(23,300,999)	0	0	0	0.0%
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%
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)	(5,595,153)	(889,379)	18.90%
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	1,771,240	509,986	39.44%
51106 Vacation Pay	24,962	0	0	0	0.00%
51110 Social Security	106,632	132,122	149,432	17,309	13.10%
51116 Stipend	3,264	3,900	3,900	0	0.00%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
531 I & D Water Fund-Operating					
51121 Group Medical Insurance	305,846	325,528	368,220	42,692	13.11%
51122 Group Life Insurance	4,724	6,543	7,677	1,135	17.34%
51123 Unemployment Comp	0	1,065	793	(271)	(25.50%)
51124 Disability Insurance	4,305	4,526	5,311	785	17.34%
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	149,285	18,331	14.00%
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%
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-Commrc'l 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%)

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
531 I & D Water Fund-Operating					
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	0.00%
532 I&D 2003 Bond Fund					
47111 Interest Earned	(1,254)	0	0	0	0.00%
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 Opertng 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%)

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
551 Civic Center Fund-Operating					
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)	22,873	1,039,476	(102.25%)
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)	(1,560,000)	(150,000)	10.64%
51105 Salaries and Wages	877,345	875,000	848,604	(26,396)	(3.02%)
51106 Vacation Pay	(11,488)	0	0	0	0.00%
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	3,678	(57)	(1.53%)
51123 Unemployment Comp	0	608	380	(228)	(37.48%)
51124 Disability Insurance	2,755	2,584	2,545	(39)	(1.53%)
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	71,528	(3,239)	(4.33%)
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%)
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
551 Civic Center Fund-Operating					
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 Srvcs 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%
51413 Svcs By San-Commrc'l 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	0.00%
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. Fees	(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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
561 Parking Services Fund					
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%
48101 Contrbtn Frm Generl Fnd	(679,801)	0	0	0	0.00%
51105 Salaries and Wages	2,754,379	1,886,608	2,210,286	323,678	17.16%
51106 Vacation Pay	8,205	0	0	0	0.00%
51110 Social Security	220,708	179,758	199,826	20,068	11.16%
51121 Group Medical Insurance	727,980	537,121	581,074	43,952	8.18%
51122 Group Life Insurance	8,999	8,486	9,256	770	9.07%
51123 Unemployment Comp	0	1,381	956	(425)	(30.75%)
51124 Disability Insurance	8,200	5,871	6,403	533	9.07%
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	179,991	10,132	5.96%
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	6251.22%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
561 Parking Services Fund					
51405 Services By General Fund	646,334	1,553,724	1,492,095	(61,629)	(3.97%)
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-Commrc'l 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	1,719,485	779,174	82.86%
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	0.00%
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	17,099	918	5.67%
51123 Unemployment Comp	0	2,633	1,767	(866)	(32.90%)
51124 Disability Insurance	9,778	11,193	11,829	635	5.67%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
611 Internal Service Fund					
51130 Pension	287,592	323,876	332,500	8,624	2.66%
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 Svcs	0	(823,893)	(478,903)	344,990	(41.87%)
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%)
51409 Svcs By Water & Sewer	12,785	12,784	16,427	3,643	28.49%
51413 Svcs By San-Commrc'l 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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
611 Internal Service Fund					
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	16,285	6,285	62.85%
52855 Depreciation Expense	38,588	0	0	0	0.00%
Total 611 Internal Service Fund	942,882	0	0	(1)	0.00%
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	0.00%
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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
621 Risk Management Fund					
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 Employmnt 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)	(2,673,441)	800,000	(23.03%)
44128 Emp Ded Medic Advantage	(898,945)	0	0	0	0.00%
44132 Retiree Medical Deductions	(1,103,987)	0	0	0	0.00%
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 Mgmt Fees	292,317	0	0	0	0.00%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
622 ISF-Retired Emp Health					
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)	(2,673,441)	800,000	(23.03%)
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 Mgmt 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%
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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
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%
Total 921 Community Housing Services Ag	(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%

	<u>2017 Actuals</u>	<u>2018 OMB Projected</u>	<u>2019 OMB Adopted</u>	<u>Variance</u>	<u>Variance %</u>
932 CHSA Devel Strathmore					
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)	(150,336)	414	(0.27%)
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	150,336	(414)	(0.27%)
52814 Capital Contributions	0	0	0	0	0.00%
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%)